FINAL
COMPREHENSIVE PLAN FOR CIBOLA COUNTY, NEW MEXICO

January, 2015

Prepared by:

R.M. DRAKER and ASSOCIATES

Land Development Consultants and Land Use Planners

and

dennis ENGINEERING company

ACKNOWLEDGEMENTS

Cibola County
515 West High Street
Grants, NM 87020

County Commissioners
Eddie Michael – Chairman – District 1
Antonio Gallegos – 1st Vice Chair – District 3
Walter Jaramillo – 2nd Vice Chair – District 2
Patrick Simpson – Commissioner – District 4
Lloyd Felipe – Commissioner – District 5

County Staff
Judy Horacek, Projects Coordinator
Bob Gallagher, Acting County Manager
Anna Larson, Digital Mapper/Planner
Darryl McCullough, Rural Addressing/Floodplain Manager
Tony Boyd, Emergency Manager/Fire Marshall
Gary Porter, Roads Supervisor
Johnny Valdez, County Sheriff
Tony Mace, County Undersheriff

R.M. Draker and Associates, Land Use and Land Development Consultants
Albuquerque, NM
Rick Draker, MCP, APA, Principal
Theressa Panciera, BBA, Analyst
Lawrence Johnson, Research and Analysis

Dennis Engineering Company, Engineering Consultant
Edgewood, NM
Tappan J. Mahoney, PE, Principal
Steve Williams, Principal
Cory Pierce, P.E., Staff Engineer

Additional Acknowledgements:
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EXECUTIVE SUMMARY

A comprehensive plan is a practical means by which a community plans for future growth and development. In many cases, comprehensive plans are prepared to address several issues: compatibility between various uses of land, management and preservation of natural resources, economic development and adequate planning for infrastructure needs. The 2014 Cibola County Comprehensive Plan Update will provide demographic and economic data, growth scenarios and future plans for housing, land use, economic development and infrastructure needs for the County.

As a starting point, three public meetings in March and April 2014 were held to gain public input into the plan preparation process. Final meetings were held in October 2014 to discuss a draft plan.

Notes to the public meetings appear in Appendix 2 and 3. The written comments from the public meetings appear in Appendix 4.

The initial assessment of Cibola County included: collecting and organizing demographic, economic and housing data; a survey and mapping of existing land status; collecting water and transportation information; reviewing various documents such as ordinances, plans and reports; and, personal interviews with various elected and appointed representatives of the County, City of Grants, Village of Milan, Laguna Pueblo, Acoma Pueblo, and representatives of the Northwest New Mexico Council of Governments. These documents were used by R.M. Draker and Associates (RMDA) as references to determine what structure was already in place as well as what this Comprehensive Plan needed to address.

Based on the assessments, research and public input, this Plan includes a discussion of the following key topics. Some of the key findings and/or recommendations are included.

Demographics

- Cibola County's Population in 2010 is 27,213, an increase of 1,618 from the year 2000.
- The most likely growth scenario for the County would see the County population reaching 33,290 by 2040. Approximately 45% of that population will take place in Grants and Milan and approximately 35% in the Pueblos and Navajo Chapters.
- Should some dramatic event occur, such as a resurgence of the uranium industry, the population of the County could reach 46,000 plus.

Land Use and Housing

- Almost 70% of Cibola County is in federal, state and Pueblo/Navajo ownership/control.
- Housing in the County is generally in fair to good condition and is generally affordable.
- The addition of 6,077 persons by the year 2040 can be easily accommodated by the lots available in existing subdivisions in unincorporated areas. In addition to these subdivisions, lands area available in Grants and Milan and the Pueblos and Navajo Chapters.
- A simple zoning ordinance is recommended for the County.
- A Development Management Area is proposed along Highway 53 to help protect the natural environment and residential areas.

Economic Development

- Tourism and a Strong Coordinated Marketing Program. Section 4.4.1 set out several events, facilities, activities, and natural features available in Cibola County. Most of these are oriented to tourism and offer a variety of great experiences. The natural environment (wilderness areas, monuments) alone offers opportunities rich in culture, history and physical experience. Add to this the special events, the facilities (museums, specialty shops), and Pueblo facilities (casinos, cultural centers, museums, gift shops) and the County has a formidable tourism package to market.

  It is R.M. Draker and Associates' position that tourism holds the greatest potential for investment and growth in Cibola County, and promotion of these events and facilities in an aggressive and coordinated fashion is paramount to the continuing success of the County. Any and every group or organization that has any involvement in marketing an event, an activity, a facility, or a feature must be involved in a coordinated effort.

  Serious consideration be given to creation of a tourist magazine for Cibola County similar to Taos, Life at a Higher Level -Visitor and Newcomer Guide, or Enchantment, A visitors Guide to Northern New Mexico, or High Country, Visitor Guide to the Southern Rockies. Like these visitor guides, a Cibola document should provide a description of the events, the areas physical features with facilities and activities available such as camping, hiking, biking, horseback riding, fishing, hunting, etc.; specialty shops; museums; information about casinos, hotel accommodation and restaurants; a description of the County communities and the Pueblos; and any other information to interest and attract visitors to the area.

- Build on Other Major Events in the Area. The Cibola Communities Economic Development Foundation and other organizations brought together for marketing purposes should build a calendar of Cibola County events and activities as well as events and activities in neighboring counties and municipalities. The idea is to coat-tail on other events in the area. Cibola County is encouraged to promote existing events in conjunction with events in other jurisdictions or to develop new events to coincide with and complement these other events. Events like antique shows, music festivals, food festivals, arts and crafts fairs, etc. are possible considerations. These new events must be extensively and aggressively marketed. Visitors to the Balloon Fiesta in Albuquerque may well be interested in visiting facilities and events in Cibola County as "something else to do". The intent is to grow existing business and encourage new business to locate in Cibola County.

- Joint Community Activities. There may be opportunity for Cibola County or Cibola County communities to join forces and resources with other counties or with communities in other counties to offer a joint event that may be bigger and better experience because of the pooling of resources. It may attract more visitors and revenue to the community and perhaps such events will become annual affairs.

- Market to Kirtland, Cannon and Holloman Air Force Bases. The United States Air Force Bases in New Mexico represent a large ready-made source of tourists and they ought not to be ignored. Kirtland Air Force Base (AFB) is less than one hour from parts of Cibola County and less than 1.5 hours from Grants/Milan. Cannon AFB and Holloman AFB are somewhat

farther, five to 6 hours distant. County events and features should be marketed, in particular, to Kirtland AFB and to Cannon and Holloman.

- Farmer's Market. The Farmer's Market held in Grants should be a weekly event. Efforts should be made to make the activity a year-round event. This will require an indoor facility in which the event can be conducted during the winter months.

- Cibola County, a Retirement Community. The idea of Cibola County as a retirement community in the sense of attracting and hosting seniors is a serious consideration. A vibrant, well rounded community in terms of age and activities and employment opportunities is what is intended. Cibola County has approximately 18% of its population over the age of 60. If the community is to be marketed as "senior-friendly", characteristics of a senior community will have to be determined and documented. Existing facilities and services need to be inventoried and a determination made about what, if any gaps exist that need to be filled and how and who will do that and, most importantly, how it all will be financed.

- Alternate Energy Facilities. Alternate energy in Cibola County represents a potential source of growth to Cibola County in terms of permanent jobs and jobs related to secondary or service business.

- The County Commissioners and staff must keep abreast of happenings in Cibola County with regard to alternate energy development in the State and in the nation. Representatives of the County Commission and/or Cibola Communities Economic Development Foundation should attend all events involving potential developments and make known their interest in housing families or individuals in the county communities as well as accommodating new business.

- Mining in Cibola County. Of significance here is the possibility of renewed interest by the uranium industry in Cibola County.

- There is a dichotomy of opinion in the County concerning the return of the uranium industry.

  On the plus side the industry provides a huge investment in the County and the state. It provides well paying jobs and generates additional investment and employment in the service sector (retail, service industries, construction, etc.) in support of the uranium industry.

  There are some down sides: the potential for contamination of the environment and dependence upon resources such as water upon which all County residents rely; and, the characteristic boom and bust cycle of the mining industry. Implementation of several of the initiatives outlined in this Section will help level out that boom and bust cycle.

  If there is a resurgence of the uranium industry in Cibola County, we recommend that the local governments and the residents carefully examine the proposals and not reject any proposed development out of hand based upon past experiences or past perceptions. It needs to be borne in mind that today's mining technology is newer and safer, and government regulations are more stringent than they were 30 or more years ago.

- Route 66 and Scenic Byways. One of the longest legs of Route 66 runs through Cibola County. The Grants MainStreet Project and the Cibola Communities Economic Development Foundation should look at possible. People from various parts of the United States and Canada travel Route 66 and renewing some of the history along the route is a part of attracting people to the area and getting them to stay for a period of time.

  Funding might come from the MainStreet Program or the Route 66 Corridor Preservation Program, a federal program administered by the National Park Service, or the National Scenic Byways Program, a program administered by the U.S. Department of Transportation, Highway Administration. Also, the New Mexico Route 66 Association might help with information and advice.

  New Mexico State Road 53 and County Road 42 are national scenic byways; neither of which is well signed or well advertized.

- Agriculture. The greenhouse near the golf course in Grants is a facility that needs to be re-used. There is opportunity and potential here for some enterprise to reintroduce a product (tomatoes or other fruits and vegetables) on a scale that can penetrate the southwest market in a major way. RMDA understands that the Cibola Communities Economic Development Foundation is pursuing some enterprise to take over this facility.

- Eco-Tourism. Eco-tourism, agri-tourism and geo-tourism are tourist-type activities that were raised several times at public meetings. Essentially, these involve direct participation or directly experiencing an activity such as living with a different culture or directly participating in an agricultural activity.

- Involving Acoma, Laguna and Zuni Pueblos and the Ramah Navajo Chapter. The Consultant, RMDA, met with representatives of Acoma and Laguna Pueblos in July, 2014. We were unable to arrange a meeting with the Ramah Navajo Chapter. It was clear from those meetings that the Pueblos had no involvement with any County-wide economic development strategy except through efforts of the COG. However, we also understand that the Cibola Communities Economic Development Foundation has attempted to reach out to the Pueblos in the past with mixed success.

  If there is to be a unified County effort to market a comprehensive tourism package, the effort must include all of the players. The Pueblos in particular have a multitude of tourist facilities that attract many visitors. Including these activities in an all inclusive tourism marketing venture means more visitors and more business for everyone.

- Other Matters. Following one of the first public meetings an e-mail was received from Mr. David Batchelor setting out several suggestions to help the area grow. This e-mail appears in Appendix 4 to this Plan. Several of Mr. Batchelor's suggestions deserve some investigation: the idea of an old west theme park and additional exhibits at the Visitor Center are a couple of these. We recommend that the Cibola Communities Economic Development Foundation review the list and assess the potential for pursuing some of these suggestions.

Also received was an e-mail from Ms. Susan Gallegos suggesting that the youth in the community needed additional activities and suggesting an aquatic facility, specifically. Essentially, she suggests the need for a facility where teens might go after school and perhaps on weekends. We suggest that Boys and Girls Clubs of America be approached in this regard. Perhaps one of the schools or perhaps the Milan Village Parks and Recreation Department could make its facility available occasionally.

Water

- Cibola County does not operate any public water systems but has 3 wells with a total of nine acre feet in permitted water rights.
- Grants and Milan each have 40 Year Water Plans.
- Cibola County's 40 Year Water Plan is in the process of being updated.
- Drought is a serious problem in Cibola County as in other parts of the state. Water conservation measures are important.
- Protection of ground water sources from contamination is important.

Community Facilities

- Generally, community protection and health services are adequate and accessible for most residents of the County; however, in the more rural areas such as Fence Lake, such services are not always readily accessible. Issues include road conditions, quality of telephone service and location of services and response times.

Hazards Mitigation

- Two hazard mitigation plans are in place in Cibola County: Cibola County, New Mexico Comprehensive Multi-Jurisdictional Mitigation Plan (02/12/2007) and the Community Wildfire Protection Plan (08/2006).

Green Community Considerations

- Average annual carbon footprints by postal code are illustrated in chart and map form for Cibola County.
- Specific Recommendations include:
    - encourage energy efficient refurbishing of homes and businesses;
    - maintain a compact land use pattern;
    - reduce the amount of solid waste sent to the landfill; and
    - initiate a program to educate County residents and business owners about greenhouse gas emissions and energy conservation measures.

Implementation

This section of the Comprehensive Plan consists entirely of an implementation matrix. This matrix lists all the goals, objectives and implementation strategies/actions mentioned throughout the Plan in an easy to follow table format. The table also includes additional columns to help the County set out more detailed tasks, establishing priorities, suggested completion dates, who is responsible for the task(s) and status of actions. The intent of this table is to provide the County with a relatively simple format to set priorities and monitor the progress of implementing specific aspects of the Comprehensive Plan.

1.0 INTRODUCTION

1.1 About This Plan

This Comprehensive Plan is a major revision and rewrite of the Comprehensive Plan of 2003. It reviews, updates and reconstructs demographic, economic and housing data; population and housing projections; current land status; roads information; and, information on community facilities, hazard assessment and other matters. It proposes new objectives and strategies for land use, economic development, and other matters covered by the plan. It is a guide for future development of the County.

A comprehensive plan is a strategy document, comprised of maps and text, designed to guide and direct growth and development of a municipality, county or other organization. A comprehensive plan is customarily based on considerable community (stakeholder) input as well as the analysis of existing and past situations such as land use, population and housing growth or decline, and other factors. Trends may be identified as well as changes that may be wrought by changing cultural values. Once, comprehensive plans were almost entirely limited to land use growth scenarios. However, in recent years, it has been recognized that other factors may play a role in that growth or may impact or be impacted by that growth. Consequently, comprehensive plans now consider economic development, for example, as an important component.

