



City of Clovis COMPREHENSIVE PLAN 2018

APPROVED
12.13.2018



Prepared By:
Consensus Planning, Inc.

RESOLUTION No. 2948-2018

**A RESOLUTION ADOPTING THE COMPREHENSIVE PLAN
FOR THE CITY OF CLOVIS**

WHEREAS, the Clovis City Commission has determined that it is in the best interest to engage in long range planning activities for the City of Clovis; and

WHEREAS, Consensus Planning of Albuquerque has developed the 2018 Comprehensive Plan for the City of Clovis; and

WHEREAS, the Comprehensive Plan is intended to guide and manage decision-making related to the future growth, physical development, and capital expenditures of the City over a 20-year planning horizon; and

WHEREAS, the Comprehensive Plan addresses a wide range of planning elements, through goals and implementation strategies regarding land use, housing, economic development, infrastructure, water resources, transportation, public facilities and services and implementation; and

WHEREAS, the City recognizes that the adoption of this Comprehensive Plan will provide proper direction and priority recommendations to City staff, local businesses, and citizens alike; and

WHEREAS, after public input the Clovis City Commission has determined that the 2018 Comprehensive Plan is ready for final adoption.

WHEREFORE, BE IT RESOVED AND DECLARED by the Governing body, the City Commission of the City of Clovis, New Mexico that the 2018 Comprehensive Plan is hereby adopted.

PASSED, APPROVED AND ADOPTED THIS 13th DAY OF DECEMBER,

2018.





City Clerk

THE CITY OF CLOVIS, NEW MEXICO

By: 

David M. Lansford, Mayor



ACKNOWLEDGMENTS

David Lansford, Mayor

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City of Clovis Vision 2040



Clovis is a vibrant, friendly, family-oriented community in eastern New Mexico. We are incredibly proud of our strong and enduring partnership with Cannon Air Force Base. We embrace our agricultural heritage, and cherish our safe and well-maintained neighborhoods, our excellent public school system and community college, and our parks and recreational amenities that together provide an outstanding quality of life to our residents. Our economy is diversified and growing, and features well-paying jobs that foster prosperity, personal enrichment, and motivate young people to stay in the community after finishing their education. Our downtown features three beautifully restored historic theaters and the Historic Railroad District, locally-owned restaurants and shops, and is buzzing with activity from visitors and residents alike. We celebrate and strive to maintain our small-town atmosphere and we work together to achieve our common goals and vision.

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CHAPTER 1

EXECUTIVE SUMMARY

The City of Clovis is the primary population center and county seat for Curry County. It is located within the Llano Estacado on the eastern plains of New Mexico and at the crossroads of two highways, US 60 and US 70. Clovis has a strong and enduring agricultural history and is a hub for economic activity in the region. The City of Clovis has a history of being proactive in planning for its future and working to ensure that it is prepared for continued growth in the community over time.

The 2018 Comprehensive Plan provides a general policy guide for decision-making regarding the location and character of growth and development in the community. It establishes an overall vision for the community's physical development, economic health, and well being with an assumed planning horizon of 20 years. Goals, objectives, and implementation strategies are organized under land use, economic development, neighborhoods and housing, infrastructure, transportation, community facilities and services, and hazard mitigation that are based on community priorities as determined by the public engagement process.

1.1 INTENT and PURPOSE

The 2018 Comprehensive Plan was initiated by the City of Clovis in March 2018 as an update to the 2007 Comprehensive Plan. The Comprehensive Plan is the result of a robust public engagement process that included meetings and interviews with a Steering Committee, stakeholder groups, City staff, and an online community survey.

The intent and purpose of the Comprehensive Plan is as follows:

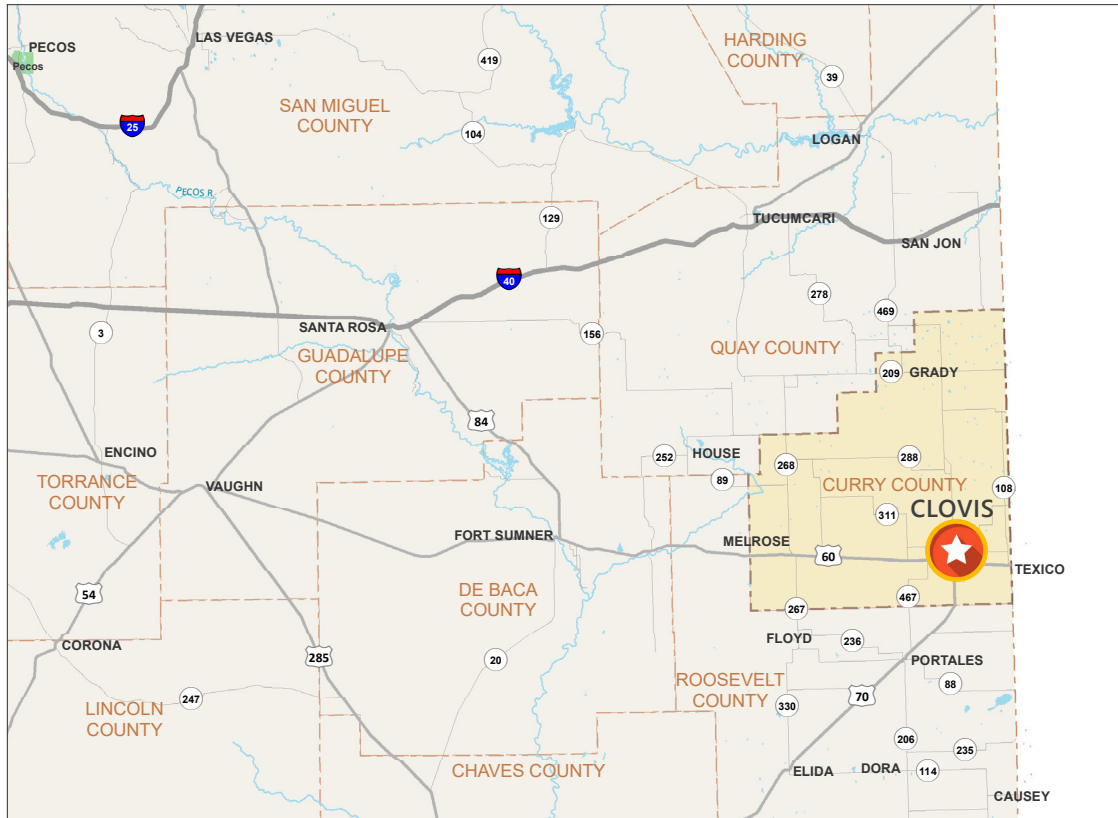
- Provide an overall framework to advance Clovis forward in a clear, coordinated, and effective manner to achieve the community's vision;
- Provide guidance regarding growth, development, and capital investments for public infrastructure and facilities;
- Strengthen existing neighborhoods and encourage quality development and new investment by the private sector;

- Build upon and leverage the City's existing strengths and opportunities to bolster the economy;
- Encourage community participation in an open and consensus-building planning process; and
- Maintain and nurture partnerships with other local and regional entities to address community needs and implement the Comprehensive Plan.

1.2 PLAN OBJECTIVES

The following objectives are intended to ensure the Comprehensive Plan stays relevant and accurately represents the desires and aspirations of the community:

- Review the Comprehensive Plan on an annual basis and endeavor to complete an update every five years as needed. City staff should take the lead on the annual reviews and provide recommendations to the City Commission on timing for updating the Comprehensive Plan.
- Ensure the Comprehensive Plan and the City's land use regulations are consistent and further



CLOVIS REGIONAL CONTEXT

the community's vision as expressed in the Comprehensive Plan.

- Engage the public in the planning process to build trust and ensure people have a stake and feel a sense of pride in the success of the Comprehensive Plan.
- Link the City's Infrastructure Capital Improvement Plan (ICIP) to the implementation strategies identified in the Comprehensive Plan.
- Base future grant applications and funding requests on the implementation strategies and priorities.

1.3 PLAN ELEMENTS

The Comprehensive Plan contains eight plan elements, including Land Use, Economic Development, Neighborhoods and Housing, Infrastructure, Transportation, Community Facilities and Services, Hazard Mitigation, and Implementation. Each element contains a description of existing conditions; issues and opportunities; and provides goals, objectives, and strategies to help realize the community's vision and aspirations for the future. A brief description for each of the plan elements follows below:



LAND USE

The Land Use element (Chapter 3) describes how the City should grow and develop over the next 20 years. It includes community feedback relative to growth and development; descriptions of existing land use and neighborhood character areas; existing zoning; historic preservation; and a Future Land Use Scenario that shows preferred land uses, annexation areas, redevelopment areas, and corridor enhancements. Goals, objectives, and strategies address:

- Quality infill development and redevelopment of vacant or underutilized properties that



are served by municipal infrastructure and designation of redevelopment areas adjacent to Downtown;

- Coordinated and orderly expansion of the City of Clovis through annexation of properties that are adjacent to the municipal boundary and can be served with municipal infrastructure;
- Identification of appropriate areas for new commercial and industrial uses;
- Creating an attractive built environment through streetscape improvements, enforcement of nuisance regulations, code enforcement and registration of vacant, abandoned, and/or substandard properties; and
- Promotion of historic preservation through education, tax credits, and determining the potential of becoming a Certified Local Government.



ECONOMIC DEVELOPMENT

The Economic Development element (Chapter 4) provides the direction for achieving a balanced and diversified economy. This chapter includes a summary of community feedback gleaned from the public meetings and community survey; a SWOT analysis; a community economic profile including employment/unemployment, wages, poverty rates, tax revenues, retail needs gap analysis; identification of major employers; summary of the agricultural economy in Clovis and Curry County; description of the local and regional economic development organizations and initiatives; description of the Downtown MRA District and Clovis MainStreet; identification of economic development opportunities; FY2020-2024 ICIP related to economic development; and goals, objectives, and strategies.

Economic Development goals, objectives, and implementation strategies address:

- Pursuing a balanced and diversified economy that features new employment opportunities and well-paid jobs, promotion of the City's strengths and assets, coordination with local and regional partners, recognition of exemplary businesses, and communicating the City's efforts and accomplishments;
- Bolstering the Clovis Industrial Park's position as the City's primary industrial center by becoming a regional manufacturing, warehousing,

and distribution center; recruiting new businesses involved in aircraft/aerospace, food manufacturing, renewable energy; promotion activities; identifying incentives; and branding.

- Supporting small business development, retention, and expansion by developing and promoting a small business recognition program; working with local lenders on providing access to capital; disseminating information on services at the Business Enterprise Center and the Small Business Development Center; and completing a feasibility study for a small business incubator.
- Creating a well-trained workforce through partnerships with Clovis Municipal Schools, Clovis Community College, and ENMU to develop and expand workforce training programs related to existing and future business clusters; seeking workforce investment funds; and sponsoring career expos to help expose young people to the wide range of STEM technologies.
- Promoting Downtown Clovis as the City's historic retail and entertainment center through an update to the Downtown MRA Plan; designation and improvements to the Historic Railroad District and Downtown Theater District; pursuance of public/private partnerships for redevelopment of Downtown properties; lobbying the state legislature on revisions to the liquor licensing system; and determining the interest of Downtown business owners in developing a Business Improvement District (BID).



NEIGHBORHOODS and HOUSING

The Neighborhoods and Housing element (Chapter 5) provides the direction for improving neighborhood conditions, diversifying the housing stock, and increasing the amount of affordable housing in the community to accommodate the existing and future population. This chapter includes a summary of the community feedback gleaned from the public meetings and community survey; a description of household characteristics; discussion of the housing market and property values; summary of the housing at Cannon AFB; description of housing issues and needs, including special populations; and goals, objectives, and strategies.



Neighborhoods and Housing goals, objectives, and strategies address:

- Increasing the supply, quality, and range of housing types through creating an Affordable Housing Plan; identifying City-owned land and buildings available for donation towards an affordable housing program; partnerships between the City, Cannon AFB, and private developers to construct multi-family rental housing; applying for MFA program funds for rehabilitation of single family homes; developing an educational program on available affordable housing programs, credit counseling, first time homebuyer programs, rehab and maintenance assistance for seniors and veterans, and down payment and closing cost assistance; and developing incentives for private developers to build more housing.
- Promoting the safety and stability of existing neighborhoods through yard improvement recognition programs; working with beautification organizations and committees; and determining the feasibility of developing and managing a land bank.
- Promoting resource and energy efficient housing and building development practices through working with local builders on creating guidelines for voluntary best green building practices; and pursuing mixed use development projects within Downtown, adjacent Metropolitan Redevelopment Areas, and designated Mixed Use Areas.



INFRASTRUCTURE

The Infrastructure element (Chapter 6) places a high priority on water conservation and ensuring the water supply is adequate for existing and future development. The City is using a several pronged approach, as identified in the 2017 Master Water Assurance Plan.

This chapter includes community feedback received at public meetings; a summary of the existing water system owned by EPCOR and water planning; water conservation; summaries of the wastewater collection and treatment system and storm drainage system; FY2020-2024 ICIP; description of solid waste collection, current recycling metrics, and the City's landfill; overview of private utilities such as

gas, electric, and telecommunications; and goals, objectives, and strategies.

Infrastructure goals, objectives, and strategies address:

- Ensuring a future sustainable water supply through participation in the ENMWUA and the implementation of the Master Water Assurance Plan; and performing a cost/benefit analysis in coordination with EPCOR on providing services to the priority annexation areas, as identified in Chapter 3: Land Use.
- Promoting the efficient management of water resources through water reuse and conservation via the effluent reuse project; continuing the implementation of the voluntary water conservation program; and pursuing conservation easements on irrigation wells as a pilot project.
- Maintaining a safe and efficient wastewater collection and treatment system to meet existing and future demand through monitoring of the wastewater treatment plant and determining when to expand the system; monitoring and improving the Humphrey and Wilhite lift stations; upgrading the sewer system on Brady Avenue; improving the gravity mains as identified in the 2013 Clovis Wastewater Collection System Modeling and Analysis report; and performing a cost/benefit analysis on providing sewer services to the priority annexation areas, as identified in Chapter 3: Land Use.
- Maintaining and ensuring the storm drainage system is adequate to handle major storm events (100-year) through construction of storm drainage improvements; improving the City's playas; and being diligent in completing improvements to the storm drains in association with roadway improvements.
- Promoting energy efficiency through the use of renewable resources that includes expanding the use of renewable energy technologies on City-owned properties and buildings; creating a renewable energy ordinance to address siting and buffering of projects; and developing a public information program on available solar and wind energy incentives, tax credits, and rebates.



- Increasing community participation in recycling and waste reduction through additional recycling drop-off locations; developing a public information program on the benefits of recycling; sponsoring community recycling events; and working with NMED Solid Waste Bureau on developing a waste reduction program for electronic devices and household hazardous waste.

TRANSPORTATION

The Transportation element (Chapter 7) emphasizes creating and maintaining a balanced, multi-modal transportation system to serve the community. The chapter includes community feedback as received in the public meetings and the community survey on transportation issues; a description of transportation costs and typical commute times; overview of the street network and functional classification; general descriptions of roadway condition, traffic characteristics, and roadway improvements; overview of the existing and planned pedestrian and bicycle infrastructure; description of the public transportation as provided by CATS; overview of the Clovis Municipal Airport, Airport Master Plan, and planned improvements; description of rail transit; projects listed on the FY2020-2024 ICIP; and goals, objectives, and strategies related to transportation.

Transportation goals, objectives, and strategies address:

- The establishment of an efficient, safe, and balanced transportation system for pedestrians, bicyclists, motorists, and transit users by creating an Asset Management Plan and database for roadways and bridges; creating a prioritized list of sidewalk, trail, bicycle lane, traffic calming, and ADA improvements; working with the NMDOT on upgrading its facilities within Clovis and major highways approaching the City (US 60 and US 70); pursuing NMDOT sponsored funding programs for improvements to roadway, bridge, and trail facilities; creating a Safe Routes to School Program with local partners; and determining the feasibility of expanding local transit services to Cannon AFB, Clovis Municipal Airport, ENMU, and surrounding communities.
- Maintaining clean, safe, and current roadway standards by creating, prioritizing, and

implementing a Five-year Street Maintenance Improvement Plan and updating and implementing the ADA Transition Plan for Sidewalks, Roadways, and Accessibility.

- Expanding general aviation, air cargo, and air passenger operations at the Clovis Municipal Airport by working with Cannon AFB and major employers on determining the number of business and military passengers going to other airports and using this data to help negotiate with a regional jet airline carrier; pursuing the expansion of air cargo services; and prioritize and pursue funding to implement the projects contained in the Clovis Municipal Airport Master Plan.

COMMUNITY FACILITIES and SERVICES

The Community Facilities and Services element (Chapter 8) covers a broad range of quality of life offerings that are mostly managed by the City of Clovis, but also includes other services provided by Clovis Municipal Schools, Clovis Community College, ENMU, Plains Regional Medical Center, etc. Public safety is emphasized as an issue that impacts all members of the Clovis community. The chapter includes community feedback taken from the public meetings and community survey; an overview of public safety, including police, fire, and emergency services; FY2020-2024 ICIP covering public safety, facilities, and parks; primary and secondary education; community health; and goals, objectives, and strategies related to community facilities and services.

Community Facilities and Services goals, objectives, and strategies address:

- Maintaining the appropriate level of public safety services to meet community needs by developing a comprehensive public safety needs assessment that includes data collection, program, training and certification needs, technology, equipment, and vehicle needs, staffing levels, and a gap analysis on substations; pursuing funding for new equipment and vehicles; developing a plan for a new northeast substation; and providing on-going training and certification for current and future personnel.



- Maintaining a comprehensive parks and recreation system through pursuing and allocating funding for improvements per the City's 2015 Parks and Recreation Master Plan and FY2020-2024 ICIP, acquisition and development of new neighborhood parks, and working with Clovis Municipal Schools on joint use agreements.
- Expanding and maintaining a full spectrum of community facilities and programming through creating a preventive maintenance and replacement program, and completing needs assessments for both senior services and the library and then pursuing funding for capital improvements and programming.
- Supporting equal access to education and learning opportunities by initiating town halls between the City of Clovis, Clovis Municipal Schools, Clovis Community College, Cannon AFB, and Curry County to dialogue about educational initiatives, and disseminating information on adult education programming and classes at Clovis Community College.
- Improving the delivery of health care services through coordinating with Plains Regional and other service providers on disseminating information to the public on available health care services, collaborating with Plains Regional and Clovis Community College on creating a strategic plan that includes incentives to attract and retain health care specialists in Clovis and retaining students in health care education programs to stay in Clovis after graduation, and recruiting senior care providers that offer the full range of care to allow seniors to age in place.



HAZARD MITIGATION

The Hazard Mitigation element (Chapter 9) describes the potential hazards, assesses the risk for Clovis, and summarizes mitigation approaches, emergency preparedness, and existing Hazard Mitigation Plans. Some of the strategies for mitigating hazards are covered in this and other chapters of the Comprehensive Plan. For instance, drought is considered a hazard and strategies for addressing drought conditions are addressed in Chapter 6: Infrastructure and summarized in the Hazard Mitigation chapter.

Hazard Mitigation goals, objectives, and strategies address:

- Reducing the City's risk and vulnerability from natural hazard events by making improvements to the alert and broadcast warning system, developing an improved vehicle routing and evacuation system, installing backup generators at key facilities and shelters, providing accommodations during hazard events, and coordinating with Curry County, Cannon AFB, State of New Mexico, and FEMA on mitigating natural hazards.
- Reducing the impact of drought conditions by pursuing funding for the Eastern New Mexico Water Utility Authority (ENMUWA), construction of new water wells, and the effluent reuse project, and continuing to implement the City's voluntary water conservation program.
- Minimizing the vulnerability to and impact from flooding through increasing the number and capacity of rainwater detention basins (playas) and drainage conveyance structures, collaborating with the U.S. Army Corp of Engineers, Curry County, and NM Department of Homeland Security and Emergency Management on mitigating flood hazards, and continuing participation in the National Flood Insurance Program.
- Reducing risk from wildfires by developing a public information program on wildfire mitigation measures and working with Curry County on developing a program for weed and brush removal along natural waterways and urban-rural interface areas.
- Responding to hazardous spills and accidents at BNSF railroad crossings and facilities by working with BNSF and Curry County on developing a plan to respond to hazardous spills and removals and accidents, providing equipment, ongoing training, and staffing at the City's Emergency Management Department, and working with BNSF to ensure it notifies the City when large volumes of hazardous and flammable materials are being transported through Clovis.



IMPLEMENTATION

The Implementation element (Chapter 10) repeats the strategies contained in each of the Plan elements and provides a time line and responsible entity for each strategy. The time lines are categorized by short term (2019-2021), medium term (2022-2024), long term (2025-2030), and on-going. The implementation schedule is intended to provide flexibility to respond to the City's fiscal constraints and is not meant to be rigid set of rules. It is designed to provide structure to the City in adhering to an implementation schedule.

1.4 COMMUNITY ENGAGEMENT PROCESS

The community engagement process provided the background and framework for preparing the vision statement and goals, objectives, and implementation strategies for each of the Comprehensive Plan elements. A description of these various components of the community engagement process follows below:

COMMUNITY SURVEY

Consensus Planning created an online community survey in order to reach as many members of the Clovis community as possible. The survey was intended to provide key input on planning issues and also to let the community know that the effort to update the Comprehensive Plan was underway.

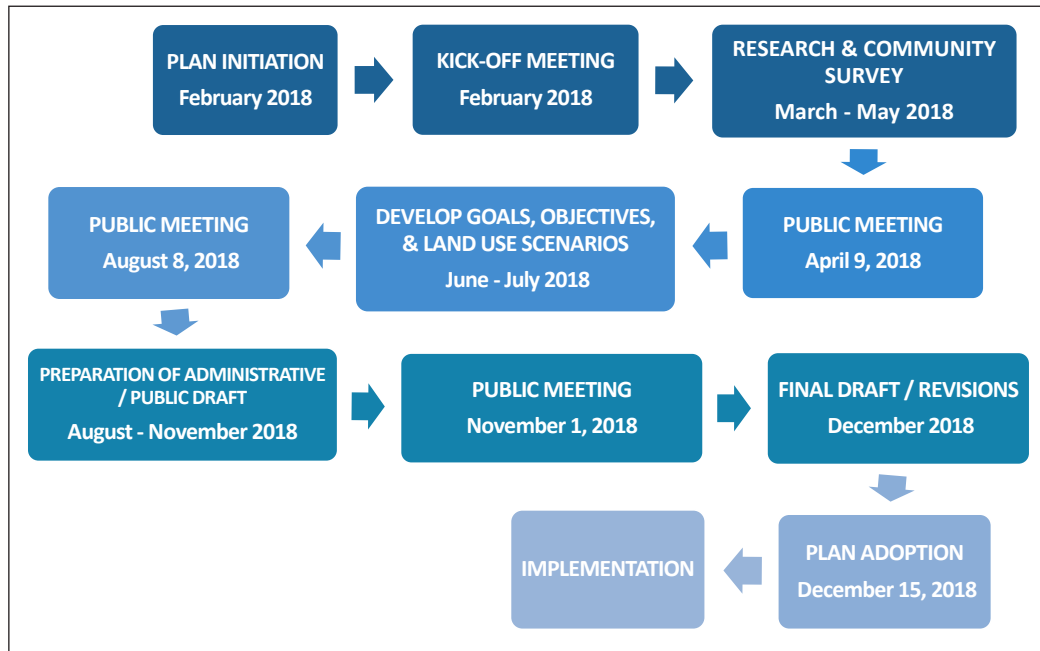
The community survey was distributed between March 30 and May 8, 2018. It included a series of 30 questions that were designed to elicit input on a range of community issues including quality of life, land use and urban design, growth and development, employment and economic development, community facilities, transportation, housing, and demographics. A total of 1,661 responses were received (*see Appendix C for the full Community Survey results*). The following are key findings from the community survey:

- The majority of the respondents (92%) live in Clovis; of that number, 34% have been in Clovis for more than 20 years and an equal percentage (34%) have been in Clovis for 1-5 years.
- When asked the main reason why respondents live in Clovis, the most frequent response (41%) was because they are stationed at Cannon AFB and they grew up in Clovis (23%).

- When asked to rate the quality of life in Clovis, the most frequent response at 35% was "good"; "fair" and "neutral" each received approximately 24%.
- The respondents' top three favorite aspects of Clovis are the people (31%), other answers which included family and proximity to larger cities (28%), and community atmosphere (17%).
- Respondents use many of the City facilities, with the top three being parks and Hillcrest Park Zoo (68%), Clovis-Carver Public Library (40%), and Civic Center (39%).
- Most respondents (57%) either agree or strongly agree that public safety services are adequate in Clovis.
- Most respondents (43%) believe the City provides adequate parks, recreation, and community facilities.
- When asked whether they are currently employed, 89% responded yes. Of those employed, the military was the most frequent response at 36%. Education, health, and social services were second at 19%. Of those that are not employed, 35% said they were a stay at home parent or caretaker and 22% said they were retired.
- When asked what types of new jobs/industry is needed in Clovis, the responses showed retail (62%), arts and entertainment (60%), and restaurant/food service (56%) were the top three needed. Technology and Medical and health both garnered 54% of responses.
- A majority of respondents (44%) said that the current level of education of Clovis residents was not sufficient to meet the needs of current and potential employers.
- Respondents either disagree or strongly disagree (66%) that Clovis has adequate commercial services.
- A majority of respondents (78%) strongly agree or agree that the City should encourage infill development. On the topic of mixed-use development the responses were 50% strongly agreeing or agreeing and 28% neutral.



CITY OF CLOVIS COMPREHENSIVE PLAN - PLANNING PROCESS



- The overwhelming majority of respondents (93%) either strongly agreed or agreed that the overall visual appearance of the City should be improved.
- Respondents are split on whether Downtown Clovis is a fun place to visit, shop, and walk around, with 45% strongly agreeing or agreeing and 51% strongly disagreeing or disagreeing. When asked what types of amenities are needed Downtown, the top three responses were more sit down restaurants (78%), entertainment venues (73%), and brewery or tap rooms (71%).
- Virtually all of the respondents indicated that they use personal cars or trucks for transportation. When asked whether the City has an adequate multi-modal system, respondents agreed or strongly agreed (36%) and (54%) disagreed or strongly disagreed. The top three transportation improvements the respondents said the City should focus on were streets (76%), sidewalks (56%), and bike lanes (37%).
- Most of the respondents (65%) own their own home. Most respondents (57%) disagree or strongly disagree that City has an adequate supply of affordable housing. Respondents

believe that the City needs more single family detached housing (47%), apartments (42%), and townhouses (34%).

STEERING COMMITTEE

The City of Clovis established a Steering Committee at the onset of the planning process. The members included Commissioners Madrid and Casaus, and representatives from Cannon AFB, Clovis Municipal Schools, Clovis Community College, Chamber of Commerce, Planning and Zoning Commission, Plains Regional Medical Center, Home Builders Association of Eastern New Mexico, Clovis/Portales Association of Realtors, and Clovis Airport Board. Mayor Lansford and the City Manager and Assistant City Manager attended and participated in all of the Steering Committee meetings. Consensus Planning held and facilitated several Steering Committee meetings during the planning process for the Comprehensive Plan.

The role of the Steering Committee was to provide feedback and guidance to the consultants throughout the planning process, to act as a liaison to the Clovis community, be advocates for the update to the Comprehensive Plan, and attend public meetings. The Steering Committee provided key input on planning issues and draft documents at project milestones and the final Comprehensive Plan prior to adoption.



Consensus Planning held a kickoff meeting with the Steering Committee at City Hall on April 9, 2018. After a short round of introductions, Consensus Planning gave a presentation introducing the Comprehensive Plan process and elements, Steering Committee roles, and next steps. The consultants then led a discussion with the Steering Committee regarding issues, opportunities, and their aspirations for Clovis, which included the following questions:

- What are some of the positive aspects of Clovis that should be maintained in the future?
- What are your concerns with Clovis and how would you fix them?
- What is your vision of Clovis 20 years into the future?
- What changes would be needed to make this vision a reality?

In general, participants prioritized keeping an ongoing positive relationships with Cannon AFB, increasing economic development opportunities, beautifying the physical environment, and increasing quality of life in Clovis as issues they would like the City to focus on in the future and include in the Comprehensive Plan.

Consensus Planning held a second meeting with the Steering Committee on August 8, 2018. The consultants updated the Steering Committee on the public input process, progress on the draft Plan, and presented the results of the community survey. The Steering Committee was then asked to review the goals for each of the Plan elements and indicate whether they were "good to go" (green), may need some revision (yellow), or a "no go" (red). They were also asked to "vote" according to their preference on the two draft alternative land use scenarios prepared by Consensus Planning.

CLOVIS PLANNING and ZONING COMMISSION

Consensus Planning facilitated a meeting with the Clovis Planning and Zoning Commission (P&Z) on August 8, 2018. The purpose of the meeting was to provide an update on the planning process, review the results of the community survey, and ask the P&Z for input on the draft goals/objectives and the alternative land use scenarios. The P&Z discussion focused on the desire to diversify land uses and

the pros and cons of annexations shown on the alternative land use scenarios.

STAKEHOLDER MEETINGS

Consensus Planning facilitated six stakeholder group meetings and several interviews in the beginning of the planning process. The meetings were held on April 9 and 10, 2018, and later during the planning process. The stakeholder groups included:

- Clovis City staff
- Cannon AFB
- Clovis Industrial Development Corporation
- Clovis-Curry County Chamber of Commerce
- Eastern Plains Council of Governments
- Clovis MainStreet
- Clovis/Curry County Board of Realtors
- Clovis Community College
- Clovis Municipal Schools

Input received from the stakeholder meetings included recommendations to increase the availability of medical services in Clovis, adding more affordable housing and housing options, focusing on the assets already available in Clovis to grow and advance the community, prioritizing Downtown Clovis for economic development, and increasing transportation options.

PUBLIC MEETINGS

April 9, 2018

The first public meeting was held at the Clovis Civic Center on the evening of April 9, 2018. The purpose of this meeting was to introduce the consultants, describe the planning process to update the Comprehensive Plan, and to engage in a visioning exercise. After a brief introduction by Mayor Lansford, the City's consultant, Consensus Planning, gave a short presentation introducing the Comprehensive Plan process and its elements. The participants then engaged in a discussion regarding issues, opportunities, and their visions for Clovis 20 years into the future. They were prompted with the same questions presented to the Steering Committee earlier in the day.

In general, participants wanted to maintain strong relationships between the City and the major employers in the area. They expressed concern with the condition of the City's infrastructure and the local economy. Their vision statements were generally in regard to increasing the quality of life, expanding upon economic opportunities to ensure employment



August 2018 public meeting at the Civic Center.

with well-paying jobs. Some of the ways they thought this could be accomplished would be for the City to recruit businesses with higher wages and providing economic incentives to developers. The results of this meeting were used to help draft the goals and objectives for each of the Plan elements.

August 8, 2018

The second public meeting was held at the Clovis Civic Center on August 8, 2018. The purpose of the meeting was to present and have participants vote (according to their priorities) on the draft goals and objectives for each of the seven plan elements and on the alternative future land use scenarios, as developed by Consensus Planning.

Justin Howalt, Clovis City Manager, welcomed the participants. Consensus Planning gave a short presentation on the project timeline, and results of the community survey, which were posted around the room, and the next steps in the project. The results of the meeting were tabulated later and were used in creating the preferred Future Land Use Scenario and prioritizing the goals and objectives.

November 1, 2018 City Commission Meeting

Consensus Planning gave a presentation on the draft Comprehensive Plan on November 1, 2018 during the City Commission's study session. The presentation was an overview of the

planning process, public engagement process, and the strategies contained in each of the eight Comprehensive Plan elements. Consensus Planning also explained that there would be a two week comment period on the Comprehensive Plan and then the final version will go back to the City Commission for adoption on December 13, 2018.

City Commission Approval - December 13, 2018

Consensus Planning made a short presentation on the Comprehensive Plan at the City Commission meeting on December 13, 2018. After a brief discussion, the City Commission voted to adopt the Comprehensive Plan.

CHAPTER 2

COMMUNITY PROFILE

The estimated population in 2016 for the City of Clovis was 39,373, making it the largest city in Curry County and in the region. Together with Portales 20 miles to the south, Clovis is part of the Clovis-Portales Combined Statistical Area (CSA), which is home to 68,000 people. Clovis is home to Cannon Air Force Base, which plays a major role in the City's economy and population characteristics. The Community Profile provides a description of the City's history and development over time, socio-economics, and population projections to 2040.

2.1 COMMUNITY CONTEXT

Nearby Cannon AFB is one of the primary anchors of the community. Cannon AFB, along with agricultural production and processing, BNSF railroad operations, and regional retail establishments, make Clovis a growing regional market hub for east-central New Mexico. The nearest large cities are Lubbock, Texas, located 94 miles to the east, and Albuquerque, New Mexico, 220 miles to the west. In 2018, the City encompassed approximately 23 square miles, with a population density of 2,100 people per square mile (excluding the 3 square miles that make up Ned Houk Park).

Clovis is part of the *Llano Estacado* region (meaning "Staked Plain") – a large mesa formation that covers parts of eastern New Mexico and northwest Texas. The elevation of Clovis is 4,268 feet and the City's geography is mostly flat, with no major water bodies, rivers, or other surface water sources. Instead, the region has hundreds of *playa wetlands* – small ponding areas that fill with water during rainstorms and are used for livestock watering and storm water management.

Clovis has a semi-arid climate, characterized by warm summers, cooler winters, and occasional extreme weather events. Severe thunderstorms are common in the spring, as are high winds, and tornadoes are also known to occur.

CLOVIS HISTORY

The Clovis area has a long history of settlement and is home to one of the oldest discovered sites of human habitation in North America. Beginning

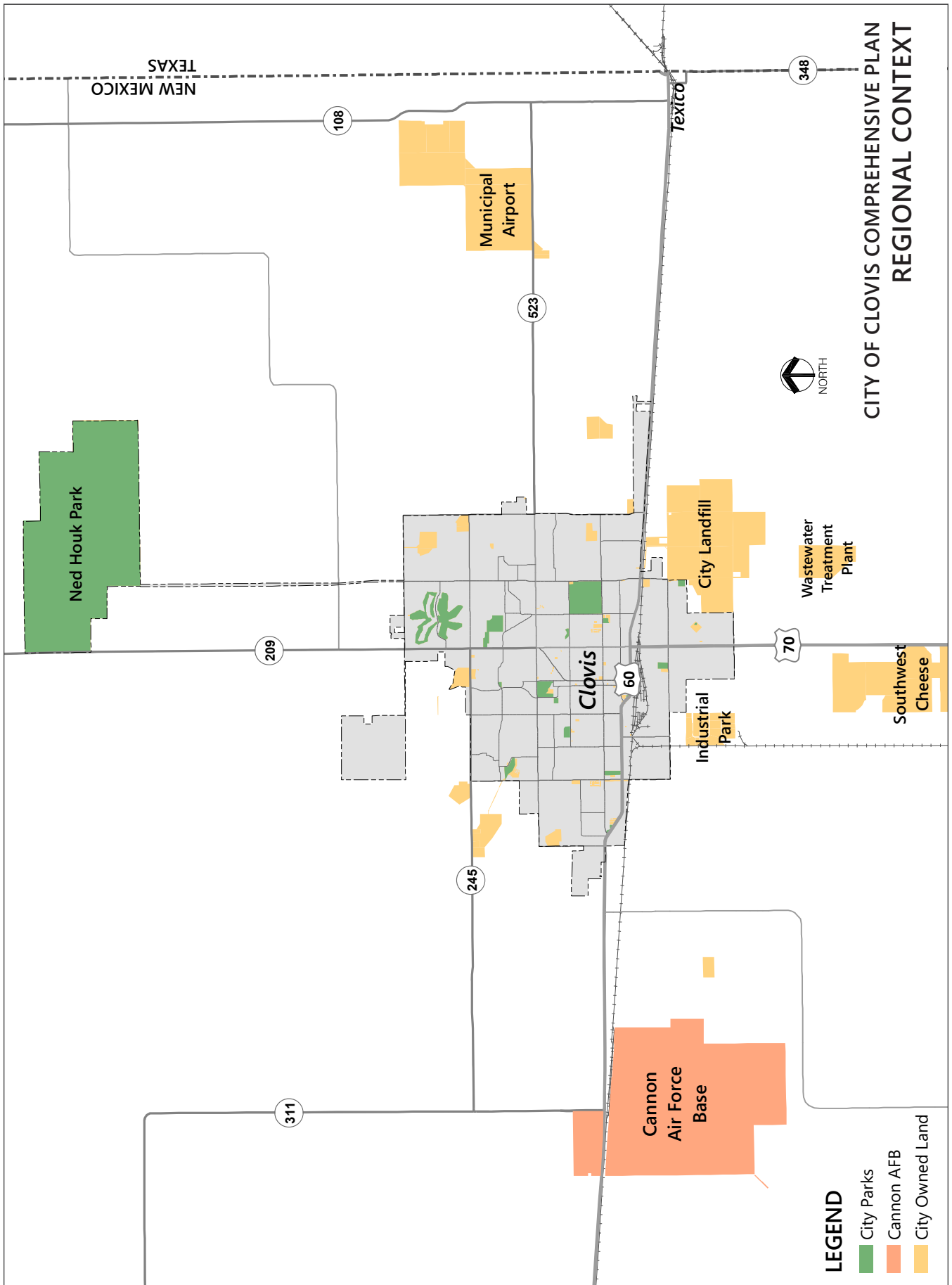
in the 1920s, several sites of the prehistoric Paleo-Indian Clovis culture were discovered near Clovis. Carbon dating shows that the Clovis culture was present in the area as long as 13,000 years ago. The most famous site of Clovis culture is the Blackwater Draw Archaeological Site, which is located just south of Clovis. The site and nearby museum (in Portales) draw visitors from around the world.

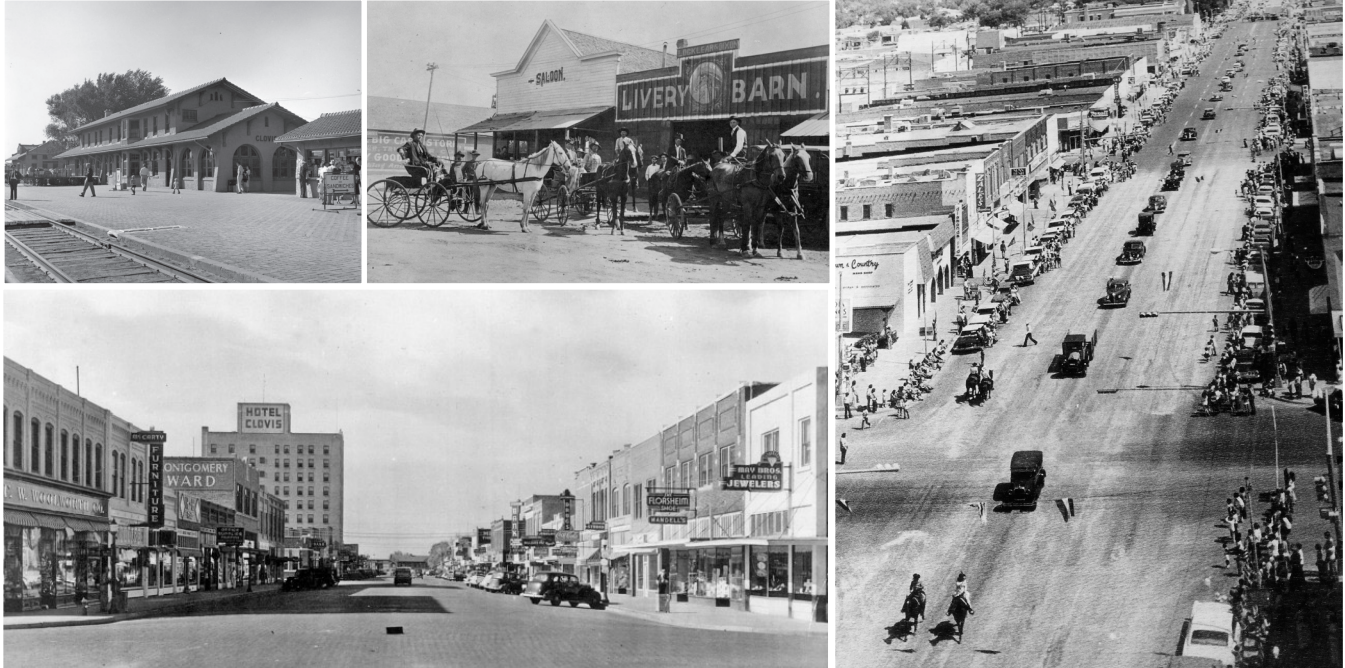
Settlement by European descendants occurred primarily after the railroad came to the area around 1906. Clovis was selected as a new town site for a new railroad terminal and shops on the "Belen cutoff" – a new railway line that quickly became an important east-west connection. The City was incorporated in 1909, shortly after construction of the railroad.

It is a commonly held belief that Clovis was named by the daughter of a railroad official for the first Christian king of France. For a brief period, the area was known as Riley's Switch.

With the coming of the railroad, the City grew rapidly, and was soon called "The Magic City of the Plains." By 1910, the population was recorded at 3,255 people and commercial development had sprung up parallel to Main Street along Pile and Mitchell Streets. The railroad spurred development of Clovis and many of the small communities located in Curry County as it provided a means of getting cattle, and later agricultural products, to the markets to the east.

During World War II, the City again experienced a period of rapid growth with the establishment of





HISTORIC CLOVIS: Clockwise from top left: Rail Depot, c. 1960; Clovis Main Street, c. 1907; Clovis Main Street, c. 1940; Downtown Clovis looking south, c. 1940.

Clovis Army Air Field, later to become Cannon Air Force Base. The 1940 population was 10,065; by 1950 the population had almost doubled to 17,318. After the war, the air field was closed, but reopened several years later and has been in operation since. Clovis grew steadily after the war due in part to expansion at Cannon Air Force Base, growth in regional agriculture, and due to the construction of a major railroad switching yard that increased railroad freight traffic through town and generated hundreds of jobs. The switching yard remains an important part of Clovis's economy today.

In the last decade, the water supply in Clovis has become an important issue. Due to the lack of surface water sources, Clovis (and surrounding communities) have relied on the Ogallala Aquifer for their freshwater supply. However, the water table in the aquifer has declined significantly since the 1950s and aquifer recharge has been happening slowly. This has led to concerns about the long-term sustainability of water supplies in the region.

Today, Clovis continues to grow steadily, with the population expected to reach 46,000 people by 2040. While traditional base industries have remained viable, new industries, such as energy development, play an increasingly important role in the City's development.

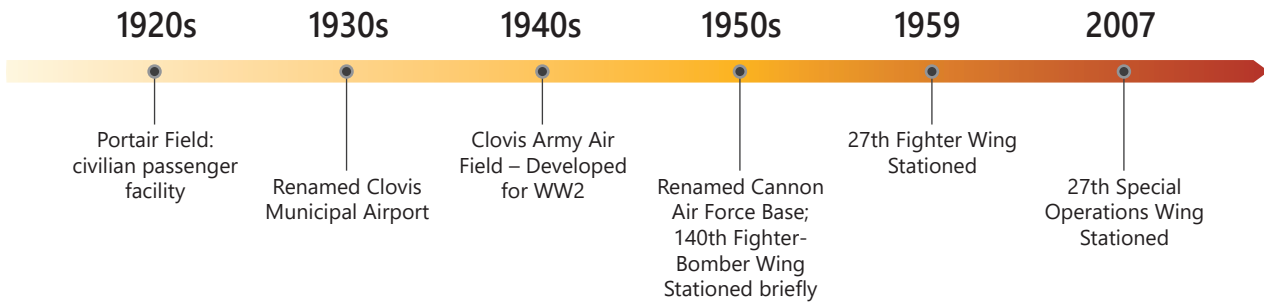
CANNON AIR FORCE BASE

Cannon Air Force Base (AFB) has played a key role in the City's economy, population, schools, housing market, and culture for much of its history. The impact of Cannon AFB on the City's economy, housing, community facilities, and overall quality of life are described in other chapters of this Comprehensive Plan.

Over the course of the last 75 years, the City has been home to countless Air Force personnel and their families. The Base was first established as a military facility named Clovis Army Air Field during World War II, which led to a large influx of new residents to the City. After World War II, the Air Field closed, but reopened as Cannon AFB in the 1950's. Cannon then hosted several bombing wings until 1959, when the 27th Fighter Wing took up residence. This Wing flew fighter missions from Cannon AFB until 2007, when the Base transitioned to hosting the 27th Special Operations Wing.

Today, the 27th Special Operation Wing conducts specialized and contingency operations such as infiltration, exfiltration, and re-supply operations. It currently flies light and medium transportation aircraft including the CV-22 Osprey, MQ-1 Predator, MQ-9 Reaper, and AC-120W Gunships.

CANNON AIR FORCE BASE TIMELINE



Since 2013, the City of Clovis has partnered closely with Cannon AFB in relation to the P4 Initiative, which is an Air Force initiative to reduce budgets and address expanding service demands, eroding infrastructure, manpower shortages, and defense reductions. Areas of partnership include job fairs, mutual training, emergency response, and morale, welfare, and recreation activities. In December 2018, the City of Clovis was recognized by the Association of Defense Communities as a Great American Defense Community.

2.2 SOCIO-DEMOGRAPHICS

POPULATION CHARACTERISTICS

The estimated population of Clovis in 2016 was 39,461 people. The population of the City has closely tracked the total population of Curry County for decades, accounting for about 75% of the County’s population since the 1950s.

Residents in Clovis are generally younger than those in other New Mexican communities and the population has become younger since 2000. This

contrasts with nationwide trends towards an older population as the nation ages and birth rates decline.

As can be seen in FIGURE 2-1, in 2010, there was a large percentage of residents between 25 and 29 years of age living in Clovis. There was also a large percentage of children under the age of 10. This pattern is a change from 2000, when there were fewer residents between 20 and 34 years old, fewer children, and a large cohort of people between the ages of 35 and 39. Overall, this shift most likely reflects an influx of younger, mostly male personnel at Cannon AFB, which has changed the median age of the population from 33.1 years in 2000 to 31.0 years in 2016.

Clovis has an almost equal number of males to females, 49.6% to 50.4%, respectively. Although a small change, the relative percentage of females to males has been declining since 2000, with the population growth of males outpacing the growth in female residents. Once again, this may reflect the influence of Cannon AFB and the influx of more single male airmen in recent years.



Airmen prepare a MC-130 for a night operation at Cannon AFB. Image Credit: Staff Sgt. Charles Dickens.



POPULATION GROWTH

Clovis has grown steadily since it was incorporated in 1909, and has seen rapid increases in population associated with the evolution of Cannon AFB and the growth of regional agricultural production and processing. Between 2000 and 2010, the population increased by 5,108 people (16%). Between 2010 and 2016, population growth slowed, but still grew by an estimated 1,600 people. Since 1960, the average annual growth rate has been approximately 1%. As detailed in SECTION 2-3, population projections show the City continuing to gain population over the next 20 years.

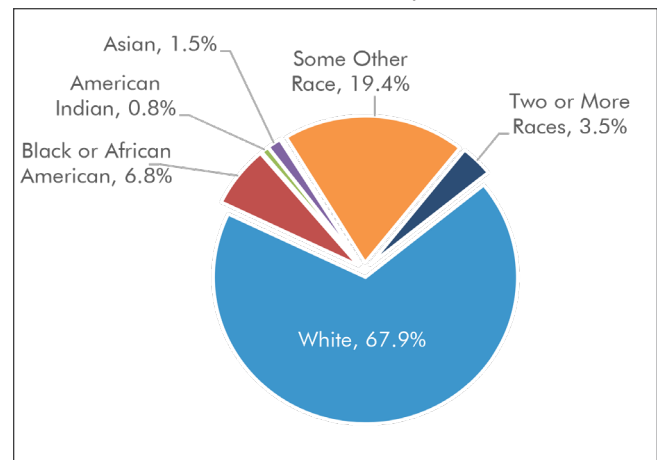
RACE and ETHNICITY

It should be noted that race and ethnicity, as defined and categorized by the U.S. Census Bureau, are self-identification terms in which residents choose the race or races with which they most closely identify and indicate whether or not they are Hispanic or Latino origin (ethnicity). The Hispanic or Latino ethnic identity includes people of all races.

In 2016, a majority (67.9%) of the population in Clovis identified as White; 6.8% identified as Black or African American; 1.5% identified as Asian; 0.8%

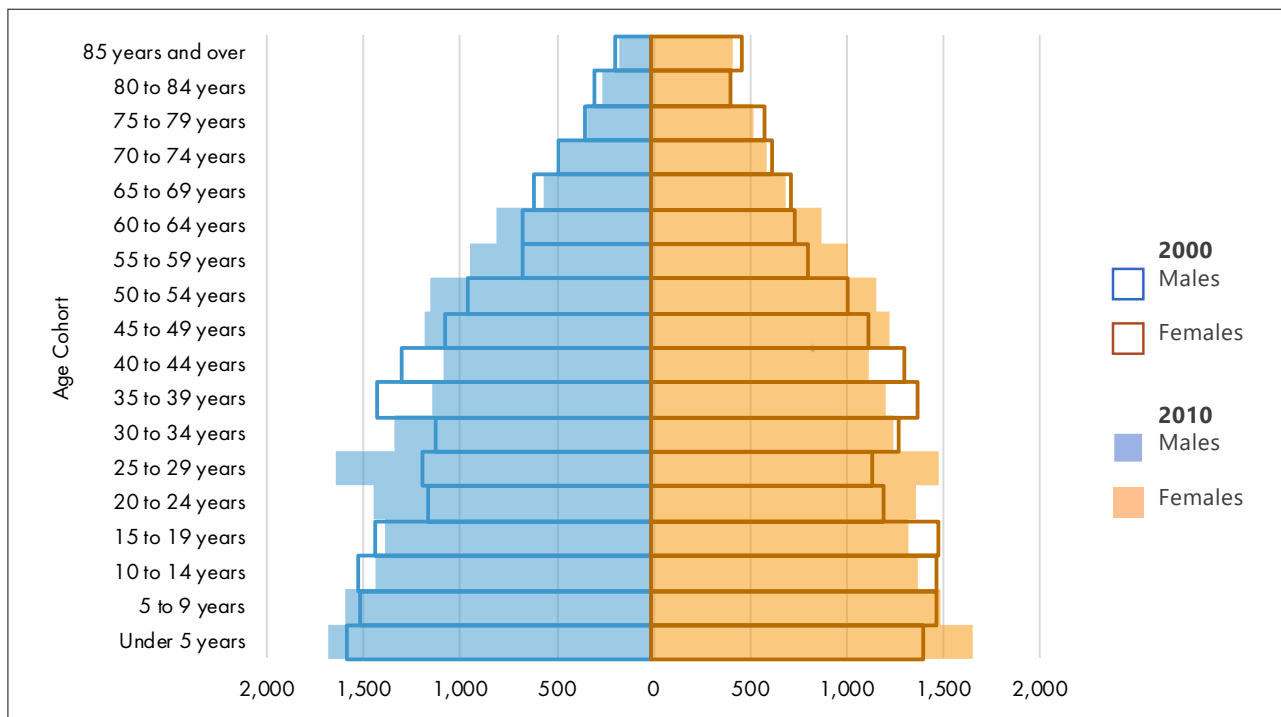
identified as American Indian; and 19.4% identified as Some Other Race (see FIGURE 2-2). Among all residents, 42.5% identified as “Hispanic or Latino of any race.” Those identifying as Hispanic or Latino has increased in the last 20 years from 33.4% of the population in 2000 to 42.5% in 2016. This reflects statewide trends in New Mexico as well as national migration patterns.

FIGURE 2-2: RACE AND ETHNICITY, 2016



SOURCE: US Census Bureau, 2010; 2012-2016 ACS 5-year estimates.

FIGURE 2-1: CHANGE IN AGE GROUPS (2000-2010)



SOURCE: US Census Bureau, 2000, 2010.

BIRTH RATE

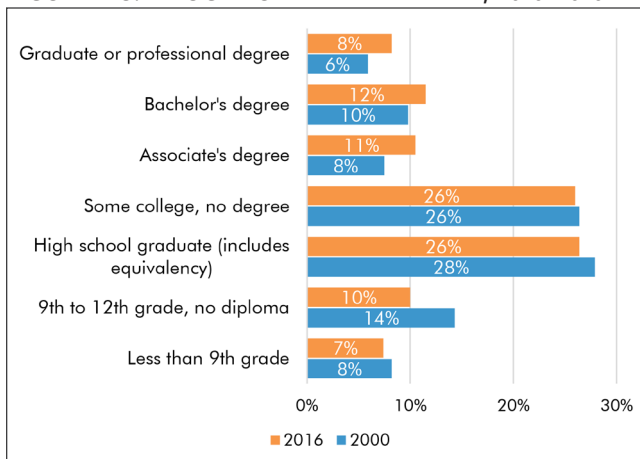
The birth rate in Clovis is higher than for the state, and has remained stable for the last decade. Between 2006 and 2016, the average birth rate was 18.2 births per 1,000 people. This equals about 900 births per year on average in Curry County. Over the same period, the state's average was 13.5 births per 1,000 people (the birth rate has been falling across the state over the last decade). These birth rates, combined with a healthy influx of new residents through in-migration, are a positive trend that indicate steady population growth over the next decade.

EDUCATIONAL ATTAINMENT

Educational attainment of an area is an important indicator of the area's capacity for economic development. If an area can support specialized employment with a labor force that is trained and capable of higher education, employers have an incentive to expand existing business or relocate to an area.

FIGURE 2-3 shows that overall educational attainment has increased in Clovis and Curry County since 2000. The percentage of residents with a high school degree or higher has increased from 77.5% of the population in 2000 to 82.5% of the population in 2016 (a 6.6% increase). In addition, the percentage of the population with a bachelor's degree or higher has increased by 25.5%. Perhaps most significantly (in terms of economic development), there has been a significant increase (39.0%) in the percentage of residents with a graduate or professional degree. Both these trends are positive and indicate a workforce capable of securing jobs in a rapidly changing economic climate.

FIGURE 2-3: EDUCATIONAL ATTAINMENT, 2010-2016



SOURCE: US Census Bureau, 2010; 2012-2016 ACS 5-year estimates.

MIGRATION

FIGURE 2-4 (see next page) shows the estimated net migration from 2000 to 2010 in Clovis by age cohort. The bars represent the expected population in each cohort and is derived by taking 2000 U.S. Census age data and aging the numbers by ten years. Comparing the expected population to the actual population 10 years later shows if the age cohort experienced an in-migration or out-migration of residents during the time frame. This method accounts for deaths as reported by the New Mexico Department of Health; however, due to rounding errors, and the method in which data is reported, some errors in estimates are to be expected. However, the estimates do show overall migration trends in Clovis.

As shown by this analysis, Clovis experienced an in-migration of several age cohorts, including an influx of residents between the ages of 20 and 39 years old. The number of children ages 10 to 19 almost matched the expected population and does not indicate a net in-migration or out-migration of families with children. Although not accounting for deaths, there was a small out-migration of residents over 45 years old.

2.3 POPULATION PROJECTIONS

Official population projections for the State of New Mexico are developed by the University of New Mexico Institute for Geospatial and Population Studies (GPS). GPS's projections are developed for each county in New Mexico and rely on historic growth rates. These projections generally assume that growth will continue to follow historic trends. However, new developments within the City of Clovis or regionally can alter these projections significantly. For example, changes in the number of personnel at Cannon AFB would affect the number of residents living in Clovis, as could disruptions to the regional economy.

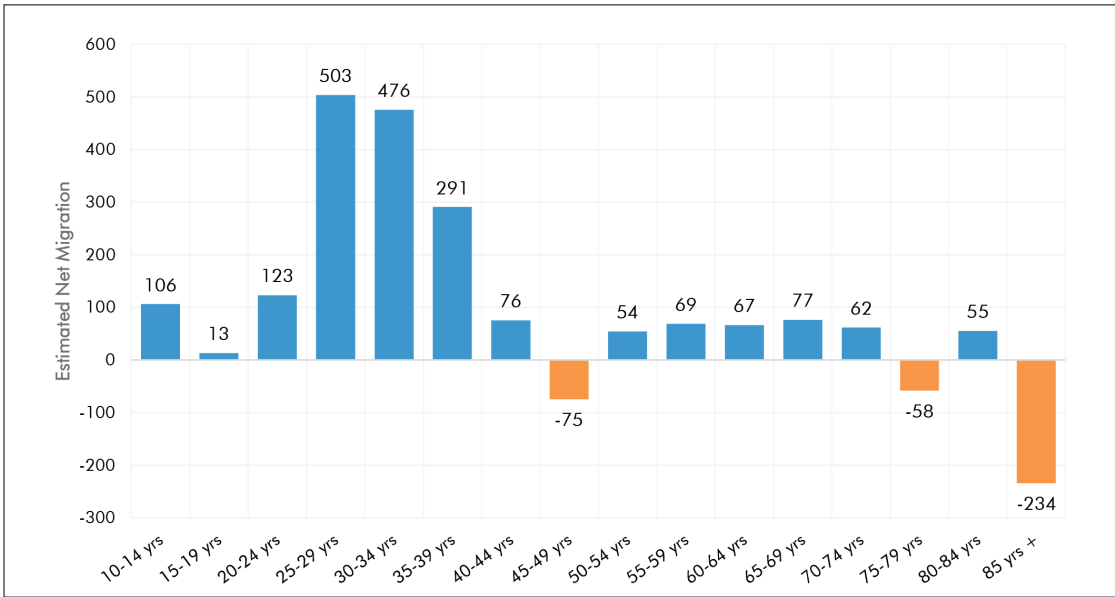
GROWTH SCENARIOS

GPS's most recent projections for Curry County show the County steadily gaining population over the next 20 years to reach 59,581 residents in 2040 (see FIGURE 2-5). This represents a 0.8% annual growth rate, which is slightly higher than the projected growth rate for New Mexico (0.6%).

If Clovis's percentage of Curry County's population (78%) follows historical trends and stays constant,

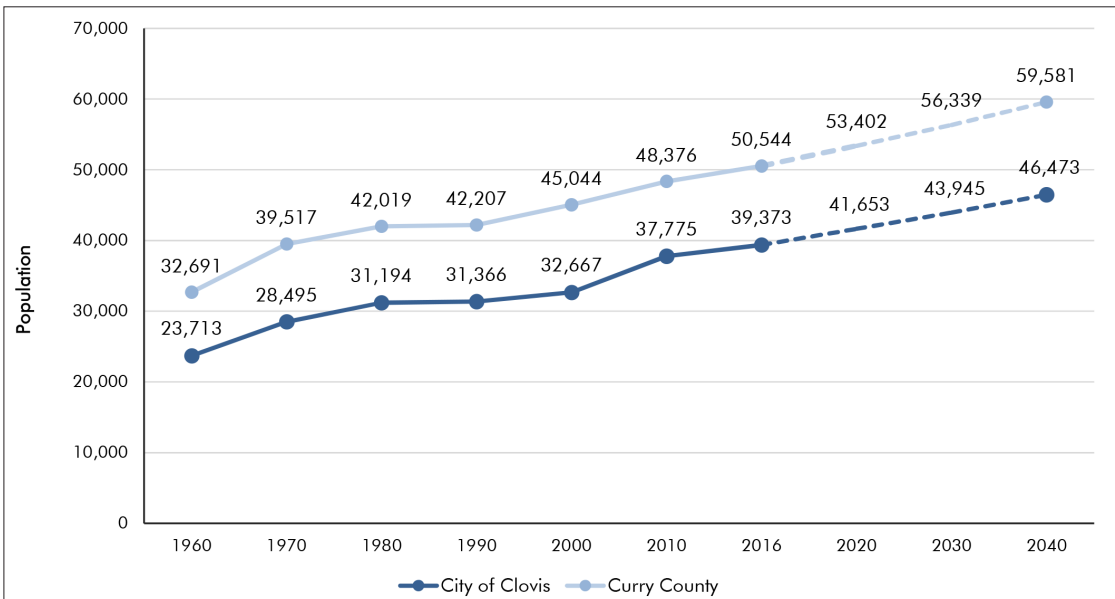


FIGURE 2-4: NET MIGRATION ESTIMATES BY AGE COHORT, 2000-2010



SOURCE: 2000 and 2010 U.S. Census; IBIS Death by Cohort 2000-2010 data. NOTE: The estimated number of deaths for each cohort has a margin of error due to the overlapping age categories reported by NM Department of Health (IBIS).

FIGURE 2-5: HISTORICAL POPULATION AND PROJECTED POPULATION GROWTH (1960-2040)



SOURCE: UNM BBER Historic Population Tables; UNM Geospatial and Population Studies Population Projections by County (2016); Clovis Population Projections by Consensus Planning.

the projected population in 2040 will be 46,473 residents (8,698 more people or a 23% increase from 2010). This is a reasonable expectation, as Clovis’s percentage of the County’s population has not fluctuated significantly in the last 50 years. However, the growth rate in Clovis has been higher than Curry County since 2000. Between 2000 and

2016, Clovis gained 20.5% more residents while the County only gained 12.2%. If this trend continues, the population in Clovis could be slightly higher in 2040. Other factors, such as annexation of properties in the County, could also increase the percentage of residents living in the City.

2.4 COMMUNITY HEALTH

Assessing the public health needs and challenges of a community is an important planning consideration because it often contributes directly to individual health outcomes. Specific health challenges may be addressed by planning policies such as investment in active transportation networks, open space, and recreation opportunities or specific health programs.

The New Mexico Department of Health's Indicator Based Information System (IBIS) records health data for the state, making county-wide comparisons possible from year to year. These datasets indicate that health outcomes in Curry County are generally positive, with some areas for concern. Specifically, teen birth rates are higher than other parts of the state; there are a higher number of diabetes related deaths; incidents of heart disease and related deaths; and higher rates of obesity. Rates for drug overdoses and alcohol-related deaths were lower than the state average (22% versus 28%), a positive indicator for Curry County and Clovis.

Life expectancy in Curry County is 76.7 years, which is slightly lower than the state's 78.4 years. Leading causes of death are similar to the rest of the state and nation, with heart disease, cancer, respiratory illnesses, and unintentional fatal injuries the leading causes of death. The death rates for diabetes-related causes, heart disease, and chronic respiratory diseases are all higher than the state. However, Curry County has lower death rates for stroke, suicide, and liver disease. These health indicators point to the positive aspects of public health in Clovis, and the need to continue to invest in public amenities such as parks and open space while also addressing issues such as local air pollution.

CHAPTER 3

LAND USE

Land use is a fundamental component and centerpiece of the Comprehensive Plan. It provides the overall framework to help guide decision-making related to the future physical growth and development of the community. The Land Use element is linked to and provides the basis for the other elements contained in the Comprehensive Plan to ensure that future growth can be planned for and accommodated. The Land Use element provides an analysis of existing land uses, community character, zoning, annexation, a Future Land Use Scenario, and goals, objectives and implementation strategies for land use and development-related activities in the City of Clovis.

3.1 COMMUNITY FEEDBACK

The feedback from stakeholders on land use topics was primarily related to the appearance of the City, housing needs, redevelopment of Downtown, and ensuring an adequate supply of land to support a diverse range of industries and businesses in the City. A summary of the public input gleaned from the community survey and public meetings follow below.

Community Survey

- Respondents overwhelmingly (93%) agreed that the visual appearance of the City should be improved. This was a topic of discussion at community and stakeholder meetings, with many residents saying that entrances to the City along US 60 should be made more attractive through code enforcement, cleanup, and public investment.
- The majority (79%) of survey respondents supported infill development in Clovis, especially for Downtown Clovis.
- Redevelopment of Downtown Clovis was seen as an important area to focus redevelopment and reinvestment efforts. Based on the survey, 23% of residents agreed that Downtown Clovis is a fun place to visit, shop, etc., while 51% disagreed or strongly disagreed.
- When asked whether the City should encourage mixed-use development, 49% of those

responding to the survey "strongly agreed" or "agreed." Only 16% of respondents disagreed.

Public Meetings

When the Steering Committee, P&Z, and public meeting participants were asked to prioritize top Land Use goals and objectives, the top goal selected by all groups was to "Promote quality infill development and redevelopment of vacant, underutilized, or dilapidated properties within existing neighborhoods that are currently served by municipal infrastructure". The top two objectives selected by all groups were in regard to annexation: "To generate additional tax revenues to offset the cost of growth" and in regard to preserving historic properties: "To increase tourism activity and visitors to Downtown Clovis."

3.2 EXISTING LAND USE

Much of the City of Clovis is characterized by single-family detached residential development, with a small percentage of multi-family dwellings throughout the City. Single family homes make up major sections of the City north of Grand Avenue and First Street. Most of these homes were developed between 1950 and 1979 as part of large subdivisions laid out in a traditional grid pattern. Other residential uses include smaller pockets with mobile home developments, specifically to the east of the Clovis Municipal Golf Course and to the south of Brady Avenue.



Hillcrest Park.