Cibola County's population in 1981 was 30,346, followed by a decade of decreasing population (23,794 in 1990) due primarily to a declining uranium mining industry. In 2000 population increased to 25,595 persons with another increase in 2010 to 27,213.

Based upon input from the public meetings and discussions with various elected and appointed representatives of Cibola County, City of Grants, Village of Milan, Laguna Pueblo, Acoma Pueblo, Cibola Communities Economic Development, representatives of the Northwest New Mexico Council of Governments, and Grants Main Street Project representatives, as well as our assessment of needs, it is clear that much more attention to the economic growth of Cibola County is necessary, particularly the tourism sector, if additional growth is to occur. Importantly, the people of the community want some growth, growth that is a combination of commercial and residential with varying opinions on how best to achieve these. Consequently, in this Plan, emphasis is placed on the identification of possible growth initiatives and specific strategies to pursue those initiatives.

Much of this Plan is based upon and developed in accord with the opinions, ideas and comments of the community. Most residents had very clear ideas about where the community needed to go and had suggestions on how it might get there. This is evident in the notes from the first public meetings held March 31st, April 7th and April 14, 2014 and the final meetings held October 13th, 14th and 16, 2014.

1.2 History of Cibola County

(By Abe M. Pena~~taken directly from the Cibola County, N.M. 20-Year Comprehensive Plan-6/30/2003)

When the first Spanish explorer, Francisco Vasquez de Coronado, passed through the area in 1540, the nomadic Navajos and the Pueblo Indians from Acoma, Laguna and Zuni were living in the Land of Cibola.

The Anasazi people, who were the predecessors of the Pueblo Indians, had mysteriously disappeared from the area around 1250. Their descendents reappeared in the nineteen (19) pueblos of New Mexico and the Hopi in Arizona. Most of those pueblos are still thriving today.

The Spanish brought the first horses, sheep, cattle and other domestic livestock to the American and to the Land of Cibola. Don Juan de Onate in 1958 brought the first settlers to settle this new land. The settlers were mostly families that had come from Spain to Mexico and then north to New Mexico. They started their small farms and sheep herds near rivers and mountains where water was available.

They gave horses and sheep to the Indians as gifts and the Indians became excellent horsemen. The Spanish also taught them the art of weaving wool on a loom. Today a medium-size Navajo rug sells for thousands of dollars in quality stores across America.

Sheep ranching gave the Spanish settlers the first industry. Wool was non-perishable and woven into rugs, blankets and shawls and taken by oxcart to Mexico to trade for other goods. Mutton became the favorite meat of the setters as well as most Indian tribes.

The Indians also learned the art of silversmithing from the Spanish and today they make some of the most beautiful jewelry in the world. The Land of Cibola is home to some of the best silversmiths who have combined silver and turquoise to create works of art.

The railroad arrived in the Land of Cibola in 1882. Automobiles began to follow the railroad tracks about 1908. Anglos began to arrive as cattlemen, surveyors, railroaders, teachers, and businessmen. Following World War I, cattle began to replace sheep as the principal industry. Beef and cowboys gained popularity and today almost home in America has a backyard grille. The Land of Cibola produces some of the finest beef in the county.

Route 66 was named and began to be paved in 1926. Grants began to grow and Ripley's Believe It Or Not called it "The Longest Little Town in America." It provided three (3) miles of motels and filling stations as America grew to become a nation on wheels.

Cibola Timeline

YEAR	EVENT
Time Immemorial	Acoma – Oldest continuously inhabited city in the United States
1200	Ancestral Puebloans enter El Morro Valley
1250	Ancestral Puebloans construct large County atop Mesas
1350	Ancestral Puebloans move to Zuni
1540	Coronado leads expedition to Zuni. Stops at Acoma in route to Rio Grande Pueblos
1598	Don Juan De Oñate brings the first Spanish settlers to the County
1605	Don Juan De Oñate leaves 1st European inscription on El Morro Rock
1629	San Esteban Del Rey mission established at Acoma Pueblo
1680	Combined Puebloans revolt expelled Spanish from "New Mexico"
1692	General Don Diego De Vargas leads expedition to Acoma and Zuni Pueblos to re-establish Spanish control
1699	Present Laguna Pueblo established
1800	Cebolleta Founded
1848	Treaty of Guadalupe Hidalgo – "New Mexico" becomes part of the United States

The lumber industry started in the Zuni Mountains in the 1890's and a railroad was built in the Zuni Mountains to harvest the popular ponderosa pine. The Hispanic people provided much of the labor to build the railroad and entered into the cash economy. Mt. Taylor also produced quality lumber, which was shipped east and west on the Santa Fe Railroad to help build America.

Homesteading by dust bowl and depression-era immigrants provided seasonal shepherds and dry land bean farmers. They populated the southern and western grassland areas of the County, resulting in the settlements of Fence Lake, Tinaja, and others. Some of the settlements survive today, while others have passed into ghost town status.

In the 1930's some enterprising farmers in the Bluewater Valley west of Grants began to plant and grow vegetables for the growing market. Vegetables thrived, especially carrots and lettuce. Local farmers were soon joined by large commercial farmers from Arizona and California, and farmed acreage expanded to about 5,000 acres.

The Navajo people were recruited to cultivate and harvest the carrots, which brought them into the cash economy. Colorful velveteen blouses added color and beauty to the vegetable fields. Packing sheds were built along the railroad in Grants, and hundreds were hired to pack the produce for America's tables. Many of them were women.

In 1950 uranium was discovered. Paddy Martinez, a Navajo Indian, brought in a yellow rock from the Haystack area near Ambrosia Lake to the Bond-Gunderson store. The rock was sent to the laboratory to be assayed and back came the report – URANIUM!

Uranium fever ran like wildfire through the Land of Cibola. Everyone who could afford a Geiger counter took to the hills to hunt for the "yellow" rock. By 1970 some 6,000 workers were employed mining and milling uranium. Grants and Milan grew rapidly to nearly 15,000 people. Trailer parks dotted the area. The Jackpile-Paguate mine in the Pueblo of Laguna was the largest open-pit uranium mine in the United States. It produced ore valued at $600 million in its 29-yars of operation from 1953 to 1982. Employment at the mine reached about 800 people, mostly of the Laguna tribe, in the early 1970's.

In 1981, Cibola County was created from the western portion of Valencia County and made Grants the county seat. The area went through a severe rise in unemployment (about 35%) and many miners and mining people left. A bright star in the local scene was the Grants branch of New Mexico State University, founded in 1968

Cibola Timeline

YEAR	EVENT
1849	Mount Taylor named in honor of President Zachary Taylor
1858	First emigrant travel West on Beale Trail
1864	Navajo "Long Walk"
1865	Ran Rafael Founded
1868	Peace Treaty Signed, Navajo return to the area
1870	Paguate Founded
1876	First Mormon settlement in the El Morro Valley
1880	County of Atarque Founded
1882	Railroad arrives – Grants begins growing as a construction camp for Atlantic Pacific Railroad
1890	Large scale logging begins in Zuni Mountains
1896	Bluewater County settled
1905	Casablanca founded
1908	Automobiles arrive
1912	New Mexico admitted to the Union as 47th State
1918	World War I ends
1926	Route 66 paved
1929	Town of Grants acquires telephone and electric service
1930	Farmers in Bluewater County Valley plant and grow vegetables for Market. Navajo Tribe recognizes Ramah Navajo Band as its own "Chapter". Large acre farms develop.

that geared up to provide retraining courses which offered hope to the unemployed in those dark and difficult days.

The Grants/Milan area tightened its belt and went to work. The economy was diversified and employment started to pick up. Unemployment has dropped to about 6% and the area is experiencing healthy growth. Both private and public sectors have contributed to the improving economy.

1.3 Government Structure

1.3.1 Government Structure. Cibola County is governed by a Board of Commissioners (five commissioners).

The County has the following staff positions:

- Project Coordinator
- County Manager
- County Digital Mapping/Planner
- County Rural Addressing/Floodplain Manager
- County Emergency Manger/Fire Marshall
- County Sheriff
- County Undersheriff
- Roads Supervisor

The County currently has several standing committees: Juvenile Justice Continuum Board, Chamber of Commerce, Economic Development Committee, Hospital Board and MainStreet Board.

The Volunteer Fire Department consists of 93 firefighters, including 8 Volunteer Emergency Medical Technicians (trained fire fighters) and First Responders. A Privately run ambulance is stationed in the City of Grants. The Fire Department is well equipped with 6 Class-A Fire Trucks, 7 Tenders Trucks, 3 Brush Trucks, 2 Command Units and 2 service vehicles.

Police service is available through the Cibola County Sherriff's Department, located in the City of Grants. The Grants Police Department, Milan Police Department, and the New Mexico State Police are also available in the area.

Cibola Timeline

YEAR	EVENT
1936	Fence Lake founded
1940	Grants becomes known as the "Carrot Capitol" of the Nation
1945	World War II ends
1950	Discovery of Uranium
1957	Town of Milan founded
1968	Founded New Mexico State University (NMSU) – Grants Branch
1970	Ramah Navajo School Board, Inc. was created in an historic act if Indian self-determination, beginning the revival of the Ramah Navajo community
1979	6,000 workers were working the mines
1980	"3-Mile Island" (in Pennsylvania) had a "near" Nuclear accident which caused the collapse of the 'Value of Uranium'. Mining operations in Cibola County closed, causing a 35% rise in unemployment
1981	Cibola County was split from Valencia County and Grants became a County Seat
1987	El Malpais National Monument created
1991	Last Uranium mine closes

1.4 Community Character

Cibola County is located in west central New Mexico; its western border coterminous with the Arizona border. See Figure 1 for the regional setting.

Cibola County is a diverse County in terms of its physical setting, economic activity and land ownership. Created in 1981 from Valencia County, Cibola County encompasses an area of approximately 4,540 square miles and a population of 27,213 (2010). The City of Grants with a population of 9,182 (2010) is the County seat.

Cibola County is situated entirely within the Colorado Plateau physiographic region. Elevations vary from 5,460 feet to 11,300 feet (Mount Taylor). The southwest and southeast portions of the County are essentially open rangeland. The central portion of the County, north to south, is characterized generally by broken terrain, escarpments, plateaus, mesas, and mountainous areas. Within the central part of the County are the lava beds of the Malpais. The Continental Divide runs roughly north to south through the western half of the County. Precipitation varies from as little as seven (7) inches in the lowest elevations to twenty-five (25) inches in the mountainous areas east of Mount Taylor.
(Based upon information gleaned from: Soil Survey of Cibola Area, New Mexico, USDA, Soil Conservation Service, 1993; and, Hydrogeology of Cibola County New Mexico, Joe A. Baldwin and Dale Rankin, USGS Water-resources Investigation report 94-4178, 1995).

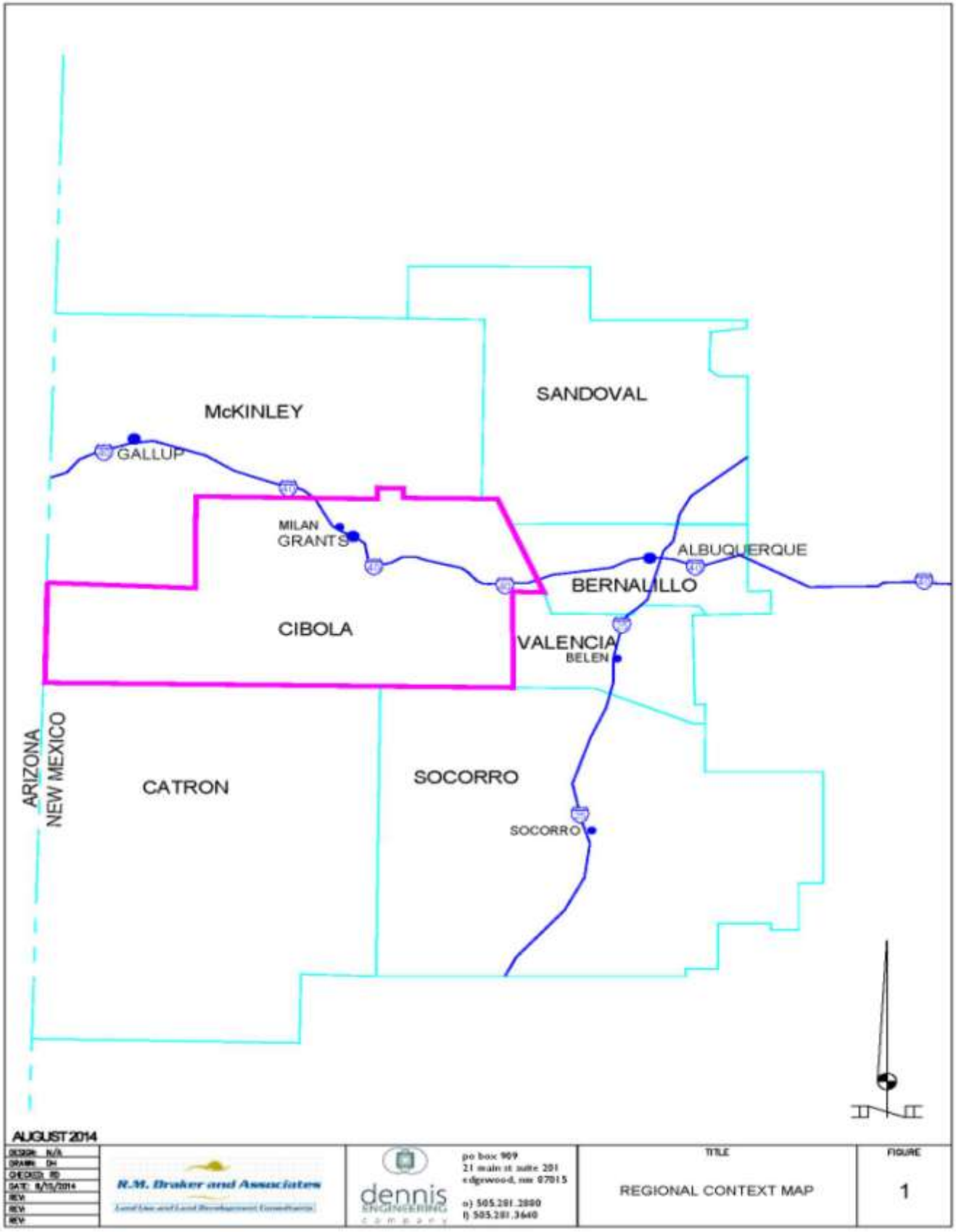
Economic activity in Cibola County includes tourism (national forest areas, wilderness areas, as well as various facilities), entertainment and accommodation (casinos, various events such as the Fire and Ice Festival); mining activity, past and present (uranium, coal, fluorspar, copper, vanadium); agriculture; and the service sector (retail and healthcare are major employers).

Land Ownership is characterized by the amount of land owned or controlled by the Pueblos (Acoma, Laguna, and Zuni), the Ramah and To'Jahajilee Navajo Chapters, the federal government (National Forest Service, National Park Service, and BLM), State of New Mexico, and private (less than one-third of the land area of Cibola County).

Most of the County is rural in nature with only two major urban centers, Grants and Milan, together with a number of smaller designated places such as San Rafael, Bluewater Village, Fence Lake, Cubero, San Mateo and several others. There are villages also within the Pueblo lands. Populations for some of these places are set out in Chapter 2 to this Plan.

The area is served by Interstate 40, four (4) State Roads (SR 53, SR 117, SR 36 and SR 605), U.S. Route 66, many County roads, and many roads internal to the Pueblos and Navajo chapters. Rail transport is available in Grants and Milan (BNSF railroad). The Grants Milan Airport provides regional service. Two other airports in Cibola County, Cubero and High Lonesome, are privately owned, and unattended.

Figure 1 - Regional Map



1.5 Public Participation Process

1.5.1 Public Participation Process. A comprehensive plan ought to be premised on knowledge and understanding of the issues, needs, wants and concerns of the community. Armed with such knowledge and understanding of a community, a comprehensive plan is more likely to realistically reflect the needs and wants of the community. It is also more likely to lead to an "ownership" of the plan by the residents.

Input from the public was obtained from four town hall type meetings at the beginning of the planning process. Two general public meetings were held on March 31, 2014, one at noon and one in the evening; a third meeting was held on April 7, 2014 in the evening; and, a fourth was held on April 14, 2014 in the afternoon. The general public meetings were advertized as open to the general public and were held at the Cibola County Senior Center, Cibola County Convention Center, Milan Parks and Recreation Center, and the Old School Gallery, respectively.

Attendance at the March and April public meetings was good. A total of fifty-two (52) persons attended the noon meeting on March 31, 2014, and seven (7) persons attended the 5:30 p.m. meeting. Eleven (11) persons attended the 5:30 p.m. on April 7, 2014; and thirty-two (32) persons attended the 2:00 p.m. meeting on April 14, 2014.

Notes from the meetings as well as the PowerPoint presentations were posted on the County web site.

1.5.2 Town Hall Meetings Outcomes-March and April 2014. (102 attendees total for four meetings)

1.5.2.1 **Residents Meeting-General: Cibola County Senior Center: March 31, 2014: 11:30 a.m.**

*Meeting began @ 11:35 am
*Meeting attended by 52 residents (not all residents signed in)

See Appendix 2 for complete meeting notes.

*Meeting adjourned @ 12:30 PM
*No comment cards completed

1.5.2.2 **Residents Meeting-General: County Convention Center: March 31, 2014: 5:30 p.m.**

*Meeting began @ 5:40 pm
*Meeting attended by 7 residents

See Appendix 2 for complete meeting notes.

*Meeting adjourned @ 7:10 PM
*No comment index cards completed

1.5.2.3 **Residents Meeting-General: Milan Parks & Recreation Center: April 7, 2014: 5:30 p.m.**

*Meeting began @ 5:35 pm
*Meeting attended by 13 residents

See Appendix 2 for complete meeting notes.

*Meeting adjourned @ 7:35 PM
*No comment index cards completed

1.5.2.4 **Residents Meeting-General: El Morro's Old School Gallery: April 14, 2014: 2:00 p.m.**

*Meeting began @ 2:20 pm
*Meeting attended by 32 residents (not all residents signed in)

See Appendix 2 for complete meeting notes.

*Meeting adjourned @ 4:35 PM
*No comment index cards completed

NOTE: Following this round of public meetings two pieces of correspondence ((e-mails) were received. These appear in Appendix 4 to the Plan.

1.5.3 Town Hall Meetings Outcomes- Second set of meetings October 2014.
(58 attendees total for 4 meetings)

1.5.3.1 **Residents Meeting-General: El Morro's Old School Gallery: October 13, 2014: 2:00 p.m.**

*Meeting began @ 2:05 pm
*Meeting attended by 14 residents (not all residents signed in)

See Appendix 3 for complete meeting notes.

*Meeting adjourned @ 3:15 pm
*No comment cards completed

1.5.3.2 **Residents Meeting-General: Fence Lake Community Center: October 14, 2014: 6:00 p.m.**

*Meeting began @ 6:05 pm
*Meeting attended by 29 residents

See Appendix 3 for complete meeting notes.

*Meeting adjourned @ 7:20 pm
*No comment index cards completed

1.5.3.3 **Residents Meeting-General: County Community Center: October 16, 2014: 6:00 p.m.**

*Meeting began @ 6:05 pm
*Meeting attended by 5 residents

See Appendix 3 for complete meeting notes.

*Meeting adjourned @ 7:20 pm
*No comment index cards completed

NOTE: Following this round of public meetings two pieces of correspondence ((e-mails) were received. These appear in Appendix 4 to the Plan.

2.0 DEMOGRAPHICS AND HOUSING

2.1 Existing Population Characteristics

2.1.1 General Comment. The U.S. Census Bureau has now published all of the 2010 Census data; however, some housing and economic information that was collected in 2000 was not collected in 2010. Consequently, where appropriate, and reasonable, we have used inter-census estimates. Economic data from the 2012 economic census is just making its initial appearance; but in many cases data sets are not complete. For example, employment and other data for the mining and manufacturing sectors will not be released for several months. In addition, the Census Bureau is still collecting information. Population counts, age-sex data, race/ethnic group information, households by type, housing occupancy, and housing tenure and some basic labor force data as well as other information are available for 2010 and are used in various ways in the development of this Plan.

2.1.2 Existing Population Data. At 2010, the population of Cibola County is 27,213 (U.S. Census Bureau). This is an increase of 1,618 persons or 6.3% from the 2000 Census count of 25,595.

2.1.3 Population Counts: 1981 to 2010. Table 1A illustrates population counts for Cibola County from 1981 to 2010. The U.S. Census did not conduct counts for Cibola County prior its creation in 1981 from Valencia County.

Table 1A. Cibola County Population: 1981 to 2010

Year	Cibola County Population (U.S. Census Bureau)	Cibola County Increase or Decrease (-) Actual	Cibola County Percent Growth/ Decline(-)
1981	30,346	-	-
1990	23,794	-6,552	-
2000	25,595	1,801	7.04
2010	27,213	1,618	5.95

(Source: U.S. Census)

Cibola County's population in 1981 was 30,346, followed by a decade of decreasing population (23,794 in 1990). In 2000 there was an increase to 25,595 persons and another increase in 2010 to 27,213; which is still 3,133 less persons than when the County was established in 1981.

The loss in population between 1981 and 1990 is due mostly to a decrease in uranium mining activity brought on by a drop in uranium prices. The mining operations in Cibola County closed, eventually creating a 35% increase in unemployment.

Table 1B displays basic population data for Cibola County, City of Grants, Village of Milan and other County designated places. Data were not available for all places for all years listed.

Table 1B. Population: Cibola County, Grants, Milan and Other County Municipalities

YEAR	Cibola County	% Growth /Decline	City of Grants	% Growth /Decline	Village of Milan	% Growth/ Decline	Laguna	% Growth/ Decline	Acoma Pueblo & Off-Reservation Trust Land	% Growth /Decline
2010	27,213	5.95	9,182	4.09	3,245	41.73	4,459	2.89	3,011	7.46
2000	25,595	7.04	8,806	1.56	1,891	-4.02	4,330	19.15	2,802	6.94
1990	23,794	-27.53	8,669	-31.95	1,967	-90.49	3,634	24.02	2,551	8.96
1980	30,346	-	11,439	23.35	3,747	40.70	4,507 (prior to split)	31.93	2,359	9.33
1970	NA	-	8,768	-17.18	2,222	-19.62	3,068 (Valencia County)	5.15	2,579	-
1960	NA	-	10,274	78.09	2,658	-	2,910 (Valencia County)	-	NA	-
1950	NA	-	2,251	-	NA	-	NA	-	NA	-
1940	NA	-	NA	-	NA	-	NA	-	NA	-

YEAR	Seama	% Growth /Decline	Acomita Lake	% Growth/ Decline	North Acomita Village	% Growth/ Decline	South Acomita Village	% Growth/ Decline
2010	465	28.39	416	25.00	303	4.95	105	
2000	333	-	312	-	288	-		--
1990	NA	-	NA	-	NA	-	NA	-
1980	NA	-	NA	-	NA	-	NA	-
1970	NA	-	NA	-	NA	-	NA	-
1960	NA	-	NA	-	NA	-	NA	-
1950	NA	-	NA	-	NA	-	NA	-
1940	NA	-	NA	-	NA	-	NA	-

(Source: U.S. Census, various years)

2.1.4 Age-Sex and Ethnicity. Table 2A sets out the age-sex population data for the Cibola County, Grants, Milan, Laguna, Acoma Pueblo, Seama, Acomita Lake, North and South Acomita Village, and the State of New Mexico.

The proportion of females to males in Cibola County is slightly lower than the State of New Mexico. Just over eighteen percent (18.15%) of the County's population is 60 years of age or older. This is slightly lower than the percent for New Mexico (19.06%). 7.45% of the County's population is 65 to 74 years of age. The single largest age group in the County is the 45 to 54 group, which is also the largest group for the State of New Mexico.

The median age for Cibola County is virtually the same (36.6) as the State of New Mexico (36.7). The median age of all communities listed in Table 2A, with the exception of South Acomita Village, CDP, is less than that of the state.

Table 2A. 2010 Population Characteristics: Cibola County, City of Grants, Village of Milan, Laguna, Acoma Pueblo, Seama, Acomita Lake, North/South Acomita Village, Zuni-Ramah Navajo and New Mexico

Population Characteristic	Cibola County		City of Grants		Village of Milan		Laguna, CCD		Acoma Pueblo & Off- Reservation Trust Land		Seama, CDP		Acomita Lake, CDP		North Acomita Village, CDP		South Acomita Village, CDP		Zuni-Ramah Navajo. CCD		New Mexico	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Total Population	27,213	100.0	9,182	100.0	3,245	100.0	4,459	100.0	3,011	100.0	465	100.0	416	100.0	303	100.0	105	100.0	2,089	100.0	2,059,179	100.0
Sex and Age																						
Male	13,769	50.60	4,104	44.70	2,222	68.47	2,184	48.98	1,397	46.40	227	48.82	190	45.67	138	45.54	55	52.38	1,034	49.50	1,017,421	49.41
Female	13,444	49.40	5,078	55.30	1,023	31.53	2,275	51.02	1,614	53.60	238	51.18	226	54.33	165	54.46	50	47.62	1,055	50.50	1,041,758	50.59
Under 5 years	1,892	6.96	748	8.15	177	5.45	334	7.49	224	7.44	38	8.17	43	10.34	24	7.92	4	3.81	152	7.28	144,981	7.04
5 to 9 years	1,811	6.65	633	6.89	155	4.78	323	7.24	244	8.10	33	7.10	22	5.29	29	9.57	10	9.52	170	8.14	143,308	6.96
10 to 14 years	1,902	6.99	610	6.64	165	5.08	366	8.21	255	8.47	42	9.03	30	7.21	22	7.26	8	7.62	179	8.57	141,691	6.88
15 to 19 years	1,958	7.20	635	6.92	163	5.02	380	8.52	253	8.40	44	9.46	42	10.10	15	4.95	5	4.76	193	9.24	149,861	7.28
20 to 24 years	1,821	6.69	694	7.56	248	7.64	270	6.06	225	7.47	35	7.53	28	6.73	23	7.59	3	2.86	144	6.89	142,370	6.91
25 to 34 years	3,694	13.57	1,197	13.04	673	20.74	581	13.03	389	12.92	52	11.18	58	13.94	31	10.23	16	15.24	245	11.73	267,245	12.98
35 to 44 years	3,449	12.67	1,111	12.10	660	20.34	502	11.26	362	12.02	60	12.90	46	11.06	43	14.19	12	11.43	231	11.06	248,523	12.07
45 to 54 years	3,976	14.61	1,180	12.85	469	13.44	627	14.29	453	15.04	53	11.40	61	14.66	46	15.18	17	16.19	307	14.70	292,009	14.18
55 to 59 years	1,772	6.51	571	6.22	159	4.90	277	6.21	149	4.95	17	3.66	21	5.05	24	7.92	6	5.71	123	5.89	136,799	6.64
60 to 64 years	1,452	5.34	505	5.50	127	3.91	229	5.14	125	4.15	30	6.45	14	3.37	14	4.62	4	3.81	102	4.88	120,137	5.83
65 to 74 years	2,027	7.45	722	7.86	156	4.81	315	7.06	194	6.44	29	6.24	36	8.65	18	5.94	6	5.71	145	6.94	153,794	7.47
75 to 84 years	1,131	4.16	445	4.86	75	2.1	169	3.79	121	4.02	19	4.09	14	3.37	11	3.63	9	8.57	72	3.45	86,468	4.20
85 years and over	328	1.21	131	1.43	18	0.56	86	1.93	17	0.56	13	2.80	1	0.24	3	0.99	5	4.76	26	1.24	31,993	1.55
Median Age	**36.6**		**35.7**		**35.8**		**34.5**		**32.8**		**31.8**		**32.1**		**36.3**		**38.6**		**33.5**		**36.7**	

(Source: U.S. Census Bureau-2010)

Table 2B displays the 2010 and 2000 population characteristics for other areas in Cibola County for which data were available. Unfortunately data for several of the communities were not available for the year 2000, making even the simplest of time series comparisons impossible.