Commercial and office uses are located along major roadways including Prince Street, Grand Avenue, Main Street, 7th Street, and 21st Street. These include more retail-orientated businesses along the major travel routes (specifically N. Prince Street and Grand Avenue), and service-based, heavier commercial uses to the east along Mabry Drive and S. Prince Street. In addition, Downtown Clovis is a designated Metropolitan Redevelopment Area (MRA) and as the Central Business District, includes commercial, office, and institutional uses. Downtown also consists of several City and County government buildings.

Retail development has been developing primarily to the north of the City and centered along Prince Street where the majority of restaurants and shopping areas are located. More recently, Llano Estacado Boulevard has developed as a retail corridor.

Industrial uses are primarily located to the south of Grand Avenue along the railroad tracks. Transitional agricultural uses within the City can be found in South Clovis adjacent to Prince Street and Curry Road 8. Agricultural uses, including dairies, are located immediately adjacent to the city limits.

Clovis has a large amount of parks and open space land at 3,670 acres comprising 20 parks. Ned Houk Park is by far the largest at 3,200 acres representing

85% of the total parks and open space area in the City. There are also several parks and recreation areas attached to local schools.

The City contains a large amount of vacant/undeveloped land near the city limits, some of which is platted as part of new residential subdivisions. However, some larger tracts of land have not yet been subdivided and could support future growth.

CITY-OWNED LAND

The City of Clovis owns a large amount of land within the City limits as well as in unincorporated areas of Curry County. Based on 2018 GIS data, the City owns upwards of 9,500 acres of land; 60% is comprised of Ned Houk Park, Clovis Municipal Airport, and the Municipal Landfill. Another 2,100 acres (23%) of City-owned land is occupied by the Southwest Cheese Plant in Curry County. City-owned properties within the City limits account for about 700 acres, which mainly consists of City parks. The City also owns several buildings within Downtown that are used for government offices, as well as some single-family developments.

Some of these City properties may be developed in the future to support the goals of the Comprehensive Plan to increase infill, redevelop blighted areas in and around Downtown, and support additional affordable housing.



3.3 NEIGHBORHOOD CHARACTER AREAS

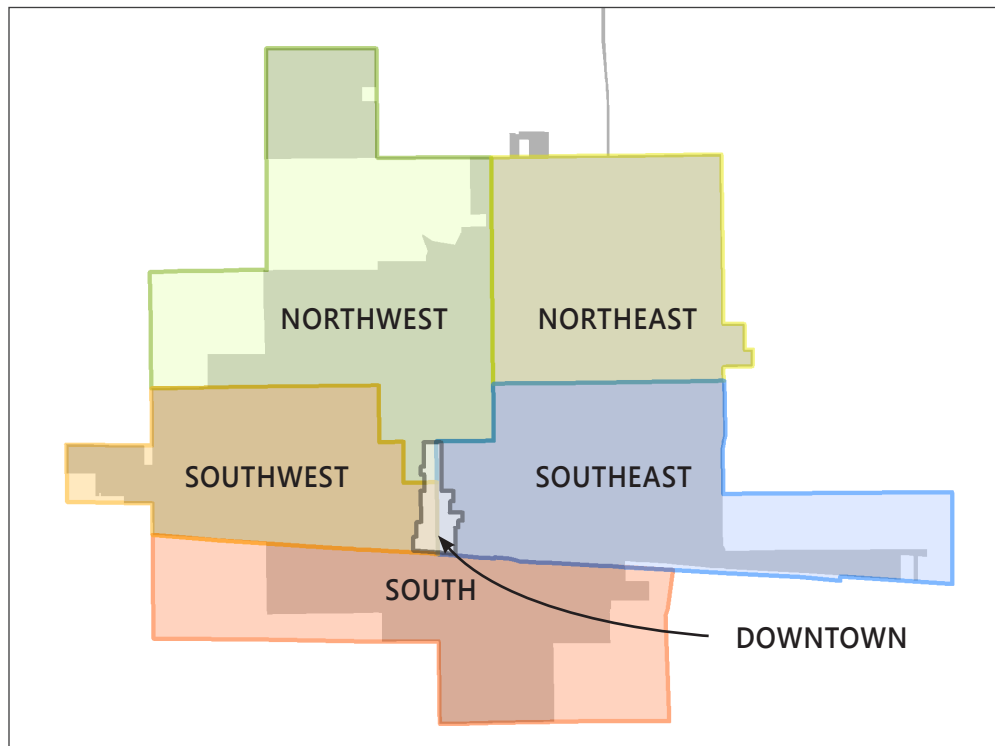
Clovis is made up of distinct neighborhoods with different land uses, housing types, block patterns, density, and other characteristics. To better discuss specific areas of the City, the Comprehensive Plan delineates six neighborhood character areas: four quadrants with Prince Street and 21st Street functioning as demarcation lines; South Clovis, which includes areas south of the railroad tracks; and Downtown Clovis, which follows the boundaries of MainStreet Clovis.

These areas were chosen because they roughly follow existing census tract boundaries and are of similar size (except for Downtown Clovis). This allows for easier comparison between areas. Each of the six neighborhood character areas include an overview

map of existing land use, narrative description, and a snapshot of population growth, median income, median age, and estimated jobs based on 2011-2016 American Community Survey 5-year estimates.


As described in more detail below, there are significant differences between the six character areas. South Clovis, for example, has lost population since 2000 and has fewer jobs than other parts of the City. The Northeast, by contrast, has grown rapidly since 2000 and has higher incomes, higher median ages, and a higher number of jobs. In some cases, the differences between character areas point to a need to develop land use and redevelopment strategies to address the issues specific to each area. These strategies are taken into account in the Preferred Land Use Scenario and the Goals, Objectives, and Strategies section at the end of this chapter.


CLOVIS NEIGHBORHOOD CHARACTER AREAS





LAND USE CATEGORIES & PERCENTAGES


A windshield survey was conducted in April 2018 to record the predominate type, condition, and character of land uses within specific neighborhoods. This survey was intended to verify the general land use pattern of Clovis, as well as provide summary information on the condition of buildings, neighborhood character, and primary neighborhood issues. The following are estimates of the percentage of each use.



-  **SINGLE FAMILY RESIDENTIAL - 20%**
Land that is comprised of low density (3-8 DUs/acre), single-family (mainly detached) homes. This includes all properties with one dwelling unit per lot.


 **MULTI-FAMILY RESIDENTIAL - 1%**
Land that includes multi-family housing with more than one dwelling unit per lot (e.g., apartment buildings, townhomes, triplexes, etc.).


 **MOBILE/MANUFACTURED HOMES - 2%**
Land use that is comprised of mobile/manufactured homes.


 **COMMERCIAL & OFFICE - 8%**
Commercial land uses devoted to retail, office, services, or other non-residential activities.


 **MIXED USE - 0.1%**
Uses that combine non-residential and residential uses either within the same building or on the same lot. This could include an apartment building with ground floor commercial space, such as Hotel Clovis.


 **INSTITUTIONAL - 6%**
Land that is developed for schools, public buildings, community centers, churches, cemeteries, and government owned facilities.
-  **INDUSTRIAL - 5.5%**
Land devoted to industrial uses including manufacturing, railroad operations, and/or agricultural processing.

 **PARKS - 10%**
Includes City parks, golf courses, plaza space, and large landscaped areas.

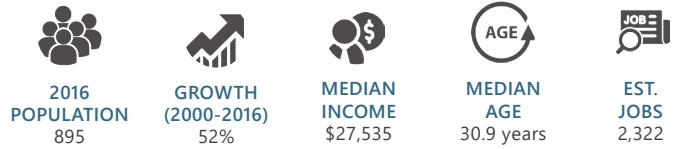
 **OPEN SPACE & AGRICULTURE - 14%**
Undeveloped open spaces, as well as agricultural uses, including cultivated fields, livestock, or natural features (e.g., playas). A large percentage of this land is in Ned Houk Park.

 **VACANT - 20%**
Land that is currently undeveloped. This includes vacant parcels in existing residential subdivision, as well as large tracts of land that may have been used for agricultural uses in the past.

 **UTILITIES - 0.1%**
Land uses that are taken up by public utilities (e.g., water tanks, water treatment plants), as well as land devoted to large-scale infrastructure systems.

 **RIGHT-OF-WAY - 15%**
Land uses that are devoted to roads, freeways, and utility and easements.

DOWNTOWN



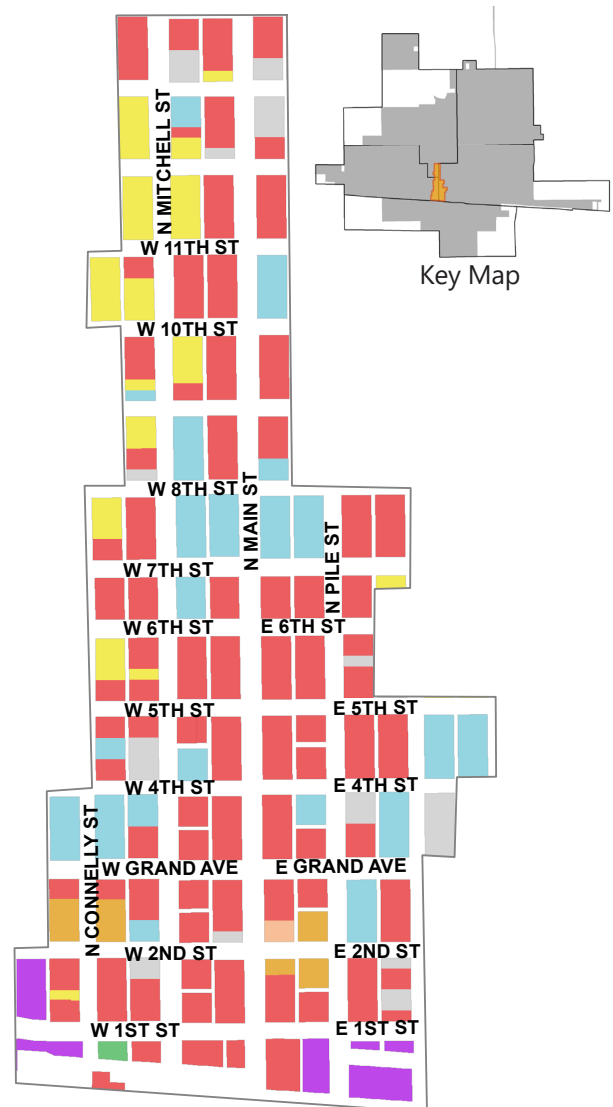
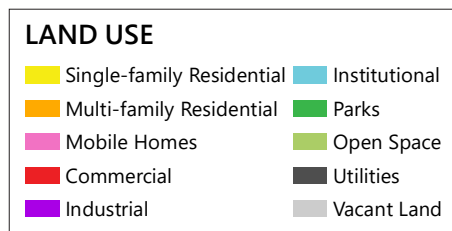
As the historic core of the City, Downtown Clovis is characterized by wide brick streets with angled parking and several historic buildings. Most of the historic buildings are in good condition and house traditional retail and service shops, professional office uses, government offices, and some residential uses.

Downtown is home to three historic theaters: the State, Lyceum, and Mesa (Norman and Vi Petty Performing Arts Center) Theaters. The Lyceum Theater is currently owned by the City of Clovis and is undergoing renovations. The Mesa Theater is owned by Clovis Community College and is also undergoing extensive renovations. The State Theater is privately-owned.

Downtown Clovis is designated as a Metropolitan Redevelopment Area (MRA) that encompasses much of Downtown (roughly 2-3 blocks adjacent to Main Street from 1st Street north to 14th Street). The Downtown MRA has been targeted for redevelopment for the last 15 years and has seen many changes including the redevelopment of the Hotel Clovis building and surrounding area, streetscape improvements, sidewalk improvements, and renovation of the Mesa and Lyceum Theaters. Most prominently, the historic Hotel Clovis building was redeveloped in 2012 into a LEED Platinum building with 60 units of affordable rental apartments in and adjacent to the main building, and ground floor retail space (mostly currently vacant). Following the renovation of the building, additional affordable housing units were built across the street (Andalusia). Combined, these efforts have done much to improve the district’s visual appearance, economic vibrancy, and availability of affordable housing.

Clovis MainStreet, as the primary non-profit organization working with business and property owners to revitalize the MainStreet District, has been a large part of these efforts. The City of Clovis has also contributed to these efforts to bring more businesses to Downtown through restoration of historic buildings, infill and maintenance of vacant lots, and construction of public improvements.

A large percentage of stakeholders at public meetings and respondents to the community survey were supportive of reinvestment in Downtown.





SOUTHWEST



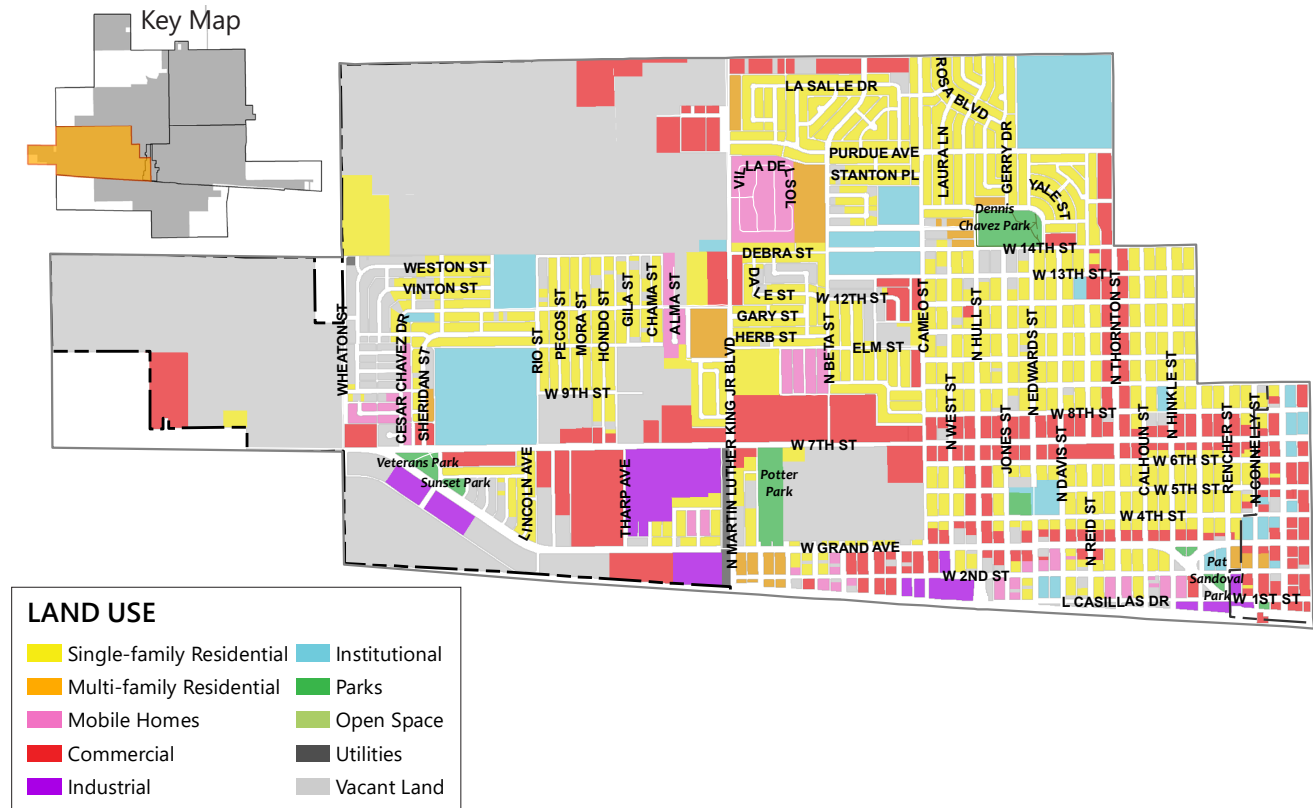
Southwest Clovis is an older part of the City that includes a significant percentage of single-family homes, large tracts of heavy commercial and industrial lands adjacent to the railroad and Grand Avenue, and undeveloped land to the west. The area is home to approximately 9,261 residents and grew more slowly than other parts of the City between 2000 and 2016.

Schools in Southwest Clovis include Clovis High School, Freshman Academy, Cameo Elementary, and the Arts Academy at Bella Vista. Park and recreational facilities include Dennis Chavez, Sandoval, Veterans, Potters, and Sunset Parks and Roy Walker Gym, Lincoln Jackson Family Center, Friendship Center, La Casa Senior Center, and Curry County Resident Senior Meals Association. The Norman and Vi Petty Studio and Mission Garden Cemetery are also located in this area.

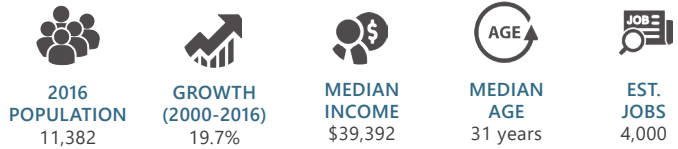
Along the northern boundary for this area (21st Street), there are medical uses associated with the Plains Regional Medical Center. The undeveloped land south of 21st Street and west of Martin Luther King Jr. Boulevard could accommodate future expansion of the hospital.

Housing in this part of town is generally older than the neighborhoods to the north and east. The single-family neighborhoods directly west of Downtown have a higher percentage of homes in poor condition and vacant. There are some mobile home properties intermixed with single-family homes and commercial/industrial uses along Grand Avenue and 1st Street. Homes in this area are generally in poorer condition and appear to be vacant and/or dilapidated. This quadrant is also home to some of the larger multi-family complexes in Clovis, including those along Martin Luther King Jr. Boulevard and along 14th Street.

To the west of Wheaton Street along the western border, there is a large amount of vacant land, some of which is platted for single-family homes. This area has potential to accommodate future growth. The undeveloped land in this area totals 170 acres, which could support approximately 500 more housing units if developed for single-family homes at the City's average density. The land north of 14th Street and west Martin Luther King Jr. Boulevard (approximately 320 acres) could also accommodate future growth.



NORTHWEST



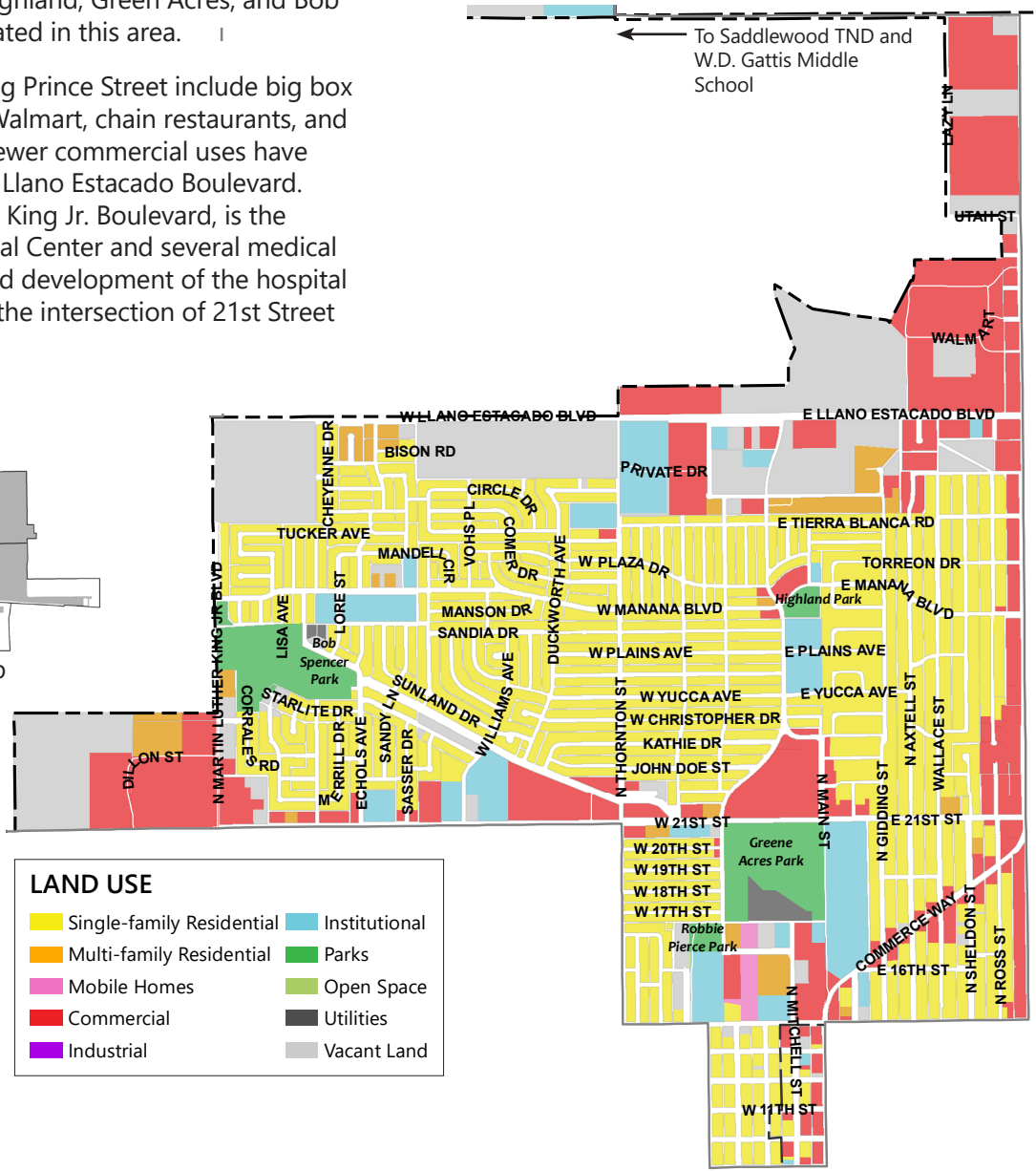
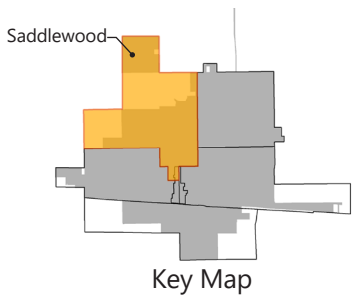
This part of the City is characterized by newer single-family subdivisions, several public schools, and commercial development along major arterial roads, including Prince Street, Llano Estacado Boulevard, and 21st Street. Multi-family units are found along Llano Estacado Boulevard and Townsgate Plaza. There were an estimated 11,382 residents in this part of Clovis in 2016, and the area grew more quickly than other parts of the City between 2000 and 2016.

Schools in Northwest Clovis include Marshall and W.D. Gattis Middle Schools, Highland, Barry, and Sandia Elementary. Highland, Green Acres, and Bob Spencer Parks are located in this area.

Commercial uses along Prince Street include big box retailers, including a Walmart, chain restaurants, and larger hotels. Some newer commercial uses have also developed along Llano Estacado Boulevard. West of Martin Luther King Jr. Boulevard, is the Plains Regional Medical Center and several medical offices. With continued development of the hospital and supporting uses, the intersection of 21st Street

and Martin Luther King Jr. Boulevard could become another commercial node for the City.

This quadrant of the City is mostly developed, but is surrounded by a large amount of unincorporated land that is currently undeveloped or being used for agriculture. To the northwest, there is a section of land that the City annexed along Wilhite Road that is planned for future development (Saddlewood TND). This area is about 560 acres, which could support new residential development and complementary uses.





NORTHEAST

2016 POPULATION
8,510

GROWTH (2010-2016)
3.53%*

MEDIAN INCOME
\$81,836

MEDIAN AGE
40 years

EST. JOBS
2,085

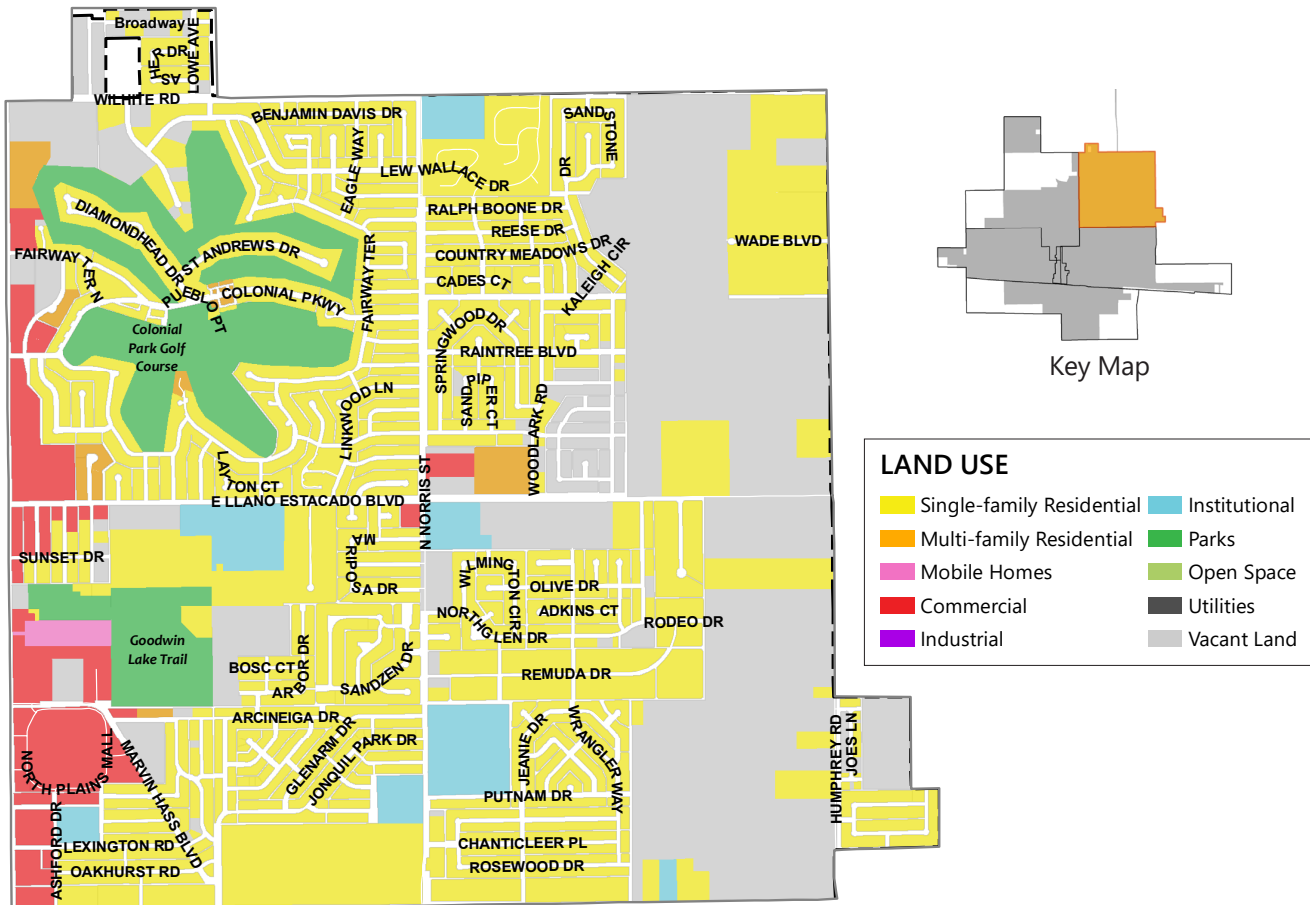
Northeast Clovis is characterized by newer single-family subdivisions of moderate density, and newer multi-family developments, including the Raintree Apartments off Llano Estacado Boulevard and the North Glen Subdivision. Many of these homes are larger and in better condition than homes in other parts of the City. Residents in this area have higher household median incomes and a higher median age than other parts of the City. Overall, the area is home to about 8,510 people and has been growing quickly.

Parks in Northeast Clovis include the Colonial Park Golf Course and Goodwin Lake Trails. Both are City-owned recreation spaces that contribute to the

character of the area. There are two public schools, Mesa and Zia Elementary Schools.

Commercial land uses in this part of town are primarily along Prince Street and include several large hotels, chain restaurants, North Plains Mall, and Lowe's Home Improvement. Unlike some of the other subdivisions in Clovis, there is less commercial land along minor arterials and collector roadways. To the east of Prince Street, there is a small amount of commercial land.

There is a large amount of undeveloped land on the eastern edge of this area, some of which is platted for future single-family homes. The undeveloped land accounts for approximately 475 acres.



SOUTHEAST



2016
POPULATION
8,719



GROWTH
(2010-2016)
6.9%*



MEDIAN
INCOME
\$38,824



MEDIAN
AGE
32 years



EST.
JOBS
5,280

Southeast Clovis is characterized by a wide range of established, single family residential uses between 21st Street and 7th Street, commercial uses along Grand Avenue and Mabry Drive, a mixture of single-family homes, mobile homes, commercial uses, and vacant land on the eastern boundary of the City.

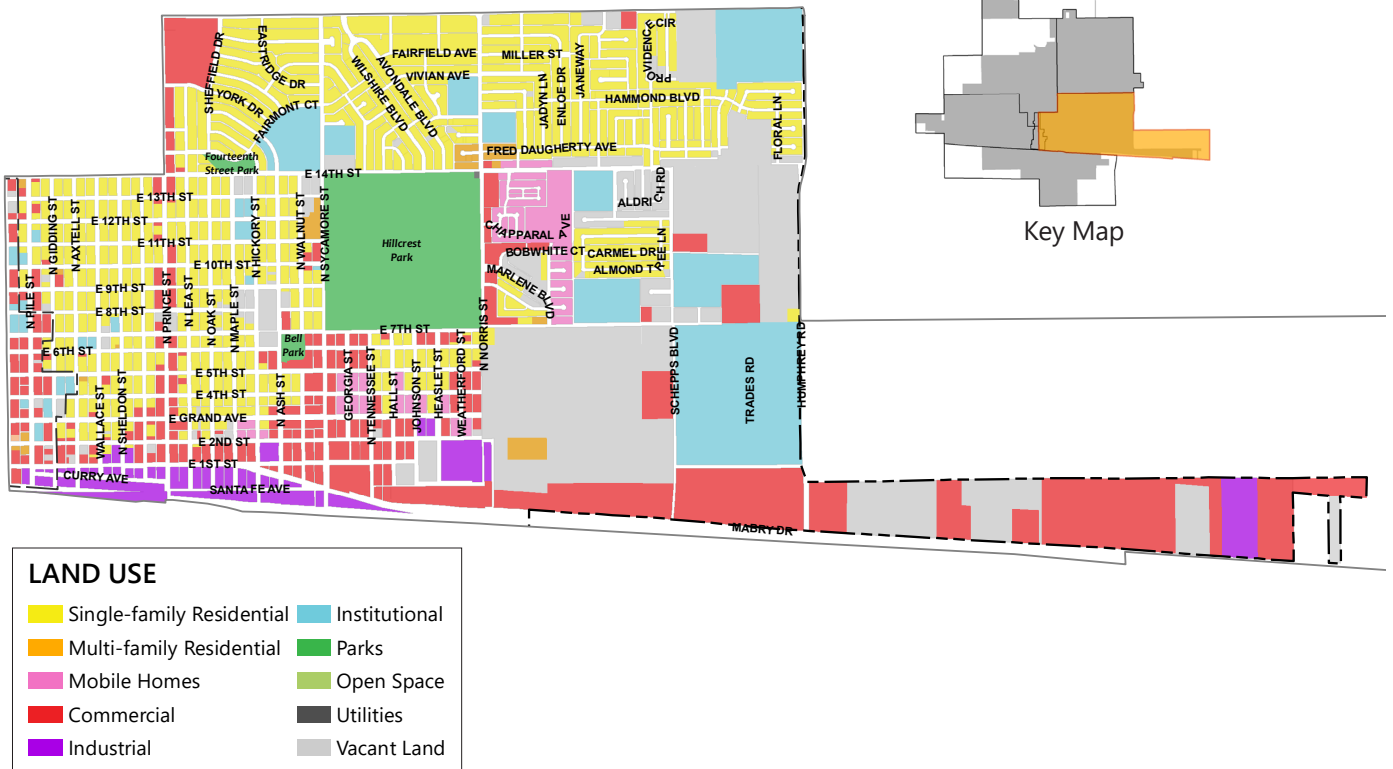
Along east Mabry Drive (US 60), there is a significant amount of commercial development, with several hotels, car dealerships, and equipment suppliers. Other commercial uses in this area are primarily heavy commercial, with less retail and professional service based businesses. These commercial uses blend with more industrial uses along the railroad tracks. There are several vacant parcels in this area that could support heavy commercial or light industrial uses in the future.

Two parks are in this area; Hillcrest Park, the City's second largest park and Bell Park. Schools include Zia Elementary School, Yucca Middle School, and Clovis Community College Campus. The Clovis Civic

Center and Baxter-Curren Senior Center are located in Southeast Clovis.

The neighborhood to the southeast of Hillcrest Park is sparsely developed, with approximately 280 acres of vacant land to the north of Clovis Civic Center and west of Clovis Community College.

As with neighborhoods to the west of Downtown, many of the residential neighborhoods directly east of Downtown are older and in poor condition. This reflects both the lower incomes in this area, as well as the age of the housing stock. Future reinvestment in area-wide improvements could help alleviate challenges.



*Population growth based on 2010-2016 growth due to changes in Census Tract boundaries between 2000 and 2010.



SOUTH CLOVIS

2016 POPULATION
2,083

GROWTH (2000-2016)
-4.3%

MEDIAN INCOME
\$35,469

MEDIAN AGE
33 years

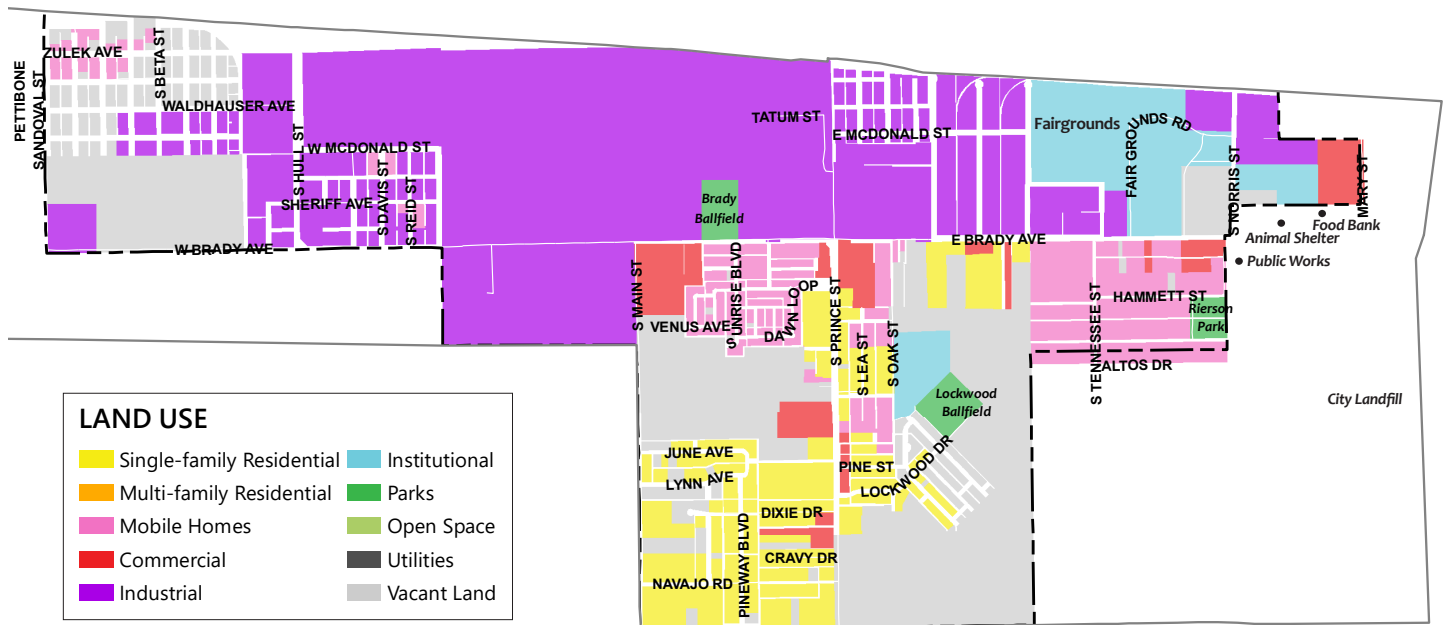
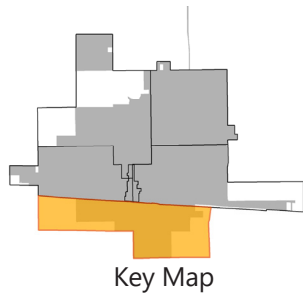
EST. JOBS
566

The area south of Grand Avenue and the railroad tracks have a wide range of land uses, including the primary industrial land related to railroad operations and agricultural processing. Home to about 2,000 residents, the area has lost population since 2000.

Housing in this area consists of a few smaller subdivisions of low density single family homes, as well as a large number of mobile home units. The City of Clovis and Curry County own large tracts of land in this area, including the Curry County Fairgrounds property and Clovis Industrial Park.

City-owned lands near the City landfill include Public Works and the Clovis Animal Shelter. The area is served by one public school, Lockwood Elementary School. There are three parks in this part of town, including Brady Ballfield, Lockwood Ballfield, and Rierson Park. The City's Food Bank is also located in this area.

About 350 acres are undeveloped, and could support some limited housing development and/or the expansion of industrial and heavy commercial uses in the future.



3.4 EXISTING ZONING

The City's zoning regulations are codified in Title 17 – Comprehensive Zoning Regulation of the Clovis City Code (1981). The current Zoning Code was adopted in 1996 and includes eight primary zoning districts addressing allowable uses, density, dimensional standards, and performance criteria. The City is in the process of updating the Zoning Code and plans under a “Uniform Development Ordinance” (UDO) that will better integrate the zoning provisions with the development patterns in Clovis and streamline development. The UDO retains most of the existing zoning district classifications, although the names, permissive uses, and dimensional standards will change. The nine base zoning districts and five overlay zones in the UDO are described below.

RS-170: RESIDENTIAL SINGLE-FAMILY-170 DISTRICT

The RS-170 District (formerly the “Ranchette” district) allows for one single-family residential dwelling on lots with a minimum area of 170,000 square feet. Cluster housing is permitted to enable a wider range of housing opportunities while still preserving the district's open character.

RS-7: RESIDENTIAL SINGLE-FAMILY-7 DISTRICT

The RS-7 District (formerly the “Residential single-family” district) allows for one single-family residential dwelling on lots with a minimum area of 7,000 square feet. Multi-family dwellings are not permitted in this zone. A majority of the residential subdivisions in Clovis belong to this zoning district.

RM: RESIDENTIAL MULTI-FAMILY DISTRICT

The RM District (formerly the “Residential” district) allows for a full range of residential dwelling types, including multi-family units. The minimum lot size is 5,000 square feet for single-family homes and 8,000 for apartment uses. The maximum allowable height (45 feet) in this district is also higher than the other residential zones.

CG: COMMERCIAL GENERAL DISTRICT

The Commercial General (CG) District (formerly the “Mixed development” district) is intended to support low- to medium-intensity neighborhood- and community-serving commercial and office uses. A full range of commercial retail, service, distribution, and institutional uses are allowed in this district.

In addition, residential uses of all types (excluding mobile home units) are permissive.

CBD: CENTRAL BUSINESS DISTRICT

The CBD: Central Business District (previously the UD): Urban Development district preserves the urban character of the Central Business Area and allows for many of the same uses allowed in the CG District. In addition, multifamily residential uses are permissive in this zone while single-family residences are conditional.

INDUSTRIAL (I) DISTRICT

The Industrial (I) District allows for industrial and heavier commercial uses. Residential uses are not allowed except as a conditional use.

PLANNED UNIT DEVELOPMENT (PUD) DISTRICT

The PUD, Planned Unit Development District is designed to accommodate development that would be difficult or impossible to carry out under otherwise applicable zoning districts. All PUDs are intended to result in development that is consistent with the City's adopted plans and that provides greater public benefits than could be achieved using conventional zoning regulations.

PUBLIC AND INSTITUTIONAL (PI-1) and (PI-2) DISTRICTS

The PI-1, Neighborhood-scale Public and Institutional District is intended to accommodate small-scale, low-intensity public, civic, and institutional uses that are commonly found in or near residential neighborhoods. The PI-2, Campus-scale Public and Institutional District is intended to accommodate development and expansion of large public, civic and institutional uses, while minimizing the potential for adverse impacts on surrounding areas.

TRADITIONAL NEIGHBORHOOD DEVELOPMENT (TND) DISTRICT

The TND, Traditional Neighborhood District is a special zoning classification that is tailored to specific sites and specific development plans. TNDs are intended to promote walkable neighborhood designs with a range of housing types and convenient access to shopping, recreation and civic amenities.

OVERLAY DISTRICTS

In addition to the eight base zones, there are five overlay districts that retain the five “Neighborhood Conservation” zones from the previous zoning code. These overlay districts are appended to the base district, and allow for carports, livestock, and mobile homes. Under the Unified Development Ordinance, overlay districts are intended to be used when additional or modified zoning requirements are needed to further the City’s planning goals or to address specific site or design issues. The five overlay districts are:

(C1) & (C2) Carport Overlays

The (C1), Carport Overlay District is intended to accommodate the use and construction of “stick-built” carports that generally match the appearance of the principal dwelling unit on the lot. The closely related (C2), Prefab Carport Overlay District is intended to accommodate the use and siting of prefabricated carports, as well as the construction of stick-built carports.

(L) Livestock Overlay

The (L), Livestock Overlay District is intended to accommodate the keeping of livestock in zoning districts that would not otherwise allow such use. This applies to some of the previous “ranchette” zoned areas (now zoned RS-170).

(MH) Mobile Home and (MHP) Mobile Home Park Overlays

The (MH), Mobile Home Overlay District is intended to accommodate the siting of individual mobile homes on individual lots in zoning districts that would not otherwise allow the siting of mobile homes. Similarly, the (MHP), Mobile Home Park District is intended to accommodate the siting of mobile home parks in zoning districts including the several existing mobile home parks found throughout Clovis.

3.5 OTHER DEVELOPMENT ORDINANCES

SUBDIVISION ORDINANCE

The City of Clovis Subdivision Regulations are provided in Title 18 of the City’s Code of Ordinances. The Subdivision Regulations describe the City’s procedures for review and approval of new subdivision development and address the need to provide for public improvements. Procedures

and provisions for required improvements; street, utility, grading plans; plats; easements; stormwater management; pedestrian and bicycle improvements; and requirements for Planned Unit Developments (PUDs) are included. The regulations apply to extraterritorial lands within one mile of the city limits. In addition, within five miles of the city limits, approval of all subdivision applications usually requires the road rights-of-way be made a part of the subdivision plat.

EXTRA-TERRITORIAL JURISDICTION

The City has an extra-territorial agreement with Curry County. The City has building permit, planning, and platting review authority for lands 5 miles outside the City boundary. The City also has subdivision review authority within a 1 mile radius.

3.6 ANNEXATION

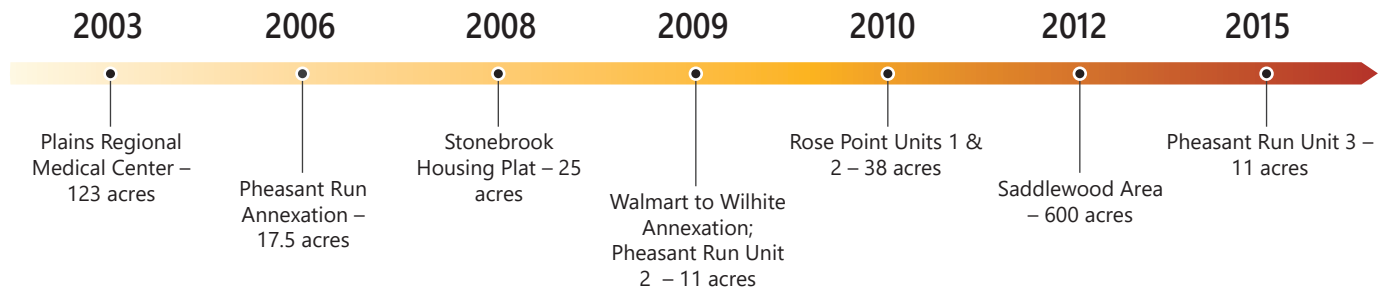
OVERVIEW

Municipalities in the State of New Mexico receive the authority to annex territory from Section 3, Article 7 of the New Mexico State statutes. Pursuant to this section, there are three methods available to municipalities seeking to expand its regulatory and taxing authority to adjacent unincorporated land. Annexation can be used as a growth management tool to ensure that land use and development standards in adjoining areas are consistent with land use within the municipality, as well as with the goals and objectives of the community as expressed in the Comprehensive Plan. Areas to be considered for annexation must be contiguous with the municipal boundary and the municipality must be able to demonstrate the ability to provide services.

Each of the following three methods is based on specific goals and illustrates different degrees of legislative delegation of power to municipalities:

- Arbitration Method (Sections 3-7-5 through 3-7-10 NMSA 1978): This method allows a municipality to annex contiguous territory if the municipality can declare that the benefits of annexation can be made within a reasonable time frame to the desired territory.
- Municipal Boundary Commission Method (Sections 3-7-11 through 3-7-16 NMSA 1978): This method establishes an independent commission to determine annexation of a territory to the municipality. The Municipal

RECENT CITY ANNEXATION HISTORY



Boundary Commission will meet whenever a municipality petitions to annex a territory or if a majority of the landowners of a territory petition the Commission to annex the territory into the municipality.

- Petition Method (Section 3-7-17, NMSA 1978): This method requires a petition signed by the majority of property owners in a contiguous territory supporting annexation into a municipality.

ANNEXATION HISTORY

The City of Clovis has annexed several hundred acres of land over the last 15 years to accommodate growth and the development of new community facilities. The City's recent annexation history from 2003 onward is shown above. The largest annexations include the 123 acres in 2003 to make way for the new Plains Regional Medical Center; 38 acres in 2010 for the Rose Point subdivision; and the 2012 annexation of 600 acres to create the Saddlewood Traditional Neighborhood Development (TND) area to the northwest.

The Saddlewood TND area is a master planned community with its own land use regulations, proposed land uses, design standards, roadway designs, and development. The land use regulations allow for a wide range of housing types at different densities and encourages large areas for mixed-use development. The area also includes several spaces for public plazas, parks, civic buildings, and commercial along the major roadways. Gattis Middle School was built within the Saddlewood area in 2013 in anticipation of growth.

Due to annexations, the City of Clovis currently has a large supply of undeveloped land on its outlying boundaries to the east and west that could be developed for future housing and commercial uses.

This includes areas adjacent to Wheaton Street to the west, and lands north of 14th Street and west of Martin Luther King Jr. Boulevard. Other large swaths of undeveloped land existing along the City's eastern boundary and in South Clovis. Overall, undeveloped land accounts for approximately 3,000 acres - enough land to support at least 9,000 new housing units at current densities and land use mix.

Although the City currently has enough land to accommodate future population growth, the City may consider additional annexation in the future. These areas are shown in the Future Land Use Scenario, page 39.

3.7 HISTORIC PRESERVATION

HISTORIC RESOURCES

Historic buildings are important assets in the many cities that have been able to preserve, renovate, and redevelop their historic assets and promote their local history. Clovis, although a younger city compared to others in New Mexico, has several historically designated buildings and many others with the potential for nomination.

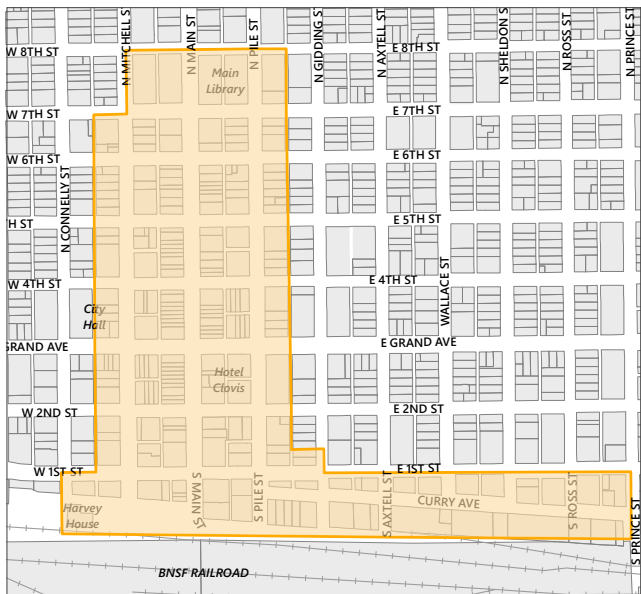
There are currently 13 historic structures listed on the State Register of Cultural Properties, of which 11 are also listed on the National Register of Historic Places (see TABLE 3-1). One notable building is the Hotel Clovis, which was renovated in 2012 to support 60 affordable housing apartments and ground-floor commercial businesses. Other prominent buildings include the Lyceum Theater, Curry County Courthouse, and the State Theater. Most of these buildings are currently in use, although some, like the Lyceum Theater, are undergoing renovation or may be renovated in the future.

In addition to designated buildings, Clovis designated approximately 100 acres of downtown as

TABLE 3-1: HISTORIC BUILDINGS IN CLOVIS			
BUILDING	ADDRESS	SR DATE	NR DATE
Clovis Baptist Hospital	515 Prince Street	10/23/1981	2/5/1982
Clovis Central Fire Station	320 Mitchell Street	5/15/1987	7/2/1987
Clovis City Hall and Fire Station	308 Pile Street	5/15/1987	7/16/1987
Clovis Post Office (Old)	4th and Mitchell Streets	10/17/1984	12/27/1984
Curry County Courthouse	700 block of Main Street	5/9/1986	6/18/1987
Dr. Fred A. Dillon House	1400 Axtell Street	7/8/1988	-
First Methodist Church of Clovis	622 Main Street	5/15/1987	7/2/1987
Hillcrest Park Archway	East 10th and Sycamore Streets	4/4/2008	7/2/2008
Hotel Clovis	210 Main Street	10/17/1984	12/27/1984
Lyceum Theater	409 Main Street	8/11/2006	1/17/2007
Santa Fe Passenger Depot	221 W. First Street	8/18/1995	12/14/1995
State Theater	504 Main Street	8/11/2006	1/17/2007
Lincoln Jackson School	206 Alphon Street	8/11/2017	10/4/2017

Source: New Mexico Historic Preservation Division. "SR Date" refers to the State Register of Cultural Properties; "NR Date" refers to the National Register of Historic Places.

the Railroad and Commercial Historic District in 2013. The District contains 139 contributing properties out of 213 total resources (roughly 65% of buildings are contributing). The boundaries for the District are 8th Street to the north, alley east of Pile Street to the east, the BNSF Railway to the south, and the alley west of Mitchell Street to the west. The period of significance for the district spans from 1907 to 1968 and includes a wide range of commercial and industrial buildings related to development of the railroad and the original townsite.



 RAILROAD and COMMERCIAL HISTORIC DISTRICT



Hotel Clovis.

Although not currently on a historic register, there are several other historic buildings of note in Clovis that could be nominated to the State or National Registers in the future. Specific buildings of note include the Mesa Theater, the "Gran Quivira" Harvey House, the Clovis Christian School Building, and the Norman Petty Recording Studios.



CERTIFIED LOCAL GOVERNMENT

The City's historic resources could be augmented by participating in the Certified Local Government (CLG) Program administered by the State Historic Preservation Division (HPD). The CLG program assists local governments with integrating historic preservation initiatives at the local level. Joining the CLG program would be an effective way to incorporate historic preservation into local planning decisions and ensure the City's cultural resources are preserved.

The benefits to becoming a CLG include:

- Upon certification, local governments become eligible to apply for federal historic preservation grants.
- CLGs participate directly with the State Register of Cultural Properties and the National Register of Historic Places by reviewing local nominations prior to their consideration by the state Cultural Properties Review Committee.
- CLGs receive technical assistance in historic preservation through training, information materials, statewide meetings, workshops, and conferences.

The New Mexico State Historic Preservation Office (SHPO) facilitates this federal program for the National Park Service and will assist the community with the certification process. The completed application is sent to National Park Service for review and official certification.

In order to become a CLG, a community must address the following minimum requirements to demonstrate to the SHPO and National Park Service that it is committed to historic preservation:

- Establish a qualified historic preservation commission.
- Enforce appropriate state or local legislation for the designation and protection of historic properties. In most cases, this is done in the form of a local ordinance.
- Maintain a system for the survey and inventory of local historic resources.
- Provide for public participation in the local historic preservation program, including participation in the National Register process.

- Follow any additional requirements as outlined in the state's Procedures for Certification.

3.8 LAND USE ISSUES

JOINT LAND USE WITH CANNON AFB

In 2011, Cannon AFB conducted a joint land use study (JLUS) looking at the impact of base operations on the surrounding communities. Although not adopted, the overall goal of the study was to find ways to safeguard the military mission at Cannon AFB while fostering sustainable and compatible civilian development. Many of the special operations missions at Cannon AFB require low-altitude flying, which conflicts with some of the wind turbine development that has occurred in Curry County. To protect base operations, the JLUS recommended local governments work with Cannon AFB to ensure the Accident Potential Zones surrounding the base's runways were protected from development that would interfere with flight paths. Although the Accident Potential Zones and flight paths are located in Curry County, they could affect the City of Clovis in the future through annexation or due to a change in operations at Cannon AFB.

REDEVELOPMENT and INFILL

As discussed above, Downtown Clovis is designated as a Metropolitan Redevelopment Area (MRA) and has experienced reinvestment over the last 15 years. The MRA encompasses much of Downtown Clovis (roughly from blocks adjacent to Main Street from 1st Street north to 14th Street), which allows the City of Clovis to contribute to and support private development projects using a variety of mechanisms, including land donation, direct contribution, through public-private-partnerships, and construction of public improvements such as sidewalks, streets, and utilities.

There are other neighborhoods within Clovis that may qualify as "blighted" and/or would benefit from redevelopment and infill. These include some of the older residential neighborhoods to the east and west of Downtown, as well as some commercial areas such as along 14th Street. These areas have a higher percentage of vacant homes and lots that would benefit from reinvestment in the future.

Based on estimates from the existing land use survey, there are approximately 500 vacant lots in established neighborhoods that could support infill development in the future.

CODE ENFORCEMENT

During public meetings and meetings with the Steering Committee, participants discussed the negative impression that unmaintained properties have on visitors to Clovis. Most notably, some of the properties at the entryways to the City along Grand Avenue were noted as needing cleanup. Some of these issues can be addressed through code enforcement of existing land use regulations, including the City's sign ordinance. Additional regulations, such as an ordinance addressing abandoned cars, could also be adopted. However, it was noted that Code Enforcement has limited capacity and can only cite property owners who are in violation of local ordinances that do not pose a public safety hazard.

INDUSTRIAL and COMMERCIAL LAND

Several participants at community meetings discussed the need to ensure Clovis had adequate land to support future commercial and industrial development in addition to the Clovis Industrial Park, which is located south of the City within Curry County. Although the City currently has a substantial amount of land zoned for retail and small-scale service uses, there may be a need for additional commercial land to serve newer industries that may have different needs for commercial and manufacturing space. A further discussion of business recruitment and expansion strategies is described in Chapter 4: Economic Development.

3.9 FUTURE LAND USE SCENARIO

The Future Land Use Scenario is an overall vision for how the City of Clovis would like growth and development to occur over the next 20 years. The following section provides an overview of the Future Land Use Scenario.

DEVELOPMENT TRENDS

As discussed in Chapter 2: Community Profile, Clovis is growing and may welcome 8,700 new residents by 2040. If this growth comes to fruition, there will be a need for approximately 3,000 more housing units to meet the growth in households (based on the current average household size).

At current densities and land use mixes, this equals about approximately 1,000 more acres to be developed for residential uses, as well as an appropriate amount of land for new commercial, schools, and parks to serve these new areas. The City

currently has a substantial amount of undeveloped land that could accommodate this growth; however, some areas of the City are more desirable to focus development than others due to existing infrastructure, access, proximity to amenities, and complementary land uses.

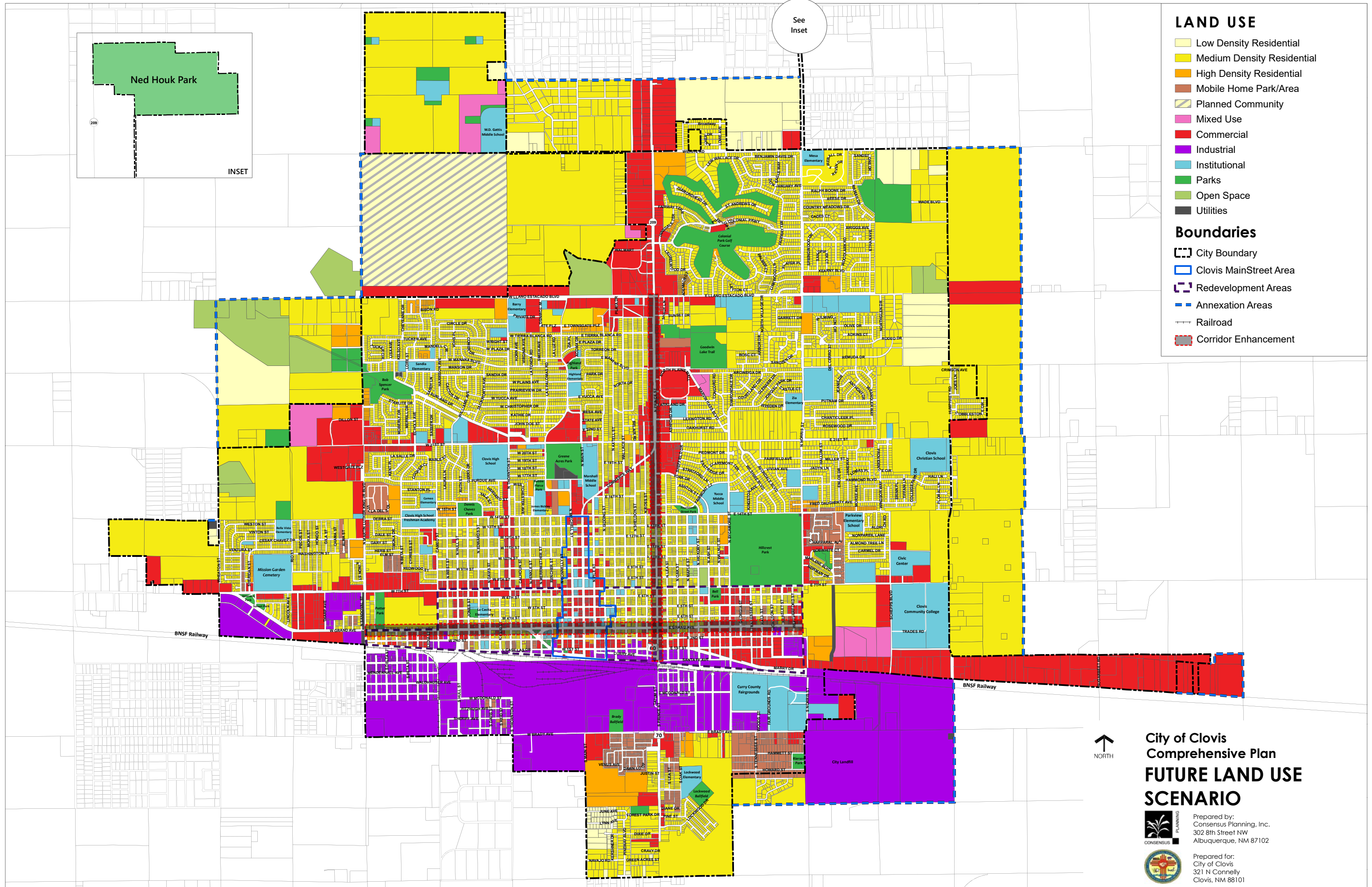
SCENARIO HIGHLIGHTS

To illustrate how the City of Clovis may grow over the next 20 years, the Future Land Use Scenario shows how the City would like growth to occur in the future and accommodate the additional residents who are expected by 2040. The Future Land Use Scenario envisions Clovis growing to the east, north, and northwest through the annexation of approximately 4,000 acres. Land around the City landfill to the south would also be annexed and provide additional industrial and/or heavy commercial land for industrial development.

The Future Land Use Scenario identifies new neighborhoods that would be created to the east of Humphrey Road, to the north of Wilhite Road and Llano Estacado Boulevard, and to the west of Martin Luther King Jr. Boulevard. These areas would accommodate a mixture of medium density, single-family residential uses, new commercial uses along major roads and at major intersections, higher density residential uses near major intersections, some mixed-use, and a large master planned community to the north of Llano Estacado Boulevard similar to the Saddlewood TND. Together, development in these areas would support the expected future population growth in Clovis.

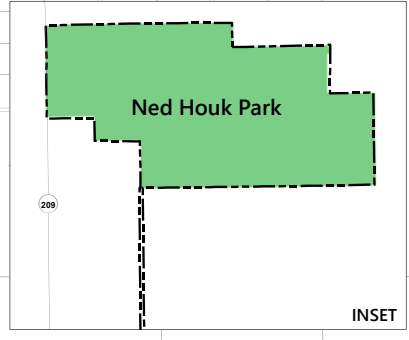
The Future Land Use Scenario also identifies:

- Targeted infill of existing vacant lots, with new single-family homes, more multi-family housing, and some mixed-use areas in close proximity to major employment centers. Infill areas include larger vacant properties within the City limits, including the properties to the east of Norris Street and east of Potter Park.
- Continued development of existing planned residential areas, such as Saddlewood to the north of Wilhite Road. A new master planned community would also be created to the south of Saddlewood and west of Thornton Street. This master planned community could include similar land use features as Saddlewood, with several smaller community parks, room for additional commercial, and a variety of housing types.



- LAND USE**
- Low Density Residential
 - Medium Density Residential
 - High Density Residential
 - Mobile Home Park/Area
 - Planned Community
 - Mixed Use
 - Commercial
 - Industrial
 - Institutional
 - Parks
 - Open Space
 - Utilities

- Boundaries**
- City Boundary
 - Clovis MainStreet Area
 - Redevelopment Areas
 - Annexation Areas
 - Railroad
 - Corridor Enhancement



See Inset



**City of Clovis
Comprehensive Plan
FUTURE LAND USE
SCENARIO**

Prepared by:
Consensus Planning, Inc.
302 8th Street NW
Albuquerque, NM 87102



Prepared for:
City of Clovis
321 N Connelly
Clovis, NM 88101

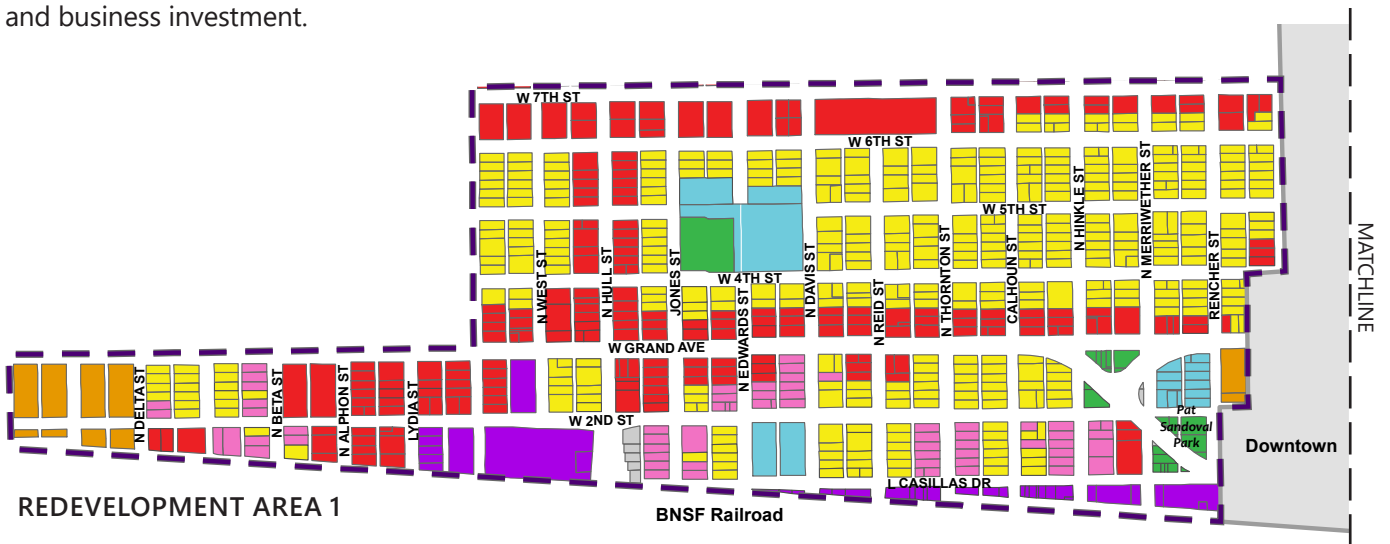


- Additional multi-family and mixed-use development near existing apartment complexes, including along Llano Estacado Boulevard, to the west of Martin Luther King Jr. Boulevard, at the intersection of 14th Street and Sycamore Street, near Clovis Community College, adjacent to the North Plains Mall, and near the Plains Regional Medical Center.
- Four new public parks: three east of MLK Jr. Boulevard and one in northeast Clovis. Additional open space land is also identified near local play areas within and just outside the current City limits.
- Annexation of land to the north of the Plains Regional Medical Center to include additional open space, a new public park, and single-family homes. Development of more commercial and mixed uses around Plains Regional Medical Center.
- Annexation of land to the north of Wilhite Road to support additional low-density residential development and the existing commercial uses along Prince Street.
- Annexation of the City landfill property to the south, along with additional industrial land to the north of Brady Avenue.
- Continued commercial development and reinvestment along Mabry Drive and Prince Street.
- Redevelopment areas and corridor enhancement areas as described in the following section.