Table 2B. 2010 Population Characteristics: Other Areas of Cibola County

Population Characteristic	2010 Total Population	2000 Total Population		2010 Median Age	2000 Median Age
Bibo CDP	140	N/A		**46.6**	-
Bluewater Acres CDP	206	N/A		**53.8**	-
Bluewater Village CDP	628	N/A		**42.1**	-
Cubero CDP	289	N/A		**45.8**	-
Fence Lake CCD	165	152		**56.4**	42.8
McCarty's CDP	48	N/A		**35.5**	-
Mesita CDP	804	776		**32.4**	27.5
Moquino CDP	37	N/A		**40.3**	-
Mountain View CDP	122	N/A		**46.3**	-
Pinehill CDP	88	116		**44.0**	32.5
San Fidel CDP	138	N/A		**47.6**	-
San Mateo CDP	161	N/A		**49.9**	-
San Rafael CDP	933	N/A		**40.7**	-
Seboyeta CDP	179	NA		**45.8**	

(Source: U.S. Census)

Table 2C shows the 2010 general Population Characteristics - Ethnicity for Cibola County, City of Grants, Village of Milan, Laguna, Acoma Pueblo, and Zuni-Ramah Navajo.

Please see Appendix 1 to this Plan for a more detailed listing of Hispanic and American Indian groups in Cibola County.

Table 2C. 2010 Population Characteristics-Ethnicity: Cibola County, City of Grants, Village of Milan, Laguna, Acoma Pueblo, and Zuni-Ramah Navajo

Ethnicity	Cibola County		City of Grants		Village of Milan		Laguna, CCD		Acoma Pueblo & Off-Reservation Trust Land		Zuni-Ramah Navajo, CCD	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Total Population	27,213	100.0	9,182	100.0	3,245	100.0	4,459	100.0	3,011	100.0	2,089	100.0
Hispanic/Latino	9,934	63.50	4,782	52.08	2,178	67.12	486	10.90	74	2.46	79	3.78
Non-Hispanic/Latino	17,279	36.50	4,400	47.92	1,067	32.88	3,973	89.10	2,937	97.54	2,010	96.22
White Only	11,386	41.80	5,273	57.43	2,208	68.04	238	5.34	47	1.56	210	10.05
African American Only	275	1.01	159	1.73	45	1.39	6	0.13	3	0.10	8	0.38
American Indian and Alaskan Native Only	11,156	41.00	1,553	16.91	423	13.04	3,947	88.52	2,906	96.51	1,794	85.88
Asian Only	149	0.55	78	0.85	18	0.55	21	0.47	0	0.00	19	0.91
Native Hawaiian and Pacific Islander Only	26	0.10	20	0.22	1	0.03	0	0.00	0	0.00	0	0.00
Some Other Race	3,370	12.38	1,701	18.53	467	14.39	164	3.68	12	0.40	11	0.53
Two or More Races	851	3.13	398	4.33	83	2.56	83	1.86	43	1.43	47	2.25
American Indian: Navajo	3,204	11.77	776	8.45	280	8.63	229	5.14	94	3.12	1,604	76.78
American Indian: Pueblo	6,698	24.61	398	4.33	42	1.29	3,527	79.10	2,592	86.08	65	3.11

Table 3 illustrates age group counts for Cibola County for the census years 1990, 2000 and 2010.

Table 3. Cibola County: Age Group Comparison 1990 to 2010

Population Age Groups	Cibola County 2010		Cibola County 2000		Cibola County 1990	
	Number	%	Number	%	Number	%
Total Population	27,213	100.0	25,595	100.0	23,794	100.0
Sex and Age						
Male	13,769	50.60	12,505	48.86	11,654	48.98
Female	13,444	49.40	13,090	51.14	12,140	51.02
Under 5 years	1,892	6.95	2,031	7.36	2,109	8.86
5 to 9 years	1,811	6.65	2,186	7.92	2,328	9.78
10 to 14 years	1,902	6.99	2,287	8.29	2,384	10.02
15 to 19 years	1,958	7.20	2,114	7.66	1,995	8.38
20 to 24 years	1,821	6.69	1,692	6.13	1,489	6.26
25 to 34 years	3,694	13.57	3,104	11.25	3,862	16.23
35 to 44 years	3,449	12.67	3,943	14.29	3,318	13.94
45 to 54 years	3,976	14.61	3,219	11.67	2,320	9.75
55 to 59 years	1,772	6.51	1,228	4.45	1,040	4.37
60 to 64 years	1,452	5.34	1,057	3.83	944	3.97
65 to 74 years	2,027	7.45	1,707	6.19	1,247	5.24
75 to 84 years	1,131	4.16	761	2.76	573	2.41
85 years and over	328	1.21	266	0.96	185	0.78
Median Age	**36.6**		**33.1**		**29.4**	

(Source: U.S. Census Bureau)

Population in the main working group, 20 to 64, has steadily increased since 1990 (12,973), 2000 (14,243) and 2010 (16,164). Notable in Table 3 is the 60 to the over 85 year age groups which have increased by 40.28% between 1990 and 2010. Also, notable, is the increase in median age from 29.4 to 36.6 between 1990 and 2010.

2.1.5 Housing and Household Characteristics. Table 4 sets out housing and household characteristics for Cibola County, Grants, Milan and New Mexico based on information in the 2010 Census.

The number of housing units in Cibola County in 2010 is 11,101, compared to 10,328 housing units in 2000 (2000 Census, Table DP-1). The total number of occupied units in 2010 is 8,860 compared to 8,327 in 2000. Number of vacant housing units in the County in 2010 is 2,241 compared to 2,001 units in 2000. The percentage of owner-occupied housing units for Cibola County has decreased significantly: 59.23% in 2010 versus 77.00% in 2000.

Cibola County has experienced a decrease in the average household size over the period 2000 to 2010: 2.95 in 2000 and 2.79 in 2010; whereas the State of New Mexico has remained almost the same: 2.63 in 2000 and 2.60 in 2010.

Table 4. 2010 Housing and Household Characteristics: Cibola County, Grants, Milan and New Mexico

Characteristic	New Mexico		Cibola County		City of Grants		Village of Milan		Laguna, CCD		Seama, CDP		Acoma Pueblo & Off-Reservation Trust Land		Acomita Lake, CDP		North Acomita Village, CDP		South Acomita Village, CDP		Zuni-Ramah Navajo, CCD	
	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%	Number	%
Housing																						
Total Housing Units	901,388	100.0	11,101	100.0	3,804	100.0	837	100.0	1,572	100.0	157	100.0	1167	100.0	125	100.0	124	100.0	38	100.0	1,002	100.0
Occupied Housing Units	791,395	87.8	8,860	79.81	3,327	87.46	726	86.74	1,340	85.24	137	87.26	803	68.81	111	88.80	100	80.65	30	78.95	715	71.36
Vacant Housing Units	109,993	12.2	2,241	20.19	477	12.54	111	13.26	232	14.76	20	12.74	364	31.19	14	11.20	24	19.35	8	21.05	287	28.65
For Seasonal or Occasional use	36,612	4.1	880	7.93	20	0.53	2	0.23	105	6.68	5	3.18	232	19.88	4	3.20	3	2.42	2	5.26	127	12.67
Owner Occupied Housing Units	542,122	60.1	6,575	59.23	2,088	54.89	726	86.74	1,114	70.87	129	82.17	662	56.73	100	80.00	62	50.00	28	73.68	514	51.30
Renter Occupied Housing Units	249,273	27.7	2,285	20.58	1,239	32.57	232	27.72	226	14.38	8	6.10	141	12.08	11	8.80	38	30.65	2	5.26	201	20.06
Households																						
Total Households	791,395	100.0	8,860	100.0	3,327	100.0	726	100.0	1,340	100.0	137	100.0	803	100.0	111	100.0	100	100.0	30	100.0	715	100.0
Family Households	518,698	65.5	6,274	70.81	2,265	68.08	496	68.32	1,048	78.21	110	70.06	648	55.53	90	72.00	70	56.45	23	60.53	484	68.65
Married Couple Family	358,354	45.3	3,645	41.14	1,361	40.91	283	38.98	506	37.76	45	28.66	291	24.94	38	30.40	23	18.55	11	28.95	230	32.17
Female Household- No Husband	110,936	14.0	1,847	20.85	645	19.39	140	19.28	391	29.18	49	31.21	278	23.82	33	26.40	40	32.26	9	23.68	165	23.08
Non-Family Households	272,697	34.4	2,586	29.19	1,062	31.92	260	35.81	292	21.79	27	17.20	155	13.28	21	16.80	30	24.19	7	18.42	231	32.31
Householder Living Alone	221,347	28.0	2,209	24.93	907	27.26	188	25.90	256	19.10	22	14.01	135	11.57	17	13.60	26	20.97	7	18.42	207	28.95
Householder 65 years and over	200,089	25.3	854	9.64	364	10.94	78	10.74	410	30.60	46	29.30	259	22.19	40	32.00	29	23.39	14	36.84	202	28.25
Average Household Size	**2.60**		**2.79**		**2.54**		**2.70**		**3.26**		**3.39**		**3.75**		**3.75**		**3.03**		**3.50**		**2.92**	
Average Family Size	**2.43**		**3.30**		**3.04**		**3.21**		**3.67**		**3.74**		**4.17**		**4.10**		**3.64**		**4.00**		**3.60**	

(Source: U.S. Census Bureau, 2010)

In 2000, the median value of an owner-occupied unit was $62,600 and the median gross rent for renter occupied units was $355 per month (2000 Census, Table DP-4 Sample Data). According to the 2008-2012 American FactFinder (U.S. Census) 5-Year Estimate, the value of an owner-occupied unit is $81,100 and the median rent for a renter-occupied unit was $548 per month. The 2010-2012 American FactFinder (U.S. Census) 3-Year Estimate shows the value of an owner-occupied unit is $81,800 and the median rent for a renter-occupied unit was $582 per month, not too different that the 5-Year values.

Table 5A sets out the number of housing units by the year structures were built for year 2000. Comparable data for 2010 was not collected by the U.S. Census Bureau.

Table 5A. Cibola County: Year Housing Structures Built-2000 Census

Year Structure Built	Number of Structures	Percent of Total
1999 to march 2000	264	2.6
1995 to 1998	1,000	9.7
1990 to1994	568	5.5
1980 to 1989	1,749	16.9
1970 to 1979	2,987	28.9
1960 to 1969	1,483	14.4
1950 to 1959	1,281	12.4
1940 to 1949	302	2.9
1939 and earlier	694	6.7
TOTAL	**10,328**	**100.0**

(Source: 2000 U.S. Census Table H034)

Table 5B sets out the number of housing units by year constructed from data provided through the American FactFinder (U.S. Census) 5-Year Estimates 2006-2012 and the 2010-2012 3-Year Estimate. The 5-Year Estimates suggest that the total number of housing units has increased about 700, and the 3-Year Estimates suggest a 771 increase. According to the QT-H1 General Housing Characteristics, the 2010 total housing count is actually 11,101, suggesting that the 3-Year Estimate is close to the 2010 actual amount.

Table 5B. Cibola County: Year Housing Structures Built;

2010-2012 - 3 Year Estimate

Year Structure Built	Number of Structures	Percent of Total
2010 or later	16	0.1
2000 to 2009	943	8.5
1990 to 1999	1,545	13.9
1980 to 1989	1,576	14.2
1970 to 1979	3,012	27.1
1960 to 1969	1,807	16.3
1950 to 1959	1,102	9.9
1940 to 1949	251	2.3
1939 or earlier	847	7.6
TOTAL	**11,099**	**100**

2006-2010 5-Year Estimate

Year Structure Built	Number of Structures	Percent of Total
2005 or later	67	0.6
2000 to 2004	353	3.2
1990 to 1999	1,493	13.5
1980 to 1989	2,207	20.0
1970 to 1979	3,152	28.6
1960 to 1969	1,656	15.0
1950 to 1959	1,202	10.9
1940 to 1949	221	2.0
1939 or earlier	677	6.1
TOTAL	**11.028**	**100**

(Source: American FactFinder (U.S. Census)

2.2 Cibola County: Future Growth

This section contains two population growth scenarios: one, a simple, most-likely population projection for the County to the year 2040; and, the second, an extreme projection based upon the County maintaining a constant proportion of State growth. Also, this section suggests a possible distribution of that population projection among the two incorporated municipalities, the Native American reservations, and the remainder of the County (designated places and rural areas). Finally, some possible rapid growth promoters that could skew the projection significantly.