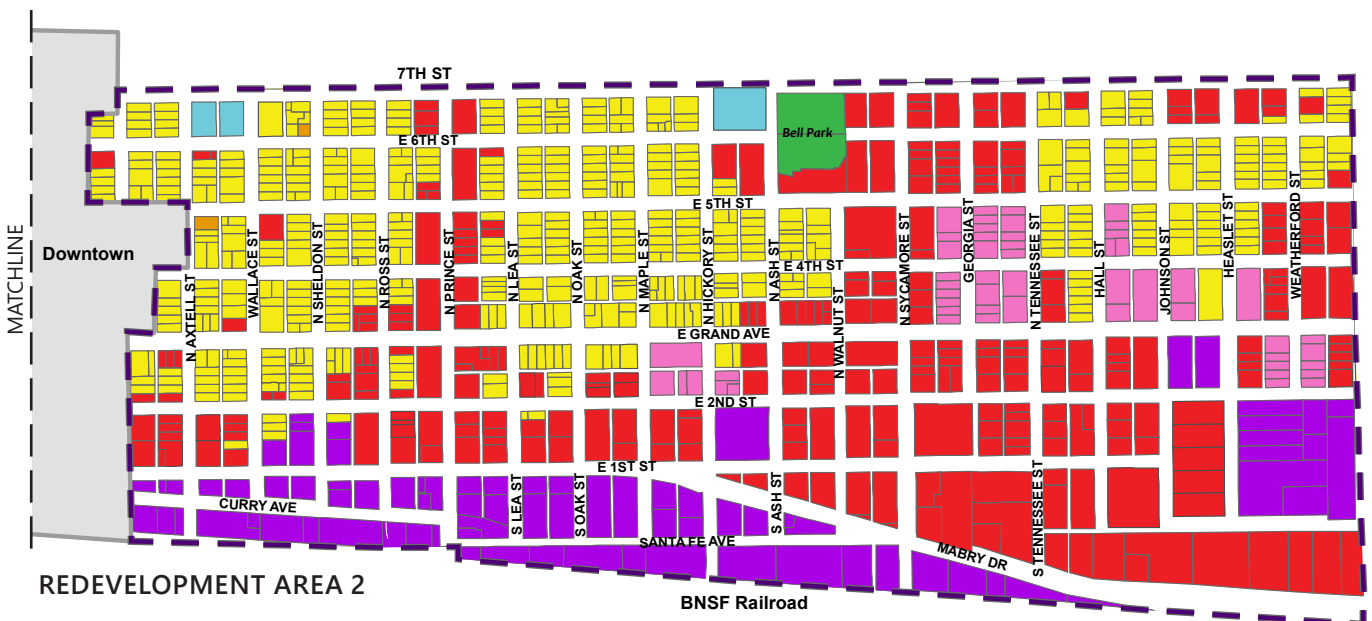
REDEVELOPMENT AREAS

The Future Land Use Map identifies two redevelopment areas - one to the east and one to the west of Downtown encompassing the neighborhoods to the south of 7th Street and north of the BNSF Railway. These neighborhoods are some of the older areas of the City, and as a result, have aging housing and infrastructure, more vacant homes and lots, fewer active businesses, and general disinvestment. As with the existing Downtown Metropolitan Redevelopment Area (MRA) District, these areas should be the City's focus of community redevelopment, including upgraded public infrastructure, infill of vacant lots, assistance for home repairs, preservation of historic buildings, and business investment.

Redevelopment in these neighborhoods can be supported by the designation of two new Metropolitan Redevelopment Areas (MRAs) by the City Commission, in accordance with the New Mexico Redevelopment Act. Subsequent to the designations, the City should create MRA Plans that identify specific projects and strategies to catalyze and support long-term reinvestment in these neighborhoods through public/private partnerships. MRA strategies, coupled with the goals, objectives, and strategies outlined in this Chapter, will help support the longer term revitalization of these areas that suffer from disinvestment and blighted conditions.



REDEVELOPMENT AREA 1



REDEVELOPMENT AREA 2



CORRIDOR ENHANCEMENTS

Areas for corridor enhancements are identified on the Future Land Use Scenario for two major corridors; Prince Street and Grand Avenue. Both streets are major transportation corridors that would benefit from streetscape beautification. These enhancements could include pedestrian and bicycle improvements, street trees, new signage, and other public investments to promote pride in the community and support the local economy.

PRIORITY ANNEXATIONS

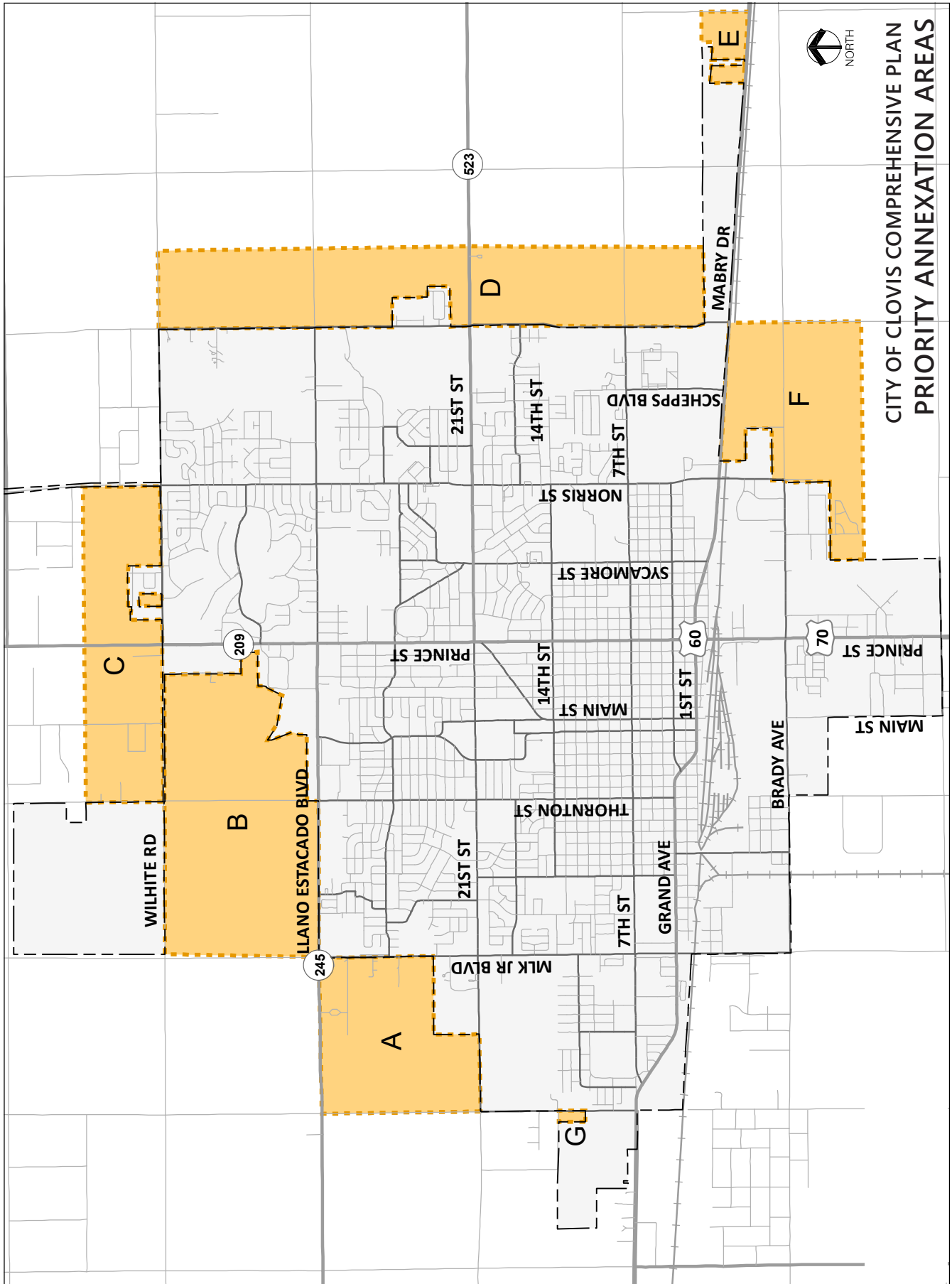
As identified on the Future Land Use Scenario, the City of Clovis is interested in expanding its jurisdiction through annexation of adjacent property in the unincorporated area of Curry County. These annexation areas are shown on the Priority Annexation Areas map (*see page 44*). Specific time frames for these annexations have not been determined, but is generally considered to take place over a period of 10-15 years and be based on a cost benefit analysis to ensure that annexed areas can be served by the necessary infrastructure and services. In total, new annexation areas account for approximately 4,000 acres (6.2 square miles), which would expand the land area of Clovis by approximately 25%.

Priority annexation areas include the following:

- Annexation Area A: Approximately 560 acres to the north of the Plains Regional Medical Center and west of Martin Luther King Jr. Boulevard. This area is adjacent to the relatively recent sanitary sewer line that was extended along Martin Luther King Jr. Boulevard, and as such, is an excellent area for the future growth of Clovis.
- Annexation Area B: Approximately 1,060 acres to the north of Llano Estacado Boulevard and west of Prince Street. This area includes a section of land (640 acres) that is identified as a master planned community on the Future Land Use Scenario and owned by a single property owner that lives out of state. Annexation of this area would be an excellent way of growing Clovis and would create a more logical municipal boundary.
- Annexation Area C: Approximately 610 acres to the north of Wilhite Road to the east and west of Prince Street. This area includes existing commercial development along Prince Street

and a small existing subdivision along Wilhite Road. Growth is already occurring in the northern areas of Clovis and annexation of this area would support continued growth on the north side of Clovis.

- Annexation Area D: Approximately 1,090 acres to the east of Humphrey Road between Mabry Drive and Wilhite Road. This area is currently undeveloped and would provide additional land to support medium density housing and some commercial development on the east side of Clovis.
- Annexation Area E: This area is comprised of approximately 68 acres along Mabry Drive to the east of the existing City limits. Annexation of this area creates a more logical municipal boundary and provides the potential for more highway commercial development.
- Annexation Area F: Approximately 600 acres in south Clovis to include the existing City landfill and industrial land to the north of Brady Avenue. Annexation would also include the small single-family development to the west of the landfill and south of Howard Street. This area provides the opportunity for the City to expand industrial use, including renewable energy projects, in an area with very little existing residential development.
- Annexation Area G: The annexation of 8 acres west of Wheaton Street just to the south of 14th Street. Annexation of this area will create a more logical municipal boundary and provision of services.



CITY OF CLOVIS COMPREHENSIVE PLAN
PRIORITY ANNEXATION AREAS



3.10 GOALS, OBJECTIVES, and STRATEGIES

Land Use Goal 1: Promote quality infill development and redevelopment on vacant, underutilized, or dilapidated properties within existing neighborhoods that are currently served by municipal infrastructure.

Objective 1.1: To create a more compact urban form that integrates single-family and multi-family residential, neighborhood-scale commercial retail and services, parks, and trails.

Objective 1.2: To achieve greater efficiency and cost effective delivery of urban services.

Objective 1.3: To encourage development of mixed-use projects in Downtown Clovis and other undeveloped properties.

Objective 1.4: To encourage development that utilizes the City's updated land development code and process.

Land Use Strategy 1.1: Provide incentives for infill development, including reductions or waivers in utility extension and permit fees, expedited approval processes, density bonuses, increased building heights or lot coverage, etc.

Land Use Strategy 1.2: Pursue public/private partnerships on the design and construction of mixed-use development projects within Downtown Clovis, and Metropolitan Redevelopment Areas and mixed use areas, as identified on the Future Land Use Scenario.

Land Use Strategy 1.3: Identify excess City-owned properties that would be available for sale or lease for infill and redevelopment projects.

Land Use Strategy 1.4: Create development standards for the Downtown Business District that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping.

Land Use Goal 2: Pursue the coordinated and orderly expansion of the City of Clovis through annexation of properties that are adjacent to the municipal boundary and can be efficiently served by municipal infrastructure.

Objective 2.1: To generate additional tax revenues to offset the cost of growth.

Objective 2.2: To determine the fiscal impact of annexations to the City of Clovis through a cost/benefit analysis.

Objective 2.3: To demonstrate the City's ability to provide municipal services in a timely manner, not only to undeveloped and developed areas, but to underserved areas adjacent to the existing municipal boundary.

Objective 2.4: To provide for the consistent application of land use and development regulations in areas adjacent to the existing municipal boundary.

Land Use Strategy 2.1: Create an evaluation process for proposed annexations that is based on a cost-benefit analysis. The evaluation should consider existing infrastructure capacity; feasibility, cost, and timeliness of extending infrastructure, transportation networks, and public safety services; economic development benefits and potential revenue stream to the City; and a determination of the property owners' support for the annexation.

Land Use Strategy 2.2: Prioritize annexations that are contiguous to the municipal boundary and create logical boundaries; support new commercial and industrial development; can be served by infrastructure; and are identified on the Future Land Use Scenario.

Land Use Goal 3: Identify appropriate locations and zoning designations for new commercial and industrial uses that will help meet the market demand and employment needs of Clovis residents.

Objective 3.1: To achieve a more balanced land use mix and increased supply of commercial and industrial zoned properties.

Objective 3.2: To encourage the location and development of industrial and manufacturing uses adjacent to and south of the BNSF Railroad and the Clovis Landfill.

Land Use Strategy 3.1: Engage and work with owners of existing vacant properties on zone changes to commercial and industrial uses, as illustrated on the Future Land Use Scenario.

Land Use Strategy 3.2: As properties are annexed into the City, establish appropriate zoning designations for commercial and industrial/manufacturing uses, as illustrated on the Future Land Use Scenario.

Land Use Goal 4: Create an attractive built environment that is complementary to Clovis history and context within eastern New Mexico.

Objective 4.1: To improve the visual quality and aesthetics of Prince Street, Grand Avenue, and other major corridors and entries to Clovis.

Objective 4.2: To protect the community's health, safety, and welfare by improving nuisance properties and removing inoperable vehicles, dilapidated structures, weeds, and overgrown vegetation.

Objective 4.3: To promote community pride amongst Clovis residents.

Land Use Strategy 4.1: Create streetscape improvement plans for Prince Street and Grand Avenue that address sidewalks and pedestrian crossings, traffic calming measures, landscaping, lighting, street furniture, signage, screening, and parking.

Land Use Strategy 4.2: Establish and fund a facade improvement program to support the maintenance and beautification of commercial properties within designated Metropolitan Redevelopment Areas.

Land Use Strategy 4.3: Provide adequate City Code Enforcement staff to enforce the existing regulations that address dumping, litter, weeds, and dilapidated and abandoned structures.

Land Use Strategy 4.4: Continue to work with and/or cite properties that are vacant, abandoned, and/or substandard and have been determined to be a nuisance to the community. Place municipal liens on properties only where necessary.

Land Use Strategy 4.5: Create and maintain a substandard commercial and residential property registry on the City's GIS database.

Land Use Strategy 4.6: Design and construct new entry signage at the major gateways into Clovis at Highway 60 and Highway 70.

Land Use Strategy 4.7: Co-sponsor community clean-up events with Keep Clovis Beautiful and New Mexico Clean and Beautiful programs.

Land Use Goal 5: Enhance and preserve historic properties in Clovis.

Objective 5.1: To promote a greater appreciation for the history and heritage of Clovis.

Objective 5.2: To increase access to historic preservation grants and educate residents on tax incentives and programs for historic properties.

Objective 5.3: To increase tourism activity and visitors to Downtown Clovis.

Land Use Strategy 5.1: Develop a brochure that highlights the history of Clovis and the historic properties within Downtown Clovis and other areas.

Land Use Strategy 5.2: Work with Clovis MainStreet and the New Mexico Historic Preservation Division on educating owners of historic properties on the benefits of having their properties listed on the historic register.

Land Use Strategy 5.3: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings within Clovis.

Land Use Strategy 5.4: Work with Clovis MainStreet and the New Mexico Historic Preservation Division on determining the feasibility of becoming a recognized Certified Local Government (CLG).

CHAPTER 4

ECONOMIC DEVELOPMENT

Economic Development refers to actions and initiatives that build on the City's strengths and opportunities to enhance its economic base. A diverse and stable economy will offer long term economic prosperity to the residents of Clovis and will enhance the City's ability to fund public services and infrastructure that support the functions of the community. The Economic Development element of the Comprehensive Plan promotes maintaining and enhancing the City's quality of life, supporting and expanding upon existing business sectors, and capitalizing on the best opportunities to encourage new job creation.

4.1 COMMUNITY FEEDBACK

Public feedback regarding economic development was primarily related to employment, desired services, and wages. A summary of the public input gleaned from the community survey and public meetings follow below.

Community Survey

- Overall, 89% of respondents said they were currently employed. Of those that were not employed, most were stay at home parents (35%) or retired (22%).
- Most of the respondents to the survey listed Military as their occupation (36%); Educational health, and social services occupations were second at (19%).
- Services most respondents would like to see more of in Clovis included retail (61%), followed by arts and entertainment (60%). Over 50% of the respondents would like to see more medical and health, technology, restaurants and food service.
- Most respondents disagree or strongly disagree (66%) that Clovis has adequate commercial retail services available to residents.
- Over 44% of respondents said that Clovis does not have a sufficient level of education to meet the needs of current employers.

Public Meetings

When the Steering Committee, P&Z, and public meeting participants were asked to prioritize top Economic Development goals and objectives, the top goals selected by all groups focused on "Pursue a balanced and diversified economy that fosters new investment and creates new employment opportunities with well paid jobs"; "Create a well-trained workforce that is capable of meeting the needs of local employers and attract new industry sectors"; and "Support small business development, retention, and expansion." The top objectives selected by all groups were "To encourage the development of additional retail, restaurants, entertainment venues, and mixed-use projects within Downtown Clovis" and "To create a more sustainable and stable economy through attracting new businesses and retention of existing businesses."

4.2 SWOT ANALYSIS

A Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis is a tool that can help focus economic development strategies. A SWOT analysis identifies the strengths and weaknesses of the economy, enables the community to capitalize on the opportunities that support the economy, and avoid threats that may constrain it. Each of the SWOT categories function together to create a complete picture. It is important to recognize the possibilities that exist within each SWOT category. Questions to be considered include:

- Where can the City grow and push beyond its current economic situation?

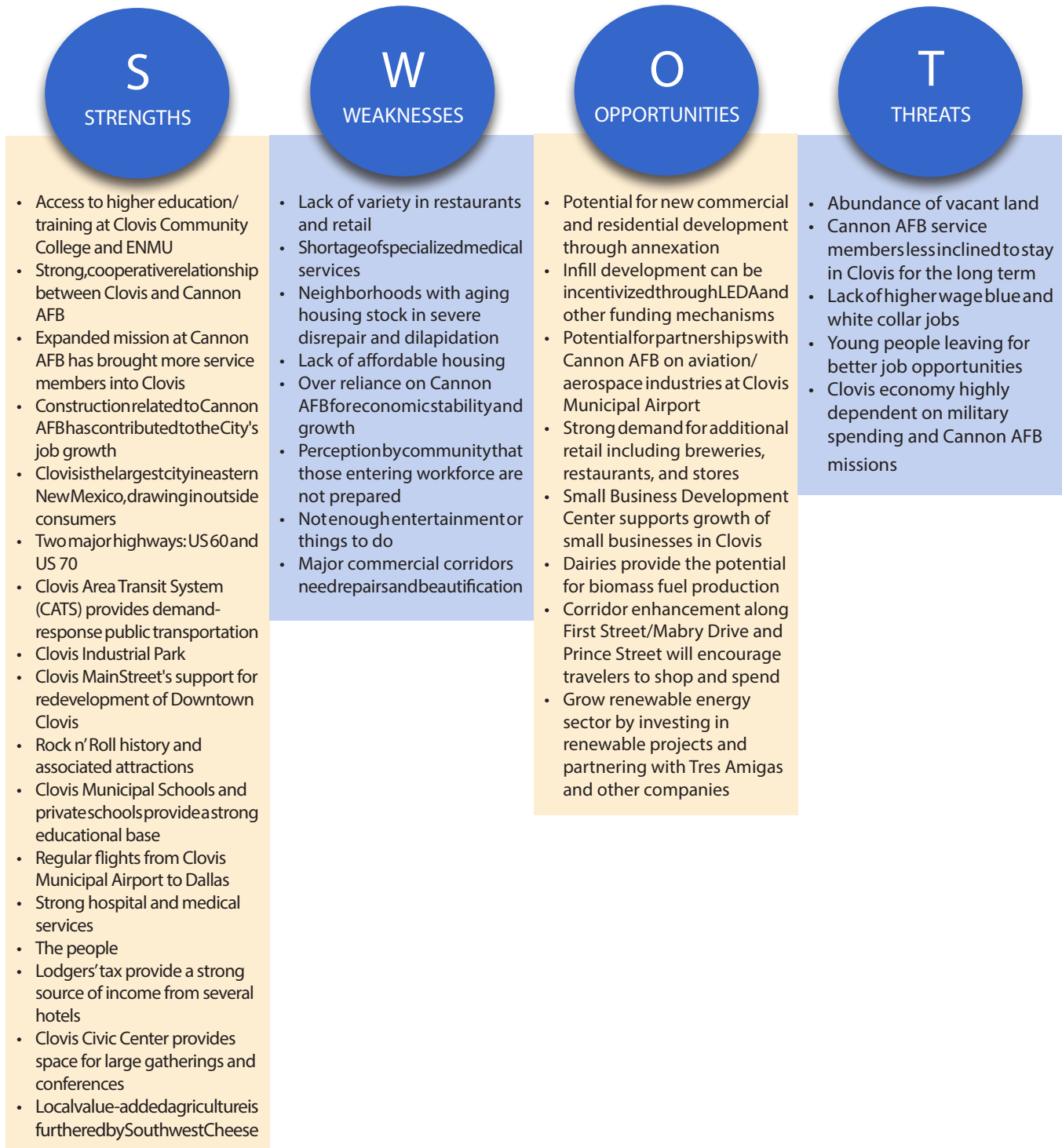


- How can the City build upon its strengths and find opportunity in its weaknesses?
- What can residents contribute to the economy?

The following SWOT analysis was compiled from information gathered during the course of developing the Comprehensive Plan. This included input from City staff, Steering Committee, and the public; community survey; research of market trends

in Clovis and Curry County; review of past planning efforts conducted in the City of Clovis; and a land use and neighborhood conditions windshield survey.

A SWOT analysis is a part of the economic development planning process and represents a snapshot in time. It would benefit the City to conduct an annual SWOT analysis.





4.3 ECONOMIC PROFILE

INDUSTRY

Of the 13 industry sectors recognized by the U.S. Census Bureau, the industry with the most jobs in Clovis in 2016 was Educational Services, and Health Care and Social Assistance at 23.4%. This was slightly lower than New Mexico as a whole where this industry comprised 25.4% of jobs. This difference shows the benefit of the diverse economy and employment options in Clovis. The second largest industry was in Retail Trade at 12.6%, which was higher than New Mexico as a whole at 11.4%, and decrease of almost 5% since 2000. Public Administration, the industry sector that captures most civilian jobs associated with Cannon AFB, comprised 11.1% of the workforce and had the largest increase of all sectors since 2000 of 4%. Clovis has a much higher percentage of the workforce in this sector than the state as a whole, which was 7.6% in 2016 (see FIGURE 4-1).

OCCUPATIONS

The U.S. Census Bureau divides occupations into five categories: Management, Business, Science and Arts; Service; Sales and Office; Natural Resources, Construction, and Maintenance; and Production, Transportation, and Material Moving. TABLE 4-1 shows the five categories, their relative percentages

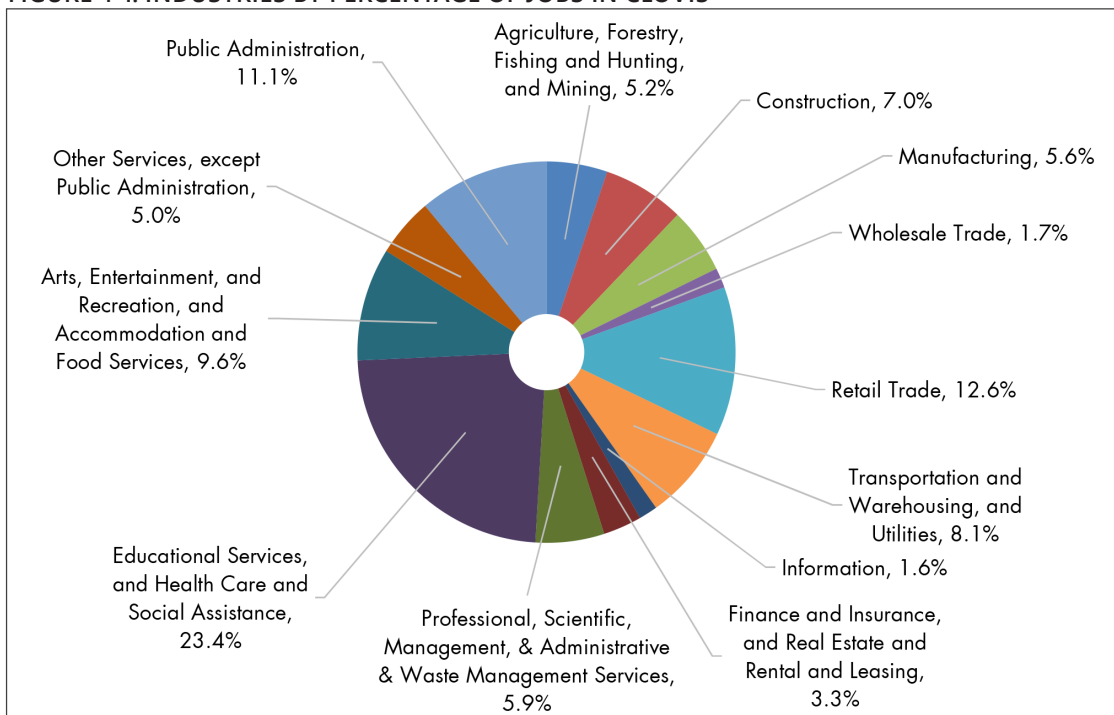
for 2000 and 2016, and change during this time period.

In 2016, the largest segment of the population was employed in the Management, Business, Science, and Arts at approximately 27.0%. This was lower than New Mexico as a whole, which had 35.4% employed in these occupations. Sales and office occupations in Clovis comprised 22.2% and Service Occupations comprised 19.2%. By far the largest occupational growth in Clovis was in the Natural Resources, Construction and Maintenance category, with 41.7% growth between 2010 and 2016 from 13.2% to 14.7%. The largest occupational decline between 2000 and 2016 was in the Sales and Office category which experienced a 20.6% loss.

OCCUPATION	2000	2016	% OF CHANGE*
Management, business, science, and arts	27.9%	27.0%	-3.2%
Service	19.0%	19.2%	1.1%
Sales and office	27.9%	22.2%	-20.4%
Natural resources, construction, and maintenance	12.0%	17.0%	41.7%
Production, transportation, and material moving	13.2%	14.7%	11.4%

SOURCE: US Census, 2011-2016 ACS 5-year estimates.

FIGURE 4-1: INDUSTRIES BY PERCENTAGE OF JOBS IN CLOVIS



SOURCE: ACS 5 year estimates, 2011-2016.



CIVILIAN CLASS OF WORKER

Civilian workers are those not enlisted in the military. In Clovis, many civilian employees work for governmental agencies, particularly in occupations associated with Cannon AFB. TABLE 4-2 shows over 11% of civilian workers in both Clovis and Curry County are employed by the federal government as compared to the 7.3% in New Mexico as a whole. This percentage illustrates the importance of Cannon AFB on the regional economy. The number of workers employed in local and state government is lower in Clovis (11.9%) and Curry County (11.5%) than the state as a whole (18.0%). Private sector employment is higher in both Clovis (63.0%) and Curry County (62.4%) than New Mexico as a whole (59.1%).

TABLE 4-2: CIVILIAN CLASS OF WORKER, 2016

CLASS OF WORKER	CLOVIS	CURRY COUNTY	NEW MEXICO
Civilian employed population 16 years and over	15,962	20,320	601,020
Employee of private company workers	63.0%	62.4%	59.1%
Self-employed in own incorporated business workers	1.9%	2.0%	3.3%
Private not-for-profit wage and salary workers	7.5%	7.3%	7.2%
Local government workers	6.0%	5.9%	9.3%
State government workers	5.9%	5.6%	8.7%
Federal government workers	11.7%	11.9%	7.3%
Self-employed in own not incorporated business workers and unpaid family workers	4.1%	4.8%	5.1%

SOURCE: US Census and 2012-2016 ACS 5-Year estimates.

MEDIAN HOUSEHOLD INCOME

In 2000, median household income in the City of Clovis was \$28,878. By 2016, wages had increased substantially, when the median household income grew to \$41,421. The change rate was nearly 10% above New Mexico as a whole (33.8%) and slightly less than Curry County (45.4%) during the same period.

TABLE 4-3: MEDIAN HOUSEHOLD INCOME

AREA	2000	2016	% CHANGE
City of Clovis	\$28,878	\$41,421	43.4%
Curry County	\$28,917	\$42,170	45.8%
New Mexico	\$34,133	\$45,674	33.8%

SOURCE: 2000 US Census, 2012-2016 ACS 5-year estimates.

AVERAGE WEEKLY and ANNUAL WAGES

Average weekly wages are computed quarterly by the Bureau of Labor Statistics. In the 3rd Quarter of 2017, Curry County ranked 10th out of 33 New Mexico Counties at \$703 in average weekly wages. This is higher than surrounding counties in the eastern New Mexico region, but it was lower than New Mexico as a whole at \$823. The average yearly wage in Curry County also exceeded surrounding counties at \$36,556 per year, but was lower than New Mexico's average annual wage of \$42,796.

TABLE 4-4: AVERAGE WEEKLY WAGES, 2017

COUNTY AND WEEKLY WAGES RANK	AVERAGE WEEKLY WAGES	AVERAGE ANNUAL WAGES
CURRY COUNTY (10)	\$703	\$36,556
De Baca County (32)	\$572	\$29,744
Chaves County (16)	\$639	\$33,228
Quay County (28)	\$584	\$30,368
Roosevelt County (19)	\$634	\$32,968
New Mexico	\$823	\$42,796

SOURCE: BLS, Quarterly Census of Employment and Wages, Q3 2017.

POVERTY LEVELS

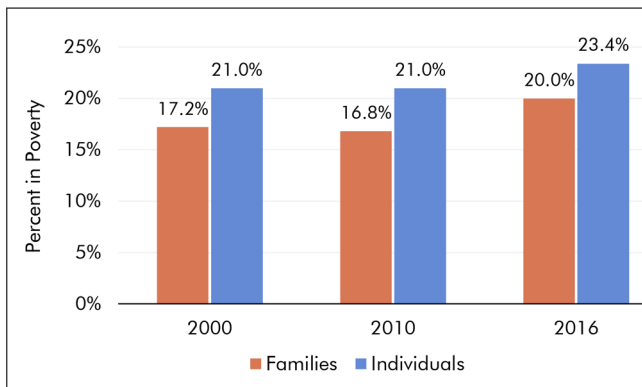
Poverty levels are indicators of community health and can provide a signal that the essential needs of the population are not being met. Families and individuals living in poverty are more vulnerable to experiencing health problems, crime, and housing crises, which can strain City support resources.

In 2000, the poverty level for Clovis families was 17.2%, and by 2016, poverty levels rose to 20.0%. In contrast, poverty rates in 2000 for New Mexico families was 14.6% and increased to 15.9% by 2016, significantly lower than the poverty rate for Clovis families.

The poverty trend for individuals in Clovis shows rising levels from 21.0% in 2000 to 2016 to 23.4%. This again was higher than poverty rates for individuals in New Mexico as a whole, which were 18.0% in 2000 and rising to 19.8% in 2016.



FIGURE 4-3: CLOVIS POVERTY LEVELS, 2000-2016



SOURCE: US Census and ACS 5 year estimates, 2011-2016.

UNEMPLOYMENT

The New Mexico Department of Workforce Solutions calculates unemployment data in New Mexico at the county level. Curry County unemployment dropped slightly from 2009 (4.8%) to 2017 (4.1%). Curry County has the lowest and most stable unemployment rates in the five county area. Unemployment in New Mexico as a whole was at a high of 7.4% in 2009. By 2017, it was 5.5%, a drop of 25.7% due to a realignment from the 2008 recession.

It appears that Curry County was not affected as deeply by the recession as the state as a whole or counties in the surrounding area, as unemployment remained at approximately 5% from 2010 to 2016. This falls below the 5.5% natural rate of

unemployment nationally, which indicates full employment of the workforce. Stability and growth of Cannon AFB has contributed to Curry County employment numbers.

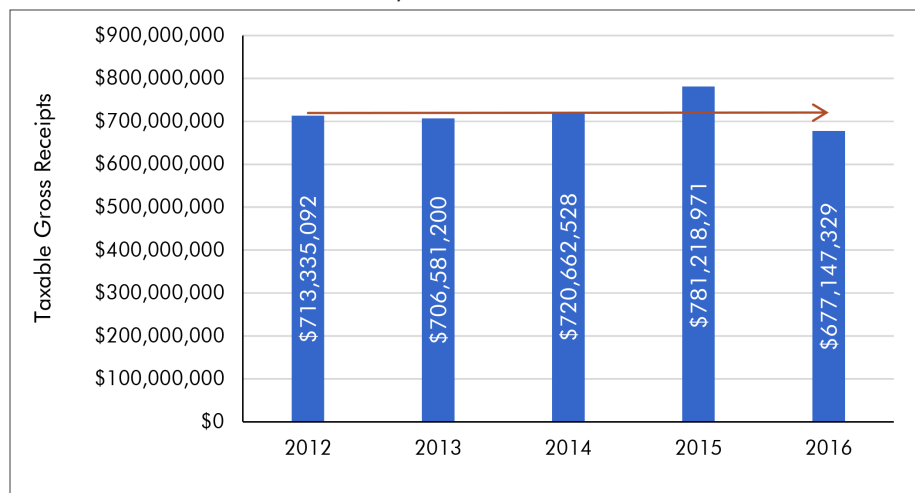
TABLE 4-5: COUNTY UNEMPLOYMENT RATES				
COUNTY	2009	2014	2017	% CHANGE
CURRY COUNTY	4.8%	4.4%	4.1%	-14.6%
De Baca County	5.4%	4.4%	4.7%	-13.0%
Chaves County	7.1%	5.3%	5.5%	-22.5%
Quay County	8.0%	3.1%	5.1%	-36.3%
Roosevelt County	5.5%	4.6%	4.5%	-18.2%
New Mexico	7.4%	5.9%	5.5%	-25.7%

SOURCE: NMDWS LASER, 2009-2011.

TAXABLE GROSS RECEIPTS

Gross receipts taxes (GRT) is an important indicator of the level of spending and participation in a local economy. GRT revenue is used by cities for basic infrastructure and programmatic spending and is often the most relied upon sources of municipal revenue. The taxable GRT revenue in Clovis has remained relatively flat between 2012 and 2016, averaging close to \$7 million per year. In 2016, the City's taxable GRT revenue dipped substantially, but preliminary accrual numbers for 2017 indicate the City's taxable GRT will rebound to over \$7 million after an increase in July 2017 (see FIGURE 4-5).

FIGURE 4-5: GROSS RECEIPTS TAX, 2010 - 2016



SOURCE: NM Taxation and Revenue, Quarterly GRT Reports.



LODGERS' TAX

Clovis has more hotels than other comparably sized municipalities in New Mexico. Local hotels benefit from visitors to Cannon AFB, travelers driving along US 60 and US 70, BNSF, contractors, and attendees to local conferences and events. Attracting out of town visitors is a vital and lucrative source of income because visitors contribute much more to the local economy than they receive in local government spending. Lodging tax is imposed on persons using commercial lodging accommodations and provides revenue for tourism-related facilities and event promotion.

The New Mexico Department of Finance and Administration estimates that Clovis averaged 197,326 visitors per year between 2010 and 2016. In 2016, it was estimated 212,114 individuals visited Clovis. From 2010 to 2016, the City has received steadily increasing revenue from lodgers' tax. The highest revenue year was recorded in 2012, coinciding with the highest visitor estimates, when it reached \$836,907. From 2013 to 2016 revenues averaged \$650,000 (See FIGURE 4-6). In 2016, visitors and revenues were higher than the previous three years. New hotels are being constructed to accommodate the increase in visitors.

RETAIL OPPORTUNITY GAP ANALYSIS

An important component in analyzing Clovis' current retail environment is understanding the demand and supply for retail sales in the City. Identifying

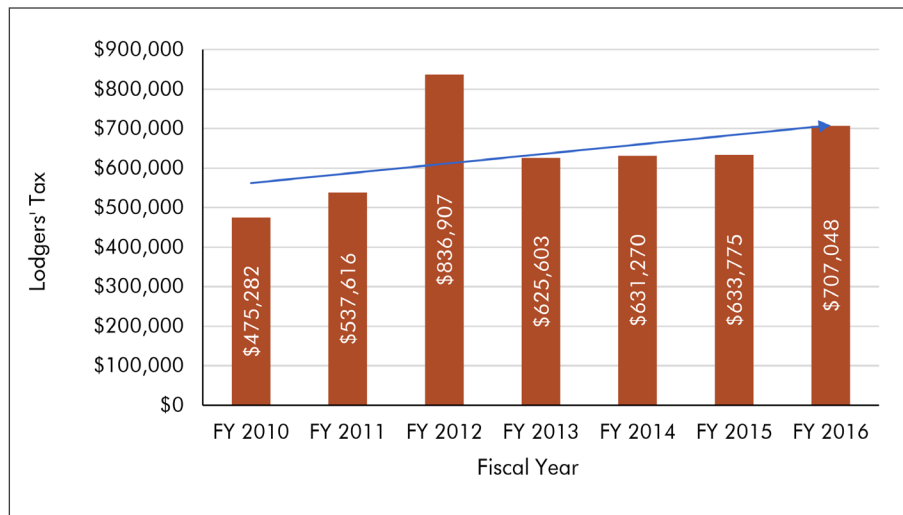
the opportunity gaps and the surpluses in a market analysis can help the City identify how well the retail and service needs of the population are being met, clarify unmet demand and potential opportunities, and reveal the strengths and weaknesses of the economy.

ESRI Business Analyst software was used to analyze the City's retail market potential. This software provides analysis in current dollars and through a leakage/surplus factor which calculates the relationship between demand (potential) and surplus (retail sales).

When a retail market industry has a surplus, it is drawing customers in from other geographic areas to spend money in Clovis. If a market is experiencing leakage, customers are leaving the City to spend their dollars elsewhere. The retail gap represents the difference between retail potential (demand) and retail sales (supply).

Using the Clovis Census Based Statistical Area as the trade area, the Retail Trade Sector for Clovis, not including Food and Drink establishments, has a retail surplus of \$129,527,914 (total of 370 businesses). For the Food and Drink Industry, Clovis experienced a surplus of \$8,616,592. Total Retail Trade including Food and Drink Industries are showing a surplus of \$132,840,914. A more detailed look at the industry groups will provide a further understanding of the City's retail environment.

FIGURE 4-6: LODGERS' TAX



SOURCE: NM Department of Finance and Administration, Financial Distribution Reports.



TABLE 4-6 shows the industry group, the number of businesses, and the retail surplus or gap of the industry group. The industry group experiencing the highest leakage in Clovis are Gasoline Stations (seven businesses) with a retail gap of \$17,013,276. The second highest retail gap is in the Health and Personal Care Stores with a retail gap of \$10,639,995 among 18 businesses. These retail gaps reflect areas of opportunity for retail economic growth in Clovis. New businesses in these sectors have a higher probability of success since there is unmet demand for these products and services in Clovis.

surplus of \$129,527,914 (25 businesses). The second highest retail surplus is in the Food and Beverage Stores with a surplus of \$31,279,573 (37 total businesses). These numbers reflect industry sectors where Clovis retailers are drawing in customers from the City and outside the trade area. This reflects the City's position as a major draw for consumers in the eastern region of New Mexico.

The industry experiencing the highest surplus in Clovis is the Motor Vehicle and Parts Dealers with a retail

TABLE 4-6: RETAIL MARKET ANALYSIS				
INDUSTRY GROUP	DEMAND (RETAIL POTENTIAL)	SUPPLY (RETAIL SALES)	RETAIL GAP / SURPLUS	NUMBER OF BUSINESSES
Motor Vehicle & Parts Dealers - 441	\$101,440,080	\$230,967,994	\$129,527,914	52
Furniture & Home Furnishings Stores - 442	\$14,578,786	\$4,290,067	-\$10,288,719	10
Electronics & Appliance Stores - 443	\$11,686,792	\$7,579,611	-\$4,107,181	6
Bldg Materials, Garden Equip. & Supply Stores - 444	\$31,460,733	\$36,136,363	\$4,675,630	25
Food & Beverage Stores - 445	\$74,885,341	\$106,164,914	\$31,279,573	37
Health & Personal Care Stores - 446	\$27,703,807	\$17,063,812	-\$10,639,995	18
Gasoline Stations - 447	\$55,912,133	\$38,898,857	-\$17,013,276	7
Clothing & Clothing Accessories Stores - 448	\$18,119,824	\$16,023,806	-\$2,096,018	34
Sporting Goods, Hobby, Book & Music Stores - 451	\$12,972,630	\$10,308,366	-\$2,664,264	19
General Merchandise Stores - 453	\$99,600,143	\$99,024,394	-\$575,749	19
Miscellaneous Store Retailers - 454	\$15,596,219	\$17,897,403	\$2,301,184	49
Non-store Retailers - 454	\$6,482,811	\$10,307,204	\$3,824,393	9
Food Services & Drinking Places - 722	\$50,658,003	\$59,274,595	\$8,616,592	85
Total Retail Trade including Food and Drink	\$521,097,302	\$653,937,386	\$132,840,084	370

SOURCE: ESRI Business Analyst, 2018



4.4 MAJOR EMPLOYERS

The City of Clovis has several large employers from the military, education, healthcare, rail road, retail, and manufacturing industries. This section is a brief profile of several top employers that contribute to Clovis and Curry County economy.

TABLE 4-7: MAJOR EMPLOYERS IN CLOVIS, 2018	
COMPANY	EMPLOYEES
Cannon AFB Active Duty Personnel	4,634
Cannon AFB Contractors	535
Allsup's Convenience Stores	100*
Clovis Municipal Schools	1,290
Community Homecare	785
Cannon AFB Civilian Personnel	579
Plains Regional Medical Center	550
Burlington Northern Santa Fe Railway	400
Eastern New Mexico University	1,277
Wal Mart Store #821	390
Southwest Cheese	406
City of Clovis	396
ENMRSH	317
State of New Mexico	255
Plateau Telecommunications	178
Curry County	170
Clovis Community College	343
Lowe's Home Improvement	135

*Allsup's has 100 employees at its corporate office in Clovis and 3,200 in its stores statewide.

SOURCE: Clovis Industrial Development Corporation.

CANNON AIR FORCE BASE

The largest and most important employer and contributor to the local economy of Clovis and Curry County is Cannon AFB. The overall economic impact of Cannon AFB is substantial and far-reaching. According to the 2017 Cannon AFB Economic Impact Statement, the installation's overall total annual economic impact on the region was \$711,642,524. This total was derived from calculating local area spending based on budgetary expenditures.

According to the Cannon AFB 2017 Economic Impact Statement, in 2017, there were 4,665 Active Duty and Reserve personnel stationed at Cannon AFB and their dependents totaled 3,424. There were 457 funded civilian employees. Overall payroll was \$271.4 million for military and \$49 million for civilian personnel. These military and civilian personnel

spend their earnings in Clovis on goods and services which Cannon AFB estimates is approximately \$310.4 million. Total jobs indirectly created by Cannon AFB is estimated to be 1,751, a value of \$80.4 million to the local economy. The future of Cannon AFB is secure, as the base has recently increased its mission and constructed several new facilities.

CLOVIS MUNICIPAL SCHOOLS / CLOVIS COMMUNITY COLLEGE

A high percentage of the Clovis workforce is employed in education-related jobs. Clovis Municipal Schools is one of the City's largest employers with nearly 1,300 jobs. Clovis Community College employs over 250 people. This includes teachers, administrators, and other staff. Clovis also has several private schools in the City, which contribute to jobs in the educational field. Eastern New Mexico University, located in Portales, employs approximately 1,277 people, many of whom are residents of Clovis.



Clovis High School.

COMMUNITY HOMECARE and PLAINS REGIONAL MEDICAL CENTER

Community Homecare is the largest healthcare employer in Clovis with 785 employees servicing eastern New Mexico within a 100 mile radius of Clovis. Community Homecare provides caregivers for personal, long-term, and skilled care.

Plains Regional Medical Center employs 550 people in its hospitals and clinics in Clovis. Plains Regional has grown substantially in recent years and has plans to expand services to meet the needs of the Clovis community. In a mutually beneficial partnership, Clovis Community College partnered with Plains



Regional Medical Center to train nurses and medical technicians to bring high wage and technical jobs to Clovis. This partnership was an example of growing from within the City rather than importing professionals from elsewhere. For more information regarding community health care and Plains Regional Medical Center, see Chapter 8: Community Facilities and Services.

While the Clovis community is relatively well-served by the local medical centers, there are medical services that residents must travel to Odessa or Lubbock, Texas for such as specific surgical procedures, dermatology, and orthopedics. Adding specialist physicians would be beneficial to the community's overall health.



Plains Regional Medical Center.

BNSF RAILWAY

The history of Clovis is tightly linked to the arrival of the Atchison, Topeka, and Santa Fe Railroad (ATSF) in 1906. The Clovis switching yard became an important hub for eastern New Mexico and western Texas. The Burlington Northern Santa Fe Railway (BNSF) is now the primary railway in Clovis. The Railway currently employs approximately 400 people and is an important contributor to the Clovis economy.



BNSF leaving Clovis switchyard.

SOUTHWEST CHEESE

Southwest Cheese manufactures cheese and whey protein ingredients. Since 2006, the company has been operating from its cheese plant just south of Clovis, Southwest Cheese chose the location for its proximity to dairy farms. From 180 dairy suppliers in Texas and New Mexico, the facility processes over 3.8 billion pounds of milk, in excess of 388 million pounds of block cheese, and 29.1 million pounds of whey protein powders every year that is distributed internationally.



Southwest Cheese Plant, located south of Clovis.

The Southwest Cheese plant workforce includes over 400 employees in manufacturing, sales, and management. The average compensation is \$20 or more per hour and includes benefits. Southwest Cheese received a Job Training Incentive Program (JTIP) commitment in 2017 and 2018 for a total of \$538,156 to support 63 new jobs.

Southwest Cheese estimates that it contributes approximately \$700,000 in direct spending to the Clovis economy. It also supports the local community through donations to Clovis Municipal Schools Foundation and the Clovis Music Festival.

ALLSUP'S CONVENIENCE STORES

Located along the major and minor arterials of New Mexico are small convenience stores from a family-owned Clovis business that began in the 1960s. Allsup's Convenience Stores provide the New Mexico economy with over 3,000 jobs including store clerks, management, and corporate management. Allsup's has over 300 stores in 130 towns and cities in New Mexico and is the 35th largest convenience store chain in the world. Still headquartered in Clovis, the family and the stores play an important role in the community and employ 100 full time employees in at its corporate office. Allsup's Convenience Stores



provide gas from Texas and New Mexico, groceries, packaged foods, and hot prepared foods, including the famous fried burrito.

4.5 AGRICULTURE

This section highlights the importance of agriculture on the Clovis economy. Data for this section was derived from the USDA Census of Agriculture, (2007 and 2012) and the USDA New Mexico Annual Bulletin (2016 and 2017). Both collect data at the county level.

MARKET VALUES

According to the Census of Agriculture, in 2012, the number of farms in Curry County was 600, down from 681 in 2007, a 12% decrease. The land in farms decreased slightly during the same period from 887,822 acres to 880,822 acres; however, the average size of farms increased from 1,303 acres to 1,468 acres, a 13% increase.

Curry County was ranked first in the state in 2012 for total market value of agricultural products sold and value of livestock, poultry, and their products. In 2012, the total value of agriculture products sold in Curry County was \$447,315,000, a 29% increase from 2007. Livestock sales accounted for 93% of all sales, while crop sales accounted for 7% (See TABLE 4-7). The average market value of products per farm in 2007 was \$510,020, and rose to \$745,526 in 2012, a 46% increase. Curry County showed the highest value of sales among several agricultural groups, including; cattle and calves, milk from cows, wheat for grain, winter wheat for grain, and sorghum for grain (see TABLES 4-8, 4-9, 4-10).

According to the New Mexico Annual Bulletin with All Farm Commodities by County, Curry County continued to be first in New Mexico for total market value of \$505,710,000 in 2016.

TOTAL	2012 QUANTITY	STATE RANK
Total value of agricultural products sold	\$447,315,000	1
Value of crops including nursery and greenhouse	\$31,337,000	7
Value of livestock, poultry, and their products	\$415,979,000	1

SOURCE: USDA Census of Agriculture, 2012

COMMODITY	VALUE	STATE RANK
Grain, oilseeds, dry beans, and dry peas	\$20,371	2
Tobacco	-	-
Cotton and cottonseed	(D)	8
Vegetables, melons, potatoes, and sweet potatoes	\$1,171,000	9
Fruits, tree nuts, and berries	(D)	28
Nursery, greenhouse, floriculture, and sod	(D)	24
Cut Christmas trees and short rotation woody crops	--	--
Other crops and hay	\$9,335,000	9
Poultry and eggs	\$2,000	31
Cattle and calves	\$109,378,000	1
Milk from cows	\$305,920,000	1
Hogs and pigs	\$5,000	18
Sheep, goats, wool, mohair, and milk	\$65,000	18
Horses, ponies, mules, burros, and donkeys	\$589,000	14
Aquaculture	-	-
Other animals and Other animal products	\$22,000	17

SOURCE: U.S. Department of Agriculture Census of Agriculture, 2007 & 2012.

(D) Withheld to avoid disclosing data for individual operations. - Represents zero

The top five crops in Curry County by acreage are wheat for grain, winter wheat for grain, and forage-land used for hay and haylage, grass silage, and greenchop, which is used for cattle feed. The County is ranked first in three out of the five categories.

CROPS	ACREAGE	STATE RANK
Wheat for grain	33,290	1
Winter wheat for grain	33,290	1
Forage-land used for all hay and haylage, grass silage, and greenchop	27,405	4
Corn for silage	13,080	2
Sorghum for grain	12,786	1

SOURCE: U.S.D.A. Census of Agriculture, 2012.



According to the U.S. Department of Agriculture New Mexico Annual Bulletin, the top crops in Curry County in 2015 was Corn for silage. In 2016, the top crop was Winter wheat for grain.

TABLE 4-11: TOP CROPS (ACRES) 2015 & 2016

CROPS	2015 ACREAGE	2016 ACREAGE
Winter wheat for grain	-	96,700
Corn for silage	25,900	21,100
Corn for grain	2,600	4,300
Hay for alfalfa	1,700	3,000
Other hay	13,000	-

SOURCE: U.S.D.A., New Mexico Annual Report, 2015 & 2016.
(-) Represents data not available.

As previously mentioned, cattle and calves are the most important agricultural product in the County. As shown in Table 4-12, in 2012, the County had 224,979 head of cattle and calves, and was ranked 1st in the state and 32nd in the United States.

TABLE 4-12: TOP LIVESTOCK INVENTORY ITEMS, 2012

LIVESTOCK	QUANTITY	STATE RANK
Cattle and Calves	224,979	1
Horses and Ponies	818	23
Layers	297	25
Sheep and lambs	169	24
Goats, all	142	26

SOURCE: U.S.D.A. Census of Agriculture, 2012.

Growth in the dairy industry and its effect on livestock inventory is evident in the data. In 2007, the number of farms with beef cows was 158; by 2012, it had dropped to 149. Farms with milk cows grew from 29 in 2007 to 35 in 2012. The most recent data shows rapid growth in head of milk cows. The most recent data on Curry County livestock numbers, shows that on January 1, 2016 Curry County had 230,000 head of cattle and calves. On January 1, 2017, the number of head had grown to 240,000. Head of beef cows grew from 7,900 to 8,700 and milk cows grew from 75,000 to 82,000 or 8.5%. The growth in milk cows is in part due to Southwest Cheese, which relies on local dairies for cheese production. Milk from cows has proven to be an important value-added product in Clovis.

CLOVIS FARMERS' MARKET

The Clovis Farmers' Market is held at the Goodwin Lake Trails parking lot adjacent to Prince Street. The market is held on Tuesday evenings and Saturday mornings from June through late October. On

average, 15-20 vendors fill up the 30 spaces available at the market. The number of vendors increases later in the growing season and is often at capacity on Saturdays.

4.6 ECONOMIC DEVELOPMENT ORGANIZATIONS and INITIATIVES

Clovis has several organizations and initiatives that help foster economic development, as follows:

LOCAL ECONOMIC DEVELOPMENT ACT

The City of Clovis adopted a Local Economic Development Act (LEDA) ordinance in 1996 and subsequently amended it in 2015 (Ordinance Number 2053-2015). The LEDA Ordinance meets the requirements of the New Mexico State Constitution and allows for the City to financially assist businesses with local funds that would otherwise be deemed unconstitutional under the state's "Anti-Donation Clause." The LEDA Ordinance allows public funds to be used in support of private entities that "foster, promote and enhance local economic development efforts that create or retain jobs while continuing to protect against the unauthorized use of public money and other public resources." The LEDA Ordinance provides the City with a powerful tool to assist businesses to expand, relocate, and grow with the support of City and State funds.

Criteria for a qualifying entity to receive investment funding from the City is included in the Ordinance. In 2016, the City of Clovis provided a LEDA investment of \$350,000 to support the third phase expansion of the Southwest Cheese Plant.

The LEDA Ordinance includes an economic development plan that identifies goals and strategies to create partnerships, recruit new businesses, support growth of existing businesses, continue to develop the industrial base of Clovis, and construct or improve infrastructure to support new development.

Targeted businesses and industries identified in the plan include:

- Aviation / Aerospace and Defense
- Cannon AFB and its Support Industries
- Manufacturing
- Logistics, Warehouse, Distribution and Transportation
- Back Office and Customer Support
- Renewable Energy



- Value-Added Agriculture / Food Processing
- Retention and Expansion of Business and Industry

CITY OF CLOVIS ECONOMIC INCENTIVE BOARD

The 2015 LEDA Ordinance established the Clovis Economic Incentive Board whose members include City Commissioners, other members of City government, and appointed members of the Clovis business community. The Board advises the City Commission on matters related to economic development, including providing recommendations on the application of economic incentives, coordinating with organizations and individuals both citywide and regionally to develop economic development projects, and presenting to the City Commission information regarding economic development opportunities.

CLOVIS/CURRY COUNTY CHAMBER OF COMMERCE

The Clovis/Curry County Chamber of Commerce is active in advancing the area's economic success. It maintains a website with a wealth of information for existing and potential employers. The Chamber has several programs and committees to support local industries and employers such as:

- Committee of 50: works to foster strong relationships with Cannon AFB;
- Business Enterprise Center: a business incubator center;



- Leadership Clovis: a group dedicated to building leaders in companies and communities;
- Ag50 of Eastern New Mexico: a group dedicated to the active promotion of agriculture;
- Ambassadors: a committee dedicated to welcoming newcomers to the area and representing the Chamber at events and provide overall support.

The 2018 Clovis-Curry County Chamber of Commerce Action Plan includes the following priorities:

- Increase membership and enhance current membership services;
- Support of the missions at Cannon AFB;
- Promote the Business Enterprise Center;
- Promote economic development with the Clovis-Curry County Industrial Development Corporation;
- Ensure the success of the Clovis Civic Center and the County Events Center;
- Increase tourism through special events and recruitment of corporate sponsorships; and
- Promote pro-business legislation with city, state, and federal government entities.

The Clovis/Curry County Chamber of Commerce, in partnership with the City of Clovis, has identified the following goals:

- Organize and publicize Shop Clovis with promotions throughout the year, especially during the holidays. The Shop Local campaign, which includes a jingle and logo, creates a stronger community and brings more customers to local businesses.



Clovis Business Enterprise Center; home to Clovis / Curry County Chamber of Commerce, Clovis Industrial Development Corporation, and the Norman & Vi Petty Rock n' Roll Museum.



- Attract new retail to Clovis and Curry County through a professional recruitment strategy to include the development of a retail recruitment marketing piece to include demographics, etc.
- The retail committee aims to develop and promote a business environment that enables local retailers to flourish.
- Provide workshops and seminars throughout the year to local retailers in hopes to build a unique culture for shopping local.
- Create a “wish list” for retail establishments for Clovis and Curry County.

The Chamber operates the Rock n' Roll Museum, which is located in the basement of the Chamber of Commerce building on Grand Avenue in Downtown Clovis. The Museum has an array of memorabilia from 1950's era Rock n' Roll, inspired by Nor Vi Jack Studios, previously owned and operated by Norman and Vivian Petty. The Museum has several artifacts from that era including original Buddy Holly and the Rascals recordings.

The Chamber of Commerce hosts several popular events in Clovis such as:

- Clovis Draggin' Main Music Festival: Previously two different popular events, the Clovis Music Festival and Draggin' Main, have been combined into one large event. The festival takes place on the last week of June and includes motor races, tour of Clovis classic drive-ins, concerts, and vendors along Main Street with shopping, food trucks, and kid zones. The main event is a classic car Midnight Cruise along Downtown Clovis Main Street on the last day of the festival.
- Ethnic Fair: For 27 years, the City of Clovis has hosted an Ethnic Fair to share the cultural experiences of the area residents and the Chamber has helped promote it to the larger community. The Ethnic Fair is held in Highland Park and includes workshops, arts, food vendors, and performances.
- PRCA Pioneer Days Rodeo: Held at the Curry County Events Center, this event draws rodeo fans from across the region.

CLOVIS INDUSTRIAL DEVELOPMENT CORPORATION

The mission of the Clovis Industrial Development Corporation (CIDC) is to develop business and industry which will strengthen and diversify the economic base of Clovis and Curry County by investing in new capital and creating new jobs.

CIDC works closely with the City of Clovis to advance the City's economic development goals by recruiting businesses and supporting existing businesses within the City's identified targeted industry groups identified in the Economic Development Plan. The CIDC contracts with the City of Clovis to manage and develop the Clovis Industrial Park and the Curry County Business Incubator located in Downtown Clovis.

SMALL BUSINESS DEVELOPMENT CENTER

The region's Small Business Development Center is located on the campus of Clovis Community College at 417 Schepps Boulevard and a satellite office in the Clovis Chamber of Commerce building. The Center offers business advising, training/education, resource materials and referrals for anyone interested in beginning, improving, or expanding a small business in Curry, DeBaca, and Roosevelt counties.

Services available for interested small business owners include:

- Business Start-Up and acquisition issues;
- Sources of capital;
- Computer assistance;
- Assistance with marketing plans and research;
- Information about government procurement opportunities;
- Information and referrals; and
- Business workshops and conferences.

CLOVIS MAINSTREET

Clovis MainStreet is a 501c3 organization that advocates for revitalization of the Clovis Historic Downtown District. Clovis MainStreet is comprised of individuals and businesses who love Clovis and volunteer their time and resources to build a vibrant and dynamic Downtown District. Clovis MainStreet's mission is to partner with the community to make Downtown Clovis a vital and unique place to live, work, and play.



The restored steam engine in Railroad Park on 1st Street.

One of Clovis MainStreet's most recent projects was developing a Clovis Railroad District, which includes a restoration of one of the last historic steam engines; Engine 9005. The restored engine is displayed at the Railroad Park located on 1st Street.

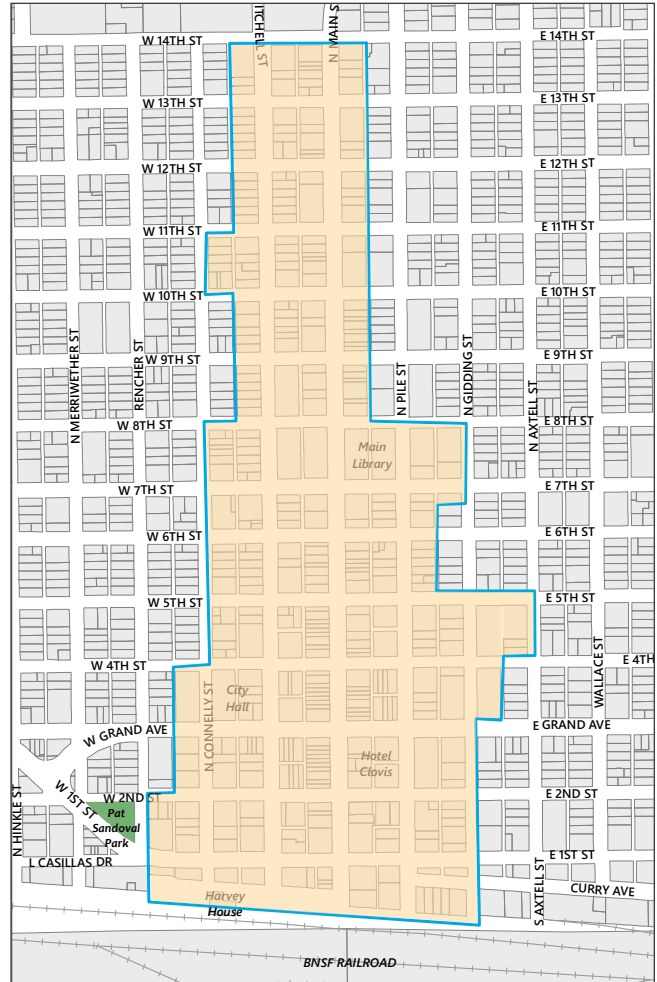
The Historic Lyceum Theatre, located on Main Street, is undergoing an extensive renovation and restoration by the City of Clovis. Much of its original interior design, seats, and floors will be restored. The Theater's stage lighting has been fully replaced with new digital equipment. The City of Clovis plans to open the Lyceum Theater as a community performance space in 2019.

4.7 DOWNTOWN MRA DISTRICT

The Clovis Downtown Metropolitan Redevelopment Area (MRA) was designated in January 2005. The MRA Plan was completed the following year. The MRA boundaries include both sides of Main Street from US 60 (First Street) to Fourteenth Street, extending one to three blocks on either side of Main Street. It also includes the BNSF Railroad property between S. Gidding Street and N. Rencher Street.

The Clovis Downtown MRA Plan identified the following five goals for Downtown:

- District Development Goal: Reinforce the existing pattern of use districts: railroad, government, commercial, entertainment, and residential.
- Community Theme Goal: Use community themes to inform development efforts.
- Economics Goal: Increase the economic vitality of the MRA.
- Design Goal: Improve the overall appearance of the MRA.



CLOVIS MRA DISTRICT

- Housing Goal: Improve the quality of housing within and in neighborhoods adjacent to the MRA.

Four opportunity sites/projects were identified in the Downtown MRA Plan:

- Main Street Streetscape
- Hotel Clovis Redevelopment
- Railroad District Redevelopment
- Gateways and Historic Route Project

Since the completion of the Downtown MRA Plan, the following projects were completed and helped advance the Plan objectives:

- Substantial improvements to sidewalks and streets in Downtown, including Main Street. This project is ongoing.
- Gateway signs have been added to the Main Street entry at First Street into Downtown. Work on the "Historic Route Project" is ongoing.



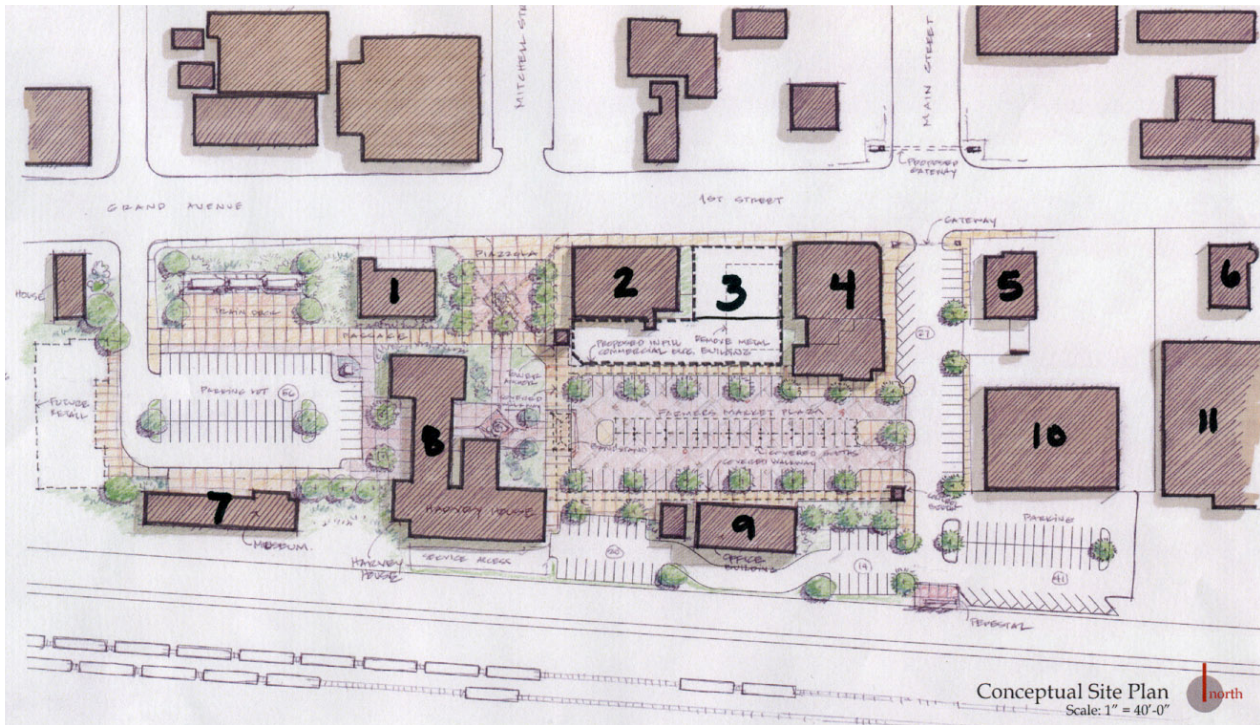
Levine's Department Store, circa 1927, was donated to the City of Clovis and is targeted for redevelopment.

The next step in addressing redevelopment in the Downtown area is to update the Downtown MRA Plan. This will allow the City and Clovis MainStreet to identify additional redevelopment projects, public sector investments, support actions, and potential public/private partnerships to improve the Downtown area. Community planning grants are available through the New Mexico Finance Authority for MRA plans.



Pioneer Woman mural in Downtown Clovis.

- In 2012, the Hotel Clovis underwent an extensive renovation, complying with historic preservation guides. The upper floors contain affordable housing units and the lower floor contains commercial retail spaces. The restored ballroom/conference space is available to the public for events.
- MainStreet Clovis is working on the Railroad District. Additional projects may include the restoration of the historic Harvey House Depot and hotel, as funding becomes available.



Conceptual Site Plan for the Railroad District contained in the Downtown MRA Plan, 2006.



4.8 ECONOMIC DEVELOPMENT OPPORTUNITIES

There is a wide range of economic development opportunities that can be pursued and supported by the City of Clovis with the overarching goal of creating a more diverse and robust economy. This starts with identifying and capitalizing on existing strengths and assets, and then focusing on the three primary components of economic development - workforce, land use and development, and quality of life. The following economic development opportunities require the City of Clovis to assume a strong leadership role and cultivate cooperation between the public and private entities within Clovis, Curry County, and eastern New Mexico.

AVIATION/AEROSPACE and DEFENSE

Clovis has a long history with aviation and defense tied to Cannon AFB. With Department of Defense and military spending increasing, investment in aviation could produce ripple effects through the rest of the Clovis economy and provide attractive employment for discharged Cannon AFB service members.

The Clovis Municipal Airport (CVN) is owned and operated by the City of Clovis. The Airport is an important economic asset to the City, and supports many aviation-related businesses and facilities. It is located approximately five miles east of the City within Curry County (*see Chapter 7: Transportation for more detail on the Clovis Municipal Airport*).

The Clovis Municipal Airport Committee is a seven-member body that serves as an overseer of airport functions. In 2015, the Board commissioned a Clovis Municipal Airport Master Plan to ensure responsible growth of the Airport as it continues to grow with the Clovis community. According to the Plan, the Airport's impact on the regional economy in 2009 was approximately 231 jobs on and off the Airport, totaling approximately \$6.6 million in payroll and resulting in \$16.6 million in total economic output to the local economy. Boutique Air began operations in 2014 and now offers daily flights to Dallas-Fort Worth aboard a King Air aircraft. Additional services available at the Clovis Municipal Airport include:

- Aircraft parking
- Airframe service
- Aircraft fueling
- Power plant service
- Aircraft charter
- Flight training
- Agricultural spraying

The Clovis Municipal Airport includes approximately 60 acres of land designated for future development of a business or industrial park associated with aviation. The SWOT Analysis contained in the Airport Master Plan showed that the Clovis Municipal Airport had local demand, but was not meeting the current needs of the Clovis community, especially local businesses and Cannon AFB service members and their families. This provides an opportunity to work with regional airlines to accommodate the needs of Cannon AFB and local businesses.

Clovis is home to several aviation-related companies including Aero Tech, Inc., a helicopter and fixed-wing aviation service headquartered in Clovis. The company provides several services including aerial surveying, fire-fighting and fire control, wind-turbine operations and maintenance, and fertilization. Aero Tech, Inc. employs mechanics, pilots, and support staff.

The State of New Mexico has passed measures to incentivize aviation-related businesses. These measures offer tax exemptions and reductions for parts, labor, maintenance, research, etc. In 2014, a House Bill was passed which eliminated the gross receipts tax on maintenance services and parts on aircraft. The intention of the bill is to create a more competitive, aviation-related business climate for the state, as compared to neighboring states. Clovis identified aviation/aerospace and defense as a target industry in the Economic Development Plan. The City of Clovis can take advantage of several opportunities to help grow this industry by taking the following actions:

- Use tax incentives to attract economic base companies;
- Coordinate with the State's Department of Transportation Aviation Division to learn about and utilize various grant funding mechanisms;
- Develop aviation infrastructure for companies looking to relocate;
- Invest in aviation-related workforce training programs through Eastern New Mexico University and Clovis Community College;
- Transform the area around the Clovis Municipal Airport into a business and industrial park for the region;



- Analyze the needs of the Clovis community and recruit aviation companies to fill the demand for air services.

MANUFACTURING

New Mexico's smaller cities are attractive to many manufacturers because of lower cost of land, less expensive energy costs, and available labor in search of higher wage, blue collar work. Clovis has a solid base of long term manufacturers in the City, including Cummins Natural Gas Engines, Inject-O-Meter Manufacturing Company, and Leslie Candy Company.

Other manufacturing in the City includes agricultural feed and nutrition, food processing, biomedical, renewable energy, and plastics.

Clovis has several advantages that support growing manufacturing in the City, such as:

- Being situated along US 70 and US 60, which provides trucks with quick access to New Mexico and Texas markets;
- BNSF Railway transports raw material and goods into and out of the Clovis area;
- Existing solid manufacturing base provides the structure to build on this industry;
- Available land for development;
- Access to agricultural products for food production, biofuel, and related products; and
- Local business support organizations and incentives.

Clovis Industrial Park

The Clovis Industrial Park is located south of the City in Curry County. The Industrial Park is a joint partnership between the City and the CIDC who is responsible for the management and development. The City of Clovis, Curry County, and State of New Mexico Economic Development Administration have invested over \$4 million in infrastructure to serve the Clovis Industrial Park.



Quality Liquid Feeds, Inc. located within the Clovis Industrial Park.

The Industrial Park contains 240 acres of prime industrial property that is sub-divided into 25 lots. The Industrial Park's infrastructure is nearly 90% complete with a main frontage road, interior road, water and sewer, drainage, and a main rail spur with two mainline switches that provide access to most of the lots and located on the Carlsbad rail line. The Industrial Park is located 1.5 miles from the BNSF main rail yard, which connects to the main east-west line that begins in Los Angeles, California and connects to eastern locations. There are currently two tenants at the Industrial Park, Quality Liquid Feed and REG Clovis, a biodiesel production company. There is a purchase agreement in place for a third.

The CIDC continues to promote the site-ready locations via direct marketing, property databases, trade shows, and the Chamber of Commerce and CIDC websites. The Industrial Park is somewhat difficult to find for newcomers to the area and would benefit from having monument signs at the Park entries and wayfinding from US 60 and US 70.

Small-Scale Manufacturing

Encouraging small-scale manufacturing may be the next step in growing manufacturing in Clovis. Small-scale manufacturing is diverse and more flexible than traditional large-scale manufacturing. The variety of small-scale manufacturing includes:

- Artisan: Uses small tools, light machinery, and hand tools. Products include outdoor recreation goods, jewelry, food production, pottery ware, textiles, furniture, leather-ware, fine art, photography, brewery, coffee shop, catering or baking.
- Small Production: These may sell direct to consumers or wholesale through a variety of



channels. Products may include: 3-D printing, bags, backpacks, and totes, components for larger machinery, chemicals, pharmaceuticals, herbal remedies, body supplies, niche technological devices, customizable wearables, tiles.

- **Small Production and Scaling:** These manufacturers start small and have plans to grow into other cities, or multiple locations within a city with multiple clients for different products.

The City and CIDC can encourage entrepreneurs interested in manufacturing products to get training and support through the Business Enterprise Center and the Small Business Development Center at Clovis Community College.

RENEWABLE ENERGY

New Mexico is one of the leading regions in the United States for renewable energy resources. According to the New Mexico Partnership, New Mexico possesses the 7th greatest solar potential, 11th greatest wind potential, and 7th greatest geothermal potential in the country. Between the wind and solar energy sectors, renewable energy employs more than 5,500 New Mexicans either directly or indirectly, with 3,000 to 4,000 in the wind industry sector alone, as reported by the Public Regulation Commission.

The City of Clovis has demonstrated its commitment to growing its share of renewable energy by including it as a targeted industry in the LEDA Ordinance. Recognizing the potential for new jobs in this industry, Clovis Community College is developing a renewable energy certification program for wind turbine installation and maintenance. New Mexico's renewable portfolio standard requires that 20% of all energy sold from investor-owned electric utilities, and 10% from cooperatives, come from renewable energy sources by 2020. The state is on track to meet these standards while lawmakers are considering more aggressive standards for the near future.

Several recent wind energy projects have been constructed or proposed near Clovis, all of which have the potential to employ hundreds of local residents in construction and operation. In addition, the wind energy projects provide a new revenue stream for local landowners through leasing

arrangements and for local governments through increased tax revenues.

Energy Development Projects

The Broadview Wind Power Facility, located 30 miles to the north of Clovis, was completed in 2017 and generates 324 megawatts, enough to power approximately 125,000 homes. The wind farm includes 105 turbines in New Mexico and 36 in Texas. These turbines connect to a new high-voltage transmission line that supplies the power to California. The project was developed by Pattern Energy and employed 650 workers during the construction phase. Operations and maintenance for the facility employs 18 full-time workers, many of whom are local Curry County residents. According to Pattern Energy, the project is expected to contribute \$30 million over the next 25 years to local governments in Curry County.

A second Pattern Energy project, Grady Wind Facility, broke ground in August 2018. This facility will generate 221 megawatts, enough to power approximately 90,000 homes. The project will employ hundreds of workers during construction and dozens once complete.

The Sagamore Wind Facility is a third project that has been proposed in Roosevelt County by Xcel Energy. Once constructed, this 522 megawatt project would be the largest wind farm in New Mexico and employ up to 30 full-time workers. The project is also expected to generate up to \$43 million in new gross receipts taxes, as well as lease income for landowners.

Tres Amigas Super Station

The Tres Amigas Super Station project was first proposed in 2009 as the first renewable energy market hub in the U.S. The location to the northeast of Clovis was strategically chosen to tap into the three U.S. electric grids, which will allow the site to efficiently sell and purchase power from each of the three grids. By connecting the grids and increasing transmission capacity, the project would remove the biggest limiting factor in the development of renewable energy which has been the lack of available transmission capacity.

Although originally planned as a \$1.5 billion project covering 22 square miles, the project has since been scaled back to \$200 million and covers a smaller area. The scaled back project includes the construction of a new 35-mile transmission line from



the Broadview Energy project to the Blackwater substation (owned by PNM), which in turn leads to transmission lines heading to California.

Biomass

Curry County has great potential to utilize the waste from dairy cows and creating reusable biofuels. Clovis is well positioned to take advantage of this production with the rapid growth in dairy production. It is estimated that the state produces over 1.5 million tons of manure from dairy cows annually. A 2017 study estimated that Curry County had between 150-200 tons of biomass resources primarily from agricultural residues such as crops and animal manure. Residues can be used to produce methane gas, a potential source for energy.

Renewable Energy Group (REG) operates the biomass based biodiesel fuel plant located in the Clovis Industrial Park. The plant outputs approximately 15 million gallons per year of biodiesel fuel from this facility. A key factor in REG locating in Clovis was when in 2012 New Mexico mandated that all diesel fuel sold to consumers for use in motor vehicles in the state contain 5% biodiesel. The mandate was suspended for a period of six months in 2017 due to a provision that stipulated that the biodiesel blend should not exceed the price of diesel fuel for at least two months. With oil prices decreasing, the future of the mandate is uncertain should this provision remain in the mandate.

In Chaves County, the Pecos Valley Biomass Cooperative of 25 local area dairies joined together to facilitate the development of a biomass renewable energy project. This "value-added agriculture" project involves the use of 'solids' (manure) and 'liquids' (green water) from 25 local area dairies all located within an 11-mile radius. In addition to creating renewable energy, the project will reduce the potential for groundwater contamination. The biomass project was approved by the Chaves County Commission on a 35-acre site with no residential uses located within a 1/2 mile. This renewable energy project is an excellent example of "value-added agriculture" that will provide an economic development boost to Chaves County through new jobs and gross receipts while addressing the environmental issues associated with the dairies.

Biomass overall is an excellent spin-off from the dairies by providing another value-added product. This can add to the economic development of the

City and County while addressing environmental issues associated with the dairies.

VALUE-ADDED AGRICULTURE

Given the strength and volume of agricultural production in the Clovis and Curry County area, value-added agriculture is an important economic development tool for Clovis. As mentioned previously, dairy is the most profitable value-added agricultural commodity in Curry County. The USDA defines value-added agriculture as follows:

"A physical change in the physical state or form of the product, the production of a product in a manner that enhances its value, as demonstrated through a business plan, and the physical segregation of an agricultural commodity or product in a manner that results in the enhancement of the value of that commodity or product".

Clovis should utilize its current local agriculture production and areas of vacant and/or industrial land to diversify value-added exported products, which in turn will expand the market and create jobs and revenue. There is potential in Clovis to expand value-added agriculture with the vast amount of dairy products produced in the region.

TOURISM

Positive impacts to local economies from tourism-related industries can help the City generate revenue that can be used for infrastructure and services. Jobs generated in accommodations, retail, and restaurants can provide jobs and contribute gross receipt taxes to the local economy. There are social advantages to tourism as well. They can help establish cultural pride for local communities by showcasing the local heritage and identity for visitors. This can help the City preserve a way of life that is meaningful to those who live there. All tourists are potential customers, and because tourism relies on markets outside the local population, it opens opportunities for entrepreneurs to develop new services or retail businesses that do not depend on the local population to sustain their businesses.

Clovis has many opportunities to take advantage of tourism spending. As mentioned previously, visitors to Clovis have increased in recent years and this trend appears to be continuing. Some of the tourism opportunities in Clovis are described below.



Norman Petty Studios

In the 1950s, Norman Petty helped establish the "Clovis Sound" in his custom studio by recording popular country, rock, and pop artists such as Buddy Holly and the Crickets, Roy Orbison, Buddy Knox, and Chita Rivera, amongst many others. The Norman Petty Recording Studio, managed by Nor Va Jak Music, Inc., has been preserved in its original form with dangling microphones, original control board, album cutting machinery, and instruments. The studio and adjacent apartment, are visited by enthusiasts from across the world and is available for tours by appointment.



Norman Petty Studios.

Norman and Vi Petty Rock & Roll Museum

The Norman and Vi Petty Rock & Roll Museum is housed in the basement of the Business Enterprise Center and owned by the City of Clovis. The Museum is designed to give visitors a glimpse to the Norman Petty Studios. Some of the Museum's attractions include original working equipment from the actual studios and memorabilia from the Norman and Vi Petty's personal collections. The Museum also has running documentary films starring people that worked with Norman and Vi Petty at the studios and they tell stories from the recording days. The Museum can be rented with catering for private events and parties.



Norman and Vi Petty Rock n' Roll Museum.

Clovis Culture National Historic Landmark and Blackwater Draw Museum

In 1932, the first large-scale excavation of Clovis Culture occurred at Blackwater Locality 1, located about 11 miles southwest of Clovis at the Blackwater Draw near Portales. The site is on the National Register of Historic Places (1961) and was declared a Historic Landmark in 1982.

Clovis Culture, the human settlement found at the locality, is considered one of earliest examples of human habitation in North America. Archaeological sites at Blackwater Locality 1 have uncovered several tools thought to be created by the Clovis People called "Clovis Points", which are distinctive bone and ivory arrowheads not found anywhere else in North America. Along with evidence of human habitation, Blackwater Draw archaeologists also uncovered evidence of mammoth, ancient bison, giant ground sloth, saber-tooth cats, dire wolf, camel, and more at the site. The research potential of Blackwater Draw Locality 1 has drawn funding and participation from the Carnegie Institute, Smithsonian Institution, and other major scientific research institutions.



Blackwater Draw Museum exhibit.



Eastern New Mexico University (ENMU) hosts the Blackwater Draw Museum which houses artifacts from the Clovis excavation site (and other archaeological sites around the southwest). ENMU also supports the Blackwater Draw National Landmark where the excavation work continues. The Blackwater Locality 1 site and the Blackwater Draw Museum present a unique opportunity to draw tourists into the Clovis and Portales area.

4.9 GOALS, OBJECTIVES, and STRATEGIES

Economic Development Goal 1: Pursue a balanced and diversified economy that fosters new investment and creates new employment opportunities with well-paid jobs.

Objective 1.1: To create a more sustainable and stable economy through attracting new businesses and retention of existing businesses.

Objective 1.2: To lower the unemployment rate and encourage Clovis youth to stay in the community.

Objective 1.3: To maintain the vitality and viability of the agriculture industry.

Objective 1.4: To become less reliant on Cannon AFB and federal government employment.

Economic Development Strategy 1.1: Create an Economic Development Strategic Plan that includes, but is not limited to:

- Engagement with existing major employers in Clovis and the region;
- SWOT Analysis;
- Fiscal baseline assessment that describes the existing tax base, service demand, revenues, and service costs;
- Retail, industrial/manufacturing, and agriculture market assessments;
- Economic base job goals and target industries;
- Identification of development opportunity sites, including the Clovis Industrial Park and areas adjacent to the Clovis Landfill;
- Consideration of future annexations (as identified in the Priority Annexation map); and
- Implementation actions and key benchmarks.

Economic Development Strategy 1.2: Promote Clovis as a family and business-friendly community with an available water supply; access to the interstate highway system, rail, and air travel; a moderate cost of living; access to secondary educational institutions; potential incentives for workforce training and tax abatements and credits; and a strong agricultural economy.

Economic Development Strategy 1.3: Coordinate and participate with the local business community and economic development organizations, including the Clovis Industrial Development Corporation, Clovis/Curry County Chamber of Commerce, Clovis MainStreet, and the New Mexico Economic Development Department on local and regional economic development initiatives.

Economic Development Strategy 1.4: Continue working with the Clovis/Curry County Chamber of Commerce on an annual business recognition program for those businesses that have demonstrated:

- Outstanding business achievement as evidenced by growth in sales, profits, and/or employees, or new markets entered;
- Commitment to the community through contributions or service to a civic group, volunteer program, or non-profit organization; or
- Dedication and creativity in the development of a new business.

Economic Development Strategy 1.5: Provide regular updates on the City's economic development efforts and accomplishments on the City's, CIDC's, and the Chamber's web sites and through social media.

Economic Development Goal 2: Strengthen and maintain the Clovis Industrial Park's position as the City's primary industrial center.

Objective 2.1: To support the Clovis Industrial Park in becoming a regional manufacturing, warehouse, and distribution center.

Objective 2.2: To attract new businesses that are involved in the commercial aircraft and aerospace industries, food manufacturing, renewable energy, and other industry sectors.



Economic Development Strategy 2.1: Identify and recruit potential businesses related to manufacturing, warehousing, and distribution of food and beverage, agricultural, and other products to the Clovis Industrial Park.

Economic Development Strategy 2.2: Promote the Clovis Industrial Park to commercial aircraft/aerospace and renewable energy companies seeking to expand or relocate to Clovis.

Economic Development Strategy 2.3: Create an incentive package for businesses interested in locating at the Clovis Industrial Park. Incentives may include fee and utility waivers, property tax abatement, Industrial Revenue Bonds, utility extensions, etc.

Economic Development Strategy 2.4: Create a brand for the Clovis Industrial Park and incorporate it into recruitment materials, signage at the Park's entries, and wayfinding along Mabry Drive/US 60 and Prince Street/US 70.

Economic Development Goal 3: Support small business development, retention, and expansion.

Objective 3.1: To provide business and employment opportunities for local residents.

Objective 3.2: To maintain and enhance Clovis' character and home-grown businesses.

Objective 3.3: To encourage innovation and entrepreneurship in local residents and business owners.

Economic Development Strategy 3.1: Work with the Clovis/Curry County Chamber of Commerce and the Retail Committee on developing and promoting a "Support Small Business" program to help retain and grow existing businesses.

Economic Development Strategy 3.2: Work with local banks and economic development organizations on offering small businesses access to capital through a revolving-loan fund.

Economic Development Strategy 3.3: Promote and provide information regarding the services offered by the Business Enterprise Center and the Small Business Development Center at Clovis Community College to existing and potential small business owners.

Economic Development Strategy 3.4: Complete a feasibility study for developing a small retail business incubator in Downtown Clovis. The feasibility study should include:

- Existing businesses;
- Current workforce;
- Market opportunities;
- Potential service offerings (business planning, coaching and mentoring assistance, market development assistance, networking opportunities, software, etc.);
- Governance and operations;
- Financial feasibility; and
- Potential locations for the facility.

Economic Development Goal 4: Create a well-trained workforce that is capable of meeting the needs of local employers and attract new industry sectors.

Objective 4.1: To help Clovis households achieve economic prosperity by raising the median household income and the quality of life.

Objective 4.2: To ensure the Clovis workforce is adequately trained for new employment opportunities in aircraft and aerospace technologies, medical professions, and renewable energy jobs.

Objective 4.3: To ensure young adults stay in Clovis after completing their secondary education.

Objective 4.4: To encourage Clovis Community College to create and expand workforce training programs.

Economic Development Strategy 4.1: Support and partner with local businesses and Clovis Municipal Schools, Clovis Community College, and Eastern New Mexico University on developing and expanding workforce training programs related to existing and future business clusters in the region, including aviation/aerospace, renewable energy, healthcare, value-added agriculture, etc.

Economic Development Strategy 4.2: Work with the Clovis Industrial Development Corporation and major employers in Clovis on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department.



Economic Development Strategy 4.3: Sponsor and promote career expos that focus on STEM technologies, including aerospace/aviation, life sciences, engineering, computer programming, natural sciences, etc., to encourage young adults in Clovis to enter these fields.

Economic Development Goal 5: Promote Downtown Clovis as the City’s historic retail and entertainment center.

Objective 5.1: To engage in public/private partnerships for the redevelopment or adaptive reuse of vacant and/or underutilized buildings and properties.

Objective 5.2: To encourage the development of additional retail, restaurants, entertainment venues, and mixed-use projects within Downtown Clovis.

Objective 5.3: To pursue available funding sources and grants to improve the aesthetics, building conditions, and walkability of Downtown Clovis.

Economic Development Strategy 5.1: Coordinate with New Mexico MainStreet and pursue funding from the New Mexico Finance Authority for an update to the Downtown Clovis Metropolitan Redevelopment Area (MRA) Plan. The Downtown MRA Plan should identify new private redevelopment projects, public sector investment projects, and support actions.

Economic Development Strategy 5.2: Designate and create a master plan for the Historic Railroad District in Downtown Clovis.

Economic Development Strategy 5.3: Create a theater district in Downtown Clovis that highlights the Lyceum, State, and Mesa Theaters, and provides branding opportunities, venues for arts and culture events, and public art.

Economic Development 5.4: Complete a RFP process for the redevelopment or adaptive reuse of vacant and/or underutilized City properties and buildings in Downtown Clovis (e.g. Levine's) that would be appropriate for new sit-down restaurants, breweries, retail businesses, entertainment venues, and mixed-use projects.

Economic Development Strategy 5.5: Join other small communities in lobbying the New Mexico State Legislature on revisions to the state's liquor license system to allow greater access to full liquor licenses.

Economic Development Strategy 5.6: Determine the interest of Downtown business owners in developing a Business Improvement District to fund improvements, on-going maintenance, and events.

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CHAPTER 5

HOUSING & NEIGHBORHOODS

Housing is a foundational element in every community that affects everything from cost of living to overall quality of life. The Housing element of the Comprehensive Plan reviews the condition of existing housing in Clovis and identifies issues with housing affordability, housing development, maintenance concerns, and other issues that affect the provision of safe and affordable housing for all residents. Given the large number of military families living in and around Clovis (as well as changing demographics), providing adequate housing to meet fluctuating demand is a crucial, ongoing need for the City.

5.1 COMMUNITY FEEDBACK

Public feedback received regarding housing was primarily related to the supply, cost, and condition of housing in Clovis. A summary of the public input gleaned from the community survey and public meetings follow below.

- A majority of respondents (57%) disagreed or strongly disagreed that the City has an adequate supply of affordable housing. This point was also brought up at community meetings, showing there is a need to support or encourage future affordable housing development.
- In terms of housing types, respondents to the community survey felt the City needed a wide mixture of housing types, including more single-family houses (47%), apartments (42%), townhouses (34%), senior housing (21%), and workforce housing (12%). About 25% of respondents thought the City did not need any more housing.
- Some participants at the first public meeting spoke about dilapidated housing in certain parts of the City that either needs to be renovated or torn down as it detracts from the neighborhood character.
- There was also discussion of cleaning up some residential properties, including cutting down dead trees and getting rid of inoperable vehicles.

Public Meetings

When the Steering Committee, P&Z, and public meeting participants were asked to prioritize top Housing and Neighborhood goals and objectives, the top goal identified by the Steering Committee and P&Z was "Increase the supply, quality, and range of housing types to accommodate all household income levels and households with special housing needs." However, the top goal selected by public meeting participants was to "Promote the safety and stability of existing residential neighborhoods in Clovis." The top objective chosen by all groups was "To support the rehabilitation and redevelopment of existing substandard and abandoned housing structures."

5.2 HOUSEHOLDS and HOUSING CHARACTERISTICS

HOUSEHOLD COMPOSITION

As defined by the U.S. Census Bureau, a household consists of all the people that occupy a housing unit. As shown in TABLE 5-1 (*see next page*), in 2016, the estimated total number of households in Clovis was 14,567. Of these households, 62.9% were family households and 37.1% were non-family households. Of all households, 37.1% had children under 18 years old living with them and 22.0% had a household member over 65 years old. Between 2000 and 2016, the total number of households increased by 16.9%, which is a faster growth rate than for Curry County as a whole (9.1%).



TABLE 5-1: HOUSEHOLD CHARACTERISTICS, 2000 TO 2016				
HOUSEHOLD TYPE	2000	2010	2016	% CHANGE 2000-2016*
Total households	12,458	14,288	14,567	16.9%
Family households	8,598	9,537	9,161	6.5%
With own children under 18 years	4,525	4,714	4,996	10.4%
Husband-wife family	6,200	6,533	6,222	0.4%
With own children under 18 years	2,878	2,887	3,002	4.3%
Female householder, no husband present	1,862	2,210	2,225	19.5%
With own children under 18 years	1,299	1,368	1,548	19.2%
Nonfamily households	3,860	4,751	5,406	40.1%
Householder living alone	3,334	3,973	4,419	32.5%
Households with individuals under 18 years	4,965	5,320	5,405	8.9%
Households with individuals 65 years and over	2,965	3,180	3,207	8.2%
Average household size	2.57	2.60	2.67	3.9%
Average family size	3.12	3.18	3.38	8.3%

SOURCE: 2000 and 2010 U.S. Census. Table DP-1; 2012-2016 5-year American Community Survey.

The composition of households in Clovis has been slowly changing since 2000, with a large increase in the number of non-family households and individuals living alone. The number of non-family households increased by 40.1% between 2000 and 2016, while the number of family households increased by only 6.5% (husband-wife families increased by only 0.4% in this timespan). In part, this shift reflects both nationwide trends towards more non-family households, as well as the recent change in mission at Cannon AFB. With the new mission at Cannon AFB, an increasing number of Air Force households are composed of single individuals instead of husband-wife families that were more common in the past (see section 5 below).

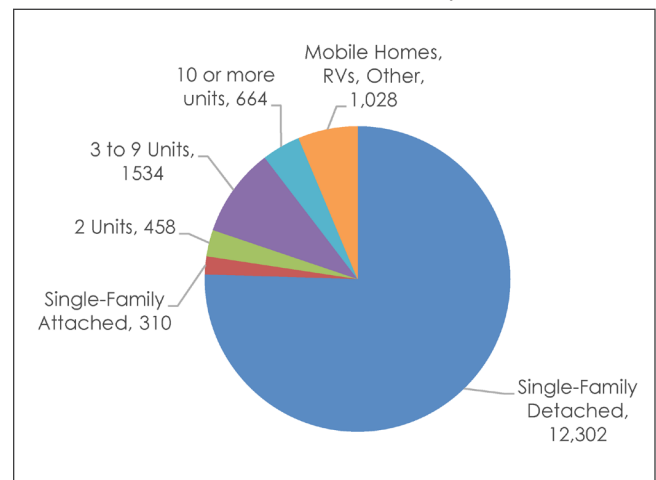
In addition, household and family sizes have been increasing. In 2016, average household size was 2.67 individuals and average family size was 3.38 individuals. Since 2000, both household and family sizes have increased slightly (3.9% and 8.3% respectively), which is a different trend than other municipalities in New Mexico where there has been an overall decrease in household and family sizes.

HOUSING UNITS and TYPE

In 2016, there were an estimated 16,296 housing units, which was an increase of 2,027 units since 2000 (14.2%). Of the 16,296 total housing units, 1,729 were vacant and 14,567 were occupied. A majority (75.5%) of the total housing units were detached, single-

family homes while there were a smaller percentage of attached single-family homes (1.9%). This is a higher percentage of single-family homes than is found in New Mexico as a whole (64.7%). Multi-family housing consists of 2.8% duplexes, 5.8% 3-4 unit homes, and 7.7% larger apartment buildings. The percentage of housing consisting of mobile homes is 5.7%, which is much lower than the state percentage of 16.5%. As discussed in Chapter 2: Land Use, multi-family housing is located throughout the City and is not concentrated in any one location.

FIGURE 5-1: HOUSING UNITS BY TYPE, 2016



SOURCE: 2012-2016 ACS 5-year estimates.



HOUSING TENURE

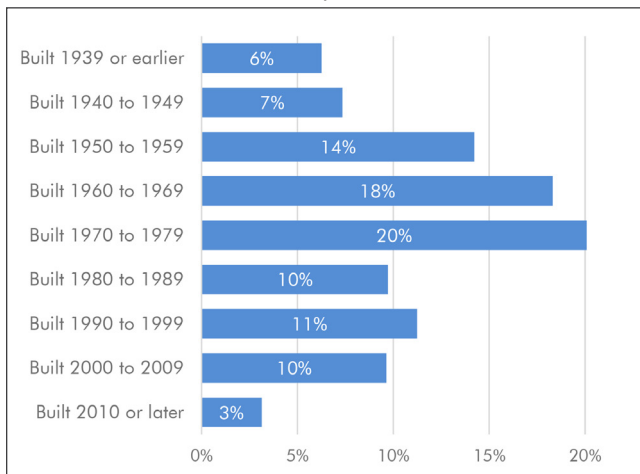
Owner-occupied units comprise 58.6% of occupied units, while renters occupied 41.4% of units. This is significantly lower than owner-occupied housing units in New Mexico as a whole (67.4%) and renter-occupied housing units (32.6%). The lower rate of owner-occupied units can likely be attributed to the presence of enlisted personnel at Cannon AFB. In Clovis, the average household size for both owner and renter occupied housing is the same (2.68). There has been a large increase in the number of renter-occupied units since 2000, with an increase of 1,338 units (28.5%) between 2000 and 2016. Overall renters occupy a larger percentage of homes than they did in 2000 (an increase from 37.7% to 41.4%).

Of all units, 89.4% are occupied, while 10.6% of units are vacant. This is slightly higher than the statewide rates of 83.6% and 16.4% respectively. Since 2000, the number of vacant housing units has declined by about 4.5% in Clovis, although the absolute number of vacant units has hovered at between 1,700 and 1,800 units in total.

HOUSING AGE and CONDITION

Over half of the housing units in Clovis were built before 1979, with 20.1% of units being built between 1970 and 1979, and 18.3% being built between 1960 and 1969 (see FIGURE 5-2). Housing development since then has been slower, with an average of about 1,650 housing units being built every decade from 1980 to 2009. Generally, the age of housing in Clovis is similar to Curry County, but overall housing units are much older than for the state as a whole. Given current estimates, approximately 2/3 of all homes in Clovis are more than 40 years old.

FIGURE 5-2: HOUSING AGE, 2016



SOURCE: 2012-2016 ACS 5-year estimates.

In general, as the housing stock ages, there may be a greater need for housing rehabilitation and the installation of improvements. These can range from improvements to plumbing or electrical systems, to replacement of aging roofs, siding, windows, and insulation.

The condition of housing in Clovis varies by neighborhood, depending on the age of the housing stock. Older neighborhoods immediately adjacent to Grand Avenue (and the Railroad) have a greater need for rehabilitation, as do specific parts of Downtown Clovis and neighborhoods adjacent to Prince Street. These areas also have higher vacancy rates than other parts of town. The condition of housing is higher in the newer subdivisions to the northeast and northwest quadrants of town.

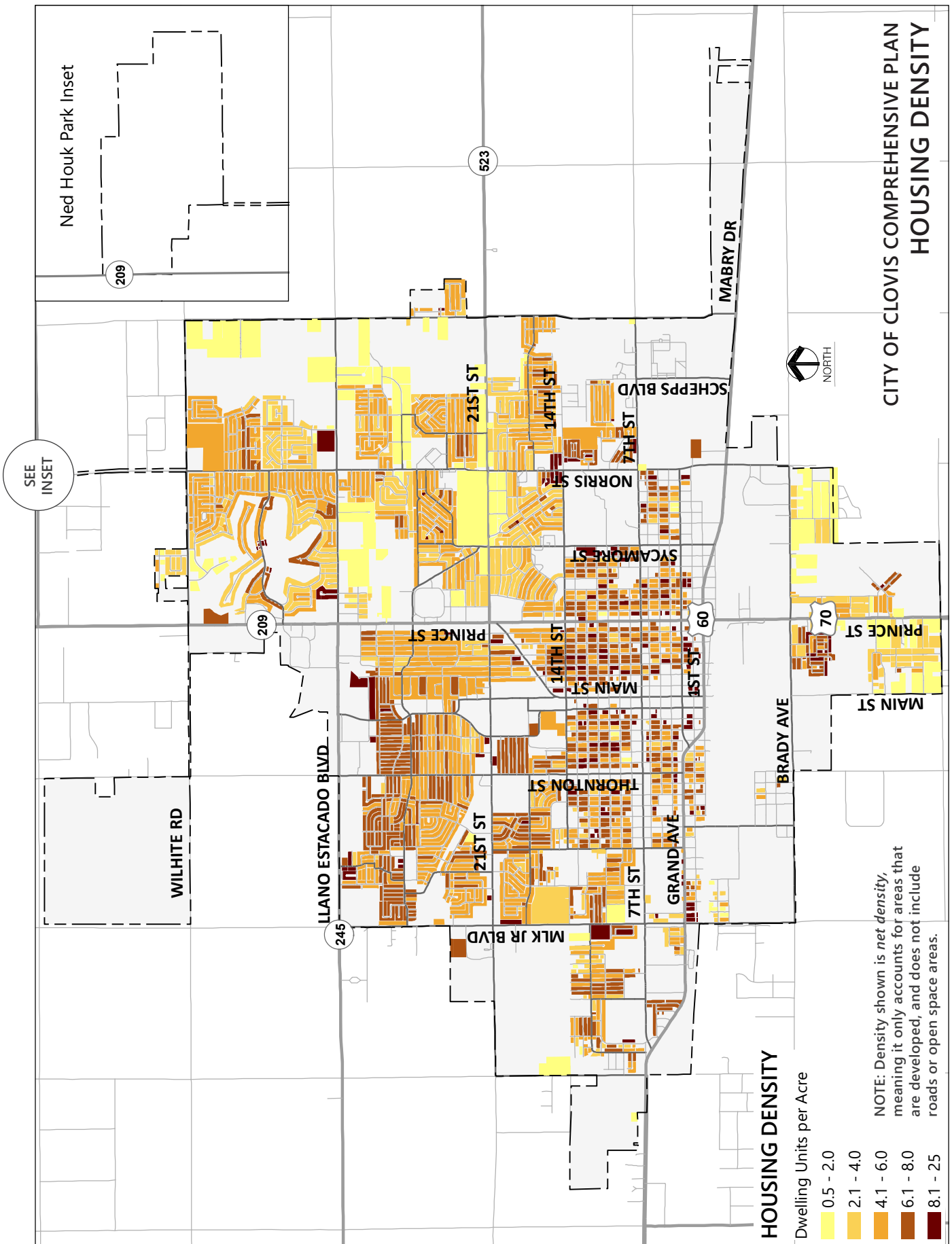
A windshield survey performed by City staff in 2011 found that about 5% of all housing units needed major rehabilitation. The land use survey conducted in April 2018 for this Comprehensive Plan found a similar percentage of homes in the City were in poor or dilapidated condition, although conditions vary widely by neighborhood.

Housing conditions were generally poorer in the older neighborhoods to the east and west of Downtown, south of 14th Street. In these areas, there is a higher percentage of vacant homes (up to approximately 20% of homes vacant in some blocks), as well as more homes in poor condition. Noted conditions of disrepair include facade issues such as peeling paint, unkempt yards, boarded up windows, and issues with fences and perimeter walls.

Newer neighborhoods within Clovis primarily in the northeast and northwest have fewer vacant homes or homes in poor condition. These areas are generally more affluent and have newer, bigger homes that may be more attractive to those moving to Clovis.



Typical single family, ranch-style home in Clovis.





5.3 HOUSING MARKET and PROPERTY VALUES

HOUSING MARKET

The housing market in Clovis (and Curry County) has been stable since 2010 and remains healthy, reflecting both positive migration trends and a steady increase in population. Data from the Realtors Association of New Mexico for Curry County shows the median housing sale price in the County has stayed essentially the same since 2010, averaging about \$153,650 over the last eight years. The number of homes sold annually has also been steady at about 466 homes a year.

A survey of homes for sale reveals that there are many affordable single-family homes currently on the market. An online review of realtor websites Homes.com and Zillow.com in March 2018 showed approximately 520 homes for sale (or in foreclosure). The median listing price was \$129,500, with homes ranging in price from \$14,253 to \$1,350,000. Approximately 30 developable lots were also listed for sale. More homes were for sale in neighborhoods north of 21st Street, where there is a large number of new homes. Areas of the City with an older housing stock, such as the southwest, had a fewer number of homes for sale.

RENTAL HOUSING MARKET

According to information gathered from stakeholder meetings, the rental market in Clovis is much tighter than the homeowner market, with demand bumping up against a limited supply of rental units. This supports anecdotal evidence gathered through the community survey and public meetings that there is a lack of affordable rental units in Clovis. Although several recent multi-family development projects have sought to address this issue (for example, the Hotel Clovis renovation with 60 affordable units), there is still demand for more affordable homes.

As is the case in many cities, there is a mismatch in the types of existing homes (and their condition) and the homes that are available to residents. Although the City may have a high vacancy rate and vacant homes in several core areas, those seeking affordable housing may not be able to find appropriate housing. Investing in older neighborhoods could help address some of these needs through infill and redevelopment incentives.

AFFORDABLE HOUSING

Currently, there are 12 affordable housing properties representing 358 units in Clovis, which includes Section 8 project voucher properties, low income tax credit program units, and public housing units. Affordable housing apartments include Hotel Clovis and Andalusia Apartments in Downtown Clovis, Townsgate Plaza near Tierra Blanca Road, Cheyenne Meadows and Cheyenne Trails Apartments off Llano Estacado Boulevard, Clovis II Apartments off Martin Luther King Boulevard, Sedona Village Apartments on Echols Avenue, Grand Avenue Public Housing Apartments at the corner of Martin Luther King Boulevard and Grand Avenue, and LoLomas, a senior housing project located on Mitchell Street.



LoLomas Affordable Senior Housing Community.

5.4 MILITARY HOUSING

Housing at Cannon AFB consists of privatized single-family homes and dormitory rooms for eligible service members. The privatized housing units at Cannon AFB were recently sold to a housing development group, Balfour Beatty Communities (BBC), which now operates six on-base housing neighborhoods. Since acquiring Base housing, BBC has redeveloped several hundred units and has also constructed several hundred new homes. These homes support accompanied military personnel with dependents (i.e., those with families), as well as a small number of non-family, unaccompanied personnel who share housing.

According to Air Force statistics from 2018, there are 1,038 units of family housing on-base, with an occupancy rate of 99.9%. In addition, there are 738 dormitory rooms that are fully occupied. In total, approximately 1,750, or 38% of active military personnel at Cannon AFB live on-base. Service



members living off-base total approximately 2,900 people, who must seek housing options elsewhere. Of those living off-base, about 1,400 or 59% are accompanied military personnel with dependents.

5.5 HOUSING ORGANIZATIONS

CLOVIS HOUSING AUTHORITY

The Clovis Housing Authority is the primary provider of affordable housing in Clovis. The Authority currently manages two public housing sites with 132 total units (including 54 homes and 78 apartments) and distributes 608 Section 8 housing vouchers (with funding for 500 currently). The reimbursement value of these vouchers varies by the number of bedrooms and household size, but the Housing Authority provides vouchers for 1- to 4-bedroom units, depending on family needs.

In May 2018, there were 185 people on the Housing Authority's wait list, with an average wait time of 4 to 6 months. Overall, the Authority says the demand for affordable housing units has decreased in the

last few years as private developers and Cannon AFB have constructed more housing. However, the need in Clovis for affordable housing is still significant.

As highlighted below, new affordable housing projects like the Andalusia Apartments have recently been constructed in Clovis which have met some of the local demand. For now, the agency does not have any additional projects in the works.

EASTERN REGIONAL HOUSING AUTHORITY

The Eastern Regional Housing Authority supplements the local Clovis Housing Authority by providing additional affordable housing vouchers throughout 12 counties in Eastern New Mexico: Chaves, De Baca, Eddy, Guadalupe, Harding, Lea, Lincoln, Otero, Quay, Roosevelt, Union and Curry. It is one of three regional housing authorities that operate under the supervision of the New Mexico Mortgage Finance Authority (MFA). The NM MFA provides funding, training and technical assistance to the Eastern Regional Housing Authority, which in turn supports

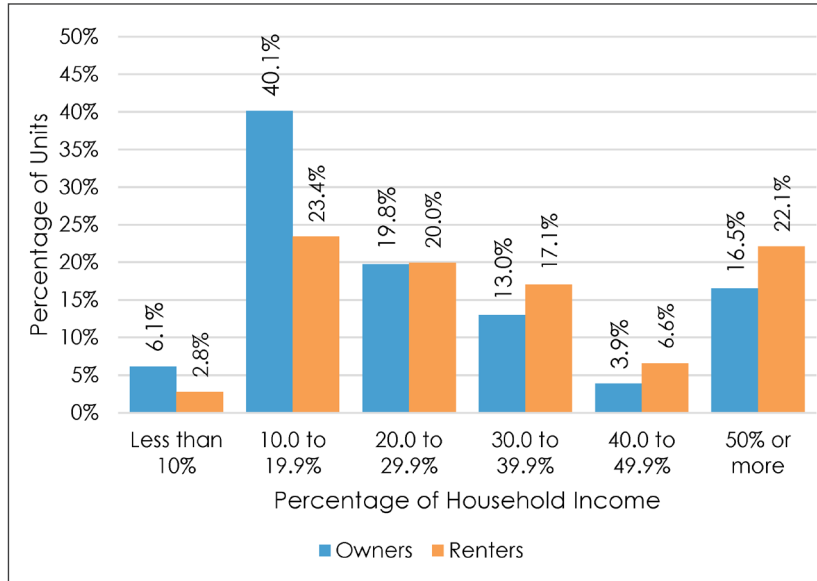


PROFILE: ANDALUSIA APARTMENTS

The Andalusia Apartments were constructed in 2016 to replace dilapidated multifamily housing in Downtown Clovis. The project includes 60 affordable housing units spread across 10 buildings - five of which were existing multifamily units that we rehabilitated. The project includes several sustainability and energy efficiency design features and has received LEED Platinum certification. Another highlight of the project is integrated rainwater harvesting from the building roofs, which is fed to on-site cisterns and is used for landscape irrigation.



FIGURE 5-3: MONTHLY HOUSEHOLD COSTS AS A % OF INCOME, 2016



SOURCE: 2012-2016 ACS 5-year estimates, Tables B25070 and B25091.

affordable housing in the communities it serves by distributing and managing Section 8 Housing Choice Vouchers and other Federal rental assistance programs. The Eastern Regional Housing Authority is also responsible for cultivating partnerships between local governments, the state, and the private sector to plan and finance additional affordable housing construction in Eastern New Mexico.

5.6 HOUSING ISSUES and NEEDS

Housing affordability and providing special needs housing for seniors, the disabled, veterans, and homeless population is another important component of a comprehensive housing strategy.

HOUSING AFFORDABILITY

Housing is typically the single largest monthly expense for most households. The Department of Housing and Human Development (HUD) has adopted definitions and criteria for what is considered affordable housing. Generally, households that pay more than 30% of their income for housing are considered “cost-burdened,” and those that pay more than 50% are considered “severely cost-burdened.” These households may have increased difficulty paying for other living expenses, including transportation, childcare, utilities, food, and healthcare.

The City of Clovis has identified some general land use strategies to support the development of additional affordable housing in the future. Previous studies have identified the issues created by a

constrained rental housing market, the number of cost-burdened households under the poverty line, and housing demand from Air Force personnel stationed at Cannon AFB.

As shown in FIGURE 5-3, approximately 45% of rental households pay more than 30% of household income on rent, and can be considered cost-burdened households. Comparatively, the percentage of homeowners paying more than 30% of household income on housing is smaller, at 33% of households. Overall, these data indicate that most homeowner households do not have the same cost-burdens as renter households in Clovis.

In addition, data for combined housing and transportation costs calculated by the Center for Neighborhood Technology indicates that the typical household in Clovis pays 58% of its income for housing and transportation costs combined. In other words, a large amount of residents’ income is devoted to paying for basic costs of living.

SENIOR HOUSING

Providing adequate housing for seniors is an increasing need. This includes providing housing units that are appropriate to both the needs and desires of seniors, such as affordable apartment units with lower costs and maintenance requirements, assisted living housing, and senior homes.

There are an estimated 4,459 residents over 65 years old living in Clovis (11.3% of the total population). Those over 55 years old represent 21.6% of the total



population. However, Clovis has a lower percentage of senior residents than the state as a whole (15.3%), reflecting the City's generally younger population. In addition, counter to state trends, the population of seniors has increased only slightly since 2000 (4.0%), while number of seniors as a percentage of the total population has declined. In other words, the Clovis population as a whole is becoming younger relative to the state.

POPULATION WITH A DISABILITY

As defined by the US Census, "Population with a Disability" refers to those with a hearing, vision, cognitive, ambulatory, self-care, or independent living difficulty. According to the 2012-2016 American Community Survey estimates, 17.2% of the population of Clovis had a disability of any sort. This is higher than New Mexico as a whole (14.9%). Among population groups, 41.3% of those between 65 and 75 years old had a disability, while 56.8% of those over 75 had a disability. This points to a general need to provide adequate and safe housing for the senior population with a disability who may have a higher need for assisted living facilities.

VETERANS

The Veterans' Administration estimates that one-third of adult homeless men and nearly one-quarter of all homeless adults have served in the armed forces. This population is considered at risk due to poverty, lack of support from family and friends, and precarious living conditions in overcrowded or substandard housing. It is estimated that almost half of all homeless veterans suffer from mental illness, more than two-thirds suffer from alcohol or drug abuse, and nearly 40% have both psychiatric and substance abuse disorders.

In 2016, Clovis had an estimated 4,779 veterans representing 17.2% of the City's population. This is significantly higher than in New Mexico as a whole, where veterans represented 10.0% of the total population in 2016. Among the veteran population in Clovis, 6.0% were estimated to be below the poverty line and 23.8% had a disability of any sort. Both of these rates are lower than the state averages for veterans in poverty (8.9%) and the percentage with a disability (30.1%). Ensuring safe and affordable housing for veterans is an important goal for the City.

HOMELESS

The New Mexico Coalition to End Homelessness conducts point-in-time counts of the homeless population by county and in major cities. The 2013 point-in-time count for Curry County included 39 individuals. The Coalition estimates that there are 30 permanent supportive housing beds in Curry County.

PROPERTY MAINTENANCE

Concerns about the appearance of certain properties were raised during public meetings and meetings with the Steering Committee. Specifically, there are issues with the appearance of the City's two main entrances, that could be made more attractive. Issues with code enforcement are addressed in Chapter 3: Land Use.



5.7 GOALS, OBJECTIVES, and STRATEGIES

Housing and Neighborhoods Goal 1: Increase the supply, quality, and range of housing types to accommodate all household income levels and households with special housing needs.

Objective 1.1: To facilitate the construction of new single-family and multi-family housing.

Objective 1.2: To mitigate constraints and impediments to affordable housing.

Objective 1.3: To address the housing needs of special populations, including single parent households, people with disabilities, active duty military personnel, veterans, and seniors.

Housing and Neighborhoods Strategy 1.1: Create an Affordable Housing Plan that complies with the New Mexico Affordable Housing Act and is funded through the New Mexico Mortgage Finance Authority. The Affordable Housing Plan should contain:

- A comprehensive community and housing profile for the City that includes demographic characteristics, household characteristics, and local housing market conditions;
- Assessment of existing and future housing needs for the City and Cannon AFB by Average Median Income (AMI) levels;
- Analysis and proposed solutions to the regulatory and non-regulatory constraints to affordable housing in Clovis; and
- Goals, policies, and quantifiable objectives to meet affordable housing needs (rental and owner-occupied) within a planning horizon of five years.

Housing and Neighborhoods Strategy 1.2: Identify City-owned land and buildings that are appropriate and available for donation to an affordable housing program.

Housing and Neighborhoods Strategy 1.3: Initiate public/private partnerships between the City, Cannon AFB, and private developers for development of income qualified, multi-family rental housing that would be eligible for federal Low Income Housing Tax Credits (LIHTC) and

New Mexico Affordable Housing Tax Credits through the New Mexico Mortgage Finance Authority.

Housing and Neighborhoods Strategy 1.4: Identify and coordinate with local and regional housing providers on applying for rehabilitation funds for single family homes from the HOME Investment Partnership Program and USDA Rural Development Section 504 Home Repair grants for eligible seniors aged 62 and older.

Housing and Neighborhoods Strategy 1.5: Work with the Clovis Housing Authority and New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time home buyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.

Housing and Neighborhoods Strategy 1.6: Develop incentives, such as density bonuses, fee waivers, and land donations, for private developers to build affordable housing for income qualified, special population households, including veterans, disabled people, seniors, people with mental illness, etc.

Housing and Neighborhoods Goal 2: Promote the safety and stability of existing residential neighborhoods in Clovis.

Objective 2.1: To enhance community pride through the on-going maintenance and upkeep of residential properties.

Objective 2.2: To preserve the integrity and character of existing neighborhoods.

Objective 2.3: To support the rehabilitation and redevelopment of existing substandard and abandoned housing structures.

Housing and Neighborhoods Strategy 2.1: Continue the City's "Yard of the Month" program to acknowledge residents' efforts to improve the appearance of their properties and neighborhood.



Housing and Neighborhoods Strategy 2.2:

Continue the City's Parks, Recreation, and Beautification Committee's coordination with Keep Clovis Beautiful, Keep America Beautiful, and Tree City USA to improve neighborhoods through tree planting, and weed and graffiti removal.

Housing and Neighborhoods Strategy

2.3: Explore the feasibility of developing and managing a land bank for vacant and abandoned residential properties that can be purchased by non-profit housing providers, home builders, or individuals.

Housing and Neighborhoods Goal 3: Promote resource and energy efficient housing and building development practices.

Objective 3.1: To reduce ongoing housing costs for energy, water, and sewer services.

Objective 3.2: To encourage healthy lifestyles and minimize traffic impacts through new housing and mixed use development located in close proximity to jobs, commercial services, and educational institutions.

Housing and Neighborhoods Strategy 3.1:

Work with local builders on developing a set of voluntary guidelines for new residential construction that includes incentives and addresses best building practices to include, but not be limited to:

- Minimum energy efficiency standards;
- Site development practices;
- Reduced maintenance costs;
- Construction materials;
- Indoor water use; and
- Water efficient landscape practices.

Housing and Neighborhoods Strategy 3.2:

Pursue mixed-use development projects that co-locate housing and neighborhood scale commercial uses within Downtown Clovis and Metropolitan Redevelopment Areas and Mixed Use Areas, as identified on the Future Land Use Scenario.

CHAPTER 6

INFRASTRUCTURE

Infrastructure forms the backbone of every city and is a critical component that enables a city to support its population. Urban infrastructure systems include everything from the water supply and distribution system to the network of stormwater conveyance and management facilities. Proper infrastructure planning and expansion allows for the growth and development of the community. The Infrastructure element of the Comprehensive Plan provides an overview of the City's water supply and distribution system, water planning activities, waste water system, storm drainage, and private utilities. The chapter addresses major system upgrades that have been planned as well as ongoing maintenance activities.

6.1 COMMUNITY FEEDBACK

Public feedback received regarding infrastructure and utilities was primarily related to ensuring a sustainable water supply for the City, as well as constructing adequate infrastructure capacity to support development in key areas. A summary of the public input gleaned from the initial public meetings follow below.

- Community members and the Steering Committee discussed the sustainability of the region's water supply. As described in this chapter, several large-scale efforts are underway to provide additional water supplies to the City, as well as address conservation of existing water resources.
- Several participants at the first community meeting commented on the City's aging infrastructure systems. This concern is greatest in older neighborhoods to the east and west of Downtown.
- Residents discussed issues with flooding during large-scale weather events, especially in the parts of the City without existing storm drains or other conveyance systems.

Public Meetings

When the Steering Committee, P&Z, and public meeting participants were asked to prioritize

top Infrastructure goals and objectives, the top goal selected by all groups was "Ensure a future sustainable water supply for the residents of Clovis." The top objectives selected by all groups were also focused on water supply: "To support the construction of the Eastern New Mexico Rural Water System to transport surface and groundwater to Clovis area residents" and "To ensure the water supply can adequately meet the current and future water demands of the community."

6.2 WATER

WATER DISTRIBUTION SYSTEM

The City of Clovis has never owned or operated the municipal water system. Water service in Clovis is provided and maintained by EPCOR Water New Mexico Inc. (EPCOR), a private utility regulated by the New Mexico Public Regulation Commission (NMPRC). EPCOR's water supply for the City is obtained through a series of wells tapping into the Ogallala Aquifer.

EPCOR's potable water system within the City of Clovis and surrounding communities consists of the following:

- 77 EPCOR owned wells, production from 72 wells ranging from 22 gpm to 340 gpm
- 8 leased agricultural wells converted to municipal use, anticipated production ranging from 50 gpm to 350 gpm

- Approximately 55 miles of raw water transmission mains ranging from 4-inches to 36-inches
- Approximately 278 miles of water main ranging from ¾"-inch through 24-inches
- 1 water pressure zone
- 7 ground storage tanks (0.3, 0.5, 0.75, 1.5, 2.0, 2.25, 2.25 MG), and 1 elevated tank (0.5 MG) which functions as ground storage
- 1 elevated storage tank (0.5 MG) with floating surface
- 9 chlorine disinfection/points of entry (each ground storage tank and 4 wells direct to distribution)
- 1 sodium hypochlorite disinfection system on raw water
- 782 hydrants
- 3742 system valves
- Approximately 16,000 service connections

EPCOR's water distribution system in Clovis consists of pipes of various sizes and materials installed at various times. PVC pipe has been used for the majority of the recently constructed small and large mains. Other pipeline materials conveying water include galvanized steel, asbestos-cement, cast iron, and ductile iron.

EPCOR's information on its aging infrastructure is not available, and was not made available to EPCOR when the system was obtained from New Mexico American Water, the previous utility operator. Collaboration with the City to examine documents within the City's development records to ascertain pipe age and material would be beneficial to planning the efficient replacement of aging water mains and valves.

Since all water storage is within a single pressure zone, water storage capacity within each tank can be combined and compared to average and peak day demand. The volume of all nine storage tanks is 10.55 million gallons. The ratio of combined storage volume to peak day and average day are 1.17 and 2.06 million gallons, respectively. The age of the Sandia Tank, which is an elevated tank that functions as a ground storage tank, is such that replacement with a ground storage tank may be economically justified and this will be examined in the CPS effort. Storage volume and piping configuration at the Thomas and Brady site will be evaluated in the CPS study for the ability to receive and convey water from the Eastern New Mexico Water Utility Authority (ENMWUA).

A variety of hydrant types exist within the distribution system. EPCOR maintains a hydrant testing program and tests hydrants once a year. Defective hydrants are repaired or replaced. Approximately 13% of the existing water valves are exercised each year. If any valves are observed to be inoperable or broken, they are scheduled for replacement.

6.3 WATER SYSTEM PLANNING

EPCOR has recently commenced the development of a Water Resources Plan (WRP) and Comprehensive Planning Study (CPS). These studies are being conducted concurrently and will also address contemporaneous aspects of the December 2017 Clovis Master Water Assurance Plan in which EPCOR should have a potential role. The WRP will re-assess the impact of declining aquifer levels on well production and quantify the supply needed to meet future demand.

The CPS, which involves updating the existing hydraulic model and the identification of capital improvements necessary for continued service, is anticipated to be completed before July 2019. The previous CPS for Clovis was performed by EPCOR's predecessor, New Mexico American Water, in 2004. Several water resource and well evaluations have occurred as a result of the CPS efforts. As long as the City's Municipal Water System is provided and maintained by an outside provider, such as EPCOR, the City should coordinate existing conditions and future needs with the current provider.

WATER SUPPLY and DEMAND

In 2017, the peak day and average day water demand for the Clovis system was 9.0 MGD and 5.1 MGD, respectively. Groundwater supply pumping capacity was 10.8 MGD in 2017 and will be reassessed with future studies. An additional 1.5 MGD of supply is anticipated from leased wells coming into service before 2020. On an overall system basis, yield from all wells has been observed to be declining by 3% to 5% between annual assessments. Assuming 90% of the groundwater supply currently available is available at the start of 2020, the total anticipated supply in 2020 including leased wells is estimated to be approximately 11.2 MGD. The demands referenced above are reflective of a comprehensive and effective water conservation effort.

The City of Clovis has a paramount concern for the adequacy of the water supply for the City

and expanding area. A partial concern is over the City’s water supply being on the western edge of the Ogallala aquifer. EPCOR is keeping ahead of the decline in the aquifer through an innovative agricultural well leasing program that reduces costs associated with groundwater supply development by shifting risk away from EPCOR and its ratepayers by paying for wet water only. This approach keeps rates stable and avoids buying a right to a disappearing resource.

EPCOR, through the development of the WRP, will also examine other ways of bolstering supply including aquifer recharge and recovery associated with indirect potable reuse and the use of the FW2 segment of the Eastern New Mexico Water Utility Authority (ENMWUA) pipeline for conveyance of groundwater from other locations in the interim until treated Ute Reservoir water becomes available. These components of EPCOR’s efforts are consistent and complementary with the Clovis Master Water Assurance Plan.

EPCOR’s water resources plan development commenced in June 2018 and will be complete by December 2018. The effort builds upon previous hydrogeologic work by consultants to EPCOR and the work of universities and state agencies that have studied the decline in the saturated thickness of the aquifer. By coordinating the CPS and the WRP efforts concurrently, water demand forecasts for 5, 10, and 40 years will be reviewed simultaneously with the decline in well production to gauge the level of supply development needed to sustain the community.

WATER SYSTEM CAPITAL IMPROVEMENTS

EPCOR is developing a 10-year Capital Improvement Plan (CIP) for the City’s water system, anticipated to be complete by July 2019. A 10-year CIP program is appropriate for the City of Clovis given the circumstances associated with ENMWUA design and construction time frames that will introduce treated surface water to the distribution system. Accordingly, EPCOR will be populating its 10-year plan based on the need associated with maintaining adequate water supply, asset renewal, water demand, regulatory compliance, and regionalization, including modifications necessary to incorporate surface water from UTE Reservoir via ENMWUA pipelines.

EPCOR’s process for development of its CIP is to conduct a CPS and to support the identification and

prioritization of necessary projects based on demand forecasts, hydraulic modeling, supply assessments, inter-agency coordination and asset condition assessments. Since EPCOR’s water resources and comprehensive planning efforts are just beginning, details of the CIP projects anticipated are not available at this time. EPCOR should utilize this updated CPS in the development of its CIP, system requirements, and future expansion needs.

The City should continue to coordinate with EPCOR on future infrastructure improvements to ensure the replacement of aging water lines, fire hydrants, water valves, and water services prior to any roadway reconstruction, infrastructure projects, and future residential or commercial projects. It would be beneficial to the City to ensure EPCOR is involved with the Water Policy Advisory Committee and the corresponding Master Water Assurance Plan.

Information on EPCOR’s water system was obtained from EPCOR’s Planning and Engineering Department, June 2018.

CLOVIS WATER MANAGEMENT ORDINANCE

The City of Clovis has adopted a Water Management Ordinance to assist in the protection, conservation, and consumption of water to ensure and protect the availability of the supply of water for all residents and citizens of the City. The measures set out in the Water Management Ordinance address water use and controls during periods of drought, or at any time water supply or pumping capacity indicates that the availability of water is threatened or compromised (Section 13.24.10).

CLOVIS MASTER WATER ASSURANCE PLAN

The City of Clovis Master Water Assurance Plan, prepared by the Water Policy Strategic Planning Team that was initiated by the Water Policy Advisory Committee, was approved by the City Commission on December 21, 2017. The Team’s goal was to develop a plan to secure a sustainable water supply.

The Plan identified five water goals for the City:

1. Reduce groundwater usage through effluent water reuse.
2. Reserve and secure available water resources utilizing strategic groundwater banking methods.

3. Fund groundwater banking methods through a variety of sources, including but not limited to:
 - a. Land and/or Water Conservation Trust utilizing conservation easements
 - b. Department of Defense Restoration Environmental Protection Integration Program (REPI)
 - c. USDA conservation programs (e.g. NRCS, EQUIPP, etc.)
 - d. Direct reservation/purchase contracts for delivery of wet water
 - e. Water right purchases
4. Restore playa lakes for Ogallala Aquifer recharge.
5. Complete the Eastern New Mexico Rural Water System (ENMRWS) [aka the Ute Pipeline Project] to provide a long-term sustainable water supply delivery system.

The Team's recommendations to achieve these goals included five action plans outlining specific steps that were determined to be essential to realizing each identified result. Preliminary cost-benefit analysis was conducted for implementation of each action plan. The action plans have been incorporated into Section 6.8: Goals, Objectives, and Strategies.

40-YEAR WATER DEVELOPMENT PLAN

The City's 40-Year Water Development Plan was completed in February 2012 by Daniel B. Stephens and Associates, Inc. The plan discussed the City-owned water supply, infrastructure, water rights, water demand, water quality, and water conservation. It provided recommendations for ensuring an adequate future water supply. The Water Development Plan also addressed regulatory requirements regarding water rights and water conservation, particularly with the City legal rights to appropriate and preserve water that it cannot currently use, but will need for future requirements. Water rights and infrastructure owned by EPCOR (Section 6.2) were not discussed.

The Ogallala formation/aquifer is the principal source of groundwater in Curry County. The 45 City-owned wells owned are completed in this aquifer, generally high quality and suitable for agricultural and private domestic consumption, and easily treated for public water supply use. Of the 45 wells, 12 are inactive or abandoned (DBS&A, 2012). According to data from the U.S. Geological Survey from 1970 to 2000, water levels are declining at the rate of 1.70 feet per

year (ft./yr.). The Ogallala aquifer is not seen as a long-term sustainable supply of water for the City. Modeling studies and observed water level declines indicate that large portions of the aquifer may become unsaturated by 2050. Upon the completion of the ENMRWS pipeline, the Ute Reservoir allotment will provide most of the City's needs. In addition, upon completion of the water effluent system, additional water supplies will be available to the City's largest irrigation customers.

As previously discussed, the municipal water distribution system is owned and operated by EPCOR. The City-owned wells, water system, and infrastructure supplies water for irrigation at various parks, golf courses, potable water and operations at the WWTP, Clovis Municipal Airport, and the Ned Houk Motorsport Complex.

The majority of the meters on the City-owned wells have just been recently installed and a few are yet to be metered. However, based on future projected water use, the City anticipates the demand to remain fairly constant.