2.2.1 Scenario 1: Most Likely Growth. The most likely growth forecast is based upon a constant average growth rate of 6.95%, the average rate of growth experienced by the County since 1990. The percent loss in population between 1980 and 1990 was ignored as it was triggered by one extreme event, the decline of the uranium industry.

Table 6 illustrates the most likely growth forecast for the decades 2020, 2030 and 2040.

Table 6. Most Likely Growth Scenario

Year	Population	Growth Rate (%)
2010	27,213	-
2020	29,104	6.95
2030	31,127	6.95
2040	33,290	6.95
Overall Population Increase	**6,077**	-

(Calculations by R.M. Draker and Associates)

While it is highly unlikely that Cibola County's growth over the next three decades will be a constant 6.95%, it does provide a reasonable basis for approximating growth. This scenario assumes that the County will continue to grow at a low to medium pace assuming current efforts to attract economic development are maintained.

2.2.2 Scenario 2: Extreme Growth Scenario: Cibola County's Growth as a Proportion of State Growth. Between 1980 and 2010 Cibola County averaged 1.43 % of the New Mexico's population. The State itself grew by an average of 16.5% over the same period of time.

Table 7 below illustrates the resultant population forecasts for 2020, 2030 and 2040.

Table 7. Extreme Growth Scenario

Year	New Mexico Projected Population	Growth Rate (%)	Cibola County Population	Proportion of State Population (%)
2010	2,059,179 (actual)	-	27,213(actual)	-
2020	2,398,944	16.50	34,305	1.43
2030	2,794,769	16.50	39,965	1.43
2040	3,255,906	16.50	46,560	1.43
Overall Population Increase	**1,196,727**	-	**19,347**	-

(Calculations by R.M. Draker and Associates)

Unless some large growth catalyst comes along, the extreme growth scenario is highly unlikely. The resurgence of the uranium industry is one possible catalyst that might see growth in Cibola County approaching the calculations in Table 7.

2.2.3 Distribution of Population Based Upon Most Likely Growth Scenario.

In order to distribute the population projections in Table 6, the proportion of the County population encompassed by Grants, Milan, Acoma Pueblo, Laguna Pueblo and the Zuni Pueblo/Ramah Navajo Reservation (Zuni and Ramah are combined in the 2010 census) in 2010 was calculated. These proportions were then applied to the County projections set out in Table 6. It is assumed that the proportion will remain constant over the planning period.

Table 8 sets out the proportion of the County population encompassed by Grants, Milan, Acoma Pueblo, Laguna Pueblo and the Zuni Pueblo/Ramah Navajo Reservation (Zuni and Ramah are combined in the 2010 census) in 2010.

Table 8. Proportion of County Population

Year	Grants	Milan	Acoma Pueblo	Laguna Pueblo	Zuni/Ramah	Remainder County
2010	33.74%	11.92%	11.07	16.39	7.68	19.2

(Calculations by R.M. Draker and Associates)

The proportions set out in Table 8 are then applied to the County population projections in Table 6. Table 9 illustrates the results. The proportions are held constant for the planning period to 2040.

Table 9. Distribution of Most Likely County Growth Scenario Population Projections Among Incorporate Municipalities and Native American Reservations.

Year	Cibola County Population estimates	Grants	Milan	Acoma Pueblo	Laguna Pueblo	Zuni/Ramah	Population remaining In County designated Places and Rural Areas
2010	27,213	9,182	3,245	3,011	4,459	2,089	5,227
2020	29,104	9.820	3,469	3,222	4,770	2,235	5,588
2030	31,127	10,502	3,710	3,446	5,102	2,391	5,976
2040	33,290	11,232	3,968	3,685	5,456	2,557	6,392

(R.M. Draker and Associates)

The reader is reminded that anything can and probably will happen over the next 20+ years to disrupt any or all of the constant proportions utilized in Table 9.

3.0 LAND USE AND HOUSING

3.1 Introductory Comment

Cibola County is largely a rural community comprised of varied physical makeup: rangeland, forests, escarpments, and mountains. It is a combination of private lands, Indian pueblos and reservations, and public lands. Grants and Milan make up the urban area of the County accounting for 45.67% of the total County population in 2010. Several designated places and a multitude of subdivisions provide other urban or semi-urban settings. Land use in the County is shaped by its physiography, resources, transportation routes, and land ownership.

3.2 Existing Land Status

Figure 2 illustrates the existing land status in Cibola County. Table 10 lists the area of land (acres) in each defined land status category within the County limits.

Table 10. Existing Land Status and Acreages within County Limits

LAND STATUS	ACREAGE	PERCENT of TOTAL AREA
CITY OF GRANTS	9,563.46	0.33
VILLAGE OF MILAN	2,716.07	0.09
ACOMA, LAGUNA, ZUNI, RAMAH RESERVATIONS	885,178.51	30.45
FEDERAL/STATE LANDS	1,113,535.84	38.30
SUBDIVISION LANDS (including Cebolleta Land Grant)	126,790.52	4.36
OTHER COUNTY (mostly private)	769,491.21	26.47
TOTAL CIBOLA COUNTY (Note: all areas include roads, easements, etc.)	**2,907,275.61**	**100.00**

(SOURCE: Area calculations by dennis ENGINEERING company: all areas approximate and calculated based upon current available boundary data)

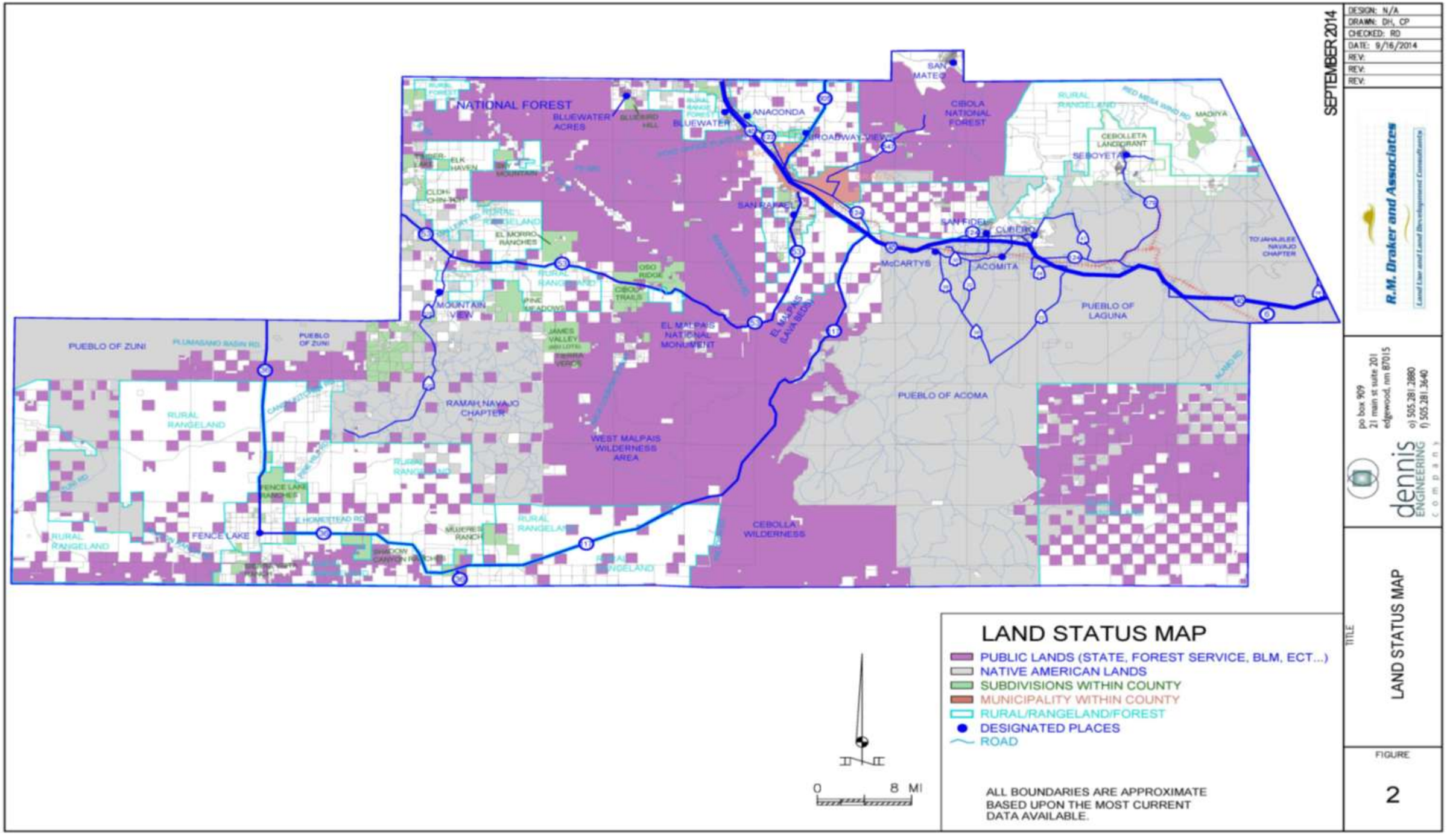
3.3 Zoning and Subdivision Regulation

Currently, Cibola County has no zoning ordinance.

The County has a subdivision ordinance which is several years old. This ordinance is being updated and revised as a separate, but, companion project to the preparation of this comprehensive plan.

Cibola County is currently working on a "building, land use and performance standards" ordinance.

Figure 2 - Current Land Status Map



3.4 Housing

Housing characteristics based on U.S. Census data are described in Section 2.1.5 of this Plan. This Section 3.4 briefly discusses housing values and the need for new housing and affordable housing as expressed by the residents at the public meetings in March and April, 2014.

3.4.1 Housing and Land Costs. Housing in Cibola County is mostly modest housing, generally in fair to good condition. There are examples of homes in need of some repair and/or clean-up or removal. Between 2000 and 2010, 773 new housing units were added to the Cibola housing stock; some of these are mobile and manufactured homes.

In 2000, the median value of an owner-occupied unit was $62,600 and the median gross rent for renter occupied units was $355 per month (2000 Census, Table DP-4, Sample Data). According to the 2008-2012 American FactFinder (U.S. Census) 5-Year Estimate, the value of an owner-occupied unit is $81,100 and the median rent for a renter-occupied unit was $548 per month. The 2010-2012 American FactFinder (U.S. Census) 3-Year Estimate shows the value of an owner-occupied unit is $81,800 and the median rent for a renter-occupied unit was $582 per month.

In 2000, the median household income was $27,774 (2000 U.S. Census). The U.S. Census (American FactFinder) lists the average median household income for the period 2006-2010 at $37,361 (Table DP03). Actual median household income data for 2010 is not available.

3.4.2 Affordable Housing. Comment from residents at the public meetings held in March and April 2104, particularly in Grants was strong in favor of more housing of all types: senior citizen housing, multi-family housing and units that are affordable.

The Federal Department of Housing and Urban Development (HUD) defines affordable as a situation in which a household pays no more than thirty percent (30%) of its annual income on housing costs. Those costs include mortgage payments, property taxes, insurance, utilities and perhaps upkeep. HUD estimates that currently (2014), about twelve million American households pay more than 50% of their annual income for housing (HUD.Gov web site).

For Cibola County, assuming the annual median household income of $37,361 is reasonably correct, a household should not be spending more than $11,208 (rounded) annually on housing. If a person had no other debt, and this is important, a home costing between $162,600 and $171,000 (dependent on the amount of down payment and actual income) might be affordable. However, with an additional monthly debt (credit cards, car loan, etc.) of say $500, the affordable home price drops to a range of $90,000 to $96,000 (rounded). Again, this depends on the amount of down payment, actual income and monthly debt. As the monthly debt increases, the affordable price begins to decrease rapidly. [RMDA used a finance calculator using known quantities such as annual income and interest rate]. While these are crude estimates based on a number of assumptions, it provides some idea of affordable housing costs in Cibola County.

3.5 Future Land and Housing Requirements

3.5.1 Future Housing Requirements. The most likely growth scenario is used here to estimate housing units needed over the planning period to 2040. The scenario set out in section 2.2.1 proposes a future population for Cibola County of 33,290 by the year 2040.

This means 6,077 additional persons in Cibola County by the year 2040. If economic development and tourist initiatives together with some growth related to alternate energy developments in the County and, perhaps some renewal of uranium mining, the projected growth, and perhaps more can be achieved. Based upon historical trends, Cibola County will grow in any event by as much as 7.0% per decade. One must bear in mind that the addition of 6,077 persons to the County includes growth on the Pueblo/Reservation lands and the City of Grants and the Village of Milan.

At present there are 226 subdivisions in the unincorporated portions of the County containing a total of 9,200 lots/parcels, approximately, as of 2012. Of the 9,200 lots/parcels, approximately 1900 are developed leaving over 7,300 lots available for development. This is sufficient at the current average household size of 2.79 to accommodate all of the additional growth of 6,077 persons (approximately 2,178 housing units), without reference to available lands in Grants, Milan and the Pueblos/Reservations. Even if one reduces the average household size by 5.42% (the average rate of decline over the past couple of decades) for each of the next two decades to about 2.5 (2,430 housing units) the available lots in the unincorporated areas of the County are sufficient to accommodate all growth.

If, for a moment, we look at the Extreme Growth Scenario, which would see an additional 19,347 persons in the County by 2040, at an average of 2.79 persons per household, the 7,300 available lots are sufficient to accommodate the additional growth (approximately 6,934 housing units will be needed).