The City owns approximately 14,000 acre-feet of water rights designated for irrigation, municipal, public utility, and commercial use. However, approximately 80% of these rights are designated for irrigation. These rights would require a transfer to be used as a municipal supply. On November 13, 2009, the Office of the State Engineer (OSE) issued an order closing the High Plains aquifer in the Curry and Portales Underground Water Basin (UWB). Clovis is located within the declared Curry County UWB. The OSE is evaluating applications filed prior to this date on a case-by-case basis. The OSE has developed a numerical model (administrative block at one square mile) and is using this block and local assessment methods to limit groundwater drawdowns and promote orderly development of the water resources in the Curry County UWB.

The City Commission adopted the Master Water Assurance Plan on December 21, 2017 and has also adopted several different ordinances and other methods for water conservation and a four-step plan for water rationing and restrictions:

- Stage 1: Voluntary water restriction (water watch)
- Stage 2: Water rationing (water alert)
- Stage 3: Water rationing (water warning)
- Stage 4: Emergency water rationing (water emergency)

Stage 1 and 2 restrictions are put in place by the City Manager with public announcements. Stage 3 and 4 restrictions requires City Commission input and action.

The following recommendations and initiatives contained in the 40-Year Water Development Plan included:

- Continue to pursue funding for the construction of the ENMRS pipeline
- Construct the first phase of the Clovis water effluent system and seek additional funding
- Continue to implement the water conservation measures to improve efficiency, including enforcing water restrictions
- Meter the remaining City-owned wells.

6.4 EASTERN NEW MEXICO WATER UTILITY AUTHORITY

For several years, the City of Clovis, Portales, Melrose, Elida, Texico, Grady, and Curry County have been part of the Eastern New Mexico Water Utility Authority (ENMWUA). The ENMWUA has a goal to build a pipeline and water treatment facility to transport surface water from Ute Reservoir in Quay County to serve as a domestic water supply for the communities. The ENMWUA has a long-standing reservation of approximately 26,500 acre-feet annually of water stored in the Ute Reservoir with the Interstate Stream Commission, which controls the reservoir.

All of the member communities are currently using groundwater for their domestic water needs and the water levels in all the source wells in the area are declining. Agricultural irrigation in the area is also drawing from the same aquifer creating further demands on the aquifer.

When completed, the planned Ute Pipeline will move the reserved water from the reservoir to a location above the caprock formation where a water treatment facility will be constructed north of Clovis near Cannon AFB. Once the water is treated, it will be fed into the distribution systems of the member communities as their primary source of domestic water. In times of drought or other issues that would limit the amount of water available from the reservoir, the communities would revert to using their groundwater systems.

It is thought that by supplementing the domestic water supply with this renewable surface water

source, there should be some “recharge” of the groundwater aquifer. To date, an intake structure at the reservoir has been completed using a combination of member contributions, state, and federal funding. The funding streams have been sporadic, but the project has been authorized by Congress and it is hoped that funding will continue to increase as the situation becomes more critical.

Finished Water Two (FW2)

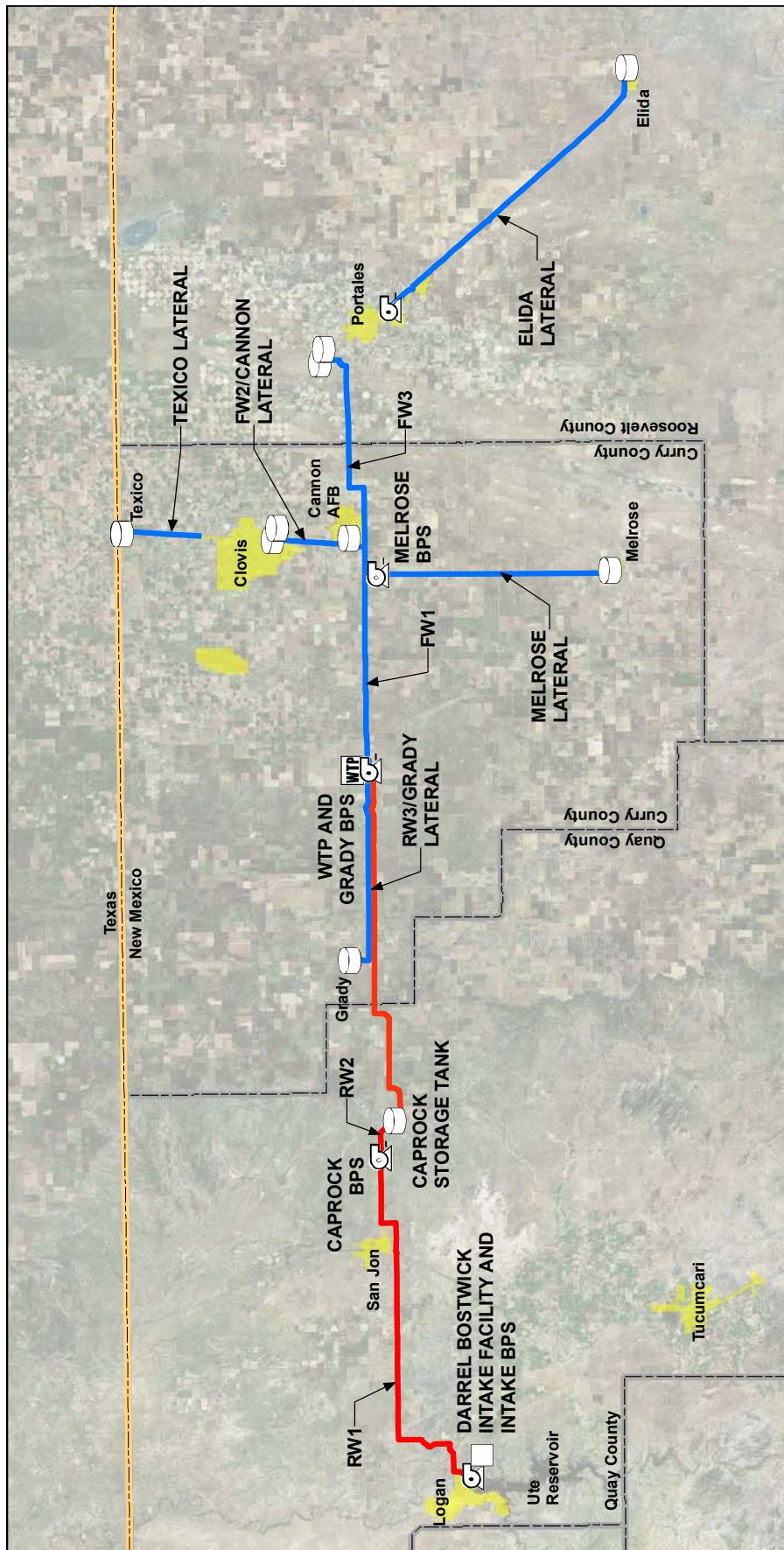
Finished Water Two (FW2) is a 7.5 mile portion of the Eastern New Mexico Rural Water System (ENMRWS) pipeline that will begin northwest of Cannon AFB at Curry Road R and continue south and east towards EPCOR’s water storage/pumping system located at Martin Luther King Jr. Boulevard and Brady Avenue (see *ENMRWS Project map, page 86*). The FW2 will consist of a 33-inch transmission pipeline that will travel through Cannon AFB and the Clovis community. FW2 will have the ability to connect to Cannon's water delivery system with a 16-inch lateral pipeline. The 33-inch transmission pipeline will continue east toward EPCOR’s water storage tanks/pumping station and connecting to the Clovis (EPCOR) water system. The cost of FW2 is \$27,981,601.88.

FW2 is part of what is known as the Interim Groundwater Pipeline (IGWP). The IGWP is intended to be used as an interim regional infrastructure pipeline that will connect member communities and Cannon AFB, allowing each member community access to areas of the aquifer where water production has been identified as more productive. The IGWP will be a viable and usable utility pipeline while the ENMRWS continues developing north to Ute Reservoir and will ultimately provide a renewable water supply to seven eastern New Mexico member communities and Cannon AFB.

6.5 WATER CONSERVATION

Effluent Reuse Project

As part of its water conservation efforts, the City of Clovis has planned for and partially completed a project that treats effluent from the wastewater treatment plan (WWTP) to and distributes it throughout the City, currently up to 14th Street through Hillcrest Park. Plans are to continue phased construction of the effluent reuse project through the City to provide Class 1A reuse water for parks, schools, and private use (see *Effluent Reuse Plan on page 87*). The expansion of the effluent system is intended to



ENMRWS PROJECT

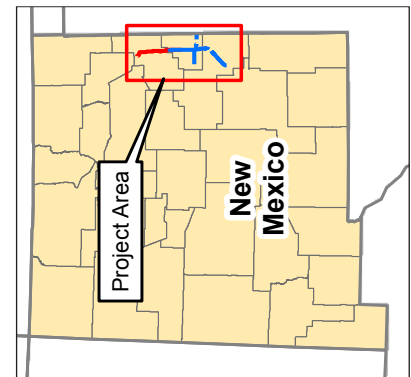


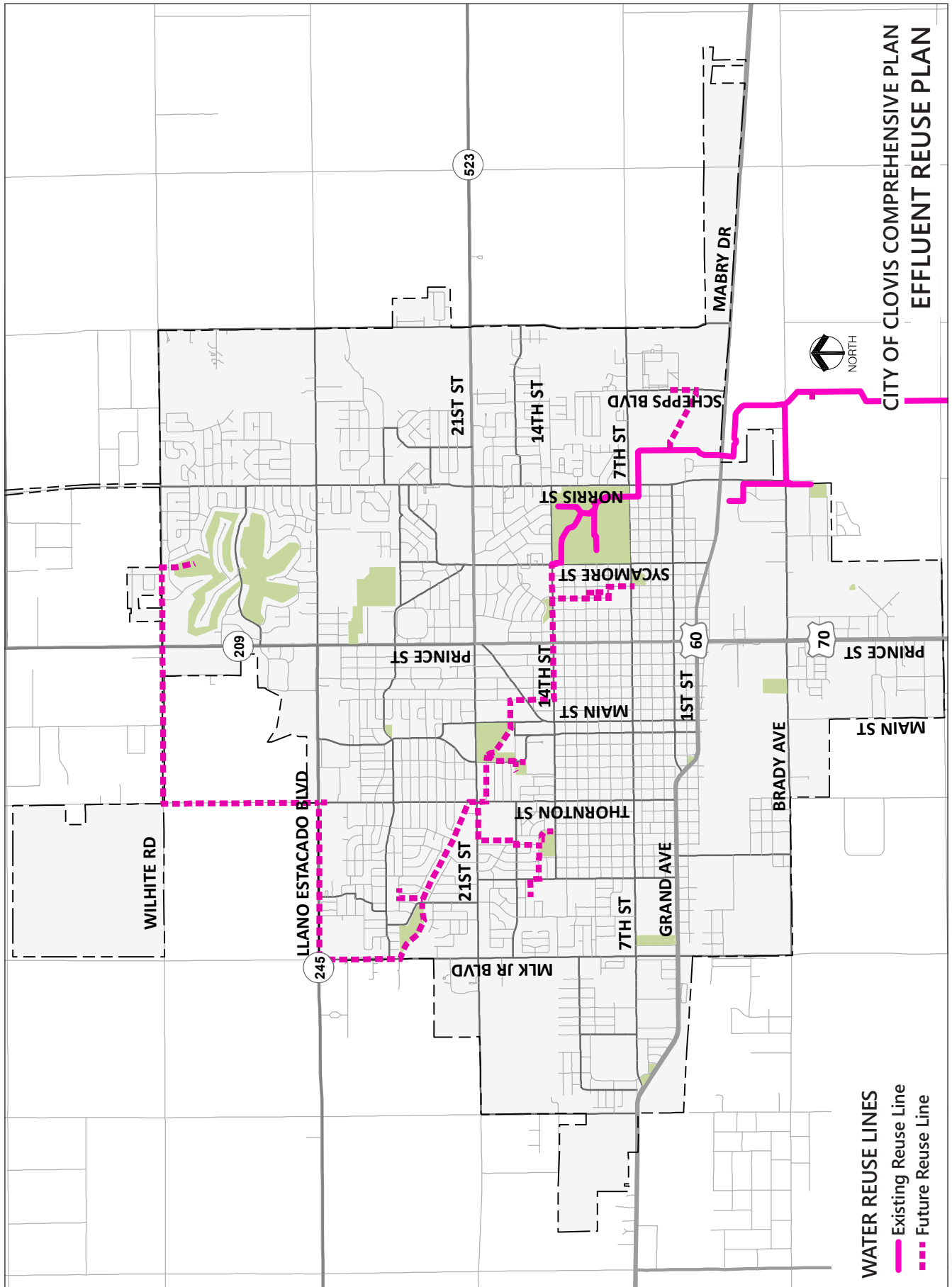
Notes:
Imagery - ESRI, 2010
Last Updated - March 18, 2015



Legend

- Finished Water Pipeline (FW)
- Raw Water Pipeline (RW)
- Water Treatment Plant
- Booster Pump Station (BPS)
- Existing Finished Water Tank(s)
- Intake Facility
- City Boundary
- County Boundary
- State Boundary





reduce the dependence on fresh water withdrawals from the Ogallala aquifer by directly replacing fresh water usage with treated effluent, and provide a revenue stream for the City. According to Bohannon Huston (engineering consultant), the effluent reuse is currently designed to carry 4.08 million gallons of treated effluent a day. This project is identified on the FY2020-2024 ICIP with a total estimated cost of \$18,351,140 (\$12,251,140 already funded).

Ground Water Banking

As part of the 2017 Master Water Assurance Plan, the City of Clovis has identified a pilot program for water banking. This would involve securing conservation easements on privately-owned agricultural wells. The well owners would be compensated for withholding from using the water for agriculture and the groundwater resource would be "banked" to allow greater recharge of the Ogallala aquifer.

6.6 WASTEWATER

The existing wastewater system is primarily a gravity system that is served by one wastewater treatment plant (WWTP) and consists of sanitary sewer lines ranging in size from 8-inch to 30-inch interceptor lines. The system currently has three lift stations: Humphrey, Cooks, and Wilhite. The Wilhite Lift Station is located on the north end of Clovis and will serve any future development in this area. The Humphrey and Cooks lift stations are located on the east side of the City (*see Wastewater Collection System Overview, page 89*). The WWTP experiences a consistent average daily flow between 2.4 and 2.8 MGD.

In May 2013, CDM Smith Inc. (CDM) prepared the "Clovis Wastewater Collection System Modeling and Analysis" report for the City of Clovis. CDM developed a hydraulic model of the existing conditions for the entire system. The intent of the project was to evaluate the current system and determine if it is adequate to transmit flows to the wastewater treatment plant. Two previous studies were conducted, one in 1987 and another in 1990. According to the CDM report, some of the conclusions reached in these two reports are either irrelevant with today's conditions or have since been implemented.

In conjunction with the CDM report, Lydick Engineers and Surveyors, Inc. conducted a manhole survey locating up to 400 manholes including rim

elevations, flowline elevations, and pipe diameters. In addition, ADS Environmental Services (ADS) monitored wastewater flow in 12 locations for a total of 39 days. Only dry weather flow data was collected. These observations were used to develop the hydraulic model, conclusions, and recommendations.

Rainfall-dependent inflow and infiltration (RDII) problem areas were identified in the 1987 Report, which accounts for an increase of inflow volumes to the WWTP during periods of wet weather. The inflow volumes were considered moderate to significant. The CDM Report considered the dry weather flow equal to the base wastewater flow. Groundwater infiltration into the system was considered to be minimal or non-existent. CDM utilized the following parameters for the simulated wastewater flows:

- Residential base wastewater flow
- Non-Residential base wastewater flow
- RDII: percent of rainfall that enters the system

Complete results, evaluations, and recommendations are included in the CDM Report and are summarized below:

Treatment Capacity

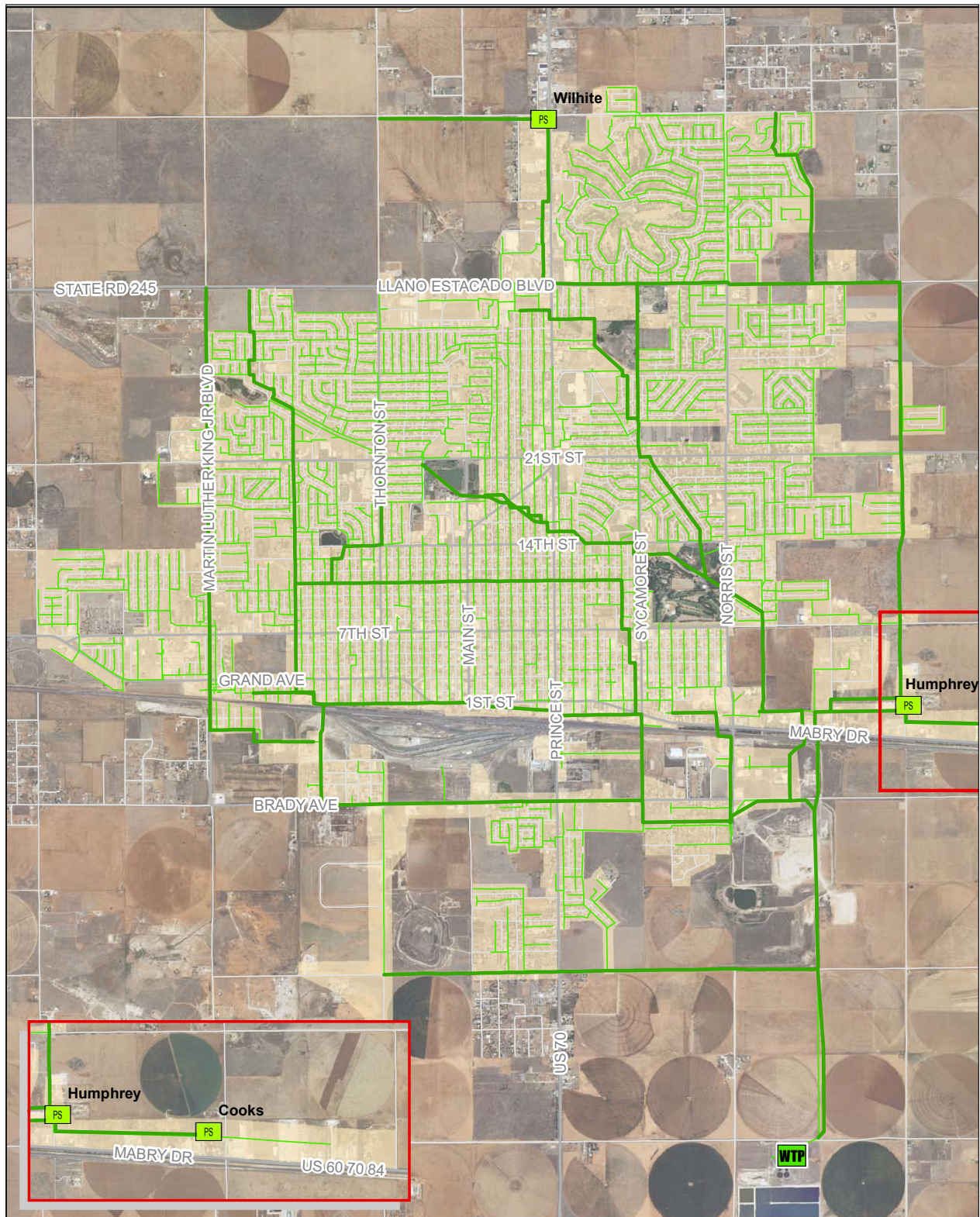
- Treatment capacity is sufficient for existing conditions.
- Average day flows exceed treatment capacity by 0.1mgd for simulated future conditions.
- Peak flow capacity is exceeded by 2 mgd for the simulated wet weather future conditions. (Future condition is based on the capacity of the MLK sewer line and may be greater than what actually develops).

Recommendation: City should monitor flows to assess future capacity need.

Lift Stations

- The Humphrey lift station was predicted to be undersized for existing and future dry weather flows and overflow during wet weather conditions as a result of the Cooks lift station's greater capacity upstream of the Humphrey lift station.
- The Wilhite lift station was predicted to be undersized for future build-out conditions.

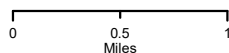
Recommendations: The City should monitor the Humphrey lift station during wet weather events



Legend

- WWTP
- Lift Stations
- Planned MLK Line
- Modeled WW Pipe
- All WW Pipe
- Major Roads
- Roads
- Service Area

WASTEWATER COLLECTION SYSTEM OVERVIEW



City of Clovis
Wastewater Collection System Modeling



to verify if the pumps can keep up with flow. The Wilhite lift station will need to be upgraded for future build-out conditions. The report recommends increasing the capacity to 660 gpm (0.95 mgd).

Force Mains

- There are no significant deficiencies for the force mains associated with the lift stations.

Gravity Mains

- Four sewer lines were predicted to be deficient along significant lengths (includes MLK extension, which has been completed), as identified in the CDM report.

Recommendation: The City will need to plan on developing projects to divert flows, and repair and replace the lines identified in the report.

6.7 STORM DRAINAGE

The City of Clovis adopted the Comprehensive Master Drainage Plan in the fall of 2018 (Molzen Corbin), which is summarized in this section.

Storm drainage in Clovis flows from the northwest down towards the southeast. Storm drains under roadways and various ditches collect runoff into Liebelt Channel running diagonally through the center of Clovis and to Worthington Ditch running south along the west side of the City. The Ingram Ditch catches flow on the south east part and directs it south. There are two major outfalls where all the drainage collects; Ingram Lake and Conestoga Hills Playa, located at the southern part of the City. There is a network of 22 playas and ponds that are designed to catch and hold flow on a temporary basis and alleviate flooding. This network has a storage capacity totaling over 11,000 ac-ft.

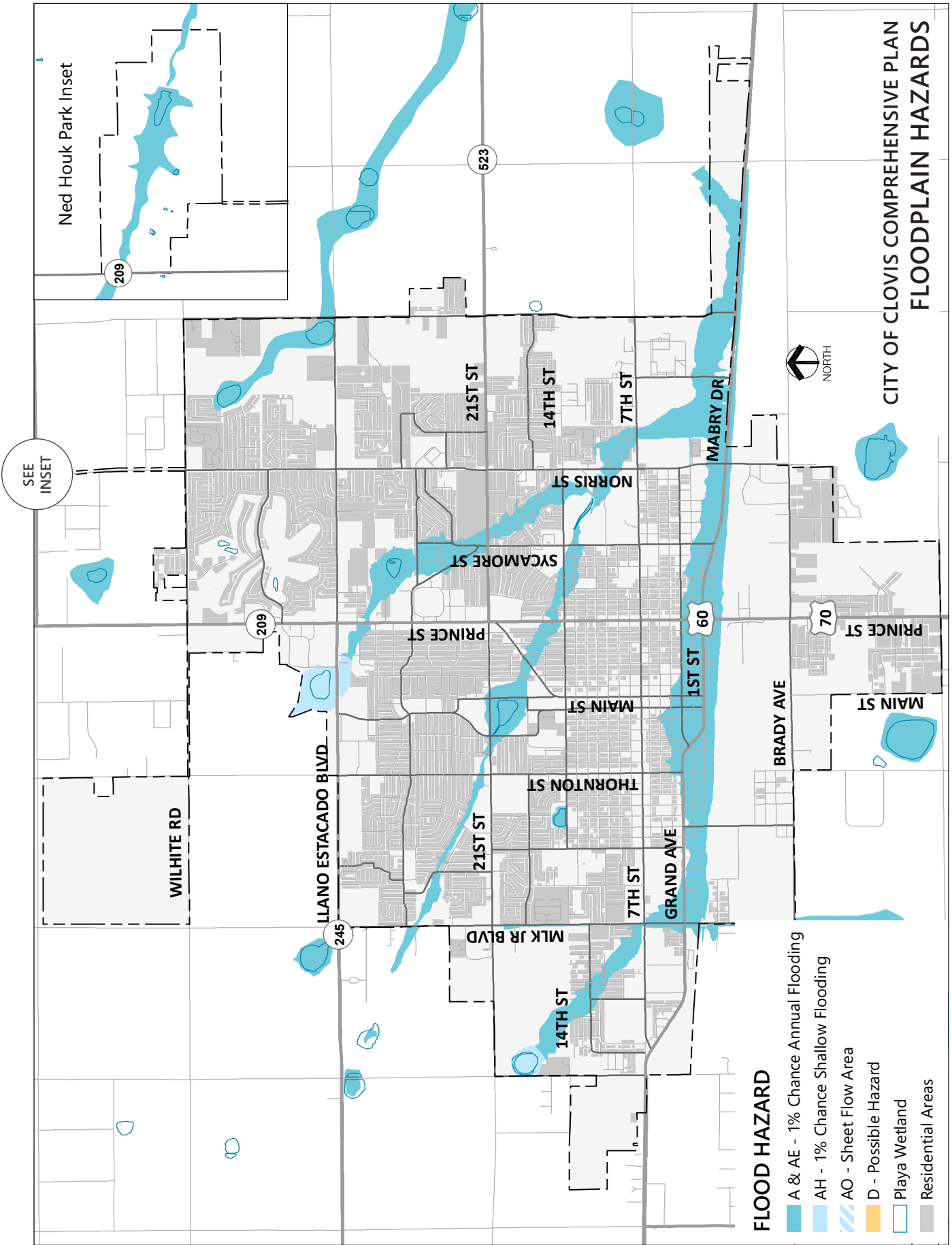
An extensive effort has been done to reduce the likelihood of flooding in the City. It is to the benefit of residents and businesses to reduce the size of the flood plains by increasing capacity in the City's storm drain network and storage capacity of the playas. Previous projects have concentrated on increasing the volume of water the ponds and playas can hold, the addition of channels and outfalls to direct flow, and the installation of a bigger storm drain network along roadways. Some deficiencies have been noted due to the City utilizing a 25-year storm event instead of the 100-year storm event adopted by the State of New Mexico for design. Recommendations

are to adopt the new design criteria and to reanalyze the flood maps incorporating the improvements already completed.

The City has also contemplated introducing storm water into the WWTP to be treated for effluent reuse. The cost to build lift stations and other infrastructure for this, as well as the possibility of damage to the WWTP, have been the biggest concerns for City. Purchase of land and water rights for use of stored water are currently being pursued.

The 2018 Drainage Master Plan recommends 21 drainage improvement projects designed to better manage stormwater flows in the City. A key component of the Drainage Master Plan is to expand the City's ownership of nearby playa lakes that already capture and manage stormwater naturally. Recommendations include purchasing additional playa lands and water rights in order to connect these natural water storage areas to the City's existing sanitary sewer and effluent reuse system. The playas at Greene Acres Park and Dennis Chavez Lake have already been used in this capacity, and the City recently purchased the Circle of Trees Playa and the Bomer Playa on Seventh Street. Other recommended drainage infrastructure projects in the Master Plan include the construction of storm drains along major roads including Echols Avenue, Grand Avenue, Seventh Street, US 60/84, and Mabry Drive, as well as the construction of concrete channel lining along existing conveyance channels. Other projects include the construction of additional pump stations, the revision of FEMA flood maps, and roadway and culvert reconstruction for major ditch crossings.

Funding for drainage projects has been difficult to procure. The City only counts on a budget of \$400,000 per year, which it obtains through gross receipts tax. The possibility exists of implementing a property tax to boost funds for future projects. Issuance of revenue bonds backed by the gross receipt tax could also prove useful. Currently, the City is making an effort to pursue grants at the state and federal levels to help with the cost of planned improvements.



6.8 FY2020-2024 ICIP

The City's FY 2020-2024 Infrastructure Capital Improvements Plan (ICIP) has identified several infrastructure projects for funding over the next five years. TABLE 6-1 identifies these projects, cost of improvements by year, and the amount funded to date. Projects associated with water supply are City priorities. The ENMRWS project has the greatest funding needs, followed by the expansion of the effluent reuse system, which demonstrates the City's strong commitment to ensuring a reliable potable and non-potable water supply for the future.

6.9 SOLID WASTE

The 2017 Clovis Regional Solid Waste Facility annual report showed a total of 118,729 cubic yards of capacity was used in 2017 and a remaining capacity of 164,725 cubic yards. This relates to 1.37 years of capacity left at the end of 2017. The listed volumes are for Cells 1-4. The capacity of Cell 5 is anticipated to last 20 years and will be used once the first four cells are full.

The City of Clovis recycles plastic, cardboard, and scrap metal. A total of 155.02 tons of material was recycled in 2017 consisting of 118.87 tons of cardboard, 4.04 tons of plastic, and 32.11 tons of scrap metal. Recycle collection containers are located in the parking lots of Walmart, Albertson's,

and the Post Office. There are two, 20 cubic yard closed containers, one for plastics and the other for cardboard. Other recyclables can be dropped off at the landfill.

6.10 PRIVATE UTILITIES

COMMUNICATIONS INFRASTRUCTURE

Plateau is the major telephone service provider for traditional landlines and long-distance telephone service. Other providers available are ECG and Pioneer Telephone. Wireless communication service providers that have locations within the City are AT&T, Verizon, Sprint, Cricket, MetroPCS, and Cleartalk Wireless.

ELECTRIC

Electric services are provided by Xcel Energy and by Farmers' Electric Cooperative. As described in Chapter 4: Economic Development, there are several recently completed and proposed renewable energy projects in Curry County. These projects, along with the proposed Tres Amigas Super Station, position Clovis to become a prime location for future renewable energy projects and investment.

NATURAL GAS

Natural gas service is provided solely by New Mexico Gas Company. The company services, maintains, and updates the network of natural gas lines throughout the City.

TABLE 6-1: FY2020-2024 ICIP - INFRASTRUCTURE PROJECTS

YEAR	PROJECT TITLE	FUNDED TO DATE	2020	2021	2022	2023	2024	TOTAL COST
2020	ENMRWS Water System - <i>Water Supply</i>	\$42,414,004	\$29,033,276	\$27,352,096	\$44,074,712	\$16,786,656	\$24,843,972	\$184,504,704
2020	Purchase Water Rights/Reservations	-	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$2,000,000	\$10,000,000
2020	Construct Effluent Reuse System - <i>Wastewater</i>	\$12,251,140	\$3,300,000	\$2,800,000	-	-	-	\$18,351,140
2020	Playa Lakes Restoration - <i>Water</i>	-	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
2020	Upgrade Sewer System on Brady - <i>Wastewater</i>	-	\$500,000	-	-	-	-	\$500,000
2020	Industrial Park - Street Lights/Signage	-	\$250,000	-	-	-	-	\$250,000
2021	Industrial Park - Utilities	-	-	\$250,000	\$350,000	\$1,500,000	-	\$2,100,000

6.11 GOALS, OBJECTIVES, and STRATEGIES

Infrastructure Goal 1: Ensure a future sustainable water supply for the residents of Clovis.

Objective 1.1 To support the construction of the Eastern New Mexico Rural Water System (ENMRWS) to transport surface and groundwater to Clovis area residents.

Objective 1.2: To ensure the water supply can adequately meet the current and future water demands of the community.

Infrastructure Strategy 1.1: Secure funding and allocate City resources to support the Eastern New Mexico Water Utility Authority's efforts to develop the ENMRWS project, as identified in the Master Water Assurance Plan and listed in the FY2020-2024 Infrastructure Capital Improvement Plan (ICIP).

Infrastructure Strategy 1.2: In conjunction with the cost benefit analysis associated with proposed annexations, coordinate with EPCOR to determine the water demand from full build-out for each of the annexation areas and cost for extending services.

Infrastructure Goal 2: Promote the efficient management of existing water resources through water reuse and conservation efforts.

Objective 2.1: To reduce the groundwater use of the Ogallala Aquifer and conserve potable water for drinking purposes.

Objective 2.2: To provide water effluent to meet non-potable requirements (e.g., irrigation of public park facilities and construction activities).

Objective 2.3: To create a revenue stream by expanding the effluent reuse project and providing this resource to other users.

Objective 2.4: To recapture surface water for recharge of the Ogallala Aquifer through restoration of the playas.

Infrastructure Strategy 2.1: Continue phased construction and seek funding for the effluent reuse project to supply non-potable irrigation water to City parks, public schools, and other private users.

Infrastructure Strategy 2.2: Expand the voluntary water conservation program for residences, businesses, and governmental entities through the following:

- Develop an educational program on the benefits of water conservation;
- Provide rebates for replacing existing high water volume plumbing fixtures;
- Provide rebates for conversion of high water use landscapes to low water use landscapes and xeriscape principles of landscape design; and
- Evaluate the effectiveness of the water conservation program on an annual basis.

Infrastructure Strategy 2.3: Pursue conservation easements from private landowners to provide for groundwater banking from agricultural wells, as a pilot program. Once the pilot program has been in operation for two years, determine whether the program achieved its objectives and the feasibility of expanding it as a permanent component of the City's water conservation program.

Infrastructure Goal 3: Maintain a safe and efficient wastewater collection and treatment system that meets the current demand for services and is capable of accommodating future growth.

Objective 3.1: To protect the public health, safety, and welfare by providing for the safe collection and treatment of wastewater.

Objective 3.2: To mitigate water pollution issues caused by pollutants from wastewater and stormwater, and other point and non-point sources.

Objective 3.3: To extend sanitary sewer services to currently unserved areas within the City limits that can be served at a reasonable cost.

Objective 3.4: To ensure there is adequate capacity to serve existing development and future growth.

Infrastructure Strategy 3.1: Continue to monitor the flows at the City's Waste Water Treatment Plant to determine capacity, and over time, conduct a feasibility analysis for expanding the system associated with future growth and development.

Infrastructure Strategy 3.2: Monitor the Humphrey lift station during wet weather events to determine if the pumps are adequate for the current flow received. Plan and obtain funding for upgrading the Wilhite and Humphrey lift stations.

Infrastructure Strategy 3.3: Secure funding and implement the project to upgrade the sewer system on Brady, as identified in the Infrastructure Capital Improvement Plan (ICIP) FY2019-2023.

Infrastructure Strategy 3.4: Secure funding and implement improvements to the gravity mains, as identified in the 2013 Clovis Wastewater Collection System Modeling and Analysis report.

Infrastructure Strategy 3.5: In conjunction with the cost/benefit analysis associated with proposed annexations, determine the demand and cost for expanding wastewater service from full build-out for each of the annexation areas.

Infrastructure Goal 4: Maintain a storm drainage system that is adequately sized to handle major storm events and minimize public and private property losses due to flooding.

Objective 4.1: To protect the community from flooding, preserve property values, and lower flood insurance rates.

Objective 4.2: To minimize damage to public facilities and utilities, including water and gas mains; electric, telephone, and sewer lines; and streets and bridges at risk for flood damage.

Objective 4.3: To increase the storm water storage capacity in the City-owned playas.

Objective 4.4: To allow for more on-site drainage and water harvesting to reduce the burden on the storm water system.

Infrastructure Strategy 4.1: Secure funding to expand and implement the recommendations for the drainage improvements listed in the City's Master Drainage Plan and as identified in the FY2020-2024 ICIP.

Infrastructure Strategy 4.2: Plan and design storm drain improvements in conjunction with road reconstruction and expansion projects, both private and municipal sponsored.

Infrastructure Goal 5: Promote energy efficiency through the use of renewable resources.

Objective 5.1: To utilize energy efficient site and building design techniques for new developments and buildings.

Objective 5.2: To provide incentives for the use of solar, wind, biomass, and other renewable energy technologies.

Infrastructure Strategy 5.1: Expand the use of renewable energy technologies, including solar, wind, and biomass, on City-owned properties and buildings, where feasible.

Infrastructure Strategy 5.2: Create a renewable energy ordinance that addresses appropriate siting and buffering of solar, wind, and biomass projects from residential areas.

Infrastructure Strategy 5.3: Develop a public information program to educate homeowners and businesses on available solar and wind energy incentives, tax credits, rebates, exemptions, and net metering.

Infrastructure Goal 6: Increase community participation in the City's recycling program and waste reduction activities.

Objective 6.1: To reduce the solid waste stream and extend the life of the City's landfill.

Objective 6.2: To encourage Clovis to become a more sustainable community.

Objective 6.3: To encourage participation in Keep Clovis Beautiful and other clean-up activities to improve the appearance of Clovis.

Infrastructure Strategy 6.1: Identify additional drop-off locations for collection and transport of recycled materials to the landfill. Drop-off locations should be geographically distributed throughout the City.

Infrastructure Strategy 6.2: Develop a public information program on the benefits of recycling (cardboard, plastic, and scrap metal) and composting of yard waste (organics). Include metrics on the amount of waste that have been diverted from the landfill.

Infrastructure Strategy 6.3: Sponsor community recycling events where residents can bring their recyclable materials (cardboard, plastic, scrap metal, and organics) for collection and transport.

Infrastructure Strategy 6.4: Work with the New Mexico Environment Department, Solid Waste Bureau on developing a waste reduction program that includes electronic devices and household hazardous waste.

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CHAPTER 7

TRANSPORTATION

The City of Clovis was laid out in a traditional grid pattern to the north of the Atchison, Topeka, and Santa Fe (AT&SF) Railroad, which spurred the initial development of the City. Following many other western cities, east/west roads became numbered streets, while many north/south streets took on family last names such as Prince Street, Mitchell Street, and Pile Street. Like many other American cities, early development and commerce was centered around Main Street, which continues to be the most important corridor in Downtown Clovis. As the City expanded, other roadways, including Prince Street and Grand Avenue/Mabry Drive, gained in prominence and became major thoroughfares through the City.

The Transportation element describes the City's existing network of streets, bikeways, trails, public transit, rail transit, and municipal airport. The chapter summarizes major planned improvements to the City's transportation system and addresses ongoing issues regarding maintenance, funding, and facility improvements.

7.1 COMMUNITY FEEDBACK

Public feedback received regarding transportation was primarily related to the condition of roadways and the lack of multi-modal transportation options in Clovis. A summary of the public input gleaned from the community survey and public meetings follow below.

Community Survey

- A majority of respondents to the community survey (54%) disagreed or strongly disagreed that Clovis has an adequate multi-modal transportation system. Only 16.4% of residents felt the City had an adequate multi-modal transportation system.
- A majority of respondents (76%) thought the City should focus on improvements to existing streets. As expressed at community meetings, many residents believe the City has several roadways in poor condition that should be improved.
- A little over half of the respondents (56%), felt the City should also focus on sidewalk improvements.

- Approximately one third of the respondents felt the City should focus on improvements to the City's network of multi-use trails, bike lanes, transit options, and improvements to the Clovis Municipal Airport.

Public Meetings

When the Steering Committee, P&Z, and public meeting participants were asked to prioritize top Transportation goals and objectives, the top goal selected by all groups was "Establishing an efficient and safe transportation system that balances and coordinates the needs of pedestrians, bicyclists, motorists, and transit users." The top objective chosen by the Steering Committee and P&Z was "To establish a long-range maintenance and funding plan for street improvements, including resurfacing and paving." However, the public meeting participants chose "To expand transit services to serve residents and ENMU commuters who do not drive or own a passenger vehicle" as the top objective.

7.2 TRANSPORTATION CHARACTERISTICS

As a smaller, rural city, the primary means to travel in and around Clovis is using personal automobiles. According to American Community Survey (ACS) estimates, about 94% of workers drove a personal car or truck to work. Of these workers, about 90% drove to work alone, while 10% carpooled (typically with one other passenger). Less than 2% of workers walked or traveled by other means to work, while an estimated 0.2% took public transportation. In addition, 1% of workers reported working from home.

These statistics are confirmed by data received from the community survey developed for the Comprehensive Plan. Of the 1,506 residents who indicated the transportation modes that they currently use, 99.5% responded that they use a personal car or truck, while only 2.1% indicated that they use the Clovis Area Transit System (CATS). More encouraging, 25% of respondents indicated that they currently walk and 12% indicated that they currently bicycle.

TRANSPORTATION COSTS and COMMUTE TIMES

According to estimates from the Center for Neighborhood Technology, the average household in Clovis spends approximately \$12,700 (31%) of household income annually on transportation expenses. This is similar to the average amount spent on housing (also close to 30% of income). Residents in Clovis enjoy relatively short commute times, with an average travel time to work of 13.7 minutes (compared to 21 minutes in Albuquerque or 16.7 minutes in Lubbock). The average household in Clovis drives an estimated 23,000 miles per year.

7.3 STREET NETWORK and FUNCTIONAL CLASSIFICATION

Roadways in New Mexico are organized by the New Mexico Department of Transportation (NMDOT) into six different functional classifications that correspond to roadway characteristics, including street width, posted speed limit, traffic volumes, and access management policies. The following sections describe the major roadways in Clovis by Functional Classification, as identified on the 2016 NMDOT Roadway Functional Classification map (*see page 99*).

STATE AND FEDERAL HIGHWAYS

- US 60/84 (West Grand Avenue/East 1st Street/ East Mabry Drive) which traverses the City from west to east and serves as the main route to Cannon AFB.
- US 70, which enters the City from the south and terminates at US 60/84.
- NM 209 (North Prince Street) begins at US 60/84 and continues north through the City.
- NM 523 (21st Street) begins at NM 209 and proceeds east through the City and functions as the main route to the Clovis Municipal Airport.
- NM 245 (Llano Estacado Boulevard) begins at NM 209 and proceeds west through the City.

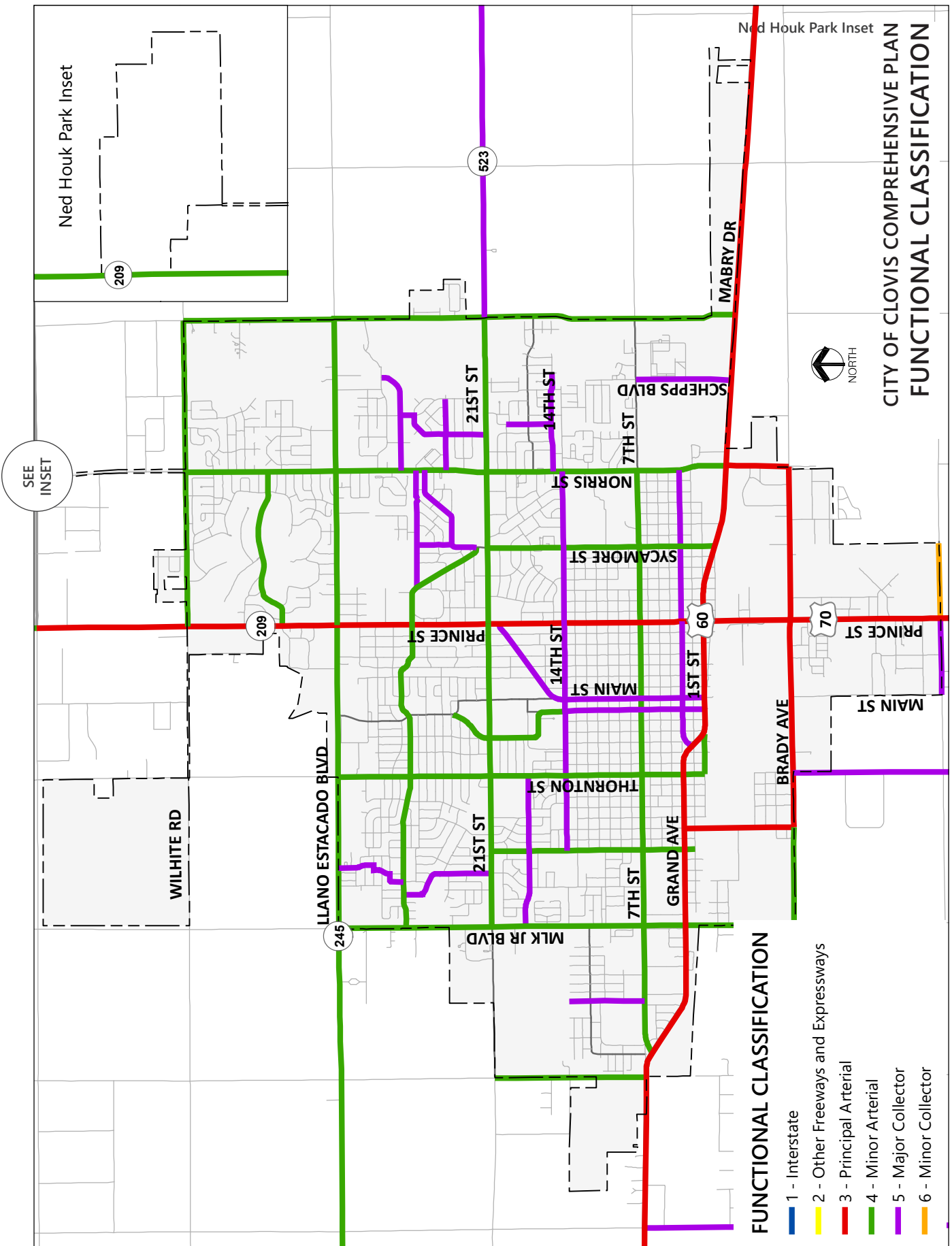
PRINCIPAL ARTERIALS

Principal Arterials serve as the major roadway system and are designed to carry the largest amount of vehicular traffic, provide a high degree of mobility, and serve the major population and commercial centers of the city. All the Principal Arterials in Clovis (except Brady Avenue) are also designated as federal or state highways, which means they are maintained by the NMDOT or the City, dependent on maintenance agreements, and are eligible to receive federal transportation funds. Principal Arterials in Clovis include:

- US 60/84 (West Grand Avenue/East 1st Street/ East Mabry Drive) which traverses the City from west to east.
- US 70 (South & North Street) which enters the City from the south and terminates at US 60/84.
- NM 209 (North Prince Street) begins at US 60/84 and continues north through the City.
- Brady Avenue from South Hull Street east to South Norris Street as well as South Hull Street from Brady Avenue to US 60/84 and South Norris Street from Brady Avenue to US 60/84. This route serves as a local Principal Arterial and parallels US 60/84 relieving congestion on US 60/84. This road is a designated truck route.

MINOR ARTERIALS

Minor Arterials serve as secondary major routes that provide service for trips of moderate length, serve smaller geographic areas than Principal Arterials, and generally have lower posted speed limits and



less traffic. Most of the Minor Arterials in Clovis are located north of US 60/84 except for South Martin Luther King Jr Boulevard and West Brady Avenue from South Martin Luther King Boulevard to South Hull Street. Minor Arterials in Clovis are spaced at approximately half-mile to one-mile intervals.

South to North

- N. Wheaton Street
- Martin Luther King Jr. Boulevard
- Cameo Street
- Thornton Street
- Sycamore Street
- Norris Street
- Humphrey Road

West to East

- West Brady Avenue
- 7th Street
- 21st Street – (NM 523)
- Manana Boulevard/Marvin Haas Boulevard
- Llano Estacado Boulevard – (NM 245)
- Colonial Parkway
- Wilhite Road east of NM 209

MAJOR and MINOR COLLECTORS

Major Collectors serve to gather and direct traffic from local roads to arterial roadways. The differences between Major and Minor Collectors are often small. Generally, Major Collectors routes are longer, higher speed limits, are spaced at greater intervals, and have higher traffic volumes than Minor Collectors. Most Major Collectors in Clovis are located north of US60/84 with a few exceptions to the southwest. The City does not have any designated Minor Collectors within the City Limits, although NMDOT does designate several Minor Collectors which serve the areas surrounding the City. Major and Minor Collectors include:

South to North (within the City)

- Rio Street
- Mitchell Street
- Main Street/Commerce Way
- Schepps Boulevard
- Echols Avenue
- Lore Street
- Sharondale Drive
- Jonquil Park Drive
- Janeway Street
- Jeanie Drive

West to East (within the City)

- Kimberly Lane

- Grand Avenue Street
- 14th Street
- Purdue Avenue
- Fred Daugherty Drive
- Jonquil Park Drive
- Putnam Drive
- Remuda Drive

West to East (serving the City)

- NM 467 (varies). Low impact on City traffic.
- NM 523 (E. 21st Street)

One street that should be considered for an upgrade from Collector to Minor Arterial is 14th Street throughout its entire length. 14th Street is a major east/west thoroughfare that traverses the entire City from Cameo Street on the west to Schepps Boulevard on the east. The right-of-way for 14th Street will eventually extend to Humphrey Road on the east and possibly to Wheaton Street on the west.

LOCAL ROADS

The remainder of the roads in Clovis are designated as Local Roads and account for most of the roadway miles in the City. Local roads provide direct access to residences and are designed to discourage through traffic, have lower speed limits, and support a lower level of traffic volume.

Another street that should be considered for a change in functional classification is Hull Street from Grand Avenue to 14th Street. Although classified as a local road, Hull Street serves as a Minor Collector on the City's west side and is seeing an increasing traffic load through primarily residential areas.

7.4 ROADWAYS CONDITION and TRAFFIC

Overall, the roadway conditions throughout Clovis can be classified as "fair to good." There are areas within the community where the road conditions are "poor" but for the most part, these roadways are in areas that have lower traffic volumes and are less populated. However, the streets in the older parts of the City, as well as many local streets, are deteriorating and will require an aggressive street maintenance program to upgrade these streets to improve pavement conditions and construct ADA improvements.

The City's annual maintenance program seeks to address roadways that are in the poorest condition,



Main Street looking north. Note the use of traditional brick pavers typical of many cities and towns in West Texas and eastern New Mexico.

but funding is limited at both the local and state level to address all necessary improvements. The City budgets \$221,000 for maintaining Arterials and Collectors and \$500,000 for paving residential roadways within the City on an annual basis.

In addition, the New Mexico Department of Transportation continually works to maintain State highways in good condition by providing funding for transportation improvements based on the Statewide Transportation Improvement Plan (STIP). Overall, state highways in Clovis are in “fair” to “good” condition, with three projects programmed on the 5-year STIP (2018-2023).

As discussed below and in Appendix B: Funding Sources, the City has several improvement projects in process and can seek out additional funding sources to address major roadway improvements.

CONGESTION

Traffic congestion in Clovis occurs at several major intersections in the City, specifically near Prince Street and 21st Street, Prince Street and Llano Estacado Boulevard, Prince Street and Commerce Way, segments of 7th Street, and along segments of Mabry Drive. As development has continued to spread northward, traffic flows have also increased in the Llano Estacado Boulevard area, which in turn has led to increased congestion concerns. Reconstruction and widening of some of these existing roadways may help alleviate congestion in some parts of the City.

7.5 ROADWAY IMPROVEMENTS

Approximately 10 years ago, the City of Clovis began a program of issuing cyclic bonds approximately every four years to fund upgrades and major construction on many of the arterial roads within the City. It is anticipated that this bonding cycle will continue as a mechanism to provide funds for future projects. It is also assumed that the City will continue to submit applications for MAP and CO-OP funding from NMDOT as well as seeking capital outlay funding through legislative requests (see ICIP Table).

To date, Martin Luther King Jr. Boulevard (north of 21st Street), Norris Street (Llano Estacado Boulevard to Wilhite Road) and Wilhite Road (Norris Street to NM 209) have been completely reconstructed and widened with the addition of bicycle lanes. Upgrading and widening of East 7th Street (Main Street to Norris Street) has begun with a complete roadway reconstruction to address access and drainage issues. Phase 1, from east of Norris Street to the Ingram Channel, has recently been completed with the installation of two 60-inch storm drain culvert pipes, two 12x4 foot box culverts, and associated roadwork. Phase 2, from Maple Street to Norris Street, is under design and slated for construction in the fall of 2018. This phase will continue the installation of the storm drain and road improvements to Minor Arterial standards. Phase 3, from Main Street to Maple Street, is under preliminary design and is slated for construction in 2019. These improvements are part of the City’s Master Drainage Plan, which is due to be finalized in the Summer of 2018. Phase 1 was constructed

utilizing State and Federal Funds. Phase 2 will utilize the Bond funds mentioned above, with Phase 3 funding undetermined.

A major upgrade of NM 209 from Llano Estacado Boulevard to County Road 17 has recently been completed by NMDOT. This project included the upgrade and widening of the roadway within the City limits, by extending the urban section from Colonial Parkway north to Wilhite Road. The newly reconstructed roadway includes four driving lanes, a center left turn lane, designated bike lanes, curb and gutter, sidewalks, upgraded storm drains, and the addition of a traffic signal at the intersection of NM 209 and Wilhite Road. The existing road was reconstructed from Llano Estacado Boulevard to Colonial Parkway including curb and gutter, sidewalks, and new storm drains. The existing signals at the intersection with Colonial Parkway were also upgraded as a part of this project.

After the construction of the new Gattis Middle School at the intersection of County Road K (N. Thornton Street) and County Road 13 (Wilhite Road) there was a significant increase in traffic at several arterial intersections in the area. A signal was added at Llano Estacado Boulevard and N. Thornton to help with congestion at that location. CR 13 was paved along the southern border of the school property.

The intersection of 21st Street NM 209 (Prince Street) and Commerce Way is a problematic and complex intersection. Both the City and NMDOT have conducted traffic pattern studies to relieve some of the traffic congestion in the area but to date, the lack of adequate right-of-way and significant opposition from the surrounding businesses as well as inadequate funding has delayed any long-term solution to the traffic flow in that area.

In addition, on the easternmost portions of the community, significant development is occurring with new residential construction and the recently completed Parkview Elementary School. This development (and future development) has and will spur improvements to adjacent roadways and the construction of several more miles of local roads.

NMDOT continues to provide repairs and upgrades on the routes to Cannon AFB and has recently completed a mill and overlay project on US 60 from the City limits to Cannon AFB.

7.6 PEDESTRIAN and BICYCLE INFRASTRUCTURE

The City is continually striving to improve and provide safer and accessible modes of transportation which include facilities for those with disabilities, seniors, children, other pedestrians, and bicyclists. As discussed above, 25% of respondents to the community survey reported walking as a means of transportation they currently use, while 12% of residents reported bicycling. A larger percentage of residents could be encouraged to use alternative modes of transportation if provided with improved bicycle and pedestrian facilities. Improvements would help make these travel options safer, more enjoyable, more accessible, and more convenient to a wider range of residents.

BICYCLE FACILITIES

The City of Clovis has begun to develop a network of bicycle facilities to connect neighborhoods and to provide an alternative transportation choice to residents. The City has added bicycle lanes along many newly constructed roads, including Llano Estacado Boulevard, Norris Street (north of Llano Estacado), Schepps Boulevard adjacent to Clovis Community College, Thornton Street (north of 21st Street), and Martin Luther King Jr. Boulevard (north of 21st Street). Recently completed reconstruction projects with designated bicycle lanes include North Norris Street from E. Llano Estacado Boulevard to Wilhite Road and Wilhite Road from Prince Street to N. Norris Street. Roadways with planned bicycle lanes include Llano Estacado Boulevard (east of Norris Street), Wilhite Road, and segments of 7th Street and Schepps Boulevard.

The City has also worked with local cycling groups to identify areas that can be designated as bicycle routes. These include many routes that connect Downtown to the neighborhoods in the southwest and southeast. Neighborhoods in south Clovis do not currently have any designated or planned improvements. Streets that have been designated to include additional signage, pavement markings, and other improvements include:

- Martin Luther King Jr. Boulevard (south of 21st Street)
- Cameo Street
- Thornton Street
- Mitchell Street
- Sycamore Street

- Grand Avenue (east of Main Street)
- 7th Street
- 14th Street
- Manana Boulevard
- Arcineiga Drive
- Colonial Parkway
- Schepps Boulevard
- Purdue Avenue
- Llano Estacado Boulevard

The City of Clovis will continue to develop pedestrian and bicycle facilities during construction of new roadways. As regular maintenance, roadway improvements, upgrades, and reconstruction occur, ADA compliant sidewalks will also be constructed along roadway and bicycle lanes will be added along collector and arterial roadways. Planned future projects include:

- East 7th Street from North Main Street to North Norris Street
- North Schepps Boulevard from East 7th Street to East 14th Street
- East Llano Estacado Boulevard from North Norris Street to North Humphrey Road
- West Wilhite Road from North Thornton Street to North Prince Street

TRAILS

The City Administration and Parks Department are active in providing these facilities as well as expanding trail opportunities. In the past few years, the City has added walking trails at Greene Acres Park, Goodwin Lake, and most recently at Hillcrest Park, which has five designated walking trails varying in length from 0.31 miles to 1.5 miles. In addition, Ned Houk Memorial Park is a recreational park with designated trail systems to accommodate hikers, mountain bikes, equestrian, motorcycles and ATV riders. The trail network has amenities such as shelters, benches, campsites and is ADA accessible (see *Bicycle Facilities and Trails Map, page 103*).

Although there are several existing trails within Clovis, there are some areas that are underserved by trails, trail connections, or designated bicycle routes. Other major roadways, including portions of 7th Street, 14th Street, 21st Street, and Norris Street do not have sidewalks or separate lanes designated for bicycle facilities. To address the need for more walkable, pedestrian-friendly streets, the City has begun to implement Americans with Disabilities Act (ADA) compliant sidewalks and curb ramps as part

of regular roadway maintenance, upgrades, and reconstruction. This work also includes the addition of planned bicycle lanes to be added to all upgrades of existing collector and arterial roadways.

SAFE ROUTES TO SCHOOL

In the United States, a majority of students are driven to school by their parents or guardians, and schools are increasingly built farther from existing residential neighborhoods – both factors that increase the volume of before and after school peak traffic, and lead to fewer students walking or biking to school. Safe Routes to School programs focus on ensuring that students can safely walk and bicycle to their schools. The programs typically focus on building awareness, increasing education around the benefits of walking and bicycling, helping to fund capital improvements, and through advocacy. Local school districts typically develop their own local Safe Routes to School program, with support from state and national funding sources.

The City of Clovis and Clovis Municipal Schools do not currently have an established Safe Routes to School Program. The benefits of such a Safe Routes to School Program in Clovis would be manifold including: increased physical activity for students; less congestion in school drop-off/pick-up zones; fewer conflicts between cars, buses, and students; safer school campuses for walking and bicycling; students arrive at school energized and ready to learn; and decreased demand for busing.

Federal funding for Safe Routes to School programs is currently through the Surface Transportation Block Grant Program (STBG), which has combined previously separate funding sources including the Transportation Alternatives Program (TAP), and prior funding that was made for available for Safe Routes to School programs. These funds are funded through a competitive process, but also allow a non-profit entity to administer the funds if selected.

7.7 PUBLIC TRANSPORTATION

Although Clovis does not currently have a fixed-route transit system, the Clovis Area Transit System (CATS) offers residents public transit service to anywhere in the City. CATS is a reservation based, demand responsive shuttle service providing one-way trips to any site within the City limits. It is composed of a fleet of 16 vehicles consisting of minivans and mid-size buses capable of

accommodating those with disabilities. On average, CATS conducts 68,000 trips and covers 215,000 miles annually. The agency is funded in part by subsidies from the Federal Transit Administration and the NMDOT Transit & Rail Division.

Long distance bus service is available through Greyhound Bus Service to various locations nationwide. Clovis Shuttle provides service to the Clovis Municipal Airport and the airports in Lubbock and Amarillo. Turbo Taxi provides taxi services within Clovis.

7.8 CLOVIS MUNICIPAL AIRPORT

Located seven miles east along State Highway 523 (21st Street), the Clovis Municipal Airport provides commercial flight services for the City. It is owned by the City and has three runways of which only two have an asphalt paved surface. The Federal Aviation Administration (FAA) has categorized the airport as a “General Aviation” airport. This means that it is primarily used for agriculture support uses and shipping services, with passenger flights making up a small portion of the airport’s traffic. Boutique Air is the only aviation company operating commercial passenger flights. The company currently offers round trip service to Dallas on Monday, Thursday, Friday, and Sunday, three flights per day; and on Tuesday, Wednesday, and Saturday, two flights per day. All flights are scheduled to depart Clovis at 6:05 a.m.

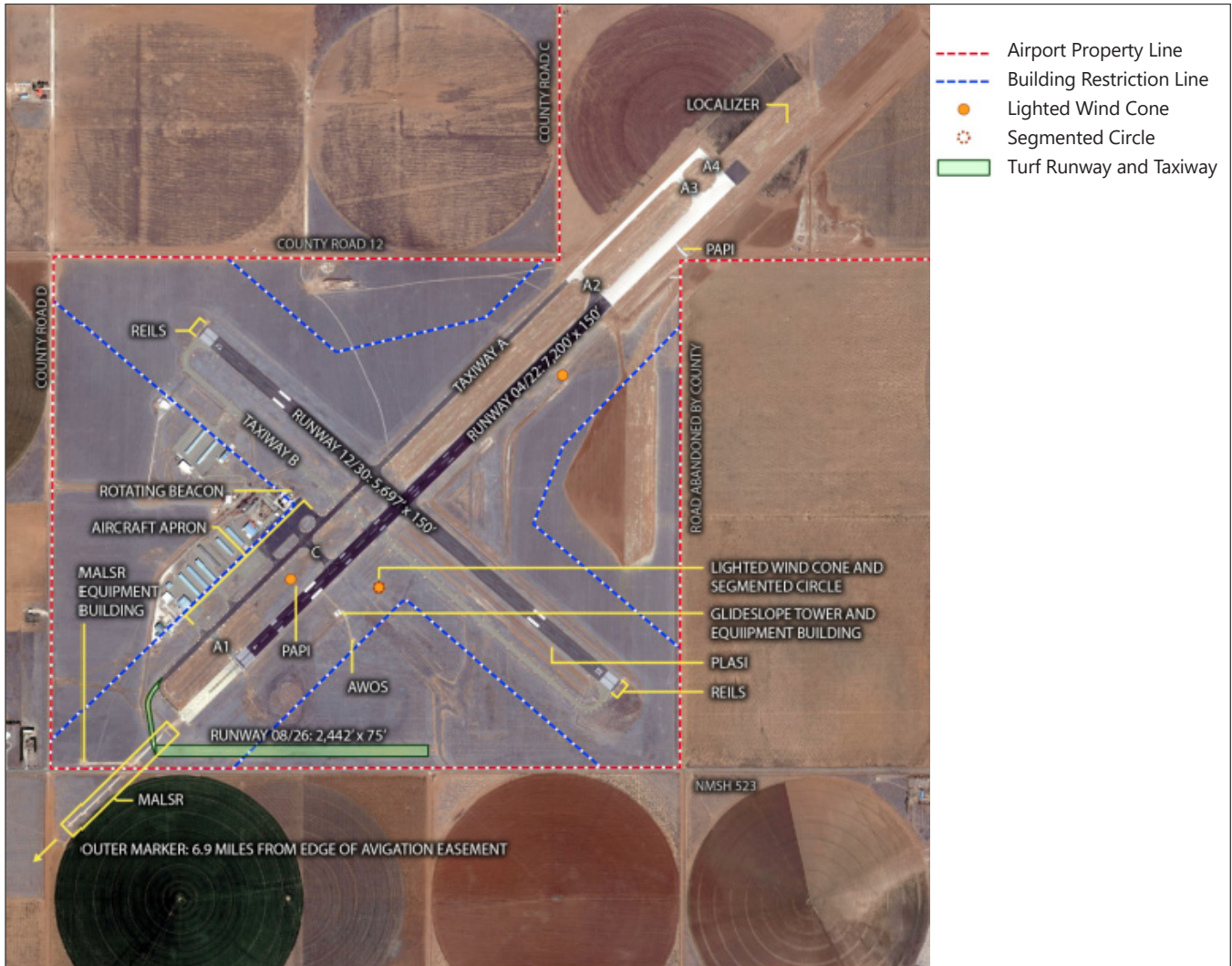
The 2015 Clovis Municipal Airport Master Plan, identified reliable, regional air service as an opportunity for the Airport. Providing two to three flights per day would help to increase the frequency of commercial and military usage. In addition, commitment from regional partners (including Curry County, City of Portales, and Cannon AFB) would help ensure that airport operations had sustainable support to provide improved service into the foreseeable future.

The Airport Master Plan identified a total of \$41 million in needed capital improvements over a 20-year period from 2013 to 2034. These improvements include runways, terminal renovations, new terminal construction, hanger improvements and replacements. The cost identified in the report included federal, local and private funds that should be utilized.

The 2017-2021 National Plan of Integrated Airport Systems Report estimated the 5-year development cost to be just over \$6 million. Efforts to renovate and update its facilities are underway. The FY 2019-2023 Capital Improvement Plan programs \$16,997,500 for improvements. This includes improvements and expansions to buildings, hangers, security systems, access roads, parking lots, and signage; upgrades to drainage, sanitary sewer system, and utilities; and most notably, a complete



CATS Bus Shelter.



CLOVIS MUNICIPAL AIRPORT PLANNED IMPROVEMENTS
Source: Municipal Airport Master Plan, 2015.

reconstruction of one of the runways and expansion to the terminal.

7.9 RAIL TRANSIT

Clovis does not have passenger rail service for the public. However, the BNSF Railroad continues to play a large role in the City’s economy. Located within the City limits is a distribution and categorizing yard operated by BNSF Railway. This yard is part of the Southern Transcon main line spanning from southern California to Chicago. Every day about 100 intermodal freight trains pass through the City carrying grain, bulk freight, vehicles and other manufactured goods.



The primary line of the BNSF Railroad as it passes through Clovis.

BNSF also operates one line running from Clovis south to Carlsbad, New Mexico. This line mainly services the mines near Carlsbad and the Waste Isolation Pilot Project near Loving, New Mexico.

7.10 FY2020-2024 ICIP

The City has identified several transportation-related capital improvements to be funded in the FY2020-2024 Infrastructure Capital Improvements Plan (ICIP). TABLE 7-1 identifies these projects, cost of improvements by year, and the amount funded to date. There are several street, airport, and trail improvements identified as priorities for 2020 in the ICIP. Of the ten projects listed, portions of the 7th

Street improvements, MLK Boulevard improvements, Main Street-streetscape, and airport fuel island projects have been funded to date.

TABLE 7-1: FY2020-2024 ICIP - TRANSPORTATION PROJECTS								
YEAR	PROJECT TITLE	FUNDED TO DATE	2020	2021	2022	2023	2024	TOTAL COST
2020	7th Street Improvements	\$5,762,200	\$4,500,000	-	-	-	-	\$10,262,200
2020	MLK Boulevard Improvements	\$800,000	\$300,000	\$4,500,000	-	-	-	\$5,600,000
2020	Norris Street (21st to Llano)	-	\$116,500	\$768,500				\$885,000
2020	Main Street-Streetscape	\$530,000	\$400,000	\$400,000				\$1,330,000
2020	Airport Fuel Island	\$200,000	\$300,000	\$400,000	\$300,000	-	-	\$1,200,000
2020	Airport Security Fencing	-	\$350,000	\$300,000	\$300,000	-	-	\$950,000
2020	Airport Drainage, Access Road, Parking Improvements	-	\$520,000	\$500,000	-	-	-	\$1,020,000
2021	Airport Water Transmission Extension	-	-	\$889,000	-	-	-	\$889,000
2022	Airport T-Hangar Expansion/Improvements	-	-	-	\$25,000	\$500,000	\$500,000	\$1,025,000
2023	Airport Terminal Building Improvements	-	-	-	-	\$60,000	-	\$60,000

7.11 GOALS, OBJECTIVES, and STRATEGIES

Transportation Goal 1: Establish an efficient and safe transportation system that balances and coordinates the needs of pedestrians, bicyclists, motorists, and transit users.

Objective 1.1: To improve and maintain the major and local street network to ensure safe vehicle travel for residents and visitors to Clovis.

Objective 1.2: To promote a multi-modal transportation system by lessening the community's reliance on passenger vehicles and encouraging a healthier, more active lifestyle.

Objective 1.3: To expand transit services to serve residents and ENMU commuters who do not drive or own a passenger vehicle.

Transportation Strategy 1.1: Create an Asset Management Plan and database for roadways and bridges to determine existing pavement conditions, establish standards for service, and methodology for prioritizing street improvements.

Transportation Strategy 1.2: Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility on City-owned roadway facilities.

Transportation Strategy 1.3: Continue to work with the NMDOT in upgrading its facilities including roadways, traffic signals, and drainage structures within the City limits and major highways approaching the City.

Transportation Strategy 1.4: Pursue NMDOT sponsored and funded programs through the Local Government Road Fund, Municipal Arterial Program, Cooperative Projects, Safety Projects, Bicycle/Pedestrian/Equestrian (BPE) Program, Transportation Alternatives Program (TAP), and Recreational Trails Program (RTP).

Transportation Strategy 1.5: Work with Clovis Municipal School District, SERTPO, NMDOT, and the NM Department of Health on creating a Safe Routes to School program that will encourage children to walk and bicycle to school.

Transportation Strategy 1.6: Determine the feasibility of expanding local transit service for current needs and future growth to include services to Cannon AFB, Clovis Municipal Airport, ENMU, and surrounding communities.

Transportation Goal 2: Maintain clean, safe, and current roadway standards for street conditions throughout the City of Clovis.

Objective 2.1: To establish a long-range maintenance and funding plan for street improvements including resurfacing, paving, crack sealing, and pavement marking.

Objective 2.2: To identify roadways and intersections that function below Level of Service C and program available funding accordingly.

Objective 2.3: To ensure streets are developed, extended, and/or upgraded to adopted classification standards as development occurs.

Transportation Strategy 2.1: Create, prioritize, and implement a Five-year Street Maintenance Improvement Plan that addresses resurfacing, paving, crack sealing, pavement marking, and estimated costs. Pursue and secure funding for implementing these projects.

Transportation Strategy 2.2: Continue to update and implement the City's ADA Transition Plan for Sidewalks, Roadways, and Accessibility.

Transportation Goal 3: Expand general aviation, air cargo, and air passenger operations at the Clovis Municipal Airport.

Objective 3.1: To meet the existing demand for business and military air service by attracting a regional jet airline.

Objective 3.2: To foster economic growth opportunities for the City of Clovis and Curry County.

Objective 3.3: To meet current FAA design criteria and respond to changes within the aviation industry.

Transportation Strategy 3.1: Continue to work with Cannon AFB and major employers on obtaining data on the number of business and military passengers traveling to other airports

to help the City in negotiating the expansion of commercial passenger services with a regional jet airline carrier.

Transportation Strategy 3.2: Pursue the expansion of air cargo services based on the parcels/weight that are currently shipped in and out of Clovis and eastern New Mexico from other facilities.

Transportation Strategy 3.3: Prioritize and implement the capital improvement projects identified in the 2015 Clovis Municipal Airport Master Plan and the FY2020-2024 ICIP. Pursue available aviation related funding from the FAA and New Mexico Department of Transportation - Aviation Division grant and funding programs.

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CHAPTER 8

COMMUNITY SERVICES & FACILITIES

The Community Services and Facilities element summarizes the essential services and facilities needed to ensure the health, safety, welfare, and quality of life for all citizens of Clovis. Included in this are public safety, parks and recreation, community facilities, education, and health care. These services and facilities are primarily managed and administrated by the City of Clovis, and some are managed by Clovis Municipal Schools, Clovis Community College, and Plains Regional Medical Center.

8.1 COMMUNITY FEEDBACK

Public feedback received regarding community facilities and services was related to parks and recreation, public safety, senior services and other community facilities. A summary of the public input gleaned from the community survey and public meetings follow below.

Community Survey

- The most widely used community facilities in Clovis were Parks (68%), Hillcrest Park Zoo (68%), Civic Center (39%), and the Clovis-Carver Public Library (39%).
- Most respondents (57%) strongly agreed or agreed that the City provides adequate public safety services, such as police, fire, and emergency services.
- When asked if the City provides adequate parks and recreation facilities, 43% strongly agreed or agreed. However, 55% were neutral, disagreed, or strongly disagreed.
- Respondents strongly agreed or agreed (43%) that the City provides adequate community facilities such as senior centers, community centers, or library services.

Public Meetings

When the Steering Committee, P&Z, and public meeting participants were asked to prioritize top Community Services and Facilities goals and

objectives, the top two goals selected by all groups were "Maintaining the appropriate level of public safety services o meet the needs of residents and businesses within the City of Clovis" and "Improve the delivery of health care services." Top objectives selected by all groups were "To ensure the Clovis Police and Fire Departments are adequately staffed, equipped, and receive on-going training" and "To ensure there are an adequate number of health care professionals to serve existing and future residents of Clovis and Cannon AFB families."

8.2 PUBLIC SAFETY

CLOVIS POLICE DEPARTMENT

The Clovis Police Department headquarters are located at the Nelson Worley Law Enforcement Complex at 300 N. Connelly in Downtown Clovis. The Police Department's Field Services Division consists of the Patrol Division, Traffic Unit, K-9 Unit, Special Response Team (SRT)/SWAT, Dispatch, and Animal Control. The Support Services Division includes Special Operations Unit, Records, and Property and Evidence.

According to the 2017 Clovis Police Department Annual Report, the Police Department averaged 57 sworn officers over the 12-month period. The Dispatch Center has 13 Telecommunicators and six Emergency 911 operators. A total of 33,044 emergency calls were handled through the 911 system. The Police Department had a decrease in calls for service and incident reports from 2016. In 2017, the average

response time to non-priority calls is less than six minutes and for priority calls it is less than four minutes.

An important part of the Police Department's Mission is to partner with the community through programs which include:

- Citizens Police Academy: This program teaches citizens the various aspects of law enforcement during a 12 week class with trained personnel who specialize in their particular area.
- Police Explorers: This program is focused on young people that are interested in careers in law enforcement. It offers hands-on experiential learning activities that promote growth and development of adolescent youth.
- Kops and Kids Christmas: Clovis Police Department partners with other local agencies to conduct fundraising events designed to help less fortunate children in the community during the holidays.
- Take 25: With a focus on prevention, this campaign encourages parents, guardians, and other trusted-adult role models to talk to kids and teach them ways to be safer.
- National Night Out: Each August, the Clovis Police Department participates in the nationwide "National Night Out" program, a community-building campaign that promoting police-community partnerships and neighborhood camaraderie to make our neighborhoods safer, more caring places to live.

According to the Police Chief, the Police Department is about 10 officers short of a fully-staffed department. Many of the officers currently in the force are younger officers that need additional training. Difficulties in retaining 911 dispatchers is also a challenge. The Police Department needs to expand its staffing levels to accommodate a growing community.

The Clovis 911 Dispatch fills in for State Police calls, Curry County calls after hours and weekends, and Cannon AFB. The Clovis Police will occasionally hold crime scenes in the County in the case of emergencies when the Curry County Sheriff's Department needs assistance.

The Police Department is responsible for animal control in Clovis. A new animal shelter building is

needed to accommodate stray dogs and cats in a more suitable environment. This facility is listed on the FY2020-2024 ICIP.



City of Clovis Police Department.

CLOVIS FIRE DEPARTMENT

The Clovis Fire Department serves the City of Clovis, Curry County, and has an Memorandum of Understanding with Cannon AFB to provide emergency response and services. The Fire Department has 85 full-time personnel, including the Chief, Assistant Chief, four Captains, seventy five shift personnel, and four administrative staff. Fire Department administrative offices are located at 320 Mitchell Street in Fire Station 1.

There are seven fire stations in the Clovis Fire Department strategically located throughout the City. The Fire Department responds to approximately 800 fire calls and 7,500 Emergency Medical Situation (EMS) calls per year. The Stations house six engine companies, three aerial units, two tanker units, six engine units, five grass/brush units, and ten ambulances, which provide advanced paramedic care and transport. The Clovis Airport Station is an unmanned station. The total amount of service calls for 2017 was 7,340. By May 2018, the Fire Department was averaging 646 monthly calls.

The Department has deep needs in the area of ambulance transport. The number of transports to out of town hospitals via ambulance has expanded substantially. Since the City cannot meet the needs, ambulance services are being fulfilled by outside agencies. Retention of firefighters is also a challenge. Many recruits stay in Clovis long enough to get training and certifications before moving on to larger departments with higher wages.

Effective November 1, 2018, the Clovis Fire Department received a Class 2 rating from the Insurance Services Office (ISO), which is an upgrade



TABLE 8-1: FY2020-2024 ICIP - PUBLIC SAFETY PROJECTS								
YEAR	PROJECT TITLE	FUNDED TO DATE	2020	2021	2022	2023	2024	TOTAL COST
2020	Fire Administration Building	-	\$1,500,000	\$100,000	-	-	-	\$250,000
2020	Upgrade Emergency Notification System	-	\$150,000	\$100,000	-	-	-	\$250,000
2022	New N.E. Fire Substation	-	-	-	\$100,000	\$2,400,000	-	\$2,500,000
2024	Purchase Backup Generators-City Facilities	-	-	-	-	-	\$100,000	\$100,000

from the previous Class 3 rating. Less than 2% of communities surveys nationwide receive an IDO Class 2 rating. Based on the recent ISO report, the Fire Department has identified the need for an additional station in the northeast area of the City.

8.3 FY2020-2024 ICIP (PUBLIC SAFETY)

The City's FY2020-2024 Infrastructure Capital Improvements Plan (ICIP) has identified four public safety projects for funding over the next five years. Table 8-1 identifies these projects, cost of improvements by year, and the amount funded to date (none have been funded to date). The City has placed a priority on the Fire Administration Building and upgrading the Emergency Notification System for 2020-2021.

8.4 PARKS and RECREATION

The City of Clovis Parks and Recreation Department manages a wide array of recreational facilities. Clovis acknowledges the importance of recreational facilities as a contributor to the quality of life and well-being of Clovis residents.

The City of Clovis manages 20 park and recreation facilities encompassing a total of 3,670 acres (see TABLE 8-1). Approximately 757 acres are developed and 2,913 acres are undeveloped acreage. The bulk of the acreage is in Hillcrest Park and Ned Houk Park.

2015 PARKS and RECREATION PLAN

The 2015 City of Clovis Parks and Recreation Master Plan (Consensus Planning, Inc.) provides guidance to City leaders for the rehabilitation and improvement of existing parks and recreational facilities. According to the 2015 Parks and Recreation Plan, the City of Clovis provides a level-of-service of approximately 21.2 acres per 1,000 residents, excluding Ned Houk



Greene Acres Park.

Park. The Plan included findings about the City's parks and recreational facilities such as:

- Since 2015, the City has made inroads to address the short, medium, and long term action items contained in the Plan.
- While there is ample park land in Clovis, it is mostly contained in two community scale parks; Hillcrest Park (157 acres) and Ned Houk Park (3,400 acres).
- There is a need for smaller neighborhood parks and updated playgrounds.
- Athletic facilities needed includes tennis courts, football fields, and two softball fields.
- Clovis Zoo is a much enjoyed amenity in Clovis.
- There is a lack of senior facilities and services in Clovis.
- Security was a main reason residents expressed not using parks and facilities.

The Plan included several recommendations for improvement and funding sources for improvements. The City is incorporating many of these recommendations into current plans for rehabilitation and improvement of the City's parks. Recommendations were divided into short, medium, and long term improvements, which included

capital improvements to buildings and outdoor facilities, new sports fields and courts, upgrades to playgrounds, acquisition of park land (*which has been incorporated into the 2018 Comprehensive Plan Future Land Use Scenario*), and creation of a park master plan for Johnson Playa.

HILLCREST PARK

Hillcrest Park is the City's crown jewel and most active park facility owned and maintained by the City of Clovis. It contains a wide range of recreational amenities, including football, softball, baseball, and soccer fields; par 3 golf; ponds, trails, and dog park; splash park; Aquatic center; Youth Recreation Building; and Hillcrest Park Zoo.



Entrance to Hillcrest Park, which is designated on the National Historic Register.

The Clovis Parks and Recreation Plan included a Master Plan for Hillcrest Park. The plan was designed in two phases; an Interim Plan and Ultimate Plan. Interim improvements focused on the southern half of the Park and included improvements of existing facilities and adding new facilities over a five year period. The Ultimate Plan included the improvements from the Interim Plan and a reconfiguration and re-allocation of spaces intended to be completed in 10 years. The City has made many of the improvements from the Plan and continues to work on Hillcrest Park amenities.

Hillcrest Park Zoo

The Hillcrest Park Zoo is the second largest zoo in New Mexico and features more than 500 animals. The Zoo underwent a \$1 million renovation and expansion in 2012, which added new exhibits, a new entrance improving parking and access, and a shop and restaurant area. Wildlife featured at the Zoo include Bengal tigers, giraffes, zebras, hyenas, and spider monkeys. The Zoo is a very popular attraction in the Clovis community and draws visitors from across the region.

PUBLIC POOLS

The City operates two pools and a splash park that are open to the general public:

- Clovis Aquatic Center: Located in Hillcrest Park, containing an indoor swimming pool, wellness center, and aerobics room. The City provides swim and water exercise programs at the Aquatic Center throughout the year, as well as occasional scuba lessons as needed.
- Hillcrest Splash Park: Contains 17 water features and is open for all ages through the summer months.
- Potter Pool: An outdoor, zero entry pool located in O.G. Potter Memorial Park containing a spray fun area and water slide. It is open during the summer months.

RECREATION CENTERS

The Joe and Charlyne Sisler Youth Recreation Center, located in Hillcrest Park, is a 6,800 square foot facility that contains an open recreational space, computer room, restrooms, and kitchen. The space is available for rent to the public for community or private functions.

The Roy Walker Gym is located near Downtown at 316 Second Street. The Center contains two full-sized gymnasiums used for community adult and youth basketball and volleyball. It also has a fully-equipped weight room, multipurpose room, and boxing gym. The Roy Walker Gym is a well-used facility and an important part of the neighborhood. The facility is aging and in need of renovations, which the Parks and Recreation Plan recommended as a top priority.

SHOOTING RANGE

The City Commission voted in April 2018 to construct a shooting range at Ned Houk Park through a partnership with the New Mexico Department of Game and Fish. The City has designated \$400,000 for its portion of the 3:1 match. The project is planned to include:

- Multi-purpose building with an indoor archery and air rifle range, office, bathrooms, storage, and classrooms
- Four combination trap / skeet fields that meet Amateur Trap Association and National Skeet Shooting Association standards
- Sporting clays course with 12-15 stations with machines
- Small outdoor archery range



- Parking, shade structures, storage, boundary fence, and an outdoor bathroom

The grant application for the project will be prepared and submitted to the U.S. Fish and Wildlife Service for approval. If the grant is approved, the project is anticipated to begin in early summer 2019.

TABLE 8-2: EXISTING PARK FACILITIES	
PARK FACILITY / LOCATION	ACRES
Bell Park Ballfield 1311 E. 7th	2
Bob Spencer Park Echols and Lore	32
Brady Ballfield 120 W. Brady	2
Colonial Park Golf Course 1300 Colonial Parkway	154
Dean Ballfield 1608 Mitchell	-
Dennis Chavez Park 1100 W. 14th	10
Fourteenth Street Park 14th and Hickory	4
Goodwin Lake Trails Prince and Mañana	47
Greene Acres Lake Park Mitchell and Purdue	24
Highland Park 101 E. Mañana	4
Hillcrest Park 1000 Sycamore	157
Lockwood Park 298 Lockwood	10
Mike Harris Ballfield 1 2642 MLK Boulevard	-
Ned Houk Park 1809-D SR 209	3,200
Pat Sandoval Park 316 W. 2nd	1
Potter Park 301 Upsilon	8
Rierson Park Hammet and Rierson	6
Sunset Park El Camino and Bonita	1
Veterans Park Grand and Bonita	1
7th and Ash Park 7th and Ash	7
TOTAL	3,670

SOURCE: City of Clovis 2015 Parks and Recreation Plan.

NON-CITY FACILITIES

Clovis Municipal Schools offers its facilities for several sport and recreational based programs. Facilities are open to the public with prior consent from the school as long as it meets the Board of Education's policy on public use.

The Clovis Community College's Health and Fitness Center is for faculty, students, and staff of the college only. The facility accommodates 2,500 people per week.

Cannon AFB provides parks and recreation services to military active duty and retired personnel on base. Cannon AFB recreational amenities include parks, athletic fields, skate parks, playgrounds, and swimming pools.

8.5 COMMUNITY FACILITIES

This section describes City-owned community facilities such as the Clovis-Carver Public Library, Civic Center, and Senior Center. The Lyceum Theater and the Norman and Vi Petty Rock n' Roll Museum, also City owned facilities, are described in Chapter 4: Economic Development.

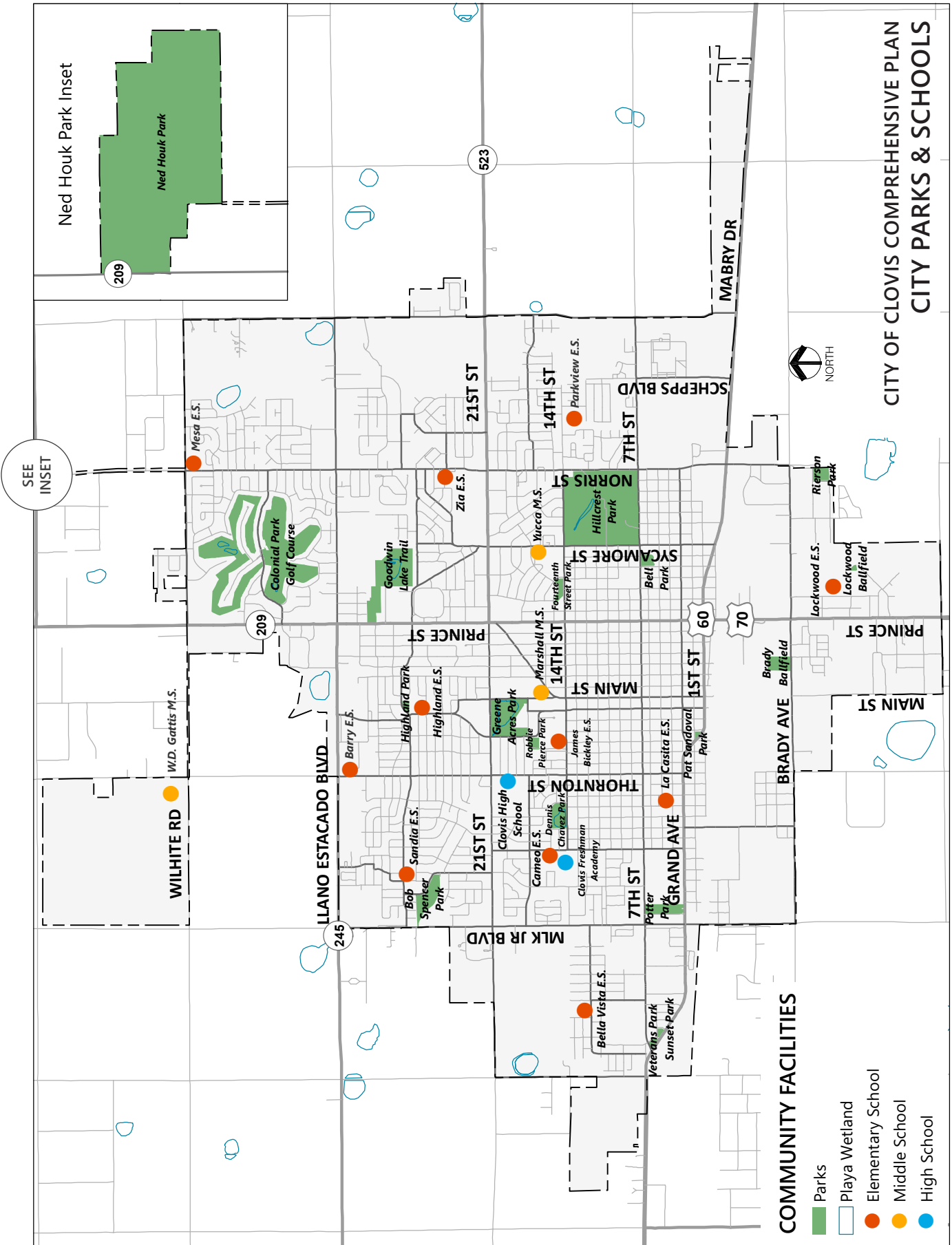
CLOVIS-CARVER PUBLIC LIBRARY

The Clovis-Carver Public Library is located at 701 Main Street. The Library is open on Monday through Saturday and is closed on Sunday. The Library has a total of 15 paid staff, including five librarians and ten additional staff. Amenities at the Library include:

- Public computers and Internet;
- e books;
- Genealogy databases;
- Audiobooks;
- Newspapers and periodicals;
- Books in Spanish; and
- Meeting room for smaller gatherings.

The Library estimates annual visitors at 126,910 and its registered users at 15,142. Total circulation of library materials in 2017 was 106,737. In 2017, the Library offered 385 Library programs with total attendance at 10,299. The community survey respondents identified Clovis-Carver Library as one of the most important community facilities in the City.

The Clovis-Carver Library Board establishes library services that are appropriate for the community. The board meets quarterly to review strategic planning and policies regarding collections, access, services,



CITY OF CLOVIS COMPREHENSIVE PLAN
CITY PARKS & SCHOOLS



and use of facilities. Members are appointed by the City Commission.



Clovis-Carver Library.

CIVIC CENTER

The Clovis Civic Center is located at 801 Schepps Boulevard, just north of E. 7th Street and east of Norris Street. The 30,000 square foot facility hosts a variety of meetings, conferences, and private events. The Center has a full ballroom, two large meeting rooms, and an outdoor patio. Catering is available for all events with a variety of menu options.

The Center has six full time staff that provide all services for the events. The Civic Center is used for several local organizations for regular weekly and monthly meetings, and City and County luncheons. The Civic Center has accommodations to host conferences, weddings, quinceañeras, and reunions.



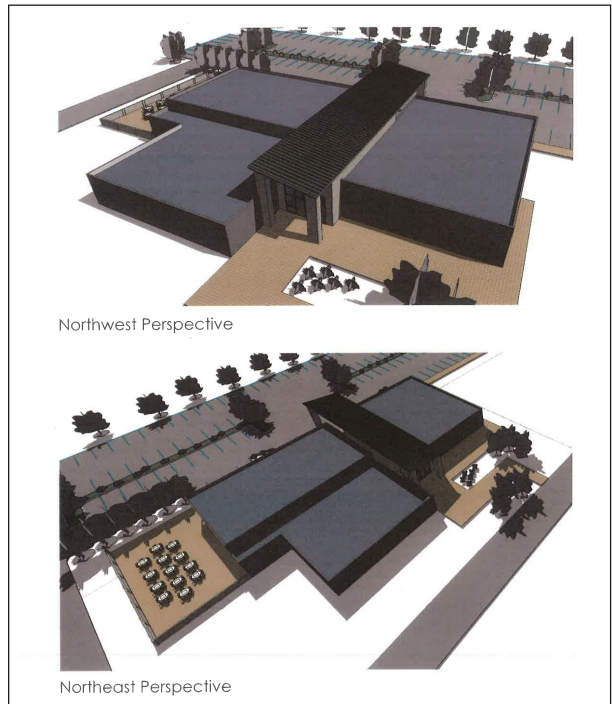
Clovis Civic Center.

SENIOR CENTERS

The Department of Senior Services manages facilities and programs for the senior population in Clovis and Curry County. The City operates the Friendship Senior Center and leases a portion of the building to the Curry County Resident Senior Meals Association (CRSMA), a local non-profit that provides daily meals for \$3.00 to seniors 60 and over. The Department of Senior Services has an agreement with the Baxter-Curren Senior Center, a non-profit entity, to lease office space in return for the City paying utilities on the building.

Senior Services provides many activities and programs for seniors. Its goal is to add more activities that are health and fitness related, including 50+ Olympic training, and to incorporate more activities that are technology-based at the Senior Centers, such as games and classes.

The City has allocated funding for a new senior center to be constructed at Hillcrest Park. The new senior center will include a kitchen and meal service area, activity and community rooms, and office space. Construction is anticipated to be completed by 2021.



Conceptual Massing study for the new senior center in Hillcrest Park, NCA Architects, 2018.



8.6 FY 2020-2024 ICIP (FACILITIES and PARKS)

The City’s FY2020-2024 Infrastructure Capital Improvements Plan (ICIP) has identified community facility and park projects for funding over the next five years. TABLE 8-3 below identifies these projects, cost of improvements by year, and the amount funded to date. The Wellness Center, Clovis Senior Center, new Animal Control building, Lyceum Theater, and the Manufacturing Facility have the highest costs and are some of the highest priorities identified for 2020.

8.7 EDUCATION

CLOVIS MUNICIPAL SCHOOLS

The Clovis Municipal School District serves students from the City of Clovis, surrounding neighborhoods in Curry County, and Cannon AFB. In 2017, the District served approximately 8,400 students from Pre-Kindergarten to 12th grade. Enrollment is often influenced by changes in the mission at Cannon AFB, which draws young families to the City.

There are 18 schools in District including early childhood, elementary, middle, freshman academy, and high school. TABLE 8-4 provides the number of schools by type, grade level, and 2016-17 enrollment.

SCHOOL TYPE & GRADE LEVELS	# OF SCHOOLS	2016-17 ENROLLMENT
Early Childhood: 2, 3, and 4 year old DD Programs	2	237
Elementary Schools K - 5th Grades	11	4,079
Middle Schools: 6th - 8th Grades	3	1,840
9th Grade Academy: 9th Grade	1	576
Clovis High School: 10th - 12th Grades	1	1,689
Total	18	8,421

In 2017, Clovis Municipal Schools completed a 5-Year Facility Master Plan, which is a requirement for eligibility to receive state capital outlay assistance for district capital projects. The Facilities Master Plan

YEAR	PROJECT TITLE	FUNDED TO DATE	2020	2021	2022	2023	2024	TOTAL COST
2020	Clovis Senior Center	\$300,000	\$3,500,000	\$1,500,000	\$500,000	-	\$500,000	\$6,300,000
2020	Wellness Center	\$1,911,000	\$2,600,000	\$3,000,000	\$1,400,000	-	-	\$8,911,000
2020	Roy Walker Gym Roof and HVAC System	-	\$600,000	-	-	-	-	\$600,000
2020	Park Improvements - Parking Lots	-	\$250,000	\$250,000	-	-	-	\$500,000
2020	New Animal Control Building	-	\$400,000	\$2,350,000	-	-	-	\$2,750,000
2020	Renovations and Upgrade at Senior Centers	-	\$200,000	-	-	-	-	\$200,000
2020	Renovate Lyceum Theater	\$262,368	\$465,000	\$326,000	\$200,000	\$200,000	\$200,000	\$1,653,368
2020	Park Improvements - Playgrounds	-	\$75,000	\$75,000	-	-	-	\$150,000
2020	Food Bank Paving	-	\$150,000	-	-	-	-	\$150,000
2020	Business Enterprise Center Improvements	\$100,000	\$100,000	\$100,000	-	-	-	\$300,000
2020	Manufacturing Facility	-	\$135,000	\$2,500,000	\$300,000	-	-	\$2,935,000
2021	Library Lighting Improvements	-	-	\$50,000	-	-	-	\$50,000
2021	Food Bank Lighting Upgrade	-	-	\$55,000	-	-	-	\$55,000
2022	Norman Petty Performing Arts Education Center Remodel	-	-	-	\$1,500,000	-	-	\$1,500,000



Marshall Middle School.

is the road-map for the District's facility plans for the next 5 to 10 years. Facility and space needs are predicated on current and projected enrollment, as well as the age and condition of existing facilities. According to the Clovis Municipal Schools Facilities Master Plan, Enrollment is expected to remain stable over the next 5 years.

The graduation rate of a school district is an important indicator of the success of educational programming. The Clovis Municipal School District had a 77.9% graduation rate in 2017. This is comparable to other districts in the region and is higher than the state average of 71.1%.

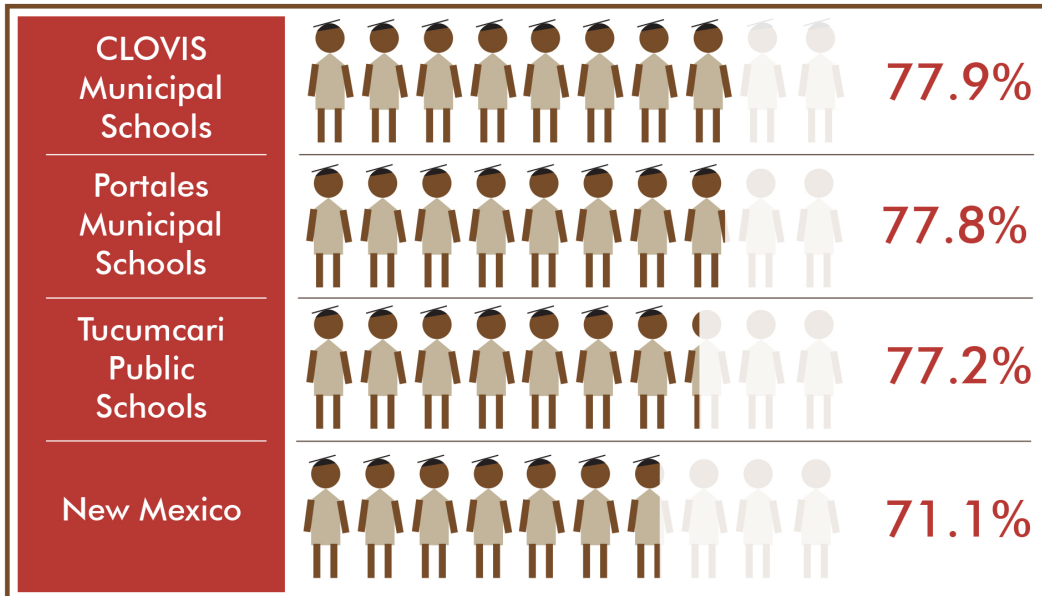
The Clovis community has supported Clovis Municipal School District by passing two General

Obligation Bonds for development of capital projects since 2013, totaling \$40 million. With these bonds, the District constructed two new elementary schools; James Bickley Elementary School in the center of the City and Parkview Elementary School, located in the southeastern area. The District has also completed major renovations to middle school science labs, elementary playgrounds, the high school football stadium, and several smaller renovation projects. In 2018, the District will be replacing Highland Elementary School located in the north central section of the City.

CLOVIS COMMUNITY COLLEGE

Clovis Community College is located at 417 Schepps Boulevard in the eastern area of the City. In 2018, Clovis Community College enrollment was approximately 3,500 with students from Clovis, Portales, and the Texas panhandle. Approximately 55% of these students are part-time. Clovis Community College also enrolls students from around the United States through on-line classes. Approximately 10% of the students are spouses of Cannon AFB personnel for whom the College offers tuition assistance and have attained the highest rating for Military Friendly institutions from the Defense Department. Clovis Municipal School District and other surrounding public school districts partner with Clovis Community College on dual-credit classes and on-line advanced placement classes.

4-YEAR GRADUATION RATES





Clovis Community College entrance.

The largest programs at Clovis Community College are in the medical fields, such as nursing and radiology. The nursing program offers multiple levels of training up to Registered Nurse. The Joe and Charlyne Sisler Allied Health Sciences Center at the College provides technical instructional spaces that simulate hospital environments. Clovis Community College works closely with Plains Regional Medical Center to supply their needs for medical professionals. Graduates from Clovis Community College have a high employment rate and are in demand across the region.

The City of Clovis has supported Clovis Community College with General Obligation Bond funding for capital projects. The College does not have immediate plans for any changes to the campus facilities, but it is upgrading lighting to LED, replacing roofs, and renovating interiors of several older buildings.

Representatives from Clovis Community College have stated that they would like to see more pedestrian and bicycle access to the campus from City streets. According to staff, 7th Street is an important linkage to the campus and could be developed to include bike lanes for college students.

EASTERN NEW MEXICO UNIVERSITY

Located in Portales, approximately 20 miles south of Clovis, Eastern New Mexico University (ENMU) is the predominant four-year university in the eastern New Mexico region. The University boasts being in the top 10% lowest tuition of 81 public institutions in the southwest region. In 2017, ENMU recorded its highest enrollment in its 82 year history with the enrollment of 4,599 undergraduate students and 1,428 graduate students. The University offers more

than 60 associate, bachelor, and master degrees. The most popular degrees at ENMU include:

- Business Administration;
- Nursing;
- Criminal Justice;
- Biology;
- Communicative Disorders;
- Psychology;
- Applied Arts and Sciences; and
- Aviation Science.

ENMU is continually striving to meet the needs of the community by adding programs and degrees that will benefit the local population. The most recent programs added to the ENMU curriculum include:

- Animal and Dairy Science;
- Aviation Science;
- Culinary Arts;
- Emergency Medical Services Management;
- Family and Consumer Science;
- Forensic Science;
- Hospitality Management; and
- Professional-Technical Education.

ENMU has developed its online instruction to include hundreds of courses and several 100% online degrees. Clovis High School students can take advantage of online dual enrollment to get a head start on their college courses before graduation. The ENMU campus contains four museums including the Blackwater Draw Locality 1 (site of Clovis Culture Archaeological excavation), Roosevelt County Museum, Dr. Antonio (Tony) Gennaro Natural History Museum, and the Miles Mineral Museum.



Eastern New Mexico University in Portales.



PRIVATE SCHOOLS

Clovis Christian Schools has operated in Clovis since August 1994. The schools provide Pre-K through 12th grades. Enrollment at the School is over 700 students. Clovis Christian Schools' Pre-K is the only 5-Star Rated, Pre-K in Clovis. It also offers a variety of extracurricular activities for students in athletics, arts, and bilingual instruction. Clovis Christian Schools is merited full accreditation from the Association of Christian Schools International, North Central Accreditation Association, and New Mexico Public Education Department.

Other private schools in Clovis include Maria's Montessori Inc., which serves Kindergarten through 1st grade with approximately 55 students, and Clovis Nazarene School, which serves Pre-K through Kindergarten with approximately 245 students.

8.8 COMMUNITY HEALTH

While the City of Clovis has no direct control over community health care, maintaining access to health care and improving health outcomes are important goals for the community. Medical care and healthcare is consistently cited as a factor in deciding whether or not to remain in a community or move elsewhere.

Participants at the public meetings and respondents to the community survey indicated that they would like to see health care services expanded in Clovis. While Plains Regional Medical Center offers many health services, residents must still travel to nearby

Lubbock or Amarillo for specialty care. Access to health care is an important factor for individuals looking to relocate or those that may stay in Clovis after their service at Cannon AFB is completed. Roosevelt General Hospital is planning to establish a primary care clinic in Clovis, which would be a welcome addition to help address the health care needs of the community.

MEDICAL CENTERS

Plains Regional Medical Center

Plains Regional Medical Center is the largest provider of healthcare services in the region. Owned and managed by Presbyterian Healthcare Services, the Medical Center has 17 medical clinics in Clovis with a wide range of services, including:

- Cardiology
- Family Medicine
- General Surgery
- Hematology / Oncology
- Internal Medicine
- Obstetrics & Gynecology
- Nephrology
- Orthopedic Surgery
- Orthopedic
- Radiation Oncology
- Pediatrics
- Podiatry
- Pulmonology
- Same Day Care
- Urology
- Women's Care

Plains Regional Medical Center community-based hospital has 106 licensed beds and is the largest medical facility between Albuquerque and Lubbock. The hospital offers a 24-hour emergency department, intensive care unit (ICU), labor and delivery, and surgical units. In addition to the clinical



Plains Regional Medical Center.



services listed above, the hospital also offers the following services:

- Cardiopulmonary
- Diabetes Education
- Infectious Diseases
- Pharmacy
- Podiatry
- Surgical Services

Clovis Family Healthcare

Clovis Family Healthcare has four providers and offers health care services to the whole family at all stages of life. Services include; on-site laboratory, in-office x-ray and bone density testing, evening and weekend walk-in clinic, on-site imaging, annual exams and checkups, physicals, chronic care, acute care, preventive health exams, and minor procedures.

La Casa Family Health Care

La Casa Family Health Care provides medical and dental care in Clovis, Portales, and Roswell. At the Clovis location, La Casa Family Health Care has three medical providers who offer comprehensive care in Women’s Health, Pediatrics, and Family Practice. La Casa Family Dentistry has two dental providers that offer a wide range of services in preventive care, comprehensive treatment, and emergency consultations.

La Casa Family Health Care operates the School Based Health Center at Marshall Middle School. The School Based Health Center serves the entire family regardless of their ability to pay. Medical services provided at the School Based Health Center include:

Pediatrics

- Asthma Prevention and Maintenance
- Immunizations
- Sports and School Physicals
- STD Screenings and Management
- Well Child Checks

Family Practice

- Acute Care
- Chronic Disease Management
- Health Education & Maintenance
- DOT Physicals
- Immunizations
- STD Screenings and Management
- Women’s Healthcare Services
- Yearly Physicals

The School Based Health Center is open Monday-Friday from 8:00 a.m. to 5:00 p.m. La Casa Family

Health Care also offers a van used by Clovis Senior Services to transport seniors to clinic appointments and senior center-based events.

Women’s Medical Center

The Women’s Medical Center specializes in health care needs unique to women. Providers include four physicians of obstetrics and gynecologists, four certified nurse practitioners, and two certified nurse midwives.

New Mexico Public Health Offices

New Mexico Department of Health operates two Offices of Public Health in the Clovis area; one in the City and a small office on Cannon AFB. The following services are offered at the Clovis office:

- Children’s medical services
- Families First to provide prenatal case management
- Harm Reduction
- Hepatitis counseling/immunization
- WIC nutrition program
- Family planning
- STD testing and treatment
- Immunizations
- Tuberculosis treatment

Mental Health Resources

Mental Health Resources, Inc. currently serves five counties (Curry, Roosevelt, Quay, DeBaca, and Harding) and has offices in Clovis, Portales, and Tucumcari and outreach offices in Mosquero and Fort Sumner. In 2010, Mental Health Resources, which was designated as the Adult Core Services Agency, began to offer comprehensive community support services. Wrap around services are offered to target populations that are at severe risk from mental and chronic substance dependence. Mental Health Resources, Inc. offers outpatient clinic services, a residential treatment center for boys ages 7-12, and Care Link New Mexico health homes.



8.9 GOALS, OBJECTIVES, and STRATEGIES

Community Services and Facilities Goal 1: Maintain the appropriate level of public safety services to meet the needs of residents and businesses within the City of Clovis.

Objective 1.1: To protect and ensure the safety of all residents and visitors to Clovis.

Objective 1.2: To ensure the Clovis Police and Fire Departments are adequately staffed, equipped, and receive on-going training.

Objective 1.3: To ensure faster response times to emergency calls for service.

Objective 1.4: To decrease the need for transports to hospitals outside Clovis.

Community Services and Facilities Strategy 1.1: Work with the Police and Fire Departments on developing a comprehensive public safety needs assessment that includes:

- Data collection on past calls for non-emergency and emergency services, including ambulance transport, over the past five years;
- Current and future program, training, and certification needs;
- Technology, equipment, and vehicle needs;
- Identification of adequate staffing levels to maintain a high level of response times; and
- A gap analysis on the distribution of substations.

Community Services and Facilities Strategy 1.2: Based on the public safety needs assessment, pursue and allocate funding to purchase new equipment, vehicles, and ambulances, as needed, for the Police and Fire Departments.

Community Services and Facilities Strategy 1.3: Identify funding and develop a plan for constructing a new fire station in the northeast area of Clovis to accommodate existing and future growth and development in that area and to maintain the Fire Department's current ISO rating, as identified in the FY2020-2024 ICIP.

Community Services and Facilities Strategy 1.4: Identify funding and develop a plan for

constructing a new animal shelter to replace the existing facility, as identified in the FY2020-2024 ICIP.

Community Services and Facilities Strategy 1.5: Provide on-going training and certification for current and future police officers, firefighters, and emergency medical technicians.

Community Services and Facilities Goal 2: Maintain a comprehensive system of parks and recreational facilities.

Objective 2.1: To meet the recreational and fitness needs of youth, teens, adults, and seniors.

Objective 2.2: To ensure residents of Clovis have equal access and reasonable proximity to parks and recreational facilities.

Objective 2.3: To facilitate the shared use of City of Clovis and Clovis Municipal Schools recreation facilities.

Community Services and Facilities Strategy 2.1: Pursue and allocate funding for improvements to existing park and recreation facilities, as identified in the 2015 Parks and Recreation Master Plan and the FY2020-2024 ICIP.

Community Services and Facilities Strategy 2.2: Acquire and develop new neighborhood parks, as identified in the 2015 Parks and Recreation Master Plan and as shown on the Future Land Use Scenario, to accommodate existing and future neighborhoods.

Community Services and Facilities Strategy 2.3: Continue to work with Clovis Municipal Schools on joint use agreements for park and recreation facilities.

Community Services and Facilities Goal 3: Expand and maintain a full spectrum of community facilities and programming for Clovis residents.

Objective 3.1: To ensure community facilities meet the multi-generational needs of current and future residents.

Objective 3.2: To provide for the delivery of support services, programs, and educational opportunities for residents of all ages.



Objective 3.3: To provide adequate funding for capital improvements to community facilities.

Community Services and Facilities Strategy 3.1: Create and maintain a preventative maintenance and replacement program for all City-owned facilities.

Community Services and Facilities Strategy 3.2: Complete a Senior Services Needs Assessment that analyzes and determines existing and future building and programming needs, and fitness space and equipment.

Community Services and Facilities Strategy 3.3: Pursue funding to meet the facility and programming needs for Senior Centers, as recommended in the Senior Center Needs Assessment and as identified in the 2019-2023 ICIP.

Community Services and Facilities Strategy 3.4: Complete a Library Needs Assessment that evaluates existing and future programming needs; facility space and computer equipment; and staffing levels.

Community Services and Facilities Strategy 3.5: Pursue funding to meet the facility and programming needs of the Clovis-Carver Public Library, as identified in the Library Needs Assessment.

Community Services and Facilities Goal 4: Support equal access to quality education and learning opportunities for all Clovis residents.

Objective 4.1: To provide educational opportunities geared towards youth, adults, and seniors.

Objective 4.2: To improve the high school graduation rate for Clovis youth.

Objective 4.3: To coordinate with Clovis Municipal Schools on addressing access to educational resources.

Community Services and Facilities Strategy 4.1: Initiate annual town halls to facilitate a community dialogue between the City of Clovis, Clovis Municipal Schools, Clovis Community College, Eastern New Mexico University, Cannon AFB, and Curry County on educational initiatives related to STEM technologies; raising the high school graduation rate; expanding dual credit courses for high school students; opportunities for high school

and college graduates; and striving for Clovis to be the eastern New Mexico hub for STEM related employment.

Community Services and Facilities Strategy 4.2: Disseminate information on the adult education program and classes (e.g., GED preparation, ESL, computer literacy, USCIS naturalization interview preparation, work skills training, etc.) offered at Clovis Community College.

Community Services and Facilities Goal 5: Improve the delivery of health care services.

Objective 5.1: To ensure all residents of Clovis have equal access to health care services.

Objective 5.2: To ensure there are adequate number of health care professionals to serve existing and future residents of Clovis and Cannon AFB families.

Objective 5.3: To encourage an on-going dialogue with Plains Regional Medical Center on increasing health care services in Clovis.

Community Services and Facilities Strategy 5.1: Coordinate with Plains Regional Medical Center, La Casa Family Health Center, Mental Health Resources, and other health care providers on disseminating information to the general public on available community health care services.

Community Services and Facilities Strategy 5.2: Collaborate with Plains Regional Medical Center and Clovis Community College on creating a strategic plan that identifies incentives to attract and retain health care professionals and specialists in Clovis. The plan should also address retaining students in health care education programs to stay in Clovis after completing their programs.

Community Services and Facilities Strategy 5.3: Recruit senior care providers that offer assisted living, memory care, and skilled nursing services to allow residents to age in place.

CHAPTER 9

HAZARD MITIGATION

Hazard Mitigation is a key plan element that discusses the probability and possible impacts of natural and man-made hazards, such as extreme weather events, flooding, drought, or wildfires. The Curry County Hazard Mitigation Plan, adopted in 2015, was developed to guide hazard mitigation throughout the County, including the City of Clovis. This chapter provides a risk assessment for current hazards and identifies mitigation measures to reduce the impacts of future natural disasters. The Hazard Mitigation element draws from the findings in the County's Hazard Mitigation Plan and links recommendations from that plan to related issues identified during the community planning process.

9.1 COMMUNITY FEEDBACK

The feedback from stakeholders on Hazard Mitigation was received at public meetings. A summary of the public input gleaned from the public meetings follow below.

Public Meetings

When the Steering Committee, P&Z, and public meeting participants were asked to prioritize the top Hazard Mitigation goals and objectives, the top goal selected by all groups was "Reduce the City's risk and vulnerability from natural hazard events by utilizing community cooperation and an all-hazards approach." The top objectives selected by all groups were "To ensure adequate equipment and staffing levels trained in specialized emergency response" and "To support the development of alternative water supply sources and water reuse systems to address current and future water demand."

9.2 EMERGENCY PREPAREDNESS and RESPONSE

The Clovis/Curry County Emergency Management Department is a support agency that serves Clovis and Curry County and acts as the local liaison between the local government and state and federal emergency management agencies (such as the Department of Homeland Security, Red Cross, and FEMA). The Department coordinates emergency

preparedness, outreach, and response efforts for all jurisdictions within the County. The Department currently has two staff members, although due to the recent loss of grant funding, it will be downsized to only consist of the Emergency Management Director.

The Department is currently focused on increasing preparedness for disasters, as well as improving response efforts to future events. It works closely with the Clovis Fire and Police Departments and personnel at Cannon AFB. The Department has begun offering disaster preparedness and response trainings to form a Community Emergency Response Team (CERT). This program is being coordinated with the ROTC program at Clovis High School to train high school students. The program currently has 13 youth and four adults involved, and 20 adults have already been trained at CERT members. The Department also regularly organizes trainings and exercises with Cannon AFB, although they do not currently have a formal Memorandum of Understanding (MOU). A recent training with Cannon AFB personnel simulated the response to a railcar fire transporting hazardous materials. The Clovis Police and Fire Departments have MOUs with Cannon AFB to provide emergency response and access to the Base in the case of emergency.

One recent accomplishment for the Emergency Management Department is the implementation of a subscription-based alert system, and the creation of the Integrated Public Alert & Warning System



(IPAWS) push notification system for major disasters or emergencies. This system can automatically warn residents via their phones of impending events, such as high winds, tornadoes, or floods.



2010 Snow Storm and High Winds in Clovis that created huge snow drifts that buried cars and smaller structures. Photo credit: wunderphotographer mneff267.

The primary challenges the Department faces include inadequate funding, limited staff capacity, and the need to continually educate, coordinate, and train multiple stakeholder groups.

9.3 EXISTING HAZARD MITIGATION PLANS

CURRY COUNTY HAZARD MITIGATION PLAN, 2015

The Curry County Hazard Mitigation Plan was last updated in 2015 and includes the City of Clovis within its hazards risk assessment and recommendations. During the planning process, the City's Director for the Office of Emergency Management participated in meetings, the risk assessment phase, and the development of mitigation strategies.

The Plan contains a list of hazards that have impacted Curry County in the past and the risk of these hazards occurring in the future. As discussed in the Plan, since 1973, Curry County has experienced 12 declared disasters. In addition to these declared disasters, there have been hundreds of smaller events that have contributed to the hazard profile in Curry County. Among the possible hazards identified by the Plan that affect Clovis are droughts, excessive heat, flash floods, riverine floods, severe storms,

tornadoes, and wildfires. Each of these primary hazards is discussed in more detail in Section 9.4 Risk Assessment.

CURRY COUNTY COMMUNITY WILDFIRE PROTECTION PLAN

The 2008 Community Wildfire Protection Plan identified areas within the wildland-urban interface (WUI) that are at risk for wildfires. The overall risk to Clovis was identified as "moderate." The areas that are most at risk include parts of south Clovis near the County line, natural drainage areas that promote the rapid growth of plant material that becomes a fire hazard when it dies, and areas next to large undeveloped lots that include a significant amount of brush. The 2008 Plan was updated in 2016 to reassess fire risks and update the Plan's goals and action items. Many of these goals and actions are directed at the rural communities within Curry County and do not address specific fire hazards within the City of Clovis.

9.4 RISK ASSESSMENT

The overall risk assessment for Clovis is shown in FIGURE 9-1. This risk assessment consists of evaluating the probability of events, the area and assets exposure to this hazard, and a vulnerability assessment. Together, this assessment can provide a window into the risks that pose the greatest threat either through potential damage, frequency, or area affected. Among the identified hazards for Clovis, droughts and severe storms are identified as a high risk; flash floods and riverine floods as a medium risk; and excessive heat, tornadoes, wildfires, and winter storms as low risks.

According to the Clovis/Curry County Emergency Management Department, the primary hazards faced by the City include wildfires, high winds, severe storms, and the transportation of hazardous materials along the BNSF railroad that passes through Clovis (and to the north of Cannon AFB).

DROUGHTS

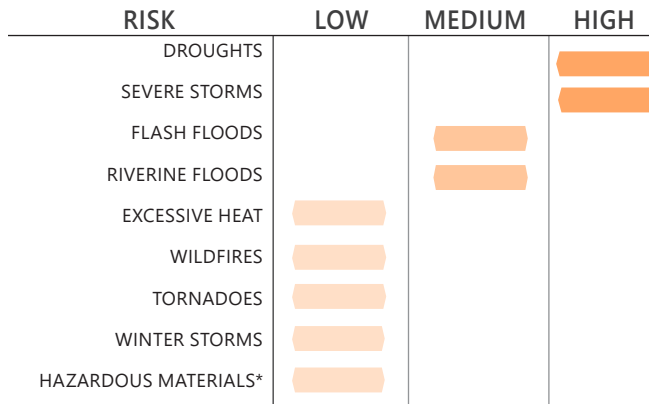
Droughts are extended periods lasting several months or years where there is an unusually low amount of precipitation and a deficiency in the supply of surface and groundwater sources. These periods affect several different users, especially agricultural users, which in turn can greatly affect the local economy. Droughts can also lead to secondary



environmental impacts, such as the increased likelihood for wildfires, increased erosion, ecosystem and habitat destruction, and dust storms.

The risk for drought in Curry County and Clovis is high, and there have been on average 11.66 drought events per year. Information on the cost of these events was not reported in the Hazard Mitigation Plan.

FIGURE 9-1: HAZARD RISK ASSESSMENT FOR CLOVIS



SOURCE: Curry County Hazard Mitigation Plan, 2015.
*Transportation of Hazardous Materials. Per conversation with Clovis Emergency Management Department.

SEVERE STORMS AND TORNADOES

Severe storms are those that cause significant damage to property or increase the risk for loss of life. These include hail storms, storms with high winds (sustained winds over 40 MPH), and lightning storms. The County’s Hazard Mitigation Plan rates the hazard to Clovis from these storms as high. The historical record of these storms indicates that about 3.8 hail events occur each year, followed by 2.6 high wind events, and 0.2 lightning events. Additionally, tornadoes, although a separate category of hazard, are rated as a low risk with 0.8 events occurring per year.

Given the high variability of storm events where and when they occur, the Hazard Mitigation Plan does not delineate the specific risk to Clovis. However, the Plan reports the historical record of severe storm events and their associated costs. On average, hail events have a recorded cost of about \$12,000 per event; high wind events cost \$15,500; and lightning strikes \$33,000. No fatalities have been recorded for these storm events. Tornadoes had an average cost of \$380,000. Although the average cost for these storms may be low, especially violent storms have much higher costs, reaching into the millions of dollars.

FLOODING

Both flash flooding and riverine floods were rated as a medium risk in Clovis. Floods can happen quickly and unpredictably during flash floods, or they can accumulate over several weeks as is the case in a riverine flood. This is due to the natural drainage courses through the City, which consist of a number of arroyos and retention basins. During severe rainstorms, flash flooding may occur in the arroyos and the detention basins may overflow. In addition, due to the development of the City, a much larger percentage of the land area consists of impervious surface, which does not allow rainfall to infiltrate into the soil. This has affected the natural drainage courses of the City, and has also led to increased volume of runoff into existing arroyos and detention basins, increasing the possibility for flash floods and/or increased flood depths.

The County’s Hazard Mitigation Plan estimated that the average riverine flood event in the County causes \$40,000 in damage – a relatively small amount compared to other hazards. The average cost of flash flood events is much lower at \$2,583 per event. Fortunately, there are few areas of Clovis within the 100-year floodplain, which is confined to drainage courses that roughly follow Grand Ave/1st Avenue, and three drainage paths that flow from the northwest to the southeast. Two fire stations, one police station, City Hall, and a few sections of residential neighborhoods are located within the 100-year floodplain.

EXCESSIVE HEAT

Drought also is often accompanied by excessive heat. Excessive heat occurs when the heat index is above 105 during the day, which corresponds to temperatures of 92°F at 60% humidity. When the heat index rises above this level, people are vulnerable to heat cramps, heat exhaustion, and heat stroke. As stated in the County’s Hazard Mitigation Plan, heat is the number one weather-related killer in the United States. Pets and livestock are also vulnerable to heat-related injuries. Crops can be vulnerable as well. Although a serious weather-related hazard, the County’s Hazard Mitigation Plan estimates that the probability of an excessive heat event occurring in a given year is rare at under 25%.



WILDFIRES

Wildfires include any “free burning, non-contained fire that consumes natural fuels and is not a prescribed burn.” Many of these fires are started naturally (usually through lightning), although fires may also be started by humans (both accidentally and intentionally). These fires become a threat to life and property when they encroach upon areas of development in along the urban fringe (areas within the wildland-urban interface). As can be expected, wildfires are more likely and significant during drought conditions.

Between 2004 and 2013, there were 78 recorded wildfires in Curry County, which burned a total of 45,787 acres. This is a probability of about 7.8 fires per year (4,578 acres burned on average). Overall, the risk to critical infrastructure in Clovis is estimated to be low. However, some areas on the outskirts of the City are at higher risk for wildfires.

WINTER STORMS

Winter storms are another form of extreme weather that poses a low risk to Clovis. These include ice storms, heavy snowfall, and powerful winter storms that bring extremely low temperatures and increased wind. The probability for these events in Curry County is about 2.25 events per year. There were no recorded costs of damage for winter storm events reported in the Hazard Mitigation Plan. However, subsequent to the Hazard Mitigation Plan, Winter Storm Goliath (2015) had a devastating impact to the dairy industry in Clovis and Curry County with the death of livestock in the thousands and cows going without being milked, which impacted the industry for months afterward.

TRANSPORTATION OF HAZARDOUS MATERIALS

According to the Clovis Emergency Management Department, the transportation of hazardous materials along the BNSF Railroad and state and federal highways represents another potential hazard for the City of Clovis. Hazardous materials include chemicals that if released could cause major fires, exposure of the adjacent neighborhoods to toxins, or other environmental impacts. Although not specifically addressed in the County’s Hazard Mitigation Plan, this is another hazard that poses a risk to the neighborhoods immediately adjacent to the railroad and major roads with freight traffic.

In an effort to be better positioned to respond to a possible incident along the BNSF Railroad, the Clovis Emergency Management Department conducted a large joint training event along with Cannon AFB personnel in 2017 that simulated a railcar fire with hazardous chemicals on board.

9.5 MITIGATION ACTIONS

The County’s Hazard Mitigation Plan recommended 19 prioritized mitigation actions that the County and local jurisdictions can take to lessen the impact of the identified hazards. The actions were selected based on the potential to reduce the loss of life and reduce property damage, as well as the possibility to increase the capacity of the County to respond to disasters in the future. Some actions mitigate the risk for multiple hazards. The actions are incorporated into the strategies listed in Section 9.6 Goals, Objectives, and Strategies.

9.6 GOALS, OBJECTIVES, and STRATEGIES

Hazard Mitigation Goal 1: Reduce the City’s risk and vulnerability from natural hazard events by utilizing community cooperation and an all-hazards approach.

Objective 1.1: To provide adequate warning for hazards, including flood events, severe winter storms, and tornadoes.

Objective 1.2: To foster emergency preparedness and response during natural hazard events.

Hazard Mitigation Strategy 1.1: Complete improvements to the alert and broadcast warning system (Nixle) before and during the duration of a severe storm, flood, tornado, or wildfire event.

Hazard Mitigation Strategy 1.2: Develop an improved vehicle routing and evacuation system for passenger vehicles, trucks, and responding emergency vehicles during hazard events.

Hazard Mitigation Strategy 1.3: Install backup generators at key facilities and shelters to protect against power loss during severe storms, during high wind events, or due to other power failures.



Hazard Mitigation Strategy 1.4: Provide adequate accommodations during hazard events. This should include food and water, health care, and accommodations for domestic animals.

Hazard Mitigation Strategy 1.5: Coordinate and encourage on-going cooperation and collaboration between the City of Clovis, Curry County, State of New Mexico, Cannon AFB, and the Federal Emergency Management Agency on mitigating natural hazards.

Hazard Mitigation Goal 2: Reduce the impact of drought conditions to the community.

Objective 2.1: To support the development of alternative water supply sources and water reuse systems to address current and future water demand.

Objective 2.2: To educate residents on the impacts of drought and methods for conserving water resources.

Hazard Mitigation Strategy 2.1: Pursue funding for the Ute Water Pipeline Regional Project, construction of future water wells, and the effluent reuse project, as identified in Infrastructure, Section 6.9 Goals, Objectives, and Strategies and as listed on the FY2020-2024 ICIP.

Hazard Mitigation Strategy 2.2: Continue the implementation of the City's voluntary water conservation program for residences, businesses, and governmental entities, as identified in Infrastructure, Section 6.9 Goals, Objectives, and Strategies.

Hazard Mitigation Goal 3: Minimize the community's vulnerability to and impact from flooding.

Objective 3.1: To develop greater capability and capacity to mitigate flood hazards.

Objective 3.2: To strive for a shorter recovery time after flooding has occurred.

Hazard Mitigation Strategy 3.1: Increase the number/capacity of rainwater detention basins (playas) and drainage conveyance structures to protect against future floods, as identified in Section 6.5 Storm Drainage and the FY2020-2024 ICIP.

Hazard Mitigation Strategy 3.2: Participate in a collaborative process between the City, U.S. Army Corp of Engineers, Curry County, and the New Mexico Department of Homeland Safety and Emergency Management on mitigating flood hazards.

Hazard Mitigation Strategy 3.3: Continue the City's participation in and remain compliant with the National Flood Insurance Program.

Hazard Mitigation Goal 4: Reduce the risk to life and property from wildfires.

Objective 4.1: To work with Curry County on fuel reduction activities in the urban rural interface areas.

Objective 4.2: To encourage on-going cooperation between the City of Clovis and Curry County on wildfire prevention.

Hazard Mitigation Strategy 4.1: Work with Curry County on developing a public information program on wildfire mitigation, including:

- Creating buffer zones around structures;
- Removing combustible materials around homes; and
- Creating an emergency supply kit (e.g., water, food, batteries, flashlights, first aid kit, phone chargers, etc).

Hazard Mitigation Strategy 4.2: Work with Curry County to develop a program for weed and brush removal along natural waterways and urban-rural interface areas at risk for wildfires.

Hazard Mitigation Goal 5: Improve the capacity to respond to hazardous spills and accidents at BNSF Railroad crossings.

Objective 5.1: To develop a rapid and coordinated response to hazardous spills and accidents.

Objective 5.2: To ensure adequate equipment and staffing levels trained in specialized emergency response.

Objective 5.3: To encourage on-going coordination between the City of Clovis, BNSF Railroad, Cannon AFB, and Curry County to prevent railroad accidents.



Hazard Mitigation Strategy 5.1: Work with BNSF and Curry County on the development of a plan for responding to hazardous spills and removals, and accidents along rail lines and switching stations.

Hazard Mitigation Strategy 5.2: Provide the equipment, ongoing training, and staffing needed for the City's Emergency Management Department to respond to hazardous spills and accidents.

Hazard Mitigation Strategy 5.3: Work with BNSF to ensure that it is notifying the City when large volumes of hazardous and flammable materials are being transported through Clovis.

CHAPTER 10

IMPLEMENTATION

To demonstrate the important role the Comprehensive Plan plays in decisions that impact the City's growth and development, the City of Clovis should review the Comprehensive Plan on an annual basis. This review would help ensure the City of Clovis remains on track in implementing the goals, objectives, and strategies contained the Comprehensive Plan. The City Administration is typically responsible for ensuring the implementation of the Comprehensive Plan and should provide an annual progress report to the City Commission. Updates to the Comprehensive Plan should generally occur every five years; however, in the interim, amendments could also be adopted by the City Commission if there are major changes in direction regarding growth and development, social or market conditions, or capital expenditures. Attention should also be paid to the Future Land Use Scenario, which represents the character and direction the City of Clovis intends to follow as the community grows.

10.1 IMPLEMENTATION PROCESS

Each of the Comprehensive Plan elements (Land Use, Economic Development, Neighborhoods and Housing, Infrastructure, Transportation, Community Facilities and Services, and Hazard Mitigation, contain a series of goals, objectives, and strategies. The strategies are repeated in this chapter and are supplemented with projected time frames for completion and responsible party. The time frames for implementing the strategies include:

- 2019-2021 (short);
- 2022-2026 (medium);
- 2027-2032 (long);
- On-going (no end date).

It should be noted that the time frames presented in the implementation tables are dependent on available funding, staff resources, and the ability of the City of Clovis to engage in meaningful partnerships. It is acknowledged that the time frames may need to be adjusted. Linking the Comprehensive Plan and the City's ICIP is one of the most important ways to ensure the strategies are implemented by the City of Clovis.

10.2 IMPLEMENTATION TABLES

The implementation tables starting on page 132 provide the complete list of strategies organized by Plan element and are supplemented by projected time frames for completion. For more detail on each of the strategies, refer back to the specific Plan element.