However, the reality is that not all of the anticipated growth will occur in the unincorporated areas of the County. Grants and Milan will assume approximately 45 %, or more, of the growth and the Pueblos/Reservation about 35%. We believe that Grants, Milan, and the Pueblos/Reservation can physically accommodate the needed housing units for the population growth estimated.

3.5.2 Water Requirements for Growth. Concerns were expressed about the availability of water during the public meetings in March and April, 2014, as well as during interviews with various County persons. Water reports consulted suggest a decrease in the depth of water in the underlying aquifers, brought on in large part by years of drought as well as use. For the present there appears to be adequate water to accommodate growth.

The existing 40 Year Water Plan for Cibola County is currently being updated and when updated may better forecast future availability and demand.

3.6 Land Use

Figure 3, Land Use, is a reproduction of the Land Status Map (Figure 2) with some variation. The principal urban growth areas (Grants and Milan), and some of the Census designated places are marked as growth nodes. The three Pueblos and the Navajo Chapter remain as key, but independent,

components of the County. The Public lands remain as separate but important components. The remainder of the County will remain for the most part, as predominately rural open range, forest and mountain areas.

3.6.1 General Principles Followed in the Land Use Plan. Based on the interests and wants expressed by the residents at the public meetings, as well as our experience and observations, the following principles were applied to the Land Use Plan:

- Maintain the small community atmosphere desired by the residents.
- Provide for new growth: flexibility in location and type of housing and commercial activity;
- Maintain an affordable housing potential.
- Protect and conserve natural physical features and cultural, historical and scenic value wherever possible and appropriate.

3.6.2 Brief Description of Land Uses.

Rural, Open Range, Forest, Mountains and Canyon Areas. Most of Cibola County is, and will remain in a rural use with areas of grassland, forests, and canyon/escarpment areas dominating the landscape. Population in these areas will remain sparse. Some of these areas may be subdivided in the future, although few new subdivisions are needed to accommodate the anticipated growth. These areas, as much as possible, should remain in their existing primitive state; it is part of the County's characteristic beauty and charm.

Principal Urban Growth Area. The City of Grants and the Village of Milan comprise the major urban growth area of Cibola County. Currently, over 45% of the County's population resides in the Grants-Milan area. This Plan anticipates at least the same proportion in the future and quite possibly more. As the single major concentration of population, commercial and residential development will tend to locate here, close to jobs, shopping and services (health, personal, repair, recreation, etc.). This area is home to major government entities: City government, County government, National Guard, Visitor's Center, and State Police detachment.

Census Designated Places: Growth Nodes Census designated places are concentrations of population, identified by the U.S. Census for statistical purposes and are usually found in rural settings. Places such as Bluewater, San Rafael, and Fence Lake are designated places. These places are concentrations of population with some community facilities and services. These are nodes where people will choose to live to have some sense of community without the negatives of major urban living-noise, traffic, crime, etc. people will continue to gravitate to these areas for this reason and consequently these places are and will continue to be growth nodes.

National Forest, Wilderness and Monument Areas. These along with other public lands comprise a major segment of the land area in Cibola County (about 38%). Most of this area sits in the center of the County dividing the County into two halves. This area is a major tourist destination featuring such elements as Inscription Rock, the Malpais national monument and Wilderness Area and more. This is an important land use physically, culturally, historically and economically.

Acoma, Laguna, Zuni Pueblos and the Ramah Navajo Chapter. While, strictly speaking, not a land use, the Pueblos and the Ramah Navajo Chapter are separate and distinct entities within Cibola County. They are independent, sovereign states who regulate and govern themselves, producing their own plans for development and meeting the needs of their peoples. The Pueblos and the Navajo

Chapter make-up about 30% of the County land area. Acoma and Laguna Pueblos are involved in commercial enterprises along Interstate 40: casinos, travel centers and hotels. They provide their own housing, protection services, social services, health services, and community/cultural services.

The Ramah Navajo Chapters has plans for some commercial development along State Road 53. The nature of this development was not described by the Ramah representative at the public meeting in April, 2014.

The main part of the Zuni reservation lies within the boundaries of McKinley County and most of the growth and development will likely take place there.

All of the Pueblos and the Navajo Chapter are acquiring additional lands on a continuous basis. See the somewhat checkerboard pattern of Pueblo and Navajo lands on Figure 2, Land Status Map.

Subdivisions. The subdivisions shown on Figure 3 are principally residential areas and most are largely undeveloped. These platted areas provide a variety of residential living choices within the County. As noted earlier only 20% of these areas are developed, leaving many lots and locations from which to choose.

Development Management Area. Along State Road 53 an area of "development management" has been designated. The "development management" area is the result of comments and concerns expressed at the public meeting held near El Morro in April, 2014. Concerns about the nature of developments that have occurred and could occur and the impact such development might have on the natural environment, on residential environments and on traffic and safety. Also, if the recommendations in Chapter 4-Economic Development are implemented successfully, additional visitor traffic will utilize this road and may well initiate new developments to accommodate the increased visitor use of this area.

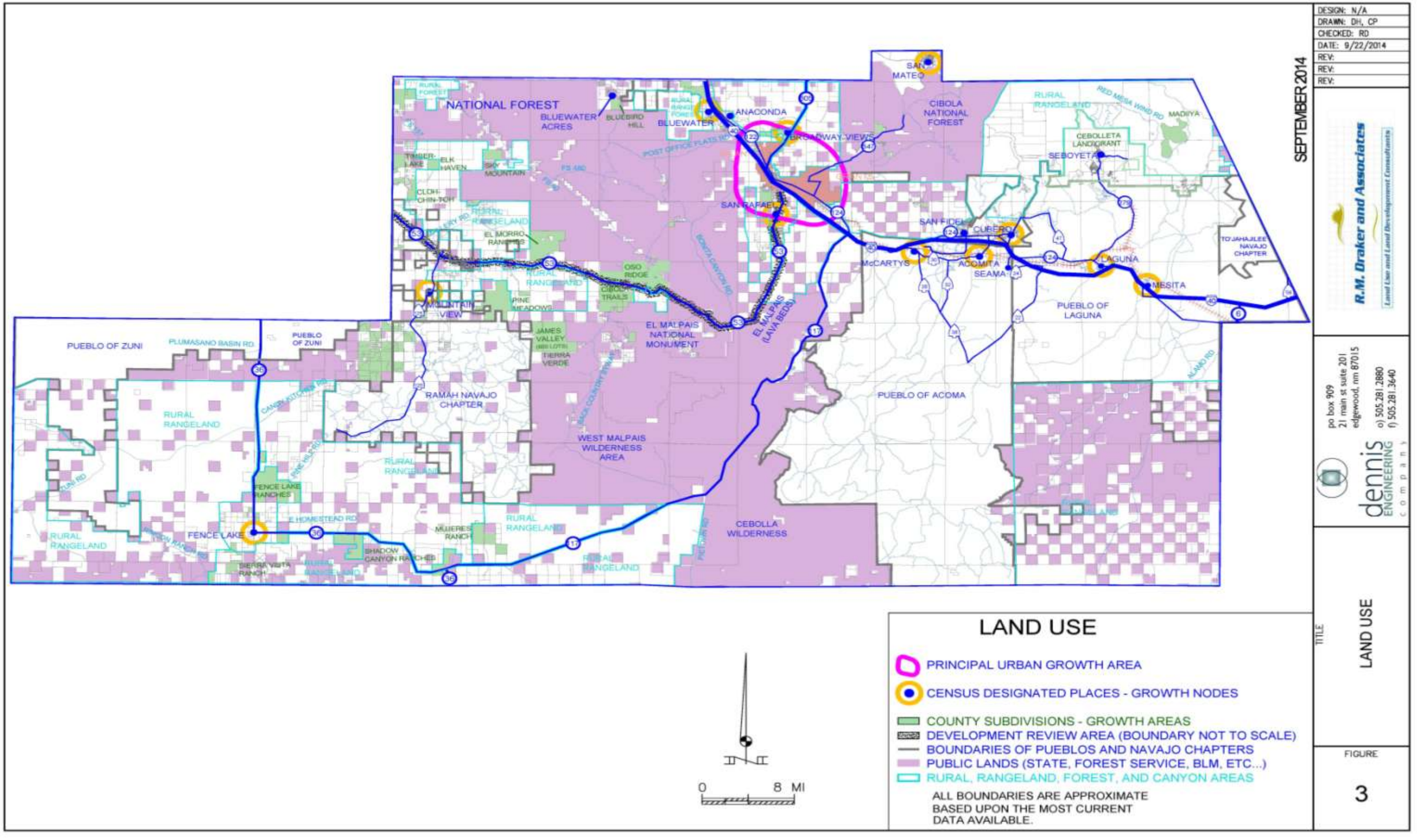
The "development management" area as proposed is not intended to be a regulated area in terms of imposing an ordinance with specific regulations on the area to govern development. Rather, is meant to be an area of development review and approval by the County Commission. It is meant to offer a forum and opportunity to consider the benefits of any development proposal and mitigate any negative impacts that are identified.

It is suggested that the depth of the "development management" area from the State right-of-way be about 500 feet. This distance may be adjusted to account for specific circumstances or as a general requirement as the County Commission deems appropriate. It is further suggested that residents or businesses or other entities within 500 feet of any proposed development be notified by the County of the nature of the development proposed and that they be invited to the County Commission meeting at which the development will be discussed.

Major commercial/industrial developments (those utilizing a land are of one acre or more or having a total floor area of 10,000 square feet or more) or major residential developments (developments of 10 or more dwelling units, assisted living facilities accommodating 10 or more residents and similar developments) are the types of developments that will be subject to this review process. Single family dwellings are not included in this review designation. These are only suggested guidelines. Other guidelines, such as circumstances in which a development is in close proximity to areas of scenic or cultural value, may be deemed to be appropriate by the County Commission.

It is understood that where the “development management” area encompasses National Forest or other public lands and lands that are part of the Ramah Navajo Reservation are not subject to any review unless some County involvement or service is being requested by one of these entities.

Figure 3 - Land Use



3.7 Goals, Objectives and Implementation Strategies/Actions

3.7.1 Goal 1: Provide for an Efficient and Orderly Land Use Pattern in Cibola County to the Extent Permitted under County Jurisdiction.

Specific Objectives:

a. adhere to the growth areas as indicated on Figure 3-Land Use;
b. provide development guidelines and standards for various types of land uses;
c. update development and design standards for subdivisions (in process);
d. protect and preserve property values and the County property tax base;
e. protect and conserve features of the natural environment as well as areas of historical. Cultural and scenic value; and,
f. provide sufficient land and opportunities for growth.

Implementation Strategies and Actions:

a. County Commission to adopt this Comprehensive Plan as the guide to the development of the County;
b. County Commission to consider the preparation and adoption of a simple zoning ordinance to enable organized and coordinated growth; to set reasonable standards for development and building on properties in the County; to protect property values and the municipal property tax base; and, to provide a measure of predictability for residents and newcomers; and,
c. County to amend this Plan as opportunities arise and to accommodate desirable development.

3.7.2 Goal 2: Provide Opportunities for New and Different Housing Types and Sizes to Attract New Population.

Specific Objectives:

a. ensure an adequate amount of land for housing;
b. provide for opportunities for multi-family and senior citizen housing; and,
c. provide for a variety in housing prices, sizes and styles.

Implementation Strategies and Actions:

a. Cibola County Board of Commissioners to adopt this Plan as the guide for future development of the County;
b. Cibola County Board of Commissioners to prepare and adopt a simple zoning ordinance to aid in the orderly development of County lands. The zoning ordinance might establish one or two basic residential zone categories with different housing types, and different densities. It might also allow for mixed residential uses and for mixed commercial-residential uses in specific areas. The zoning ordinance should provide for flexible standards. It should allow for alternate forms of subdivision such as cluster subdivisions and encourage energy efficient housing design. It should also provide for planned unit developments;

c. Cibola County to update its subdivision ordinance as necessary and appropriate (in progress);
d. promote the development and construction of new housing;
e. seek out grants/loans from the United States Department of Agriculture (USDA) to help with the provision of needed housing. This might be in rural areas or the County may partner with Grants or Milan on a project for which a need has been identified. Some possibilities are listed below:
    - Rural Housing Site Loans: loans provided for the purchase and development of housing sites for low (between 50% and 80% of the area median income) and moderate income (upper limit of moderate is $5,500 above the low income limit) families. Private or public non-profit organizations are eligible.
    - Guaranteed Housing Loans: applicants may have an income of up to 115% of the area median income. Loans available through approved lenders-lenders approved by HUD; any state agency; the U.S. Veterans Administration: and, several others.
    - Direct Housing Loans: to help low income to build, repair, renovate, relocate or purchase modest housing. Loans up to 33 years, longer in some cases. Interest is set by the Housing and Community Facilities Programs area of USDA.
    - Housing Preservation Grants: grants from USDA to repair, renovate, refurbish individual homes, rental properties or co-ops owned or occupied by very low and low income rural persons. Monies may be in the form of a grant, loan, interest reduction or other comparable assistance.
    - Rural Repair and Rehabilitation Loan. Loans and grants provided to low income homeowners to repair, improve dwellings or to remove health and safety hazards. Loans up to $20,000 for 20 years at 1% interest and grants up to $7,500 are available.
    - Rural Rental Housing Programs. Loans are available to individuals, associations, trusts, state or local public agencies and others to provide affordable multifamily rental housing for very low, low and moderate income families. Very low income is defined as below 50% of the area's medium income; low income is defined as between 50% and 80% of the area's medium income; and moderate income is capped at $5,500 above the low income limit.
    - Community Facilities Grants: funds to help develop needed community facilities in communities under 20,000 population. Applicants located in small communities with low populations and low incomes will receive a higher percentage of grants. Funds may be used to provide facilities related to public safety or healthcare or other public services.

There are many other programs available and the USDA web site should be consulted for information on these programs.

3.7.3 Goal 3: Promote Cibola County as a Desirable Place for Families to Live.

Specific Objectives:

a. County Commission, Cibola Communities Economic Foundation, Chambers of Commerce to market the amenities of the County, in particular the excellent quality of

the physical environment, cost of living, health care amenities, attractive and comfortable living environment and other positive characteristics of Cibola County;
b. provide protection of property rights and property values;
c. County Commission to work with New Mexico Department of Transportation to achieve a some balance of safety, and mobility and commerce along State roads;
d. County Commission to develop and adopt an anti-littering ordinance to provide a clean, stable community to attract new residents and new business investment; and,
e. County Commission to develop a performance standards ordinance (a set of standards or practices to which a use or activity will be held) for various land uses (in progress).

Implementation Strategies and Actions:

a. County Commission to develop and adopt an anti-littering ordinance to provide a clean, stable community to attract new residents and new business investment.
b. Cibola County to keep abreast of new developments in the alternate energy field and market the County as a place to live to potential permanent workers as well as the temporary construction workforce. Attend conferences and meetings involving alternate energy development. Groups such as the Coalition of Renewable Energy Land Owner Associations (CRELA) and the State initiated Renewable Energy Transmission Authority (RETA) hold regular meetings. County officials should attend these meetings, make themselves known to the players and generally keep abreast of developments in the State;
c. the Cibola County communities (Grants, Milan, Pueblos, Census Designated Places, federal entities in the area) to work together to provide a clean, tidy community; and,
d. Cibola County to work to enhance existing amenities and develop new amenities to attract newcomers (see Chapter 4-Economic Development).

3.7.4 Goal 4: Strengthen the Appeal of Cibola County as a Place to Visit

Specific Objectives:

a. provide and present a clean and tidy community appearance; and,
b. market the County and area activities, events and facilities.

Implementation Strategies and Actions:

a. Cibola County Board of Commissioners to prepare and adopt a simple zoning ordinance to aid in the orderly development of County lands (see section 3.72-Implementation Strategies);
b. County Commission to develop and adopt an anti-littering ordinance to provide a clean, stable community to attract new residents and new business investment: and,
c. County Commission, Cibola Communities Economic Foundation, Chambers of Commerce, National Park Service, National Forest Service, the Pueblos, the Ramah Navajo Reservation and the Council of Governments to work together to promote the tourist amenities of the County: the monuments, the wilderness areas, the museums, the special events, the casinos and other facilities and attractions to attract visitors to the area for outings of one day or longer.

4.0 ECONOMIC DEVELOPMENT

4.1 Introduction

The economy of Cibola County is varied: agriculture, forestry, mining, manufacturing, and service industries. The education and health service sector is the largest employer (2,399-2010 estimate) followed by the arts, entertainment, recreation, food and accommodation sector (1,120-2010 estimate). The public administration sector is the third largest sector (1,077-2010 estimate). Economic development for Cibola County means at least two things: maintaining the businesses it currently has and attracting new business and more visitors.

This Chapter is not intended to be or to take the place of a full economic development study and strategy. It represents a start toward a detailed strategy based upon input from various individuals and organizations and based upon the consultant's observations. It is intended to provide some focus and guidelines to the County in pursuit of new investment and employment opportunities.

There is a wealth of material/reports available on various aspects of the economy in Cibola. Many of these have been consulted in the preparation of this Chapter; but, there are far too many for any comprehensive analysis of the economic situation in Cibola County, work that should be part of a full strategy. The Northwest New Mexico Council of Governments (COG) is a prime player in this latter regard.

The COG has produced a comprehensive treatment of the economics of the County as part of its Northwest New Mexico Comprehensive Economic Development Strategy 2009-2014. This Strategy is presently being updated and the production of the High Plateau Vision 21 White Paper, November 25, 2013 by the COG is the start to that process. We note that part of the COG initiative for the region (including Cibola County) is to provide opportunities for employment that will utilize the unemployed as well as the underemployed. We think that some of the initiatives suggested in the following sections will contribute to the achievement of that goal.

4.2 Basic Economic Data

Comprehensive economic data were not collected as part of the 2010 Census. Basic labor force data and occupation data were not collected in the 2010 Census. A national economic survey began at the end of 2012; however, preliminary data, incomplete for many industry sectors are just now being released with more to come late this year and into 2015.

However, American FactFinder, U.S. Census Bureau, provides estimates of economic data over an aggregate 5 year interval. R.M. Draker and Associates (RMDA) did not utilize these estimates directly for labor force statistics (Table 11) because some of the base data used in the estimates are difficult to reconcile with actual numbers provided in the 2010 Census and other estimates provided by the U.S. Census Bureau. However. The 5-Year estimates were used for the labor force by occupation and industry table (Table 12).

For Table 11, RMDA utilized a combination of available 2010 Census Data on age groups and applied appropriate, related percentages calculated from the 2000 Census-Profile of Selected Economic Characteristics to provide an estimate for 2010. For example, when estimating the number of males 16 years of age and older in the labor force, RMDA calculated the percentage of 16 year olds that were in the labor force in 2000 and applied that percentage to the 2010 data to which we had access (assumes the percentage still holds in 2010). The resultant estimates for Cibola County are to be treated with caution and used as indicators only.

Table 11 sets out the basic labor force data for Cibola County, the City of Grants and the Village of Milan and Zuni-Ramah Navajo.

Table 11. Labor Force Statistics

Category	Cibola County 2000 Census	Cibola County 2010 Estimate[1]	City of Grants 2000 Census	City of Grants 2010 Estimate[1]	Village of Milan 2000 Census	Village of Milan 2010 Estimate[1]	Laguna 2000 Census	Laguna 2010 Estimate[1]	Acoma Pueblo & Trust Land 2000 Census	Acoma Pueblo & Trust Land 2010 Estimate[1]	Seama 2000 Census	Seama 2010 Estimate[1]	Acomita Lake 2000 Census	Acomita Lake 2010 Estimate[1]	North Acomita County 2000 Census	North Acomita County2010 Estimate[1]	South Acomita County 2000 Census	South Acomita County2010 Estimate[1]	Zuni-Ramah Navajo 2000 Census	Zuni-Ramah Navajo 2010 Estimate[1]
Employment (Civilian Labor Force)																				
Total Males 16 years and over	8,905	10,702 (actual)	2,879	3,020 (actual)	621	1,937 (actual)	1,459	1,610 (actual)	894	1036 (actual)	148	161 (actual)	111	145 (actual)	85	102 (actual)	N/A	39 (actual)	735	775 (actual)
Total Females 16 years and over	9,674	10,520 (actual)	3,638	4,056 (actual)	678	783 (actual)	1,622	1,754 (actual)	1,042	1,188 (actual)	133	182 (actual)	109	166 (actual)	111	121 (actual)	N/A	40 (actual)	786	777 (actual)
Total Population 16 years and over	**18,579**	**21,222 (actual)**	**6,517**	**7,076 (Actual)**	**1,299**	**2,720** (actual)	**3,081**	**3,364** (actual)	**1,936**	**2,224** (actual)	**281**	**343** (actual)	**220**	**311** (actual)	**196**	**223** (actual)	**N/A**	**144** (actual)	**1,521**	**1,552** (actual)
Males 16 years and over in labor force	4,958	5,663	1,934	2,100	385	806	813	888	443	509	95	116	69	98	45	51	N/A	66	354	361
Females 16 years and over in labor force	4,890	5,586	1,867	2,027	376	787	693	757	489	562	70	85	57	81	69	79	N/A	50	373	381
Total Population 16 years and over in Civilian Labor Force	**9,848**	**11,249**	**3,801**	**4,127**	**761**	**1,593**	**1,506**	**1,644**	**932**	**1,071**	**165**	**201**	**126**	**178**	**114**	**130**	**N/A**	**116**	**727**	**742**
Males 16 and over who are employed	4,389	5,013	1,746	1,896	342	716	676	738	368	423	66	81	58	82	45	51	N/A	14	276	282
Females 16 and over who are employed	4,314	4,928	1,638	1,779	330	691	599	654	425	488	64	78	53	75	63	72	N/A	36	321	328
Total Population 16 years and over employed (Civilian)	**8,703**	**9,941**	**3,384**	**3,674**	**672**	**1,407**	**1,275**	**1,392**	**793**	**911**	**130**	**159**	**111**	**157**	**108**	**123**	**N/A**	**50**	**597**	**609**

[1] Source: 2000 Census; estimates based on available 2010 Census Data to which appropriate percentages calculated from 2000 Census Data were applied.

From 2000 to 2010 the total Cibola County population 16 years of age and older increased by 14.2% (Table 11). Estimated number of people 16 years of age and over who are employed in Cibola County also increased by 14.2 %. Table 11 illustrates that all communities experienced an increase in population 16 years of age and older and all communities experienced an increase in number of persons employed. Of not is the Village of Milan which experienced almost a doubling of the number of persons employed between 2000 and 2010. The 2010 estimates are just that, estimates, and are to be used with caution, with the most valuable observation being that there were likely real increases across the board.

Table 12 sets out labor force data in Cibola County by occupation and industry sector. These are 5-Year (2006-2010) estimates prepared by American FactFinder (U.S. Census) and are based upon samples of the business community. The 2010 Economic census has released some occupational data, but it is not complete for some of the industrial sectors and thus is not used here.

Grants and Milan account for 48% of those employed in the County, while Acoma and Laguna Pueblos account for 29% of employment. Zuni Pueblo and Ramah Navajo reservation account for approximately 3.5 %.

According to the 5-year estimates, most persons in Cibola County are employed in the education and health services sector, about 27% of those who are employed. Forty percent (40%) of these are employed in Grants and Milan. The next largest sector is the entertainment, recreation, accommodation food sector with about 13% of total employment. In third place is the public administration sector with about 12% of total employment. The agriculture, ranching mining sector together with the manufacturing and construction sectors account for approximately 20% of total employment.

Table 12. Labor Force by Occupation and Industry Sector

[1]Source: 2010 Census Population Data and Five Year Estimates of Labor Force.

	Cibola County-2000 Census	Cibola County Estimate 2010[1]	City of Grants 2000 Census	City of Grants Estimate 2010[1]	Village of Milan – 2000 Census	Village of Milan – Estimate 2010[1]	Laguna 2000 Census	Laguna Estimate 2010[1]	Acoma Pueblo & Trust Land 2000 Census	Acoma Pueblo & Trust Land Estimate 2010[1]	Seama 2000 Census	Seama Estimate 2010[1]	Acomita Lake 2000 Census	Acomita Lake Estimate 2010[1]	North Acomita Lake 2000 Census	North Acomita Lake Estimate 2010[1]	South Acomita Lake 2000 Census	South Acomita Lake Estimate 2010[1]	Zuni-Ramah Navajo 2000 Census	Zuni-Ramah Navajo Estimate 2010[1]
Occupation (employed civilian population)																				
Management, Professional & Related Occupations	2577	2592	1015	949	122	211	228	280	210	254	20	6	19	30	23	10	-	0	314	162
Service occupations	2074	2086	884	827	175	303	383	470	235	285	60	19	41	66	24	11	-	46	46	24
Sales and Office Occupations	1848	1859	716	669	161	279	287	353	189	229	21	7	27	43	41	19	-	4	84	43
Farming, Fishing, Forestry Occupations	96	97	27	25	0	0	9	11	3	4	0	0	0	0	0	0	-	0	7	4
Construction, Extraction, Maintenance Occupations	1094	1100	355	332	117	203	194	238	74	90	13	4	10	16	8	4	-	0	89	46
Production, Transportation, & Material Moving Occupations	1014	1020	387	362	97	168	174	214	82	99	16	5	14	22	12	5	-	0	57	29
Total Employed	**8703**	**8753**	**3384**	**3164**	**672**	**1164**	**1275**	**1566**	**793**	**961**	**130**	**42**	**111**	**178**	**108**	**49**	**-**	**50**	**597**	**308**
Employment by Industry																				
Agriculture, Forestry, Fishing, Hunting, Mining	446	449	156	146	43	74	58	71	24	29	9	3	4	6	5	2	-	0	17	9
Construction	718	722	233	218	47	81	132	162	49	59	11	4	8	13	3	1	-	14	84	43
Manufacturing	607	610	239	223	50	87	143	176	41	50	13	4	8	13	5	2	-	0	41	21
Wholesale	135	136	63	59	20	35	38	47	5	6	0	0	0	0	0	0	-	0	0	0
Retail	917	922	372	348	109	189	113	139	48	58	21	7	5	8	14	6	-	0	21	11
Transportation, Warehousing & Utilities	389	391	180	168	34	59	13	16	32	39	0	0	6	10	9	4	-	0	2	1
Information	107	108	85	79	9	16	0	0	3	4	0	0	0	0	0	0	-	0	7	4
Finance, Insurance, Real Estate, Rental/Leasing	203	204	122	114	12	21	8	10	20	24	0	0	0	0	3	1	-	0	15	8
Professional, Scientific, Management, Administrative, Waste Management	287	289	118	110	19	33	36	44	31	38	0	0	1	2	4	2	-	0	7	4
Educational, Health & Social Services	2385	2399	797	745	126	218	318	391	200	242	45	15	23	37	31	14	-	24	310	160
Arts, Entertainment, Recreation, Accommodation & Food Services	1114	1120	415	388	83	144	237	291	207	251	16	5	31	50	22	10	-	12	12	6
Other Services (except Public Services)	324	326	120	112	46	80	37	45	17	21	9	3	2	3	0	0	-	0	5	3
Public Administration	1071	1077	484	453	74	128	142	174	116	141	6	2	23	37	12	5	-	0	76	39
Totals	**8703**	**8753**	**3384**	**3164**	**672**	**1164**	**1275**	**1566**	**793**	**961**	**130**	**42**	**111**	**178**	**108**	**49**	**N/A**	**50**	**597**	**308**

4.3 Business and Resident Preferences

Over the course of several public meetings, both Cibola County residents and the Cibola County business community articulated several ideas to generate some growth. These ideas and suggestions included: strongly building on the existing tourism trade; Cibola County (Grants and Milan) as a retirement community; building the health industry, and return to mining ventures

Several possible growth initiatives were presented by RMDA to the community at public meetings in March and April, 2014 including an emphasis on tourism and marketing, aggressively, what now exists.