CHAPTER 3: LAND USE - STRATEGIES			
LAND USE IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 1.1:</u> Provide incentives for infill development, including reductions or waivers in utility extension and permit fees, expedited approval processes, density bonuses, increased building heights or lot coverage, etc.	2022-2026		City Manager's Office, Planning & Zoning
<u>Strategy 1.2:</u> Pursue public/private partnerships on the design and construction of mixed-use development projects within Downtown Clovis, and Metropolitan Redevelopment Areas and mixed use areas, as identified on the Future Land Use Scenario.		X	City Manager's Office, Planning & Zoning, Clovis MainStreet
<u>Strategy 1.3:</u> Identify excess City-owned properties that would be available for sale or lease for infill and redevelopment projects.		X	City Manager's Office
<u>Strategy 1.4:</u> Create development standards for the Downtown Business District that address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping.		X	City Manager's Office, Planning & Zoning, Clovis MainStreet
<u>Strategy 2.1:</u> Create an evaluation process for proposed annexations that is based on a cost-benefit analysis. The evaluation should consider: 1) Existing infrastructure capacity; 2) Feasibility, cost, and timeliness of extending infrastructure, transportation networks, and public safety services; 3) Economic development benefits and potential revenue stream to the City; and 4) a determination of the property owners' support for the annexation.	2022-2026		City Manager's Office, Planning & Zoning
<u>Strategy 2.2:</u> Prioritize annexations that are contiguous to the municipal boundary and create logical boundaries; support new commercial and industrial development; can be served by infrastructure; and are identified on the Future Land Use Scenario.	2022-2026		City Commission, Public Works
<u>Strategy 3.1:</u> Engage and work with owners of existing vacant properties on zone changes to commercial and industrial uses, as illustrated on the Future Land Use Scenario.	2022-2026		Planning & Zoning
<u>Strategy 3.2:</u> As properties are annexed into the City, establish appropriate zoning designations for commercial and industrial/manufacturing uses, as illustrated on the Future Land Use Scenario.		X	Planning & Zoning
<u>Strategy 4.1:</u> Create streetscape improvement plans for Prince Street and Grand Avenue that address sidewalks and pedestrian crossings, traffic calming measures, landscaping, lighting, street furniture, signage, screening, and parking.	2027-2032		City Manager's Office, Planning & Zoning, Public Works
<u>Strategy 4.2:</u> Establish and fund a facade improvement program to support the maintenance and beautification of commercial properties within designated Metropolitan Redevelopment Areas.	2022-2026		City Manager's Office, Planning & Zoning
<u>Strategy 4.3:</u> Provide adequate City Code Enforcement staff to enforce the existing regulations that address dumping, litter, weeds, and dilapidated and abandoned structures.	2019-2021		City Manager's Office, Code Compliance
<u>Strategy 4.4:</u> Continue to work with and/or cite properties that are vacant, abandoned, and/or substandard that have been determined to be a nuisance to the community. Place municipal liens on properties only where necessary.		X	Code Compliance
<u>Strategy 4.5:</u> Create and maintain a substandard commercial and residential property registry on the City's GIS database.		X	Planning & Zoning, Code Compliance



CHAPTER 3: LAND USE - STRATEGIES (continued)			
LAND USE IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 4.6:</u> Design and construct new entry signage at the major gateways into Clovis at US Highway 60 and US Highway 70.	2019-2021		City Manager's Office, Public Works
<u>Strategy 4.7:</u> Co-sponsor community clean-up events with Keep Clovis Beautiful and New Mexico Clean and Beautiful program.		X	City Manager's Office
<u>Strategy 5.1:</u> Develop a brochure that highlights the history of Clovis and the historic properties within Downtown Clovis and other areas.	2019-2021		City Manager's Office, Clovis MainStreet
<u>Strategy 5.2:</u> Work with Clovis MainStreet and the New Mexico Historic Preservation Division on educating owners of historic properties on the benefits of having their properties listed on the historic register.		X	City Manager's Office, Clovis MainStreet
<u>Strategy 5.3:</u> Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings within Clovis.		X	City Manager's Office, Clovis MainStreet
<u>Strategy 5.4:</u> Work with Clovis MainStreet and the New Mexico Historic Preservation Division on determining the feasibility of becoming a recognized Certified Local Government (CLG).	2022-2026		City Manager's Office, Clovis MainStreet



CHAPTER 4: ECONOMIC DEVELOPMENT - STRATEGIES			
ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 1.1:</u> Create an Economic Development Strategic Plan that includes, but is not limited to: 1) Engagement with existing major employers in Clovis and the region; 2) SWOT Analysis; Fiscal baseline assessment that describes the existing tax base, service demand, revenues, and service costs; 3) Retail, industrial/manufacturing, and agriculture market assessments; 4) Economic base job goals and target industries; 5) Identification of development opportunity sites, including the Clovis Industrial Park and areas adjacent to the Clovis Landfill; 6) Consideration of future annexations (as identified in the Priority Annexation map); and 7) Implementation actions and key benchmarks.	2019-2021		City Manager's Office, CIDC, Chamber of Commerce
<u>Strategy 1.2:</u> Promote Clovis as a family and business-friendly community with an available water supply; access to the interstate highway system, rail, and air travel; a moderate cost of living; access to secondary educational institutions; potential incentives for workforce training and tax abatements and credits; and a strong agricultural economy.		X	City Commission, Chamber of Commerce
<u>Strategy 1.3:</u> Coordinate and participate with the local business community and economic development organizations, including the Clovis Industrial Development Corporation, Clovis/Curry County Chamber of Commerce, Clovis MainStreet, and the New Mexico Economic Development Department on local and regional economic development initiatives.		X	City Manager's Office, CIDC, Chamber of Commerce, Clovis MainStreet, NMED
<u>Strategy 1.4:</u> Continue working with the Clovis/Curry County Chamber of Commerce on an annual business recognition program for those businesses that have demonstrated: 1) Outstanding business achievement as evidenced by growth in sales, profits, and/or employees, or new markets entered; 2) Commitment to the community through contributions or service to a civic group, volunteer program, or non-profit organization; or 3) Dedication and creativity in the development of a new business.		X	City Manager's Office, Chamber of Commerce
<u>Strategy 1.5:</u> Provide regular updates on the City's economic development efforts and accomplishments on the City's, CIDC's, and the Chamber's web sites and through social media.	2019-2021		City Manager's Office, Chamber of Commerce
<u>Strategy 2.1:</u> Identify and recruit potential businesses related to manufacturing, warehousing, and distribution of food and beverage, agricultural, and other products to the Clovis Industrial Park.		X	City Manager's Office, CIDC
<u>Strategy 2.2:</u> Promote the Clovis Industrial Park to commercial aircraft/aerospace and renewable energy companies seeking to expand or relocate to Clovis.		X	Chamber of Commerce, CIDC
<u>Strategy 2.3:</u> Create an incentive package for businesses interested in locating at the Clovis Industrial Park. Incentives may include fee and utility waivers, property tax abatement, Industrial Revenue Bonds, utility extensions, etc.	2022-2026		City Manager's Office, CIDC
<u>Strategy 2.4:</u> Create a brand for the Clovis Industrial Park and incorporate it into recruitment materials, signage at the Park's entries, and wayfinding along Mabry Drive/US 60 and Prince Street/US 70.	2019-2021		City Manager's Office, CIDC
<u>Strategy 3.1:</u> Work with the Clovis/Curry County Chamber of Commerce on developing and promoting a "Support Small Business" program to help retain and grow existing businesses.	2019-2021		Chamber of Commerce
<u>Strategy 3.2:</u> Work with local banks and economic development organizations on offering small businesses access to capital through a revolving-loan fund.	2019-2021		City Manager's Office, Clovis Municipal Schools, CIDC



CHAPTER 4: ECONOMIC DEVELOPMENT - STRATEGIES (continued)			
ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 3.3:</u> Promote and provide information regarding the services offered by the Business Enterprise Center and the Small Business Development Center at Clovis Community College to existing and potential small business owners.	2022-2026		City Manager's Office, Chamber of Commerce, Business Development Center
<u>Strategy 3.4:</u> Complete a feasibility study for developing a small retail business incubator in Downtown Clovis. The feasibility study should include: Existing businesses; Current workforce; Market opportunities; Potential service offerings (business planning, coaching and mentoring assistance, market development assistance, networking opportunities, software, etc.); Governance and operations; Financial feasibility; and Potential locations for the facility.	2022-2026		City Manager's Office, Clovis MainStreet
<u>Strategy 4.1:</u> Support and partner with local businesses and Clovis Municipal Schools, Clovis Community College, and Eastern New Mexico University on developing and expanding workforce training programs related to existing and future business clusters in the region, including aviation/aerospace, renewable energy, healthcare, value-added agriculture, etc.	2027-2032		City Manager's Office, CIDC, Clovis Municipal Schools, Clovis Community College, ENMU
<u>Strategy 4.2:</u> Work with the Clovis Industrial Development Corporation and major employers in Clovis on seeking workforce investment funding (Job Training Incentive Program - JTIP) from the New Mexico Economic Development Department.		X	City Manager's Office, CIDC
<u>Strategy 4.3:</u> Sponsor and promote in career expos that focus on STEM technologies, including aerospace/aviation, life sciences, engineering, computer programming, natural sciences, etc., to encourage young adults in Clovis to enter these fields.		X	Chamber, CIDC
<u>Strategy 5.1:</u> Coordinate with New Mexico MainStreet and pursue funding from the New Mexico Finance Authority for an update to the Downtown Clovis Metropolitan Redevelopment Area (MRA) Plan. The Downtown MRA Plan should identify new private redevelopment projects, public sector investment projects, and support actions.	2022-2026		City Manager's Office, Clovis MainStreet, NM MainStreet
<u>Strategy 5.2:</u> Designate and create a master plan for the Historic Railroad District in Downtown Clovis.	2022-2026		City Manager's Office, Clovis MainStreet
<u>Strategy 5.3:</u> Create a theater district in Downtown Clovis that highlights the Lyceum, State, and Mesa Theaters, and provides branding opportunities, venues for arts and culture events, and public art.	2027-2032		City Manager's Office, Clovis MainStreet
<u>Strategy 5.4:</u> Complete an RFP process for the redevelopment or adaptive reuse of vacant and/or underutilized City properties and buildings in Downtown Clovis (e.g. Levine's) that would be appropriate for new sit-down restaurants, breweries, retail businesses, entertainment venues, and mixed-use projects.	2019-2021		City Manager's Office, Clovis MainStreet
<u>Strategy 5.5:</u> Join other small communities in lobbying the New Mexico State Legislature on revisions to the state's liquor license system to allow greater access to full liquor licenses.	2022-2026		City Commission, Chamber of Commerce
<u>Strategy 5.6:</u> Determine the interest of Downtown business owners in developing a Business Improvement District to fund improvements, on-going maintenance, and events.	2022-2026		City Manager's Office, Clovis MainStreet,



CHAPTER 5: HOUSING and NEIGHBORHOODS - STRATEGIES			
HOUSING and NEIGHBORHOODS IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 1.1:</u> Create an Affordable Housing Plan that complies with the New Mexico Affordable Housing Act and is funded through the New Mexico Mortgage Finance Authority. The Affordable Housing Plan should contain: 1) A comprehensive community and housing profile for the City that includes demographic characteristics, household characteristics, and local housing market conditions; 2) Assessment of existing and future housing needs for the City and Cannon AFB by Average Median Income (AMI) levels; 3) Analysis and proposed solutions to the regulatory and non-regulatory constraints to affordable housing in Clovis; and 4) Goals, policies, and quantifiable objectives to meet affordable housing needs (rental and owner-occupied) within a planning horizon of five years.	2022-2026		City Manager's Office
<u>Strategy 1.2:</u> Identify City-owned land and buildings that are appropriate and available for donation to an affordable housing program.	2022-2026		City Manager's Office
<u>Strategy 1.3:</u> Initiate public/private partnerships between the City, Cannon AFB, and private developers for development of income qualified, multi-family rental housing that would be eligible for federal Low Income Housing Tax Credits (LIHTC) and New Mexico Affordable Housing Tax Credits through the New Mexico Mortgage Finance Authority.	2022-2026		City Manager's Office, Cannon AFB
<u>Strategy 1.4:</u> Identify and coordinate with local and regional housing providers on applying for rehabilitation funds for single family homes from the HOME Investment Partnership Program and USDA Rural Development Section 504 Home Repair grants for eligible seniors aged 62 and older.	2022-2026		City Manager's Office
<u>Strategy 1.5:</u> Work with the Clovis Housing Authority and New Mexico Mortgage Finance Authority on developing an educational program that provides information on available affordable housing programs, credit counseling, first time homebuyer programs, rehabilitation and maintenance assistance programs for seniors and veterans; down payment and closing cost assistance; and referrals to local MFA-approved lenders.	2022-2026		City Manager's Office, Clovis Housing Authority, NMMFA
<u>Strategy 1.6:</u> Develop incentives, such as density bonuses, fee waivers, and land donations, for private developers to build affordable housing for income qualified, special population households, including veterans, disabled people, seniors, people with mental illness, etc.	2022-2026		City Manager's Office, Planning & Zoning
<u>Strategy 2.1:</u> Continue the City's "Yard of the Month" program to acknowledge residents' efforts to improve the appearance of their properties and neighborhood.		X	City Commission
<u>Strategy 2.2:</u> Continue the City's Parks, Recreation, and Beautification Committee's coordination with Keep Clovis Beautiful, Keep America Beautiful, and Tree City USA to improve neighborhoods through tree planting, and weed and graffiti removal.		X	City Commission, Parks and Recreation Dept.
<u>Strategy 2.3:</u> Explore the feasibility of developing and managing a land bank for vacant and abandoned residential properties that can be purchased by non-profit housing providers, home builders, or individuals.	2022-2026		City Commission, City Manager's Office



CHAPTER 5: HOUSING and NEIGHBORHOODS - STRATEGIES (continued)			
HOUSING and NEIGHBORHOODS IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 3.1</u> : Work with local builders on developing a set of voluntary guidelines for new residential construction that includes incentives and addresses best building practices to include, but not be limited to: 1) Minimum energy efficiency standards; 2) Site development practices; 3) Reduced maintenance costs; 4) Construction materials; 5) Indoor water use; and 6) Water efficient landscape practices.	2027-2032		City Manager's Office, Planning & Zoning
<u>Strategy 3.2</u> : Pursue mixed-use development projects that co-locate housing and neighborhood scale commercial uses within Downtown Clovis and Metropolitan Redevelopment Areas and Mixed Use Areas, as identified on the Future Land Use Scenario.	2022-2026		City Manager's Office



CHAPTER 6: INFRASTRUCTURE - STRATEGIES			
INFRASTRUCTURE IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 1.1:</u> Secure funding and allocate City resources to support the Eastern New Mexico Water Utility Authority's efforts to develop the Ute Water Pipeline Regional Project, as identified in the Master Water Assurance Plan and listed in the FY2019-2023 Infrastructure Capital Improvement Plan (ICIP).		X	City Manager's Office, City Commission
<u>Strategy 1.2:</u> In conjunction with the cost/benefit analysis associated with proposed annexations, coordinate with EPCOR to determine the water demand from full build-out for each of the annexation areas and cost for extending services.	2022-2026		Public Works, EPCOR
<u>Strategy 2.1:</u> Continue phased construction and seek funding for the effluent reuse project to supply non-potable irrigation water to City parks, public schools, and other private users.		X	Public Works, Parks & Recreation
<u>Strategy 2.2:</u> Continue implementation of the voluntary water conservation program for residences, businesses, and governmental entities through the following: 1) Develop an educational program on the benefits of water conservation; 2) Provide rebates for replacing existing high water volume plumbing fixtures; 3) Provide rebates for conversion of high water use landscapes to low water use landscapes and xeriscape principles of landscape design; and 4) Evaluate the effectiveness of the water conservation program on an annual basis.		X	EPCOR, Water Policy Advisory Committee
<u>Strategy 2.3:</u> Pursue conservation easements from private landowners to provide for groundwater banking from agricultural wells, as a pilot program. Once the pilot program has been in operation for two years, determine whether the program achieved its objectives and the feasibility of expanding it to as a permanent component of the City's water conservation program.		X	City Manager's Office
<u>Strategy 3.1:</u> Continue to monitor the flows at the City's Waste Water Treatment Plant to determine capacity, and over time, conduct a feasibility analysis for expanding the system associated with future growth and development.		X	Public Works, Wastewater Treatment Division
<u>Strategy 3.2:</u> Monitor the Humphrey lift station during wet weather events to determine if the pumps are adequate for the current flow received. Plan and obtain funding for upgrading the Wilhite and Humphrey lift stations.	2022-2026		Public Works, Wastewater Treatment Division
<u>Strategy 3.3:</u> Secure funding and implement the project to upgrade the sewer system on Brady, as identified in the FY2020-2024 ICIP.	2027-2032		Public Works
<u>Strategy 3.4:</u> Secure funding and implement improvements to the gravity mains, as identified in the 2013 Clovis Wastewater Collection System Modeling and Analysis report.	2027-2032		Public Works, Wastewater Treatment Division
<u>Strategy 3.5:</u> In conjunction with the cost/benefit analysis associated with proposed annexations, determine the demand and cost for expanding wastewater service from full build-out for each of the annexation areas.	2027-2032		Public Works, Wastewater Treatment Division
<u>Strategy 4.1:</u> Secure funding to expand and implement the recommendations for the drainage improvements listed in the City's Master Drainage Plan and as identified in the FY2020-2024 ICIP.	2027-2032		Public Works
<u>Strategy 4.2:</u> Plan and design storm drain improvements in conjunction with road reconstruction and expansion projects, both private and municipal sponsored.		X	Public Works
<u>Strategy 5.1:</u> Expand the use of renewable energy technologies, including solar, wind, and biomass, on City-owned properties and buildings, where feasible.		X	Building Safety
<u>Strategy 5.2:</u> Create a renewable energy ordinance that addresses appropriate siting and buffering of solar, wind, and biomass projects from residential areas.	2019-2021		Building Safety



CHAPTER 6: INFRASTRUCTURE - STRATEGIES (continued)			
INFRASTRUCTURE IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 5.3:</u> Develop a public information program to educate homeowners and businesses on available solar and wind energy incentives, tax credits, rebates, exemptions, and net metering.	2019-2021		City Manager's Office, Building Safety
<u>Strategy 6.1:</u> Identify additional drop-off locations for collection and transport of recycled materials to the landfill. Drop-off locations should be geographically distributed throughout the City.	2022-2026		Public Works
<u>Strategy 6.2:</u> Develop a public information program on the benefits of recycling (cardboard, plastic, and scrap metal) and composting of yard waste (organics). Include metrics on the amount of waste that have been diverted from the landfill.	2019-2021		Public Works, Landfill Division
<u>Strategy 6.3:</u> Sponsor community recycling events where residents can bring their recyclable materials (cardboard, plastic, scrap metal, and organics) for collection and transport.		X	Public Works, Landfill Division
<u>Strategy 6.4:</u> Work with the New Mexico Environment Department, Solid Waste Bureau on developing a waste reduction program that includes electronic devices and household hazardous waste.	2019-2021		Public Works, Landfill Division



CHAPTER 7: TRANSPORTATION - STRATEGIES			
TRANSPORTATION IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 1.1:</u> Create an Asset Management Plan and database for roadways and bridges to determine existing pavement conditions, establish standards for service, and methodology for prioritizing street improvements.	2022-2026		Public Works, Street Maintenance Division
<u>Strategy 1.2:</u> Create a prioritized list of improvements to sidewalks, trails, bicycle lanes and facilities, traffic calming measures, and ADA accessibility on City-owned roadway facilities.	2022-2026		Public Works, Street Maintenance Division
<u>Strategy 1.3:</u> Continue to work with the NMDOT in upgrading its facilities including roadways, traffic signals, and drainage structures within the City limits and major highways approaching the City.		X	Public Works, NMDOT
<u>Strategy 1.4:</u> Pursue NMDOT sponsored and funded programs through the Local Government Road Fund, Municipal Arterial Program, Cooperative Projects, Safety Projects, Bicycle/Pedestrian/Equestrian (BPE) Program, Transportation Alternatives Program (TAP), Recreational Trails Program (RTP), etc.		X	Public Works
<u>Strategy 1.5:</u> Work with Clovis Municipal School District, SERTPO, NMDOT, and the NM Department of Health on creating a Safe Routes to School program that will encourage children to walk and bicycle to school.	2019-2021		Public Works, Clovis Municipal Schools, SERTPO, NMDOT, NM Dept. of Health
<u>Strategy 1.6:</u> Determine the feasibility of expanding local transit service for current needs and future growth to include services to Cannon AFB, Clovis Municipal Airport, ENMU, and surrounding communities.		X	Clovis Area Transit
<u>Strategy 2.1:</u> Create, prioritize, and implement a Five-year Street Maintenance Improvement Plan that addresses resurfacing, paving, crack sealing, pavement marking, and estimated costs. Pursue and secure funding for implementing these projects.	2019-2021		Public Works, Street Maintenance Division
<u>Strategy 2.2:</u> Continue to update and implement the City's ADA Transition Plan for Sidewalks, Roadways, and Accessibility.		X	Public Works
<u>Strategy 3.1:</u> Work with Cannon AFB and major employers on obtaining data on the number of business and military passengers traveling to other airports to help the City in negotiating the expansion of commercial passenger services with a regional jet airline carrier.		X	City Manager's Office, Clovis Municipal Airport, Cannon AFB
<u>Strategy 3.2:</u> Pursue the expansion of air cargo services based on the parcels/weight that are currently shipped in and out of Clovis and eastern New Mexico from other facilities.	2022-2026		City Manager's Office, Clovis Municipal Airport
<u>Strategy 3.3:</u> Prioritize and implement the capital improvement projects identified in the 2015 Clovis Municipal Airport Master Plan and the 2019-2023 ICIP. Pursue available aviation related funding from the FAA and New Mexico Department of Transportation - Aviation Division grant and funding programs.		X	City Manager's Office, Clovis Municipal Airport



CHAPTER 8: COMMUNITY SERVICES and FACILITIES - STRATEGIES			
COMMUNITY SERVICES and FACILITIES IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 1.1:</u> Work with the Police and Fire Departments on developing a comprehensive public safety needs assessment that includes: 1) Data collection on past calls for non-emergency and emergency services, including ambulance transport, over the past five years; 2) Current and future program, training, and certification needs; 3) Technology, equipment, and vehicle needs; 4) Identification of adequate staffing levels to maintain a high level of response times; and 5) A gap analysis on the distribution of substations.	2022-2026		City Manager's Office, Police Dept, Fire Dept.
<u>Strategy 1.2:</u> Based on the public safety needs assessment, pursue and allocate funding to purchase new equipment, vehicles, and ambulances, as needed, for the Police and Fire Departments.		X	City Manager's Office, Police Dept, Fire Dept.
<u>Strategy 1.3:</u> Identify funding and develop a plan for constructing a new fire station in the northeast area of Clovis to accommodate existing and future growth and development in that area and to maintain the Fire Department's current ISO rating, as identified in the FY2020-2024 ICIP.	2027-2032		City Manager's Office, Fire Dept.
<u>Strategy 1.4:</u> Identify funding and develop a plan for constructing a new animal shelter to replace the existing facility, as identified in the FY2020-2024 ICIP.	2020-2024		City Manager's Office, Police Dept.
<u>Strategy 1.5:</u> Provide on-going training and certification for current and future police officers, firefighters, and emergency medical technicians.		X	Police Dept, Fire Dept.
<u>Strategy 2.1:</u> Pursue and allocate funding for improvements to existing park and recreation facilities, as identified in the 2015 Parks and Recreation Master Plan and the 2019-2023 ICIP.		X	City Manager's Office, Parks and Recreation Dept.
<u>Strategy 2.2:</u> Acquire and develop new neighborhood parks, as identified in the 2015 Parks and Recreation Master Plan and as shown on the Future Land Use Scenario, to accommodate existing and future neighborhoods.		X	City Manager's Office, Parks and Recreation Dept.
<u>Strategy 2.3:</u> Continue to work with Clovis Municipal Schools on joint use agreements for park and recreation facilities.		X	City Commission, Clovis Municipal Schools
<u>Strategy 3.1:</u> Create and maintain a preventative maintenance and replacement program for all City-owned facilities.		X	Building Safety
<u>Strategy 3.2:</u> Complete a Senior Services Needs Assessment that analyzes and determines existing and future building and programming needs, and fitness space and equipment.	2027-2032		City Manager's Office, Senior Services
<u>Strategy 3.3:</u> Pursue funding to meet the facility and programming needs for Senior Centers, as recommended in the Senior Center Needs Assessment and as identified in the 2019-2023 ICIP.	2019-2021		Senior Services
<u>Strategy 3.4:</u> Complete a Library Needs Assessment that evaluates existing and future programming needs; facility space and computer equipment; and staffing levels.	2022-2026		City Manager's Office, Public Library Dept.
<u>Strategy 3.5:</u> Pursue funding to meet the facility and programming needs of the Clovis-Carver Public Library, as identified in the Library Needs Assessment.		X	Public Library Dept.



CHAPTER 8: COMMUNITY SERVICES and FACILITIES - STRATEGIES (continued)			
COMMUNITY SERVICES and FACILITIES IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<p><u>Strategy 4.1:</u> Initiate annual town halls to facilitate a community dialogue between the City of Clovis, Clovis Municipal Schools, Clovis Community College, Eastern New Mexico University, Cannon AFB, and Curry County on educational initiatives related to STEM technologies; raising the high school graduation rate; expanding dual credit courses for high school students; opportunities for high school and college graduates; and striving for Clovis to be the eastern New Mexico hub for STEM related employment.</p>		X	City Commission, Clovis Municipal Schools, Clovis Community College, ENMU, Cannon AFB, Curry County
<p><u>Strategy 4.2:</u> Disseminate information on the adult education program and classes (e.g., GED preparation, ESL, computer literacy, USCIS naturalization interview preparation, work skills training, etc.) offered at Clovis Community College.</p>		X	City Manager's Office, Clovis Community College
<p><u>Strategy 5.1:</u> Coordinate with Plains Regional Medical Center, La Casa Family Health Center, Mental Health Resources, and other health care providers on disseminating information to the general public on available community health care services.</p>		X	City Manager's Office, Plains Regional, La Casa, Mental Health Resources
<p><u>Strategy 5.2:</u> Collaborate with Plains Regional Medical Center and Clovis Community College on creating a strategic plan that identifies incentives to attract and retain health care professionals and specialists in Clovis. The plan should also address retaining students in health care education programs to stay in Clovis after completing their programs.</p>		X	City Manager's Office, Plains Regional, Clovis Community College, Chamber of Commerce
<p><u>Strategy 5.3:</u> Recruit senior care providers that offer assisted living, memory care, and skilled nursing services to allow residents to age in place.</p>		X	City Manager's Office, Chamber of Commerce



CHAPTER 9: HAZARD MITIGATION - STRATEGIES			
HAZARD MITIGATION IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 1.1:</u> Complete improvements to the alert and broadcast warning system (Nixle) before and during the duration of a severe storm, flood, tornado, or wildfire event.	2019-2021		Office of Emergency Management
<u>Strategy 1.2:</u> Develop an improved vehicle routing and evacuation system for passenger vehicles, trucks, and responding emergency vehicles during hazard events.	2019-2021		Office of Emergency Management
<u>Strategy 1.3:</u> Install backup generators at key facilities and shelters to protect against power loss during severe storms, during high wind events, or due to other power failures.	2027-2032		Office of Emergency Management
<u>Strategy 1.4:</u> Provide adequate accommodations during hazard events. This should include food and water, health care, and accommodations for domestic animals.	2022-2026		Office of Emergency Management
<u>Strategy 1.5:</u> Coordinate and encourage on-going cooperation and collaboration between the City of Clovis, Curry County, State of New Mexico, Cannon AFB, and the Federal Emergency Management Agency on mitigating natural hazards.	2027-2032		City Manager's Office, Office of Emergency Management, Curry County, State of NM, Cannon AFB, FEMA
<u>Strategy 2.1:</u> Pursue funding for the Ute Water Pipeline Regional Project, construction of future water wells, and the effluent reuse project, as identified in Infrastructure, Section 6.9 Goals, Objectives, and Strategies and as listed on the FY2020-2024 ICIP.		X	ENMWUA, City Manager's Office
<u>Strategy 2.2:</u> Continue implementation of the City's voluntary water conservation program for residences, businesses, and governmental entities, as identified in Infrastructure, Section 6.9 Goals, Objectives, and Strategies.		X	Public Works
<u>Strategy 3.1:</u> Increase the number/capacity of rainwater detention basins (playas) and drainage conveyance structures to protect against future floods, as identified in Section 6.5 Storm Drainage and the FY2020-2024 ICIP.		X	Public Works
<u>Strategy 3.2:</u> Participate in a collaborative process between the City, U.S. Army Corp of Engineers, Curry County, and the New Mexico Department of Homeland Safety and Emergency Management on mitigating flood hazards.	2027-2032		Office of Emergency Management, Army Corp of Engineers, Curry County, NM Dept. of Homeland Security
<u>Strategy 3.3:</u> Continue the City's participation in and remain compliant with the National Flood Insurance Program.		X	Public Works
<u>Strategy 4.1:</u> Work with Curry County on developing a public information program on wildfire mitigation, including: 1) Creating buffer zones around structures; 2) Removing combustible materials around homes; and 3) Creating an emergency supply kit (e.g., water, food, batteries, flashlights, first aid kit, phone chargers, etc).	2027-2032		City Manager's Office, Office of Emergency Management, Curry County
<u>Strategy 4.2:</u> Work with Curry County to develop a program for weed and brush removal along natural waterways and urban-rural interface areas at risk for wildfires.		X	Public Works



CHAPTER 9: HAZARD MITIGATION - STRATEGIES (continued)			
HAZARD MITIGATION IMPLEMENTATION STRATEGIES	DATE	ON-GOING	RESPONSIBLE ENTITY
<u>Strategy 5.1:</u> Work with BNSF and Curry County on the development of a plan for responding to hazardous spills and removals, and accidents along rail lines and switching stations.		X	City Manager's Office, Office of Emergency Management BNSF, Curry County
<u>Strategy 5.2:</u> Provide the equipment, ongoing training, and staffing needed for the City's Emergency Management Department to respond to hazardous spills and accidents.		X	City Manager's Office, Office of Emergency Management
<u>Strategy 5.3:</u> Work with BNSF to ensure that it is notifying the City when large volumes of hazardous and flammable materials are being transported through Clovis.		X	City Manager's Office, Office of Emergency Management

APPENDICES

APPENDIX A: GLOSSARY

APPENDIX B: FUNDING SOURCES

APPENDIX C: COMMUNITY SURVEY RESULTS

APPENDIX D: INFRASTRUCTURE MAPS

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GLOSSARY

Affordable Housing: Defined by the U.S. Department of Housing and Urban Development as rental or ownership housing and utilities whose monthly cost burden represents no more than 30% of the gross income of an individual or a family. Affordable housing is supported and incentivized by many programs administered through the Department of Housing and Urban Development (HUD).

Annexation: The process that a municipality undertakes to incorporate new territories into its existing boundaries, per Article 3-7-1 through 3-7-18 NMSA 1995.

Buffering: The use of walls, fencing, plant materials, and/or setbacks to minimize the potentially adverse impact of one land use on another.

Community Emergency Response Team (CERT): A volunteer group of citizens trained to respond in the case of disasters.

Certified Local Government (CLG): A public/private partnership program operated through the National Park Service and the Historic Preservation Divisions, whereby communities become certified by institutionalizing historic preservation through local ordinances and receive grants to support historic preservation activities.

Community Facility: A building or structure owned and operated by a governmental agency to provide service to the public. A community center, school, senior center, and police station are examples.

Density, Net: The number of residential dwelling units per the total developable acreage of land, excluding public rights-of-way, open space, and utilities.

Density, Gross: The number of residential dwelling units per the total acreage of land.

Development Standards: Standards that control the size of structures and the relationships of structures and uses to each other and to open areas and lot lines. Development standards include regulations controlling maximum height, minimum lot area,

minimum lot frontage, minimum size of yards and setbacks, etc.

Easement: A "non-possessory" property interest that allows the beneficiary to use property that he or she does not own or possess. The beneficiary cannot occupy the land or to exclude others from the land, unless they interfere with the beneficiary's use.

Economic Development: The process by which a community improves the local economy and social well-being of the people. This could include an improvement in the number of jobs, incomes, education levels, organization capacity or other forms of capital.

Economic Base Job: A job in which services or goods provided are exported outside the local economy (i.e., sold to outside customers) and bring new money into the economy. Economic Base jobs are the key to a community's economic growth and support a strong retail sector.

Extraterritorial Jurisdiction: The area within five miles outside of the Clovis City limits that provides the authority to the City of Clovis to review and comment on building permits and other planning matters, as well as subdivision authority within a 1-mile radius.

Flood Zone: A flood hazard area as defined by the Federal Emergency Management Agency, categorized by the likelihood and depth of flooding expected annually. More information about flood zone categories can be found at <https://www.fema.gov/flood-zones>.

Gateway: A monument, signage, and/or landscape feature that provides a sense of entry and arrival to a community.

Geographic Information System (GIS): A computer based system for generating maps comprised of different informational elements such as topographical data, roadways, property lines, land use, etc.

Gross Receipts: The gross amounts realized on the sale or exchange of property, the performance of



services, or the use of property or capital (including rents, royalties, interest and dividends) in a transaction which produces business income.

Groundwater: The supply of freshwater under the surface in an aquifer or geologic formation that forms the natural reservoir for potable water.

Historic District: An area that contains, within definable geographic boundaries, properties or buildings that contribute to the overall historic character of the designated historic area. Historic districts contain both “contributing” properties (those that are deemed historic and may be on historic registers) and “non-contributing” properties (those that do not have historic significance due to age or condition).

Historic Preservation: The protection, rehabilitation, and restoration of the districts, sites, buildings, structures, and artifacts, significant in history, architecture, archeology, or culture.

Infrastructure Capital Improvement Program (ICIP): The multi-year scheduling of public physical improvements for the community that is typically prepared five-years in advance with a clear priority of what is needed most by the City and includes a cost estimate.

Infill: The development of vacant or partially developed parcels that are surrounded by or in close proximity to areas that are substantially or fully developed. For example, the construction of a new home on an empty lot within an existing developed residential subdivision.

Infrastructure: The underlying foundation or basic framework of a city including streets, water, sewer, storm drainage, parks, bridges, and street lights..

Land Use: Denotes how a parcel of land is currently used, what activities are or are not permitted on a parcel of land, and the possible requirements for future uses.

Level of Service, Recreation: A measure of how well parks and other recreational facilities serve the existing population (typically per 1,000 residents).

Local Economic Development Act (LEDA): Legislation that allows for the public support of economic development to foster, promote, and enhance local economic development efforts while

continuing to protect against the unauthorized use of public money and other public resources (i.e., Anti-Donation Clause in the New Mexico Constitution). Public entities use LEDA to enter into a “public/private partnership” for an economic benefit such as city-wide economic development or redevelopment of a historic building.

Light Industry/Industrial: The assembly, fabrication, or processing of goods and materials, including growing food or plants in an indoor structure, using processes that ordinarily do not create noise, smoke, fumes, odors, glare, or health or safety hazards outside of the building or lot where such assembly, fabrication, or processing takes place, where such processes are housed entirely within a building.

Lot: A parcel of land occupied or intended to be occupied by a main building or group of main buildings and accessory buildings, together with such yards, open spaces, lot width and lot areas, as recorded on a plat of record or described by metes and bounds.

Manufactured Home: Modular or pre-manufactured homes constructed in a factory and built to Uniform Building Code standards, designed to be permanently affixed to real property, or any movable housing structure over twelve feet by forty feet long which is used for non-residential purposes, or any housing structure over 8 feet wide by 32 feet long constructed to be towed and installed with or without permanent foundation not for recreational use.

Manufactured/ Mobile Home Park (MHP): Two or more manufactured/ mobile homes located on a tract of land held under single ownership and provides permanent residential spaces for a fee.

Metropolitan Redevelopment Area (MRA): A designated area within a New Mexico municipality that has been targeted for reinvestment and public improvements due to the presence of “blighted” conditions that arrest the orderly development of the municipality. Municipalities may contribute public funds to private projects as well as public improvements. Metropolitan Redevelopment Areas are regulated by the New Mexico Metropolitan Redevelopment Code (Article 3-60A-1 to 3-60A-48 NMSA 1978).



Mobile Home: A dwelling unit on a chassis, not less than 8 feet wide by 40 feet long, designed to be used as a dwelling, with or without a permanent foundation.

Multi-modal: Transportation infrastructure that allows for the safe and effective travel of all users by providing multiple transportation choices (i.e., modes), including options for motor vehicles, public transit, bicycles, pedestrians, and other users.

Net Metering: A utility billing mechanism available in New Mexico that offers a credit to residential and business customers who are making excess electricity with their solar panel systems and sending it back to the grid.

Nonconforming Structure: A nonconforming structure is a structure, other than a sign, that was lawfully established but that no longer complies with applicable zoning regulations because of the adoption or amendment of zoning regulations after the structure was established.

Nonconforming Use: A nonconforming use is a use that was lawfully established in accordance with all zoning regulations in effect at the time of its establishment but that is no longer allowed by the use regulations of the zoning district in which the use is located. Lawfully established uses that do not comply with separation distance (spacing) requirements are also deemed to be nonconforming uses.

Nuisance: The use of property or land that creates unusual, unnecessary, or undue problems or situations for persons in the vicinity that would not have normally occurred otherwise.

Open Space: Land that is essentially unimproved, set aside, dedicated, and designated, or reserved for public or private use or for the use and enjoyment of owners or occupants.

Ordinance: A municipal statute or legislative action adopted by a local government that has the force of law.

Overlay District: Supplemental regulations that have been tailored to a specific area of the City. The regulations are applied in conjunction with a general or base zone to address specific issues.

Plat: A plan or a map of a plot of land, containing a description of the property and everything on it, including roads, boundaries, and real property

Public Health: The study and promotion of the overall health of a population, as opposed to looking at the health of individuals alone. Public health includes efforts to improve health outcomes in a community by addressing factors that may impact many residents, such as pollution, disease exposure, access to clean water, access to health facilities, etc.

Retail Leakage: When the local retail industry in a specified market area loses customers to another market where they choose to spend their dollars.

Retail Surplus: When the local retail industry draws in customers from outside to spend money in the local market area.

Redevelopment: The process of renovating, replacing, and improving the built environment through reinvestment, new construction, and reuse. Redevelopment usually involves occupation and habitation of vacant buildings, rehabilitation of older buildings, construction of new facilities, public investment in infrastructure, and other economic development activities.

Redevelopment Area: see Metropolitan Redevelopment Area (MRA).

Renewable Energy: An energy resource that is rapidly replaced by a natural process, such as power generated from the sun or from wind. Includes biomass resources, such as agriculture, animal waste, or small diameter timber, but does not include energy generated by the use of fossil or nuclear energy.

Resolution: A formal expression of the opinion or will of an official municipal body adopted by a vote. Unlike ordinances, resolutions do not have the force of law.

Streetscape: A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character including building frontage, street paving, street furniture, landscaping (trees and other plantings), awnings and marquees, signs, and lighting.



Subdivision: The division of land, lot, tract, or parcel into two or more lots, tracts, parcels, plats, or sites, or other divisions of land.

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

Substandard Building: Any building or portion thereof, including any dwelling unit, guest room or suite of rooms, or the premises on which the same is located, in which there exists conditions to an extent that endangers the life, limb, health, property, safety or welfare of the public or the occupants.

SWOT Analysis: A subjective analysis tool that synthesizes economic and community data to identify the internal strengths and weaknesses of a local economy, as well as the external opportunities to seek out and the external threats to avoid.

Vacant Building: A dwelling, dwelling unit, efficiency dwelling unit, habitable space, residential building, or structure lacking the continuous habitual presence of human beings who have a legal right to be on the premises for a period of 90 days or longer but excluding property under a listing agreement with a real estate agent licensed in New Mexico.

Zoning: The division of a municipality into different districts, or zones, in which specific land uses are permitted or prohibited.



FUNDING SOURCES

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

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

COMMUNITY DEVELOPMENT

Cooperative Agreements Program (COOP) Local Government Road Fund

The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section
1120 Cerrillos Road
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: http://dot.state.nm.us/content/dam/nmdot/planning/2014_Handbook.pdf

LAND and WATER CONSERVATION FUND (LWCF)

This program is administered by the National Park Service. The state side of the LWCF provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. The New Mexico State Parks Division of the Energy, Minerals, and Natural Resources Department administers the state program. New Mexico has received \$37.4 million dollars from the LWCF program since its inception 40 years ago and funded hundreds of projects around the state from baseball and soccer fields to trails, playgrounds, and picnic areas. State agencies,

municipalities, counties, schools, and tribes have developed and improved over 1,000 close to home outdoor recreation areas in response to the needs of its citizens and visitors by providing a permanent legacy of parks, facilities, and open space.

Contact: National Park Service
1849 C Street, NW, Org-2225
Washington, D.C. 20240
Website: www.nps.gov/subjects/lwcf/index.htm

LOCAL GOVERNMENT PLANNING FUND

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

Contact: New Mexico Finance Authority
Address: 207 Shelby Street
Santa Fe, NM 87501
Phone: (505) 984-1454
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: <https://www.nmfa.net/financing/planning-grants/local-government-planning-grants/>



MUNICIPAL ARTERIAL PROGRAM (MAP) LOCAL GOVERNMENT ROAD FUND

This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards, but the state share typically ranges from \$50,000 to \$1.1 million per project. Applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMDOT Transportation Planning Division.

Contact: Engineer Maintenance Section, NMDOT
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: http://dot.state.nm.us/content/dam/nmdot/planning/2014_Handbook.pdf

PUBLIC PROJECT REVOLVING FUND (PPRF)

The Public Project Revolving Fund (PPRF) offers many examples of NMFA’s investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed ‘AAA’ - insured interest rates.

Contact: New Mexico Finance Authority
Address: 207 Shelby Street
Santa Fe, NM 87501
Phone: (505) 992-9639
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net
Website: <https://www.nmfa.net/financing/public-project-revolving-fund/information-about-pprf-bonds/>

SMALL CITIES COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM (CDBG)

This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for towns engaged in downtown revitalization including redevelopment of streets and fund facade improvement programs. There is a \$500,000 grant limit per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required.

Contact: State of NM Local Government Division
131 S. Capitol
Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053
Website: http://nmdfa.state.nm.us/CDBG_Information_1.aspx

SUSTAINABLE COMMUNITIES INITIATIVES GRANT PROGRAM

The Sustainable Communities Regional Planning Grant Program supports locally-led collaborative efforts that bring together diverse interests from the many municipalities in a region to determine how to best target housing, economic and workforce development, and infrastructure investments to create more jobs and regional economic activity. The Community Challenge Grant Program fosters reform and reduces barriers to achieving affordable, economically vital, and sustainable communities. Community Challenge efforts include amending or replacing local master plans, zoning codes, and building codes to promote mixed-use development, affordable housing, the reuse of older buildings, and similar activities.

Contact: U.S. Department of Housing and Urban Development
P.O. Box 23268
Washington, DC 20026-3268
Phone: 1-800-245-2691
Website: https://www.hud.gov/program_offices/economic_development/sustainable_



U.S.D.A. RURAL DEVELOPMENT PROGRAMS

The USDA provides assistance to rural communities including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. The USDA provides loan programs such as the B&I Loan and also grant programs. USDA rural development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary. Assistance is available through the following programs:

- Business and Industry Loan Guarantees
- Single Family Housing Direct Home Loans
- Single Family Housing Guaranteed Loan Program
- Community Facilities Direct Loan and Grant Program
- Single Family Housing Repair Loans and Grants
- Water and Waste Disposal Loan and Grant Program

Contact: USDA Rural Development New Mexico Office
100 Sun Avenue NE, Suite 130
Albuquerque, NM 87109
Phone: (505) 761-4950
TTY: (505) 761-4938
Website: <https://www.rd.usda.gov/nm>

NEW MEXICO DEPARTMENT OF TRANSPORTATION (NMDOT)

The New Mexico Transportation Alternatives Program (TAP) is a Federal Aid funding program authorized through the FAST Act as part of the new Surface Transportation Block Grant (STBG) Program. TAP funds can generally be used for bicycle and pedestrian infrastructure and activities, in addition to other projects, as outlined in the NM Active Transportation and Recreational Programs Guide. Each state's department of transportation administers the program using its own competitive process, in accordance with the law. Approximately every two years, NMDOT coordinates with the state's seven RTPOs and five MPOs on soliciting TAP applications.

Contact: NMDOT District 2 Office
4505 W. Second Street
Roswell, NM 88201

Phone: (575) 840-3035

Website: <http://dot.state.nm.us/content/nmdot/en/D2.html>

BUSINESS DEVELOPMENT RESOURCES

ACCION NEW MEXICO

ACCION New Mexico makes loans to small businesses that may not qualify for bank loans, and also provides business support services.

Contact: ACCION New Mexico
20 First Plaza NW, Suite 417
Albuquerque, NM 87102
Phone: (505) 243-8844
Website: www.accionnm.org

HIGH WAGE JOBS TAX CREDIT

A taxpayer who is an eligible employer may apply for and receive a tax credit for each new high-wage economic-base job. The credit amount equals 10% of the wages and benefits paid for each new economic-base job created. Qualified employers can take the credit for four years. The credit may only be claimed for up to one year after the end of the four qualifying periods. The credit can be applied to the state portion of the gross receipts tax, compensating tax, and withholding tax. Any excess credit will be refunded to the taxpayer.

Contact: NM Taxation and Revenue Department
1100 South St. Francis Drive
Santa Fe, NM 87504
Phone: (505) 827-0700
Website: <http://gonm.biz/why-new-mexico/competitive-business-climate/incentives/high-wage-jobs-tax-credit>

JOB TRAINING INCENTIVE PROGRAM (JTIP)

The Job Training Incentive Program is one of the most valuable incentives offered to new employers in New Mexico, and can be used effectively in recruitment packages. This program reimburses 50 to 70% of employee wages and required travel expenses during an extended training period for new hires for new and expanding companies in New Mexico. The JTIP must be applied for and approved prior to reimbursable wages being paid.

Contact: Joseph M. Montoya Building
1100 S. St. Francis Drive



Santa Fe, NM 87505-4147
Phone: (505) 827-0249
Website: <https://gonm.biz/business-resource-center/edd-programs-for-business/job-training-incentive-program/>

NEW MEXICO ANGEL TAX CREDIT

This tax credit allows for an investor (who files a NM income tax return and is an accredited investor) to take a tax credit of up to \$25,000 (25% of an investment up to \$100,000) for an investment made in a New Mexico company that is engaging in high-technology research or manufacturing. This credit can be claimed for up to two qualified investments in a taxable year, given that each investment is in a different qualified business. Any unused portion of the credit can be rolled over and applied for three consecutive years.

Contact: New Mexico Angels, Inc.
1451 Innovation Parkway SE, Suite 600
Albuquerque, NM 87123
Website: www.nmangels.com

SMALL BUSINESS DEVELOPMENT CENTER

The Clovis Community College Small Business Development Center (SBDC) specializes in individual advising, offering services paid for by the State of New Mexico and Small Business Administration (SBA). The Clovis Community College SBDC advises on:

- Business start-up and acquisition issues
- Sources of capital
- Basic bookkeeping/accounting review and training
- Computer assistance
- Assistance with marketing plans and research
- Information about government procurement opportunities
- Information and referrals
- Business workshops and conferences

Contact: Clovis Community College SBDC
417 Schepps Boulevard
Clovis, NM 88101
Phone: (575) 769-4135
Website: www.clovis.edu/sbdc/index.aspx

SBA 7A LOAN PROGRAM

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term.

Contact: U.S. Small Business Administration, New Mexico District Office
625 Silver Avenue SW, Suite 320
Albuquerque, NM 87102
Phone: (505) 248-8225
Website: <https://www.sba.gov/partners/lenders/7a-loan-program/types-7a-loans>

NEW MEXICO MANUFACTURING EXTENSION PARTNERSHIP

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000 certification (now temporarily suspended) to the state’s small and medium sized businesses.

Contact: New Mexico Manufacturing Extension Partnership
4501 Indian School Rd. NE
Albuquerque, NM 87110
Phone: (505) 262-0921
Website: www.newmexicomep.org

NEW MEXICO PARTNERSHIP

The New Mexico Partnership is a private, non-profit organization that offers assistance to businesses looking to expand or relocate to New Mexico. It can assist businesses on a variety of business initiatives including:

- Initiate real estate searches;
- Coordinate site-selection trips;
- Personalize briefings and orientations;
- Assist in evaluating and applying for incentives;
- Facilitate the permitting process;
- Organize strategic meetings with key government and community officials;
- Collaborate on media and public relations; and
- Provide data on key business factors.
- NM Partnership can also assist with agri-business tax credits.



NM Partnership can also assist with agri-business tax credits.

Contact: New Mexico Partnership
1720 Louisiana Blvd NE, Suite 312
Albuquerque, NM 87110
Phone: (505) 247-8500
Website: <http://www.nmpartnership.com/>

SMART MONEY LOAN PARTICIPATION PROGRAM

This program is administered by the New Mexico Finance Authority and intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: New Mexico Finance Authority
207 Shelby Street
Santa Fe, NM 87501
(505) 992-9638
Website: <https://www.nmfa.net/financing/loan-participation-programs/smart-money/>

THE LOAN FUND

The Loan Fund provides loans, training, and business consulting to small businesses that do not qualify for a bank loan, but still have a viable need for a loan and the ability to pay it back. This program started out as a micro-lending organization, but can now make loans up to \$200,000 in exceptional circumstances. Loans carry a higher than market rate to compensate for risk.

SBA 504 Loan Program

SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation. An SBA 504 loan is a participation loan in which the SBA loans money directly to a business in participation with a bank. This loan can only be used for fixed asset financing. The primary benefit to borrowers is that it allows for minimal equity (10%) and it can also serve to extend the term.

SBA Microloan Program

Loans to small businesses up to \$50,000. Loans can be used for; working capital, inventory or supplies, furniture or fixtures, machinery or equipment. Loans less than \$10,000 carry interest rates of 8.7%. Loans above \$10,000 carry interest rates of 7.875%. All loans can have up to 6 years.

Contact: The Loan Fund
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
Website: www.loanfund.org

WESST

The WESST's Roswell office serves emerging and existing small business owners (men and women) in seven counties, including Chaves, Curry, De Baca, Eddy, Lea, Lincoln, and Roosevelt counties. WESST Roswell is one of six WESST offices that houses a Women's Business Center Program (WBC), funded in part by the U.S. Small Business Administration. The WBC Program offers a variety of training and consulting services geared to, but not limited to women. If loans are needed, WESST will assist clients with their loan packages, financial projections, and provide information about various loan sources within the community, including their loan fund. WESST is also a participant in the SBA's microloan program.

Contact: Bank of America Building
500 N. Main St., Suite 700
Roswell, NM 88201
Phone: (575) 624-9850
Website: <https://www.wesst.org/roswell/>

REDEVELOPMENT & HISTORIC PRESERVATION

FEDERAL HISTORIC PRESERVATION TAX INCENTIVES PROGRAM

This tax incentive program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, with the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail stores,



apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

Contact: National Park Service Technical Preservation Services
1201 "Eye" Street NW, 6th Floor
Washington, DC 20005
Phone: (202) 513-7270
Email: NPS_TPS@nps.gov
Website: <https://www.nps.gov/tps/tax-incentives.htm>

NATIONAL TRUST FOR HISTORIC PRESERVATION

The National Trust for Historic Preservation is a nonprofit organization that provides leadership, education, advocacy, and resources to save America's diverse historic places and revitalize our communities. The National Trust Preservation Fund offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects. In 2005, the National Trust Preservation Fund provided almost \$17 million in financial assistance and direct investment in cities, towns, and rural areas across the United States.

Contact: National Trust for Historic Preservation
1785 Massachusetts Ave. NW
Washington, DC 20036-2117
Phone: (202) 588-6000 or (800) 944-6847
Email: info@nthp.org
Website: www.preservationnation.org/

NEW MEXICO HISTORIC PRESERVATION LOAN FUND

Below market rate loans are made by the NM Historic Preservation Division, in cooperation with commercial banks and preservation organizations, for restoration and rehabilitation of properties listed in the State Register of Cultural Properties and/or the National Register of Historic Places. Low-interest loans can be made for a maximum of \$200,000 for a term of five years or less. Borrowers must agree to repay the loan and maintain the property as restored, rehabilitated, or repaired for at least seven years; maintain complete and proper financial records regarding the property and make them available to the Division on request; complete the project within two years from the date of the closing

of the loan; and provide to the state sufficient collateral security interest in the property.

Contact: NM Department of Cultural Affairs - Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nmtc@nmfa.net
Website: <http://www.nmhistoricpreservation.org/programs/incentives.html>

STATE TAX CREDIT FOR REGISTERED CULTURAL PROPERTIES

This program is available to owners of historic structures who accomplish qualified, rehabilitation on a structure or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is \$50,000 for a tax credit of \$25,000, unless the project is within a state-approved and certified Arts and Cultural District, in which case the maximum is \$50,000. There is no minimum project expense. This program has provide accessible and useful for small projects that can include facade improvements.

Contact: Department of Cultural Affairs - New Mexico Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nm.shpo@state.nm.us
Website: www.nmhistoricpreservation.org/

U.S. DEPARTMENT OF TRANSPORTATION (DOT)

The Transportation Enhancement (TE) activities offered funding opportunities to help expand transportation choices and enhance the transportation experience through 12 eligible TE activities related to surface transportation, including pedestrian and bicycle infrastructure and safety programs, scenic and historic highway programs, landscaping and scenic beautification, historic preservation, and environmental mitigation. TE projects must relate to surface transportation and



must qualify under one or more of the 12 eligible categories.

Contact: USDOT Federal Highway Administration
New Mexico Division
4001 Office Court Dr., Suite 801
Santa Fe, NM 87507
Phone: (505) 820-2021
Website: https://www.fhwa.dot.gov/Environment/transportation_enhancements/

ENVIRONMENTAL PROTECTION AGENCY (EPA) BROWNFIELDS PROGRAM

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

EPA Brownfield Assessment Grants

Assessment grants provide funding to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum. Applicants may seek a waiver of the \$200,000 limit and request up to \$350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to \$350,000 to assess a site contaminated by petroleum. Such waivers must be based on the anticipated level of hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) at a single site. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to \$1,000,000. The performance period for these grants is three years.

EPA Brownfield Cleanup Grants

Cleanup grants provide funding for cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and

hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20% cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs. The match must equal 20% of the amount of funding provided by EPA and cannot include administrative costs. A cleanup grant applicant may request a waiver of the 20% cost share requirement based on hardship. An applicant must own the subject site at the time of application. The performance period for these grants is three years.

Contact: Environmental Protection Agency
Fountain Place 12th Floor, Suite 1200
1445 Ross Avenue
Dallas, TX 75202-2733
Phone: (214) 665-2200
Website: http://www.epa.gov/brownfields/grant_info/index.htm

HOUSING ASSISTANCE

NEW MEXICO MORTGAGE FINANCE AUTHORITY (MFA)

The MFA provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing, including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. All state and federal housing programs are administered by the MFA, including Section 8 housing funds and other HUD projects. Some of the primary rental and homeownership programs administered by MFA include:

HOME Investment Partnerships Program

Assistance is provided to income qualified homeowners who lack the resources to make necessary repairs to their homes. Assistance can be used for reimbursement of costs for rehabilitation, including applicable codes, standards or ordinances, rehabilitation standards, essential improvements, energy-related improvements, lead-based paint hazard reduction, accessibility for disabled persons, repair or replacement of major housing systems, incipient repairs and general property improvements of a non-luxury nature, site improvements and utility connections. Non-profits, housing authorities,



and local governments administer the homeowner rehabilitation program. Funds are awarded through a RFP/Application process. MFA has also reserved funds for the Reservation Rehabilitation program to provide loans to homeowners on a house-by-house, first-come, first-served basis.

New Mexico Housing Trust Fund

Provides flexible funding for affordable housing initiatives for persons or households of low or moderate income. Nonprofit organizations, for-profit organizations, governmental housing agencies, regional housing authorities, governmental entities, governmental instrumentalities, tribal governments, tribal housing agencies and other entities. Costs of infrastructure, construction, acquisition and rehabilitation necessary to support affordable single family or rental housing. Interest rates are approximately 1 to 5% per annum. Construction is up to three years (current maximum \$1,500,000). Long term amortizing up to 30 years (current maximum: \$500,000). Requirements for rental households are those earning 60% or less AMI. Requirements for single family households are those earning 80% or less AMI.

Primero Investment Fund Loan Program

This is a flexible, low cost loan program created to finance the development of affordable rental or special needs residential facilities that would be considered "high risk" by traditional lenders. The purpose of the program is to leverage other public and private funds and to expand the housing development capacity of New Mexico's nonprofit, tribal, and public agency housing providers. The Primero Investment Fund has been broadened over the years to include the financing of all types of projects that cannot be accommodated by existing sources -- particularly the secondary market -- and to develop new delivery systems through nonprofit organizations and other institutions to increase affordable housing production. Public and tribal agencies, and for-profit and nonprofit sponsors are all eligible. Rental, owner occupied and special needs projects of any size maybe financed under this program during any stage of the development process. New construction, conversion and acquisition/rehabilitation projects may be financed.

Section 515 Multifamily Housing Preservation Revolving Loan Fund

The purpose of this program is to provide loans to rehabilitate housing currently financed by Rural

Development through its multifamily housing loan program under Sections 514, 515, and 516 of the Housing Act of 1949. This initiative is supported by funds provided by USDA Rural Development in the amount of \$2 million. MFA is providing matching funds equal to \$550,000. Eligible borrowers include nonprofit organizations, for-profit organizations, governmental housing agencies, regional housing authorities, governmental entities, governmental instrumentalities, tribal governments, tribal housing agencies and other entities. Applicants must have ownership or site control of an eligible Section 514, 515, or 516 property.

Ventana Fund

The Ventana Fund is a Certified Development Financial Institution (CDFI) established in 2014 to meet the critical need for an increased supply of early stage financing for affordable housing construction and rehabilitation projects in New Mexico. It is a 501(c)(3) nonprofit corporation organized by private citizens and housing professionals who are dedicated to increasing the number of decent affordable homes available to New Mexico's lower-income residents. Ventana Fund is committed to financing affordable housing in low-income communities, economically distressed communities, and market niches that are underserved by traditional financial institutions. Target markets include low-income populations earning less than 80% AMI), tribal communities, rural communities, and CDFI investment areas. Ventana Fund also focuses on hard-to-finance projects, such as older rental projects needing rehabilitation.

Low Income Housing Tax Credits (LIHTC)

This program provides federal income tax credits to individuals or organizations that develop affordable housing through either new construction or acquisition and rehabilitation. The tax credits provide a dollar for dollar reduction in the developer's tax liability for a ten year period. Tax credits can also be used by nonprofit or public developers to attract investment to an affordable housing project by syndicating, or selling, the tax credit to investors. In order to receive tax credits, a developer must set-aside and rent restrict a number of units for occupancy by households below 60% of area median income. These units must remain affordable for a minimum of 30 years. This program is a resource provided by the Internal Revenue Service. In addition to tax credits, the financing "gap" for certain LIHTC projects may be filled with a below market rate



HOME loan. Tax credits and rental HOME loans are awarded annually through a competitive application process according to the state's Qualified Allocation Plan.

Contact: New Mexico Mortgage Finance Authority
344 Fourth Street SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: <http://www.housing.org/developers/low-income-housing-taxcredits/lihtc>

AVIATION INDUSTRY

NEW MEXICO DEPARTMENT OF TRANSPORTATION - AVIATION DIVISION

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

Aircraft Maintenance or Remodeling Tax Deduction:

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

Aircraft Manufacturing Tax Deduction:

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

Research and Development Tax Deduction:

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

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

GRANT RESOURCES

Additional grant funding sources can be found at the following links.

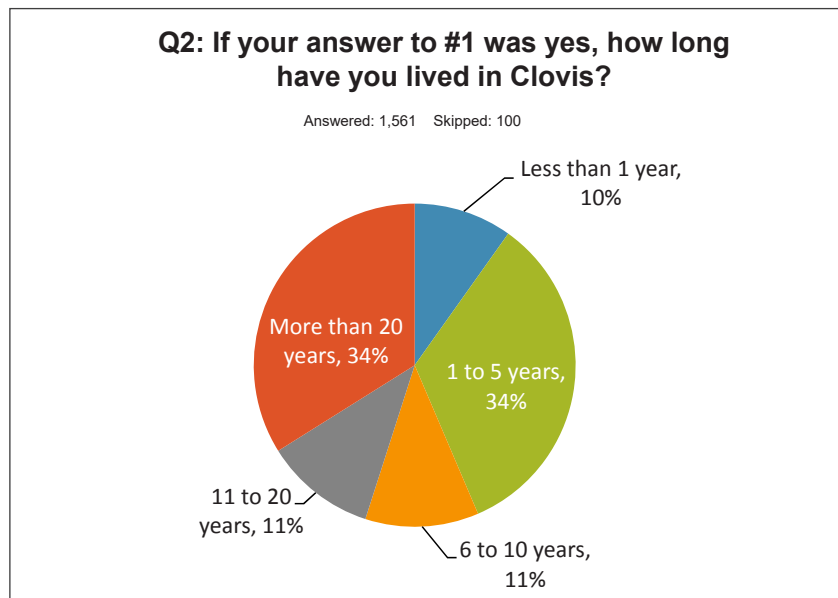
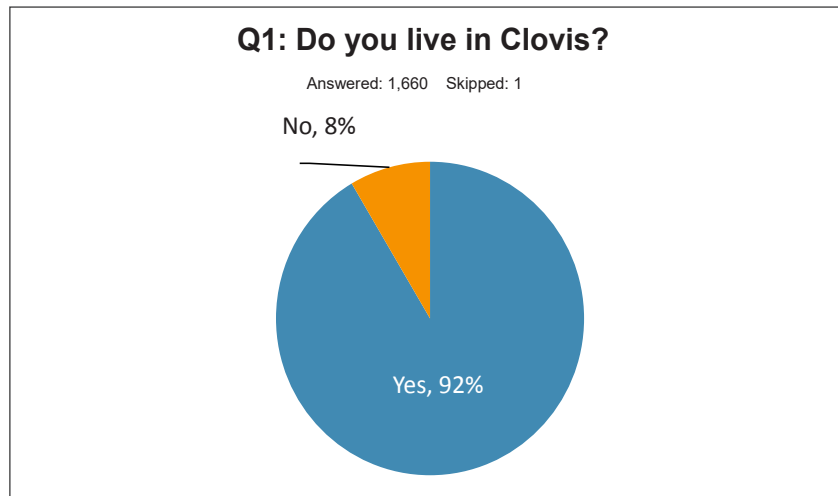
- Creative Finance for Smaller Communities – Urban Land Institute <http://uli.org/wp-content/uploads/ULI-Documents/Creative-Finance-for-Smaller-Communities.pdf>
- Kellogg Foundation Grants List - <https://www.wkkf.org/grants#pp=10&p=1&f3=new-mexico>
- FUNDIT – New Mexico Economic Development Department <https://gonm.biz/business-resource-center/edd-programs-for-business/finance-development/fundit/>
- Federal Grants Search <http://www.grants.gov/web/grants/search-grants.html>
- Statewide Grant Opportunities Search https://www.centerfornonprofitexcellence.org/grantmakers-directory?keys=&page=1&order=field_does_the_grantmaker_accept&sort=desc
- The Grant Plan List of Upcoming Grants <https://www.thegrantplantnm.com/upcoming-grants/>

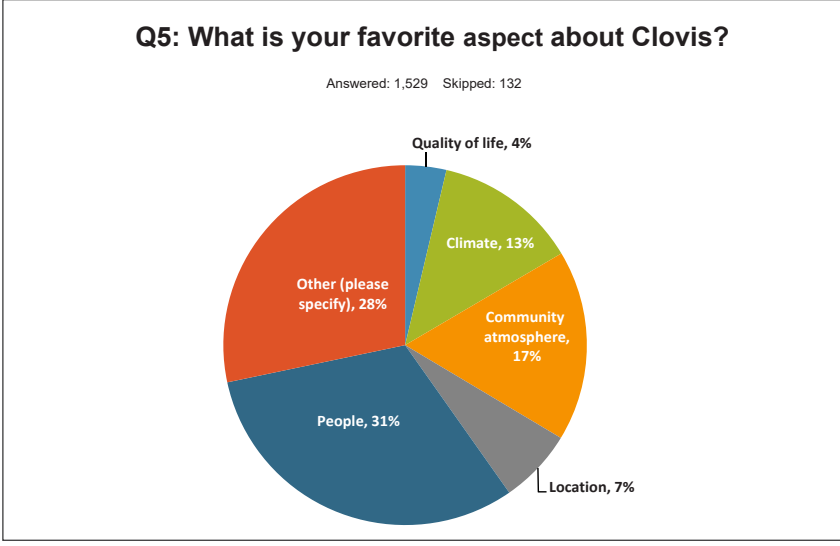
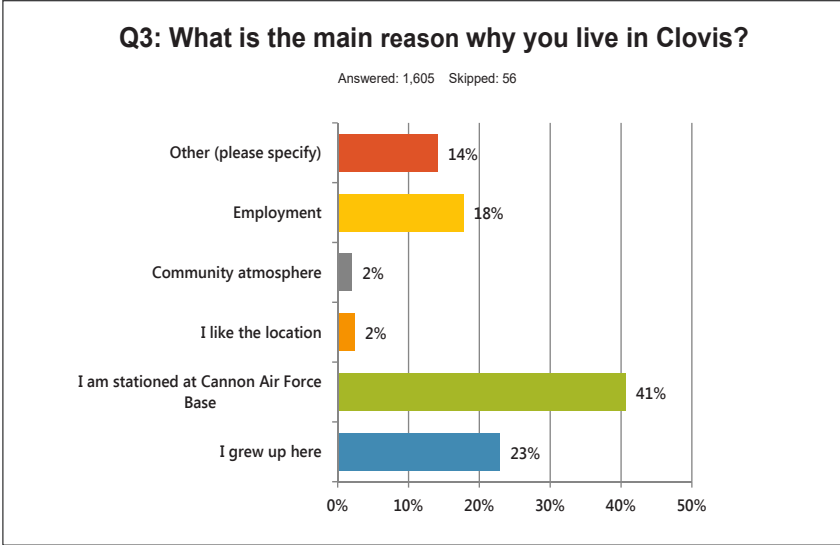
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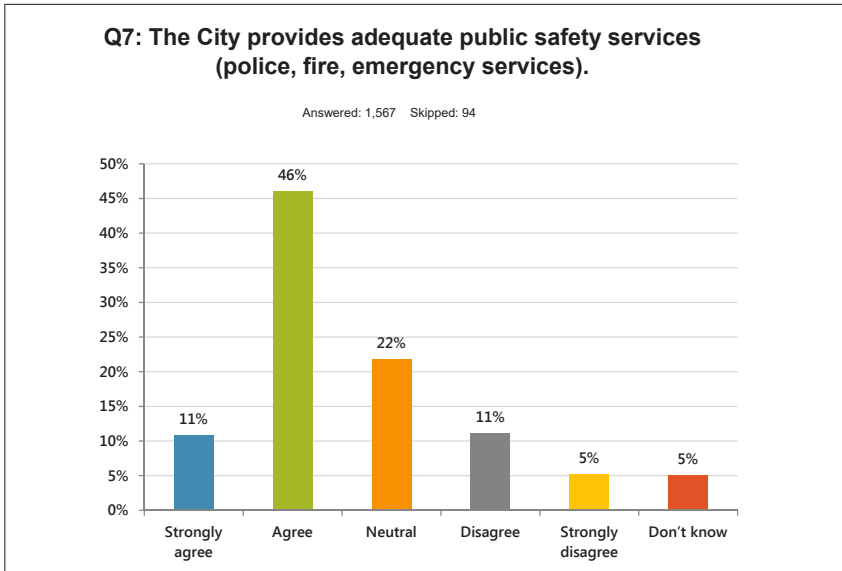
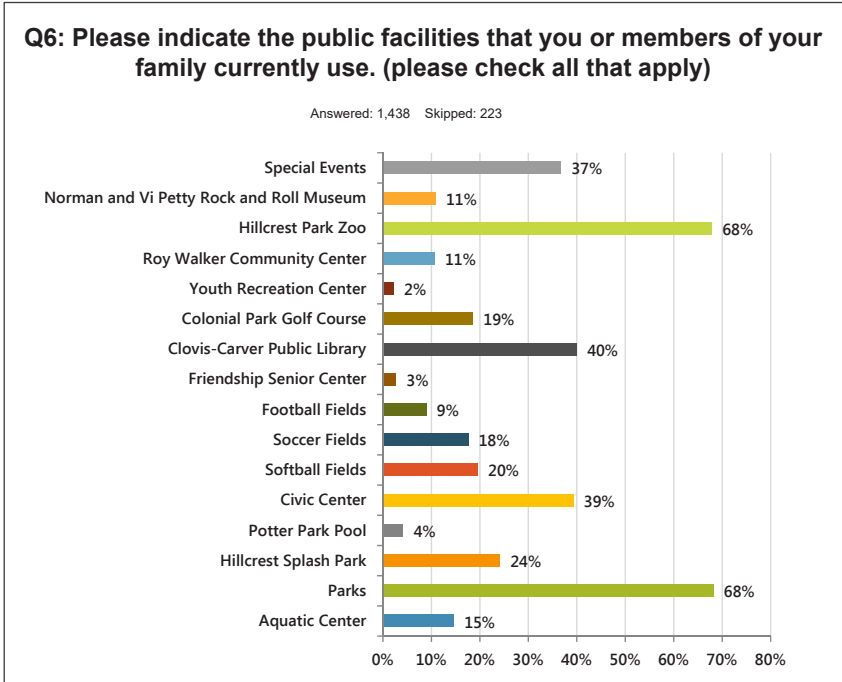


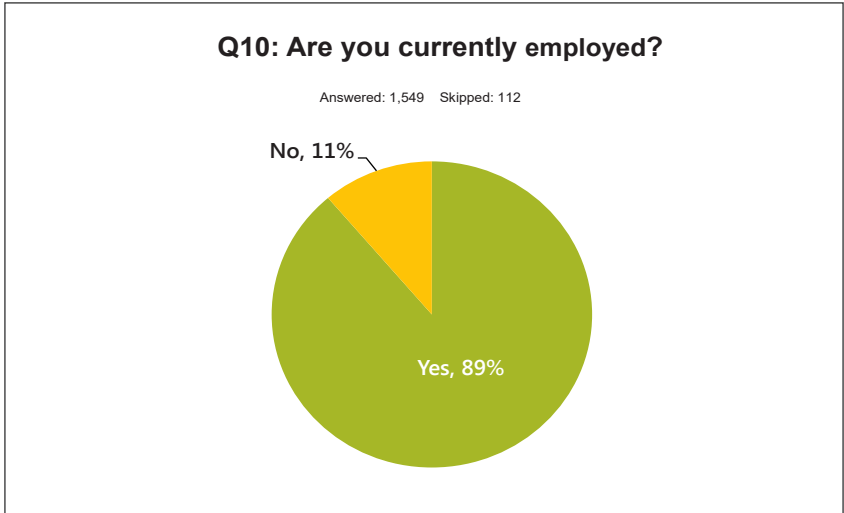
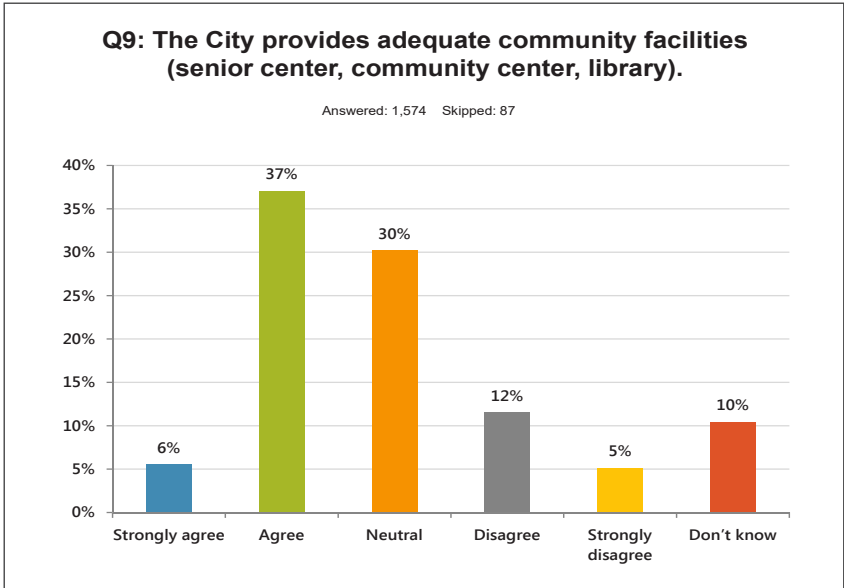
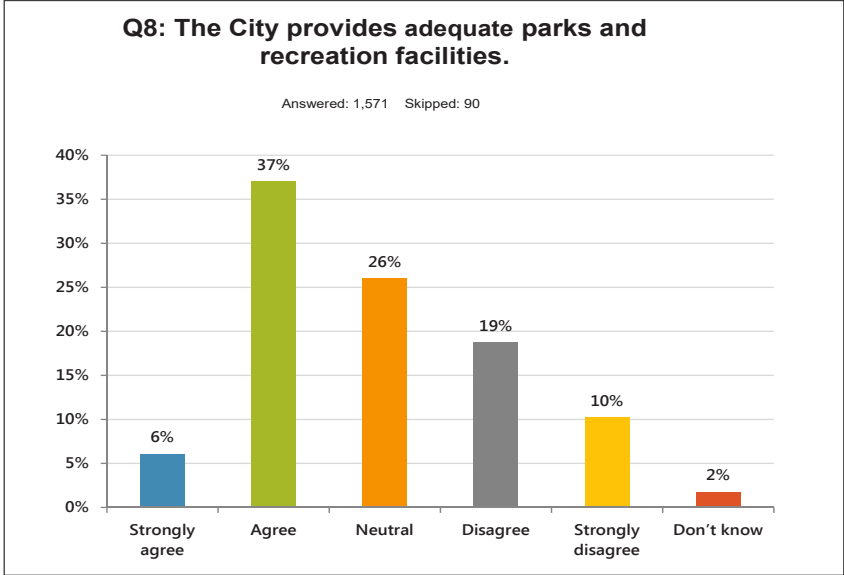
COMMUNITY SURVEY

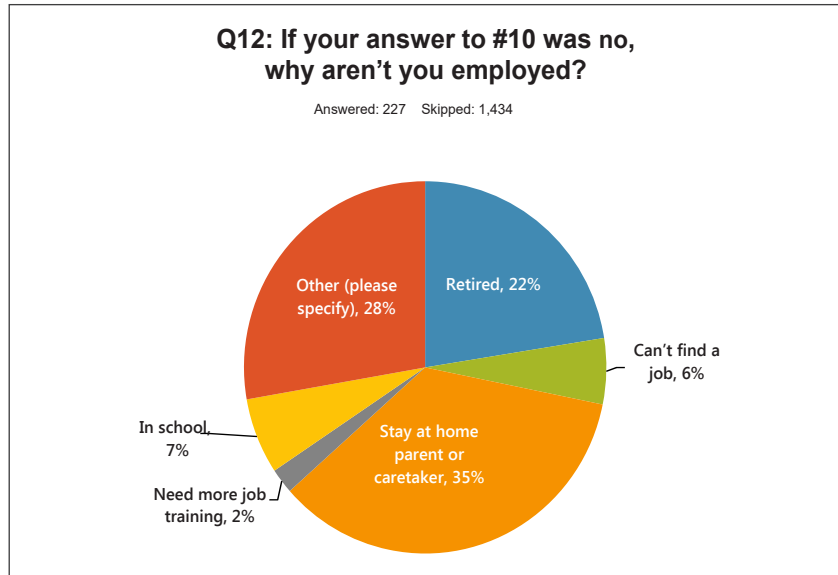
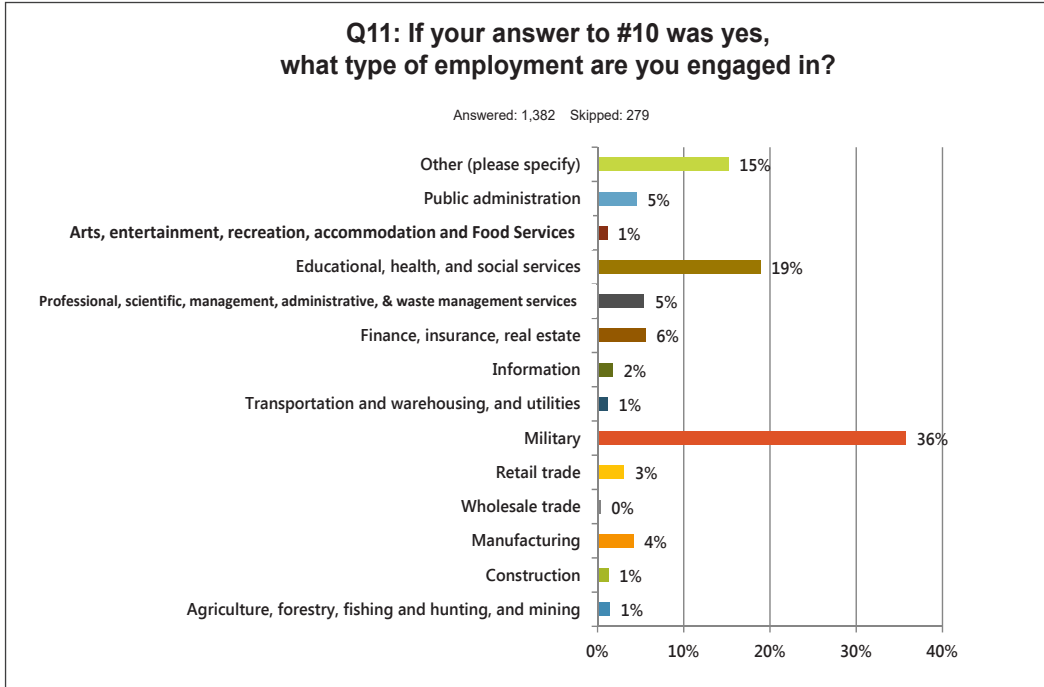
As part of the planning process to update the City of Clovis Comprehensive Plan, Consensus Planning designed a survey to receive public input on a wide range of community issues. The survey was distributed between March 30 and May 8, 2018. The survey was available both electronically via Survey Monkey and printed versions were distributed at certain public locations in Clovis. A total of 1,661 people responded to the survey. The survey results follow below.







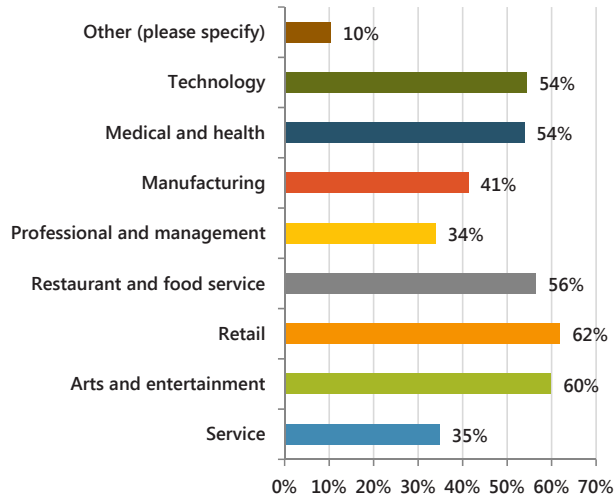






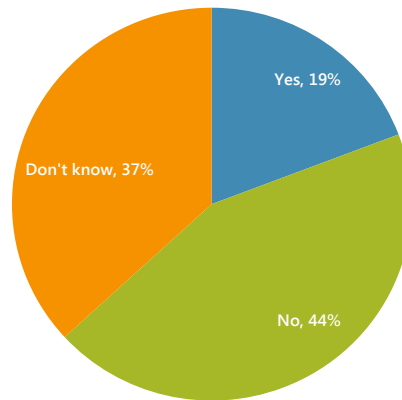
Q13: What types of new jobs or industry are needed in Clovis? (check all that apply)

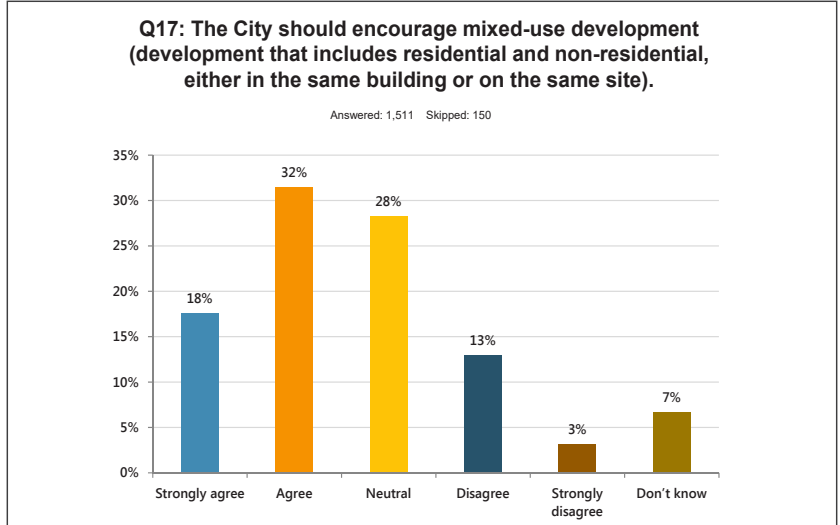
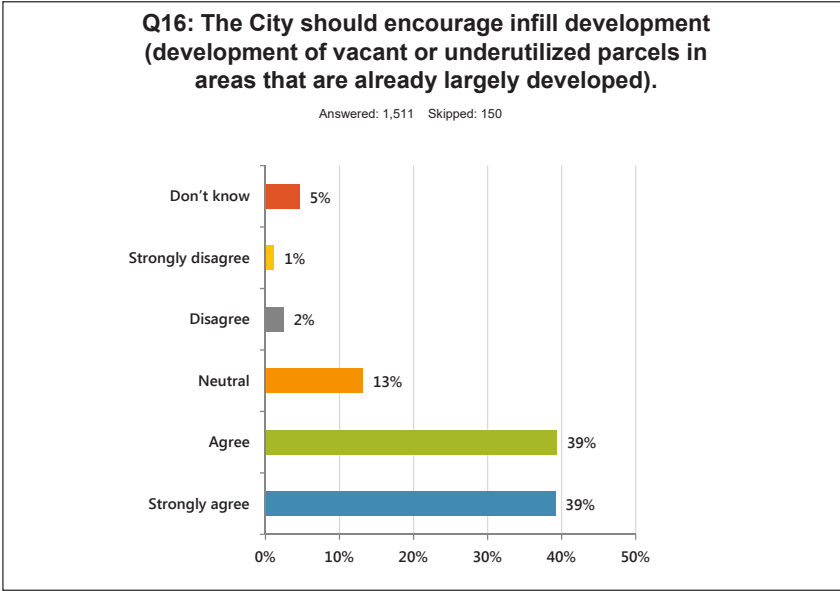
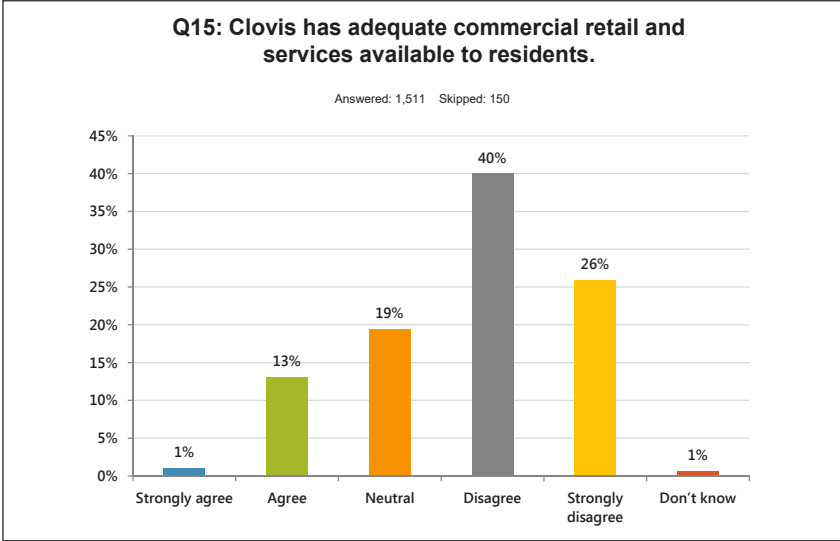
Answered: 1,509 Skipped: 152

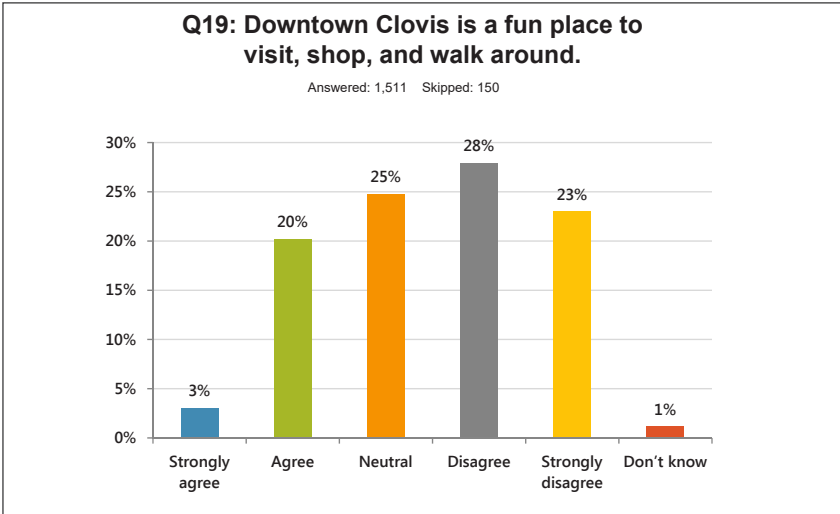
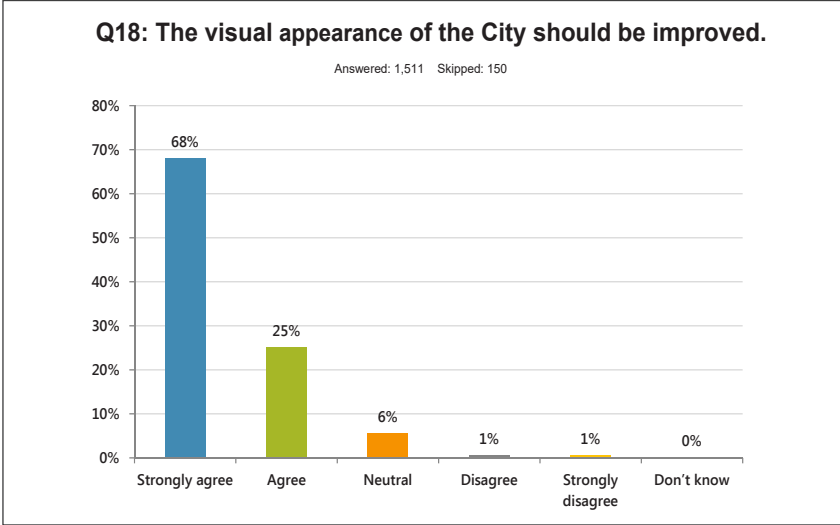


Q14: Is the current level of education of Clovis residents sufficient to meet the needs of current and potential employers?

Answered: 1,545 Skipped: 116



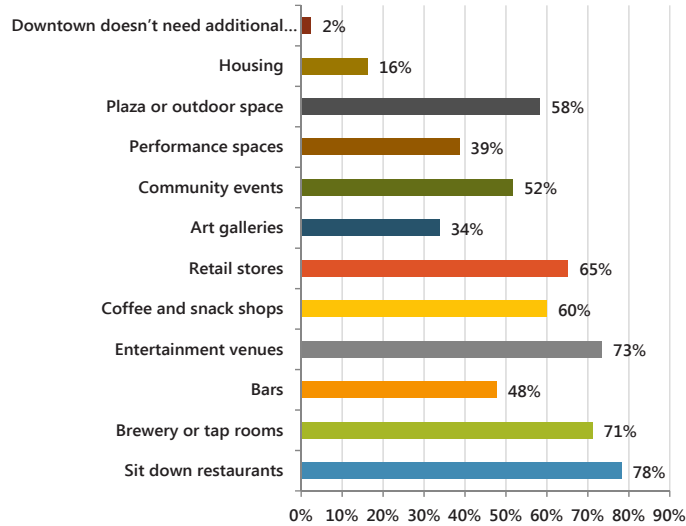






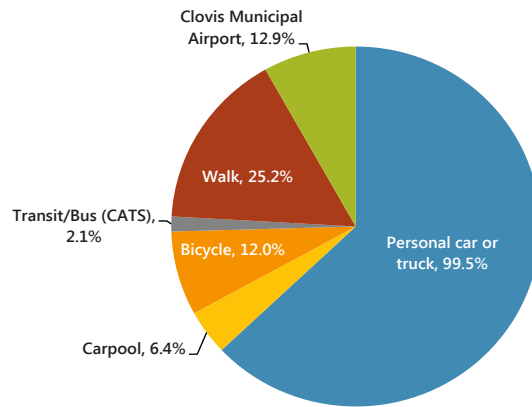
Q20: Downtown Clovis needs more of the following. (check all that apply)

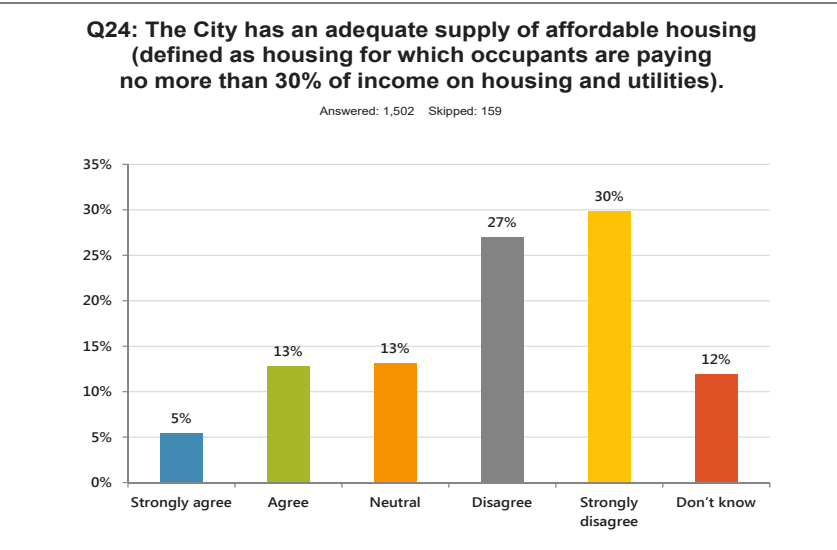
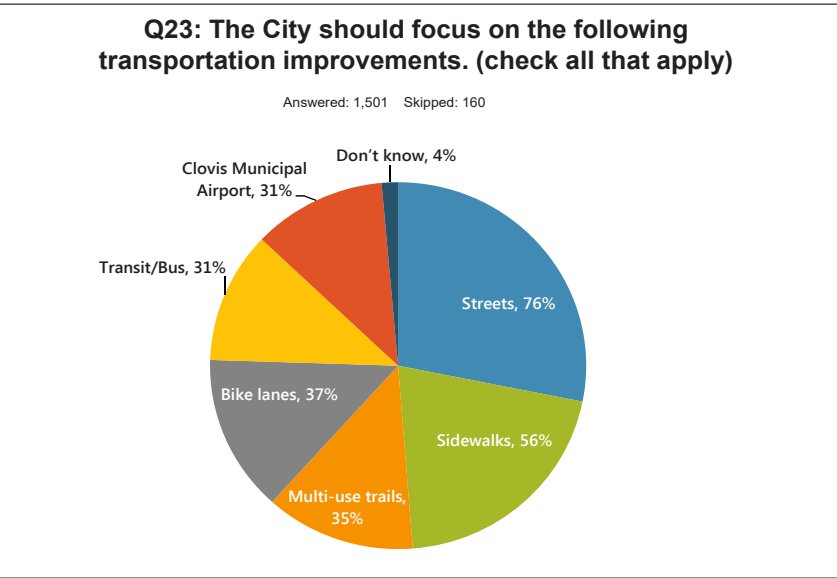
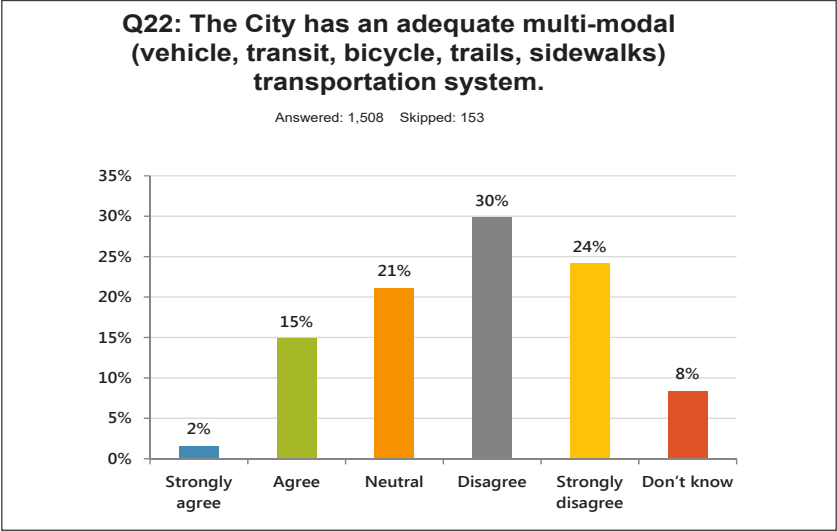
Answered: 1,499 Skipped: 162

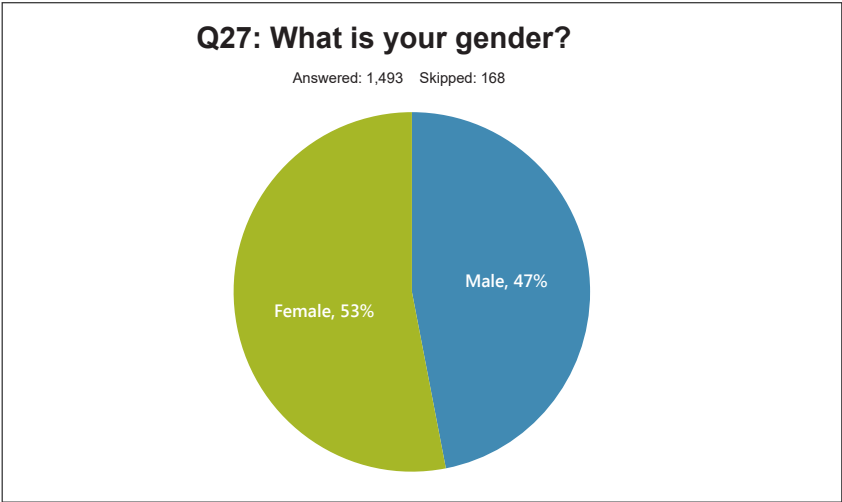
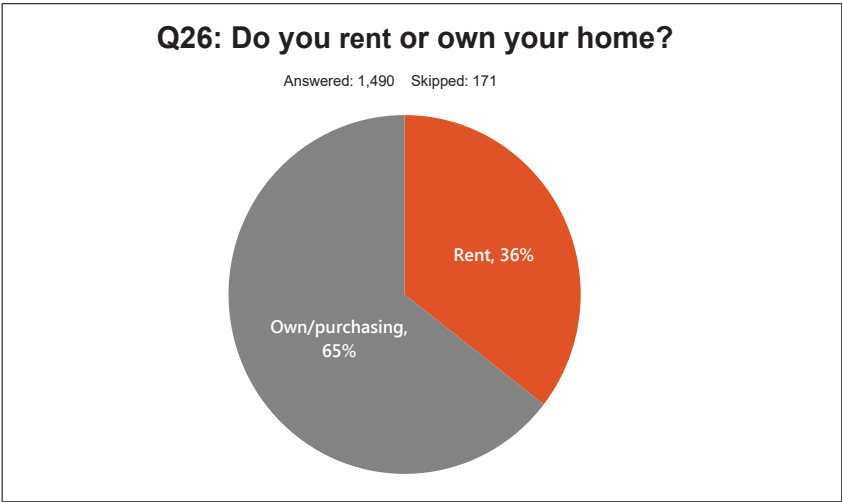
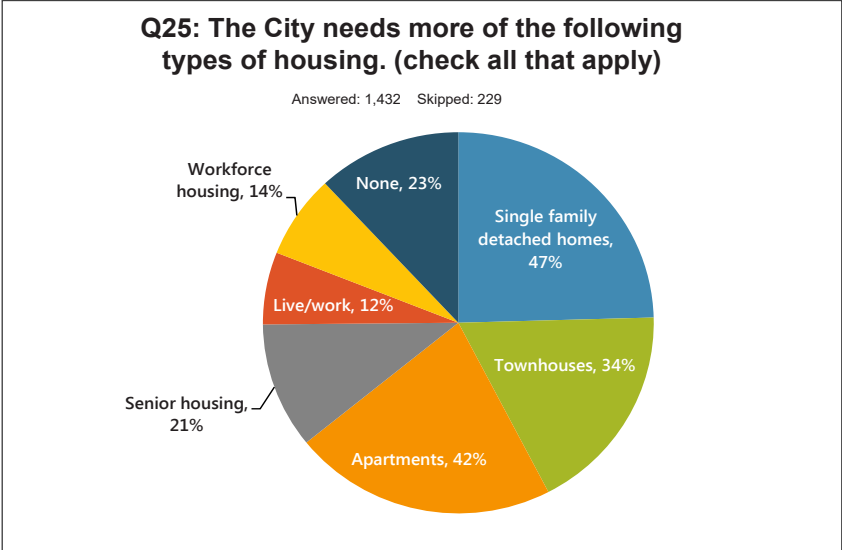


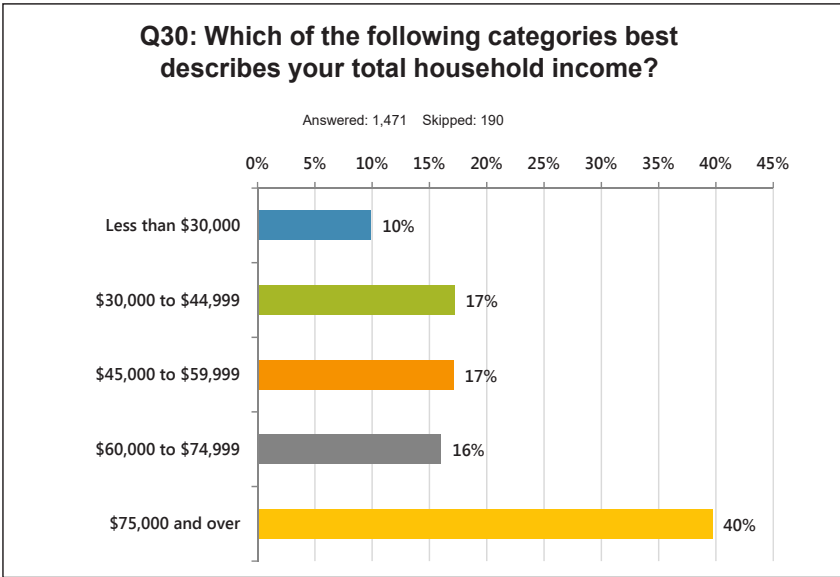
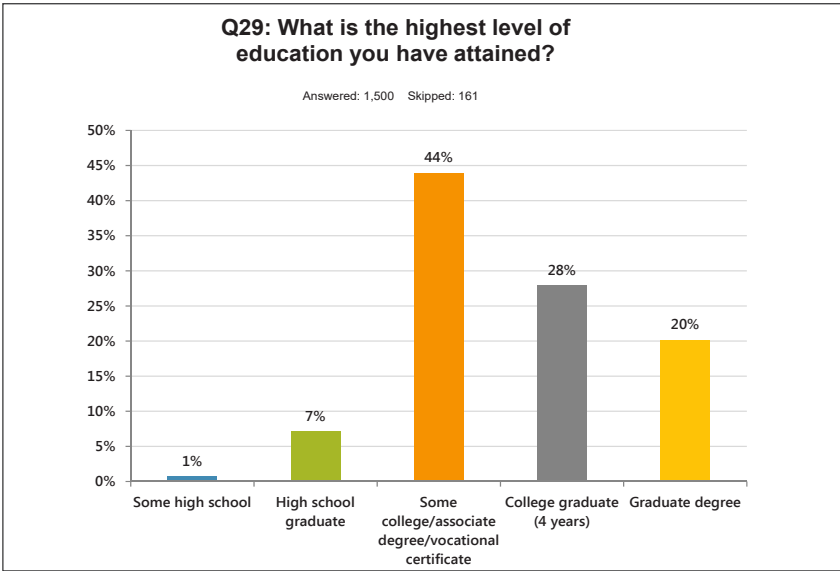
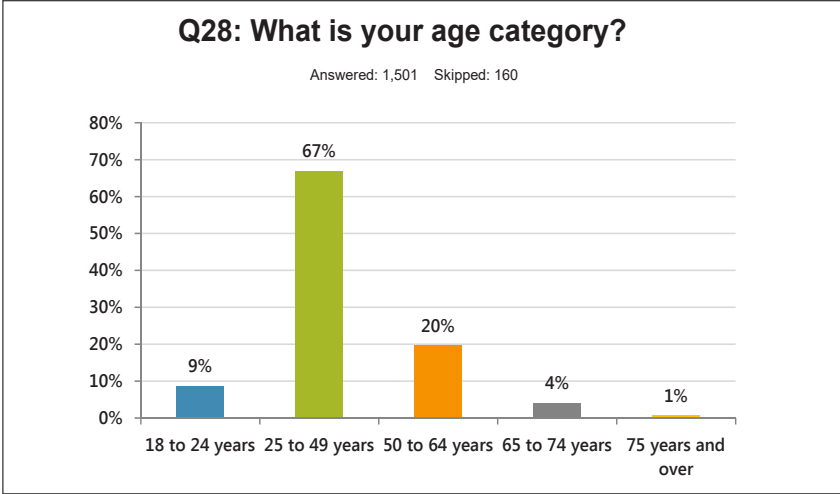
Q21: Please indicate all of the transportation modes that you currently use. (check all that apply)

Answered: 1,506 Skipped: 155









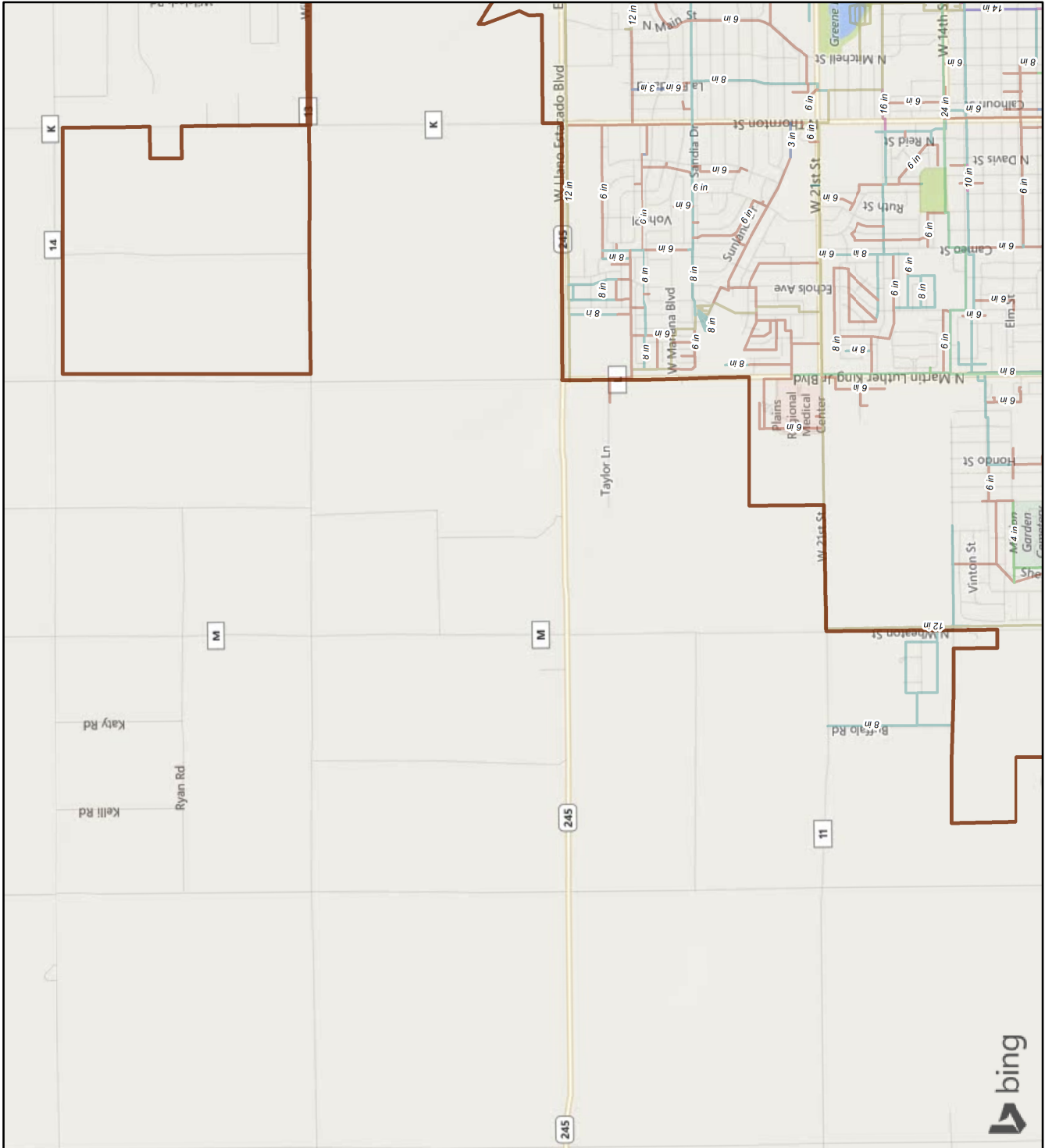


Legend

- City Boundary
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- 12"
- 14"
- 16"
- 21"
- 24"

Water

City of Clovis



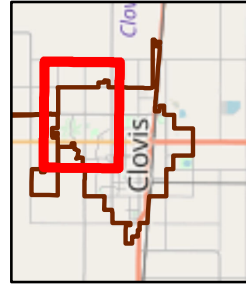


APPENDIX D: INFRASTRUCTURE MAPS

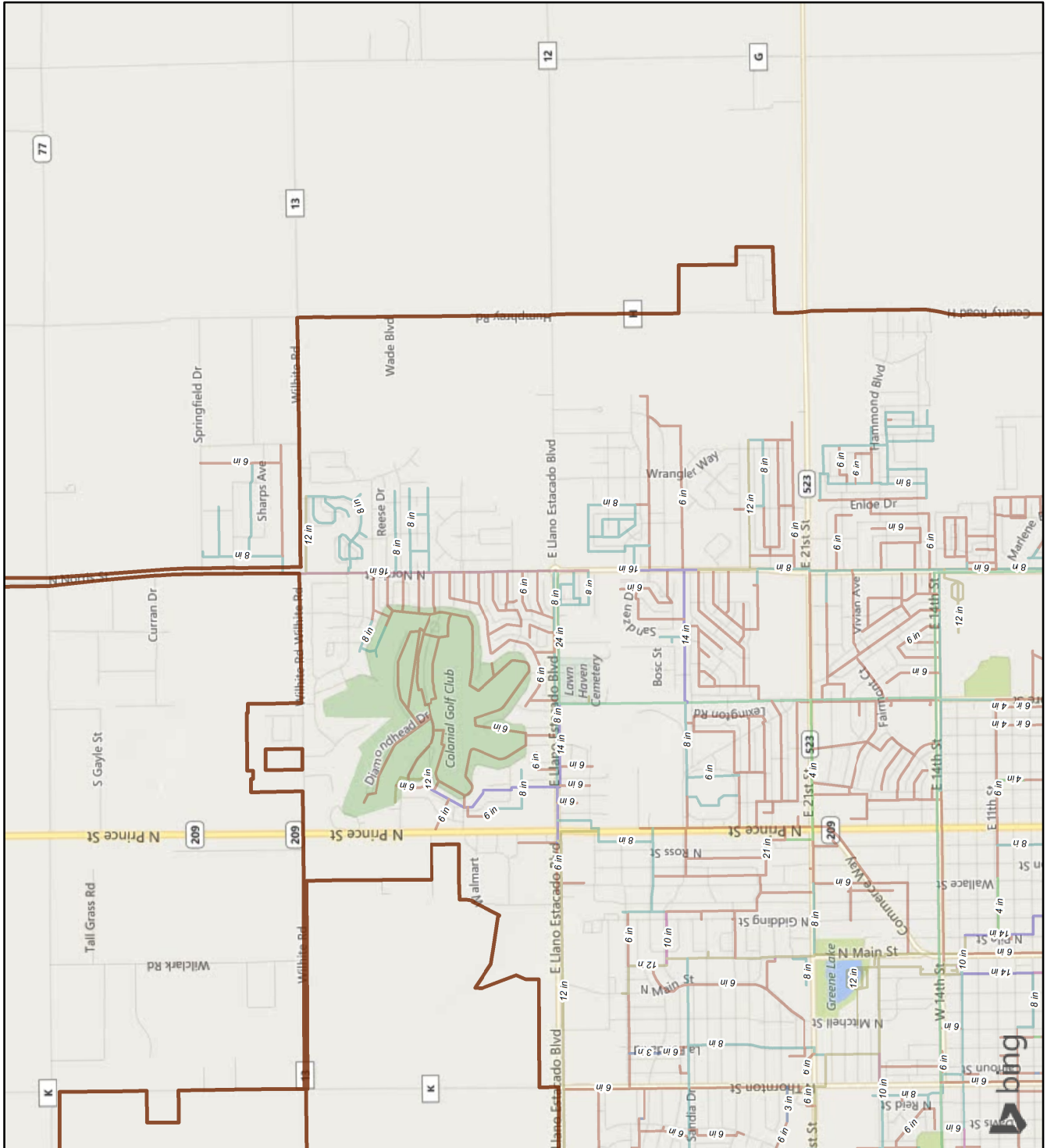


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Water
City of Clovis



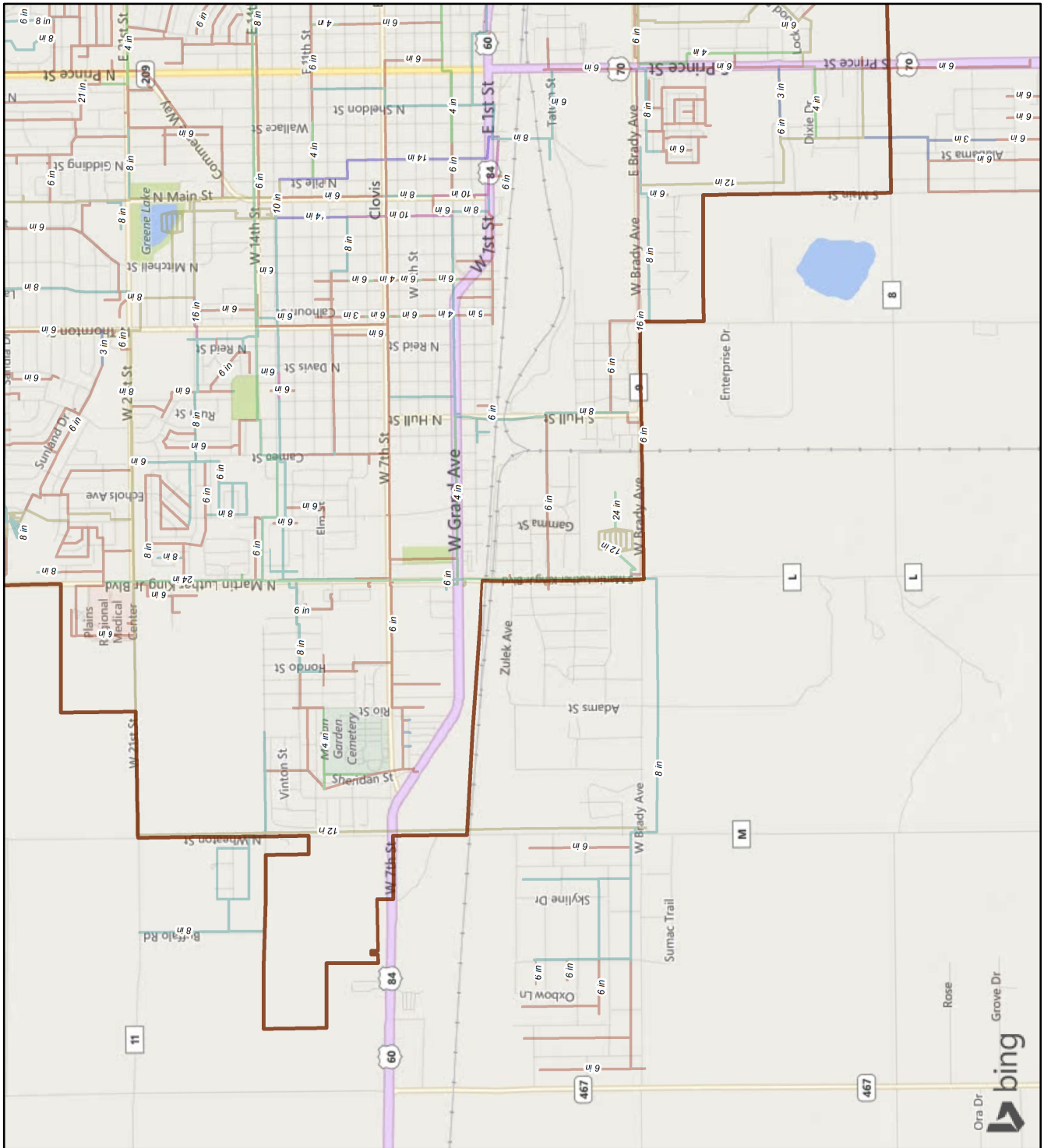


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Water

City of Clovis

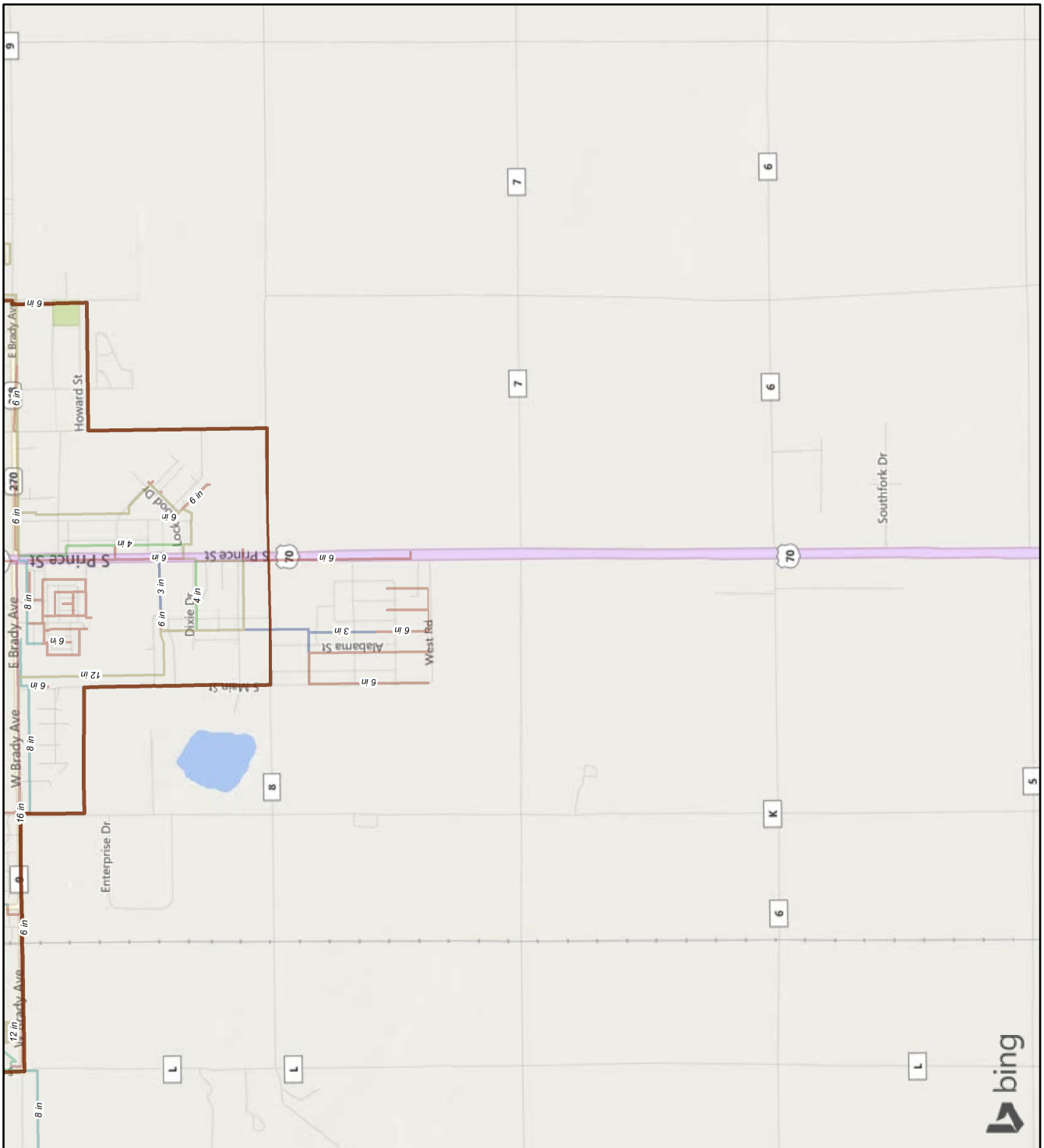




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Water
City of Clovis













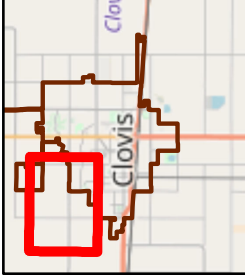


APPENDIX D: INFRASTRUCTURE MAPS



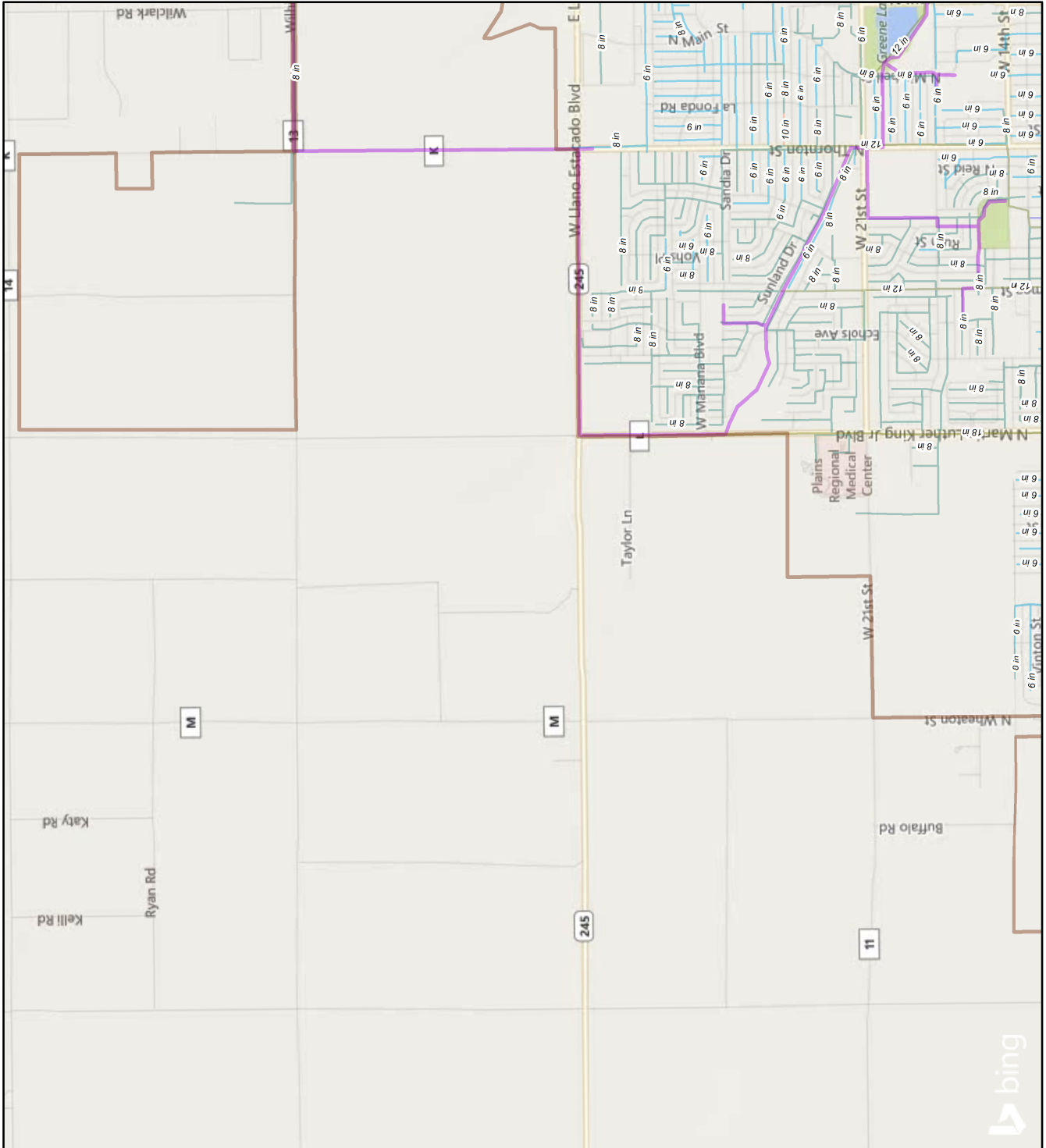
Legend

-  City Boundary
-  Future Reuse
- Reuse**
-  3"
-  6"
-  8'
-  10"
-  12"
-  15"
-  18"
-  30"




Sewer
City of Clovis

0 0.25 0.5 Miles

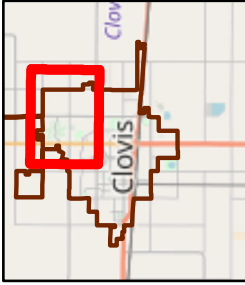







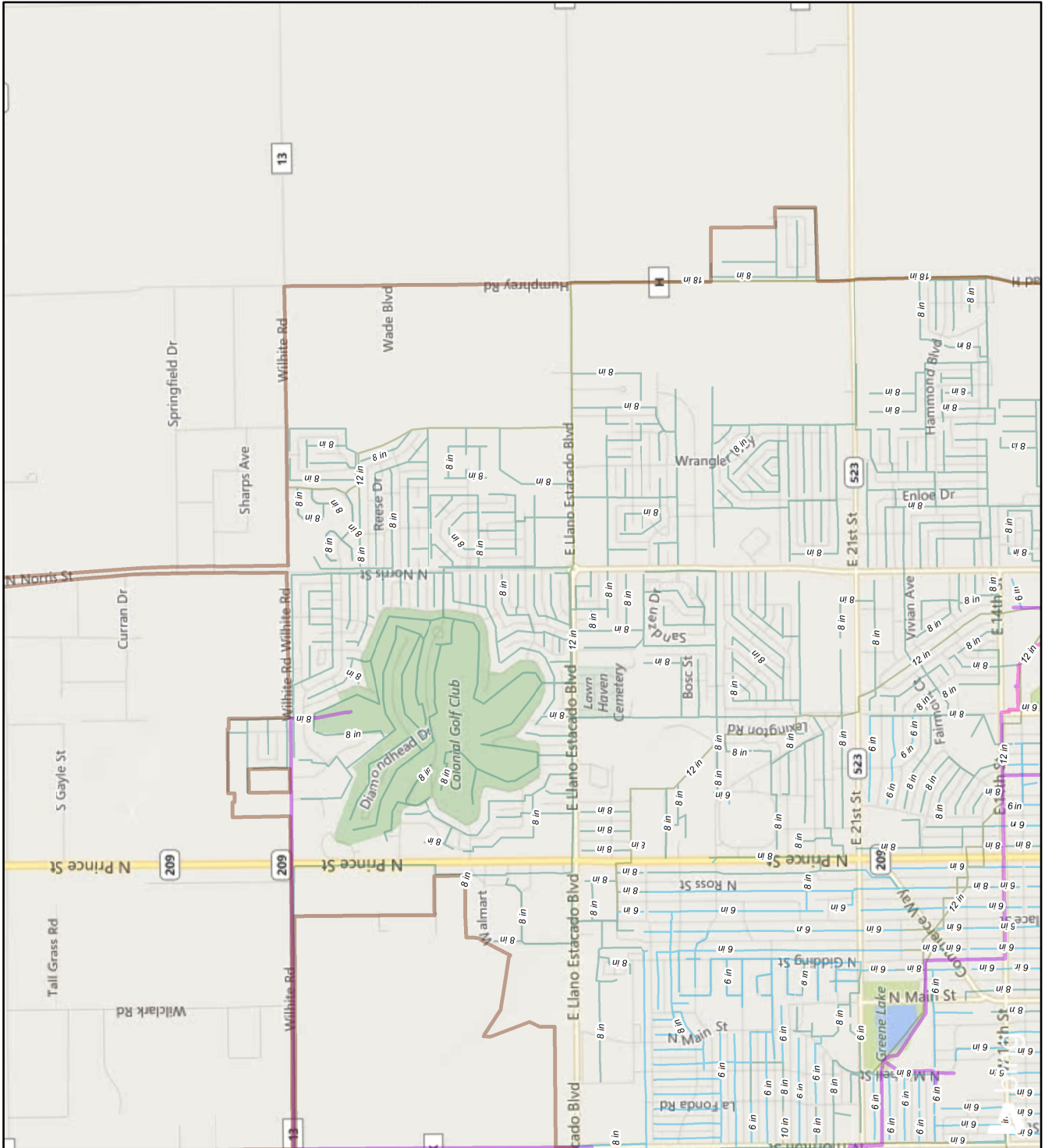
Legend

- City Boundary
- Future Reuse
- Reuse
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- 18"
- 30"




Sewer
City of Clovis



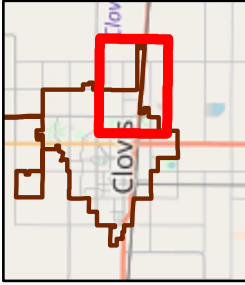







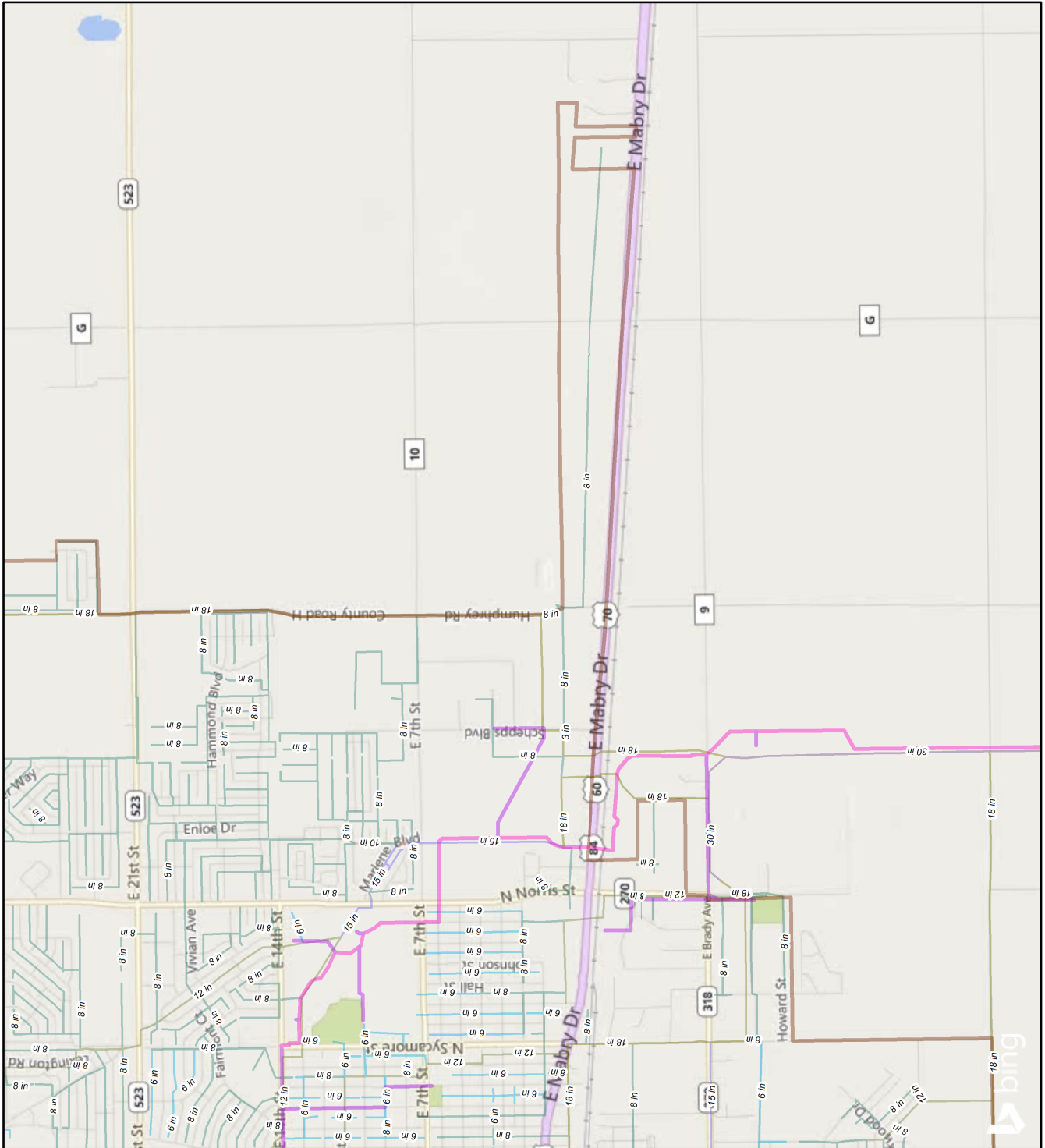
Legend


- City Boundary
- Future Reuse
- Reuse
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- 15"
- 18"
- 30"













Sewer
City of Clovis

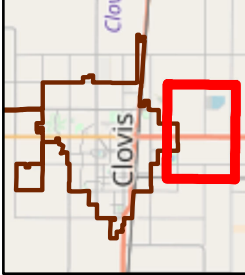




Legend

-  City Boundary
-  Future Reuse
- Reuse**
-  3"
-  6"
-  8'
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-  12"
-  15"
-  18"
-  30"



Sewer
City of Clovis

0 0.25 0.5 Miles