4.4 Potential for Growth

Several initiatives can be undertaken by Cibola County, some based in facilities, activities and events now in place; some based on expanding events and creating new events and facilities; and, a stronger, well coordinated marketing effort. The County is also in close proximity to many regional/state facilities and events upon which it may draw.

4.4.1 Strengths to Build On. There are several strengths that Cibola County might utilize as building blocks to generate economic growth. Several of these are listed below:

- U.S. Highway 66. Highway 66 is an historic route from Chicago to Los Angeles and runs almost the entire east-west length of Cibola County and people come from all over to travel this route.
- Scenic Byways. State Road 53 and Cibola County Road are designated national scenic byways. More signage is needed and these routes should be promoted as part of any tourism package.
- The New Mexico Museum of Mining. Located in Grants adjacent to the City Administrative offices and the County Administrative offices, the Museum is a hidden gem that deserves more visitors. It tells the story of the uranium boom of the 1950s into the 1980s through artifacts and replications of equipment and areas of a mine.

- Western New Mexico Aviation Heritage Museum. Under development by the Cibola County Historical Society near the Grants-Milan Airport, this Museum will tell the story of aviators who traversed the west in the late 1920s along the Amarillo to Los Angeles leg of the Midcontinental Airway. Part of the museum is now open to visitors.
- Crude Oil Transfer Facility in Milan. NGL Energy Partners will build a crude oil transfer facility in the Milan Industrial park. Crude oil trucked from the Four Corners area will be loaded into rail tank cars and shipped elsewhere. About 62 jobs will be created initially with about 50 more to follow. Most of the jobs will be truck driving positions; however, some may be located in the Milan-Grants area.
- Fire and Ice Bike Rally. Held in July each year in Grants, this four day event is a family outing filled with entertainment, games, food and contests.
- Annual Mt. Taylor Winter Quadrathlon. This race event is held annually in February. The 31st annual event was held this past February. This event brings competitors and visitors to the County every year to participate in or to watch a four event race.
- Cibola National Forest, El Malpais Wilderness, Mt Taylor, El Morro Monument. Covering approximately 38% of the County, running north to south the full length of the County, these public lands are a major part of the County's beauty. Providing hiking, camping, cultural and historical facilities and services, these lands are an integral part to any tourism marketing program.

- Rio San Jose Riverwalk "Legacy Trail". Within the Grants City limits, a 1.5 mile extension of the Grants City Riverwalk and Amphitheater park area along the Rio San Jose. Eventually the trail will be extended along the Rio San Jose and connect to the Continental Divide Trail.
- Zuni Mountain Trail System. Several interconnected trails exist throughout the Zuni Mountains. This project seeks to connect trails and provide a variety of experiences for hikers and mountain bikers.

- Northwest New Mexico Visitor Center. Operated by the National Park Service, the USDA Forest Service and the Bureau of Land Management this is a facility that needs more marketing and visibility. It is a tremendous source of information for the visitor, including a 60 seat theater.
- Pueblo Facilities. Visitor attractions include the casinos, hotels, restaurants, gift shops museums and cultural centers. Acoma pueblo's Sky City is a long time visitor destination. Acoma and Laguna Pueblos also provide travel centers for the motoring public.

(source: Pueblo of Acoma web site)

- Sufficient land to provide for the anticipated growth and to provide flexibility in choice of location for housing and commercial development.
- Strong, Close-Knit Community. One of the main reasons given by the residents for living in Cibola County is the small community, family atmosphere.

4.5 Growth Initiatives

Initiatives suggested here are intended to be accomplished over a period of time, but they must also work in concert with one another to attract visitors to Cibola County. Also, these are not the only initiatives that may be possible. Other opportunities will arise over time and these should be evaluated, and, if promising, ought to be added to the list of economic initiatives to be undertaken.

4.5.1 Tourism and a Strong Coordinated Marketing Program. Section 4.4.1 set out several events, facilities, activities, and natural features available in Cibola County. Most of these are oriented to tourism and offer a variety of great experiences. The natural environment (wilderness areas, monuments) alone offers opportunities rich in culture, history and physical experience. Add to this the special events, the facilities (museums, specialty shops), and Pueblo facilities (casinos, cultural centers, museums, gift shops) and the County has a formidable tourism package to market.

It is R.M. Draker and Associates' position that tourism holds the greatest potential for investment and growth in Cibola County, and promotion of these events and facilities in an aggressive and coordinated fashion is paramount to the continuing success of the County.

Any and every group or organization that has any involvement in marketing an event, an activity, a facility, or a feature must be involved in a coordinated effort. The Cibola Communities Economic Development Foundation, Grants Main Street, Grants Chamber of Commerce, New Mexico Museum of Mining, Western New Mexico Aviation Heritage Museum, National Park Service, USDA Forest Service, Bureau of Land Management, the Northwest New Mexico Council of Governments, Acoma Pueblo, Laguna Pueblo, Ramah Navajo Chapter, Zuni Pueblo and the city of Grants, the village of Milan and Cibola County all have a role to play.

Inasmuch as the Cibola Communities Economic Development Foundation (CCEDF) is County wide, it is recommended that the CCEDF take the lead in organizing a meeting of all groups for the purpose of developing a coordinated marketing strategy, including media to use and sources of funding.

We suggest that serious consideration be given to creation of a tourist magazine for Cibola County similar to Taos, Life at a Higher Level -Visitor and Newcomer Guide, or Enchantment, A visitors Guide to Northern New Mexico, or High Country, Visitor Guide to the Southern Rockies. Like these visitor guides, a Cibola document should provide a description of the events, the areas physical features with facilities and activities available such as camping, hiking, biking, horseback riding, fishing, hunting, etc.; specialty shops; museums; information about casinos, hotel accommodation and restaurants; a description of the County communities and the Pueblos; and any other information to interest and attract visitors to the area.

Such publications are highly effective marketing tools and they are expensive. It will take financial contributions of all organizations to make such a publication possible on a continuing basis. Costs to individual organizations can be reduced by selling advertizing space to various businesses and other entities. Funds from the New Mexico Certified Communities Initiative program can also be used for marketing expenses.

Radio, newspapers and TV (although expensive), are other media forms that may be considered for the marketing of the County. The New Mexico Tourism Department website is a good source of advertizing space and it is free.

Many specific facilities and activities in Cibola County [New Mexico Mining Museum, El Malpais Visitor Guide (published by the Cibola Beacon), and Ancient Ways Arts Trail] have developed their own pamphlets and these should be widely distributed throughout the State in the visitor centers as well as visitor centers in other states. Some of the facilities may wish to maintain their pamphlets for their specific facility and have their main advertizing as part of the main visitor guide or they may wish to continue to do both. These pamphlets should also be in every visitor center in the State.

Every visitor guide, every pamphlet describing facilities, events and activities must be in every visitor center, and every hotel lobby in the State and in neighboring states.

4.5.2 Build on Other Major Events in the Area. The Cibola Communities Economic Development Foundation and other organizations brought together for marketing purposes should build a calendar of Cibola County events and activities as well as events and activities in neighboring counties and municipalities. The idea is to coat-tail on other events in the area. Cibola County is encouraged to promote existing events in conjunction with events in other jurisdictions or to develop new events to coincide with and complement these other events. Events like antique shows, music festivals, food festivals, arts and crafts fairs, etc. are possible considerations. These new events must be extensively and aggressively marketed. Visitors to the Balloon Fiesta in Albuquerque may well be interested in visiting facilities and events in Cibola County as "something else to do". The intent is to grow existing business and encourage new business to locate in Cibola County.

4.5.3 Joint Community Activities. There may be opportunity for Cibola County or Cibola County communities to join forces and resources with other counties or with communities in other counties to offer a joint event that may be bigger and better experience because of the pooling of resources. It may attract more visitors and revenue to the community and perhaps such events will become annual affairs.

4.5.4 Market to Kirtland, Cannon and Holloman Air Force Bases. The United States Air Force Bases in New Mexico represent a large ready-made source of tourists and they ought not to be ignored. Kirtland Air Force base (AFB) is less than one hour from parts of Cibola County and less than 1.5 hours from Grants/Milan. Cannon AFB and Holloman AFB are somewhat farther, five to 6 hours distant. County events and features should be marketed, in particular, to Kirtland AFB and to Cannon and Holloman. Military personnel and their families do look for things to do and places to go in the State. The Cibola communities and the Pueblos should offer incentives to attract military personnel to Cibola County and to the area. Restaurants might offer two entrees for the price of one or some such similar offer. Businesses might offer discounts to military personnel: specialty shops could offer discounts on goods; perhaps entry fees to events could be discounted.

4.5.5 Farmer's Market. The Farmer's Market held in Grants should be a weekly event. Efforts should be made to make the activity a year-round event. This will require an indoor facility in which the event can be conducted during the winter months. An indoor event would permit the market to operate throughout the year, so long as produce were available. In addition, the market could be expanded to include activities such as: arts and crafts, music, eateries, etc. This is an idea that the Cibola Communities Economic Development Foundation could develop and promote.

Other local businesses in Grants and Milan should be taking advantage of the market and the people who patronize the market. Attracting them to their own shops or restaurants with deals of one sort or another is worth some thought on their part.

4.5.6 Cibola County, a Retirement Community. The idea of Cibola County as a retirement community in the sense of attracting and hosting seniors is a serious consideration. It was members of the public in Grants who were primarily interested in this pursuit. It needs to be borne in mind that, "Retirement Community" can have a restrictive connotation in terms of age restrictions and being a gated or private enclave. We do not think that is what the Grants people meant. A vibrant, well rounded community in terms of age and activities and employment opportunities is what we believe is intended. Cibola County has approximately 18% of its population over the age of 60. If the community is to be marketed as "senior-friendly", characteristics of a senior community will have to be determined and documented. Existing facilities and services need to be inventoried and a determination made about what, if any gaps exist that need to be filled and how and who will do that and, most importantly, how it all will be financed.

Some important characteristics of a retirement community are: medical care facilities, recreational facilities, low cost of living, low cost utilities, employment opportunities, education opportunities, public transportation, library facilities and shopping opportunities, to mention a few. Certainly Cibola County can now offer many of these features such as low cost of living and good medical facilities.

4.5.7 Alternate Energy Facilities. Alternate energy in Cibola County represents a potential source of growth to Cibola County in terms of permanent jobs and jobs related to secondary or service business.

The Red Mesa wind farm, located near Seboyeta, is an alternate energy development consisting of 64 1.5 MW turbines along with transmission lines and underground collection system.

Red Mesa Wind Farm

(Source: enewableenergydev.com)

The farm occupies about 5,000 acres and will generate 102.4 megawatts of electricity, enough power for about 48,000 homes.

This Consultant was informed that a solar farm is also being considered for the County.

Red Mesa Wind farm created about 10 permanent jobs. Arrowhead Center at the New Mexico State University suggests that a job multiplier for Cibola County is in the order of 5.44 (The Economic Base of Cibola County, NM, January, 2012). This implies that for every basic job, 5.44 service jobs are created. Based upon our experience elsewhere in New Mexico, we think this is a little high, but it does demonstrate that the wind farm, if considered a basic industry will generate additional jobs, perhaps as many as 50 if the Arrowhead Center multiplier is accepted.
The County Commissioners and staff must keep abreast of happenings in Cibola County with regard to alternate energy development in the State and in the nation. Representatives of the County Commission and/or Cibola Communities Economic Development Foundation should attend all events involving potential developments and make known their interest in housing families or individuals in the county communities as well as accommodating new business.

Keeping in touch with the Red Mesa developer and others such as New Mexico Energy and Shell Wind Energy and the Coalition of Renewable Energy Landowner Associations is important and will keep County officials in the forefront for new investment and job opportunities for Cibola County.

4.5.8 Mining in Cibola County. Of significance here is the possibility of renewed interest by the uranium industry in Cibola County.

Opinions about the return of the uranium industry, during the public meetings in March and April, 2014, varied from support to outright opposition.

Background. New Mexico's uranium deposits are the second largest in the United States. The uranium mining industry flourished in Cibola and other counties in New Mexico from the 1950s through the early 1980s. By 1982 uranium production had decreased to about 45% of its peak in 1978. By the early 1990s production had virtually ceased. The prime reason for the decrease was the rapid decline in prices. The current resurgence of interest in uranium extraction is an increase in prices per pound. (Information in this paragraph based upon: James Peach and Anthony V. Popp, The Economic Impact of Proposed Uranium Mining and Milling Operations in the State of New Mexico, Arrowhead Center, New Mexico State University, August 1, 2008).

Current Situation. We are informed that prices currently are not high enough to initiate renewed production of uranium. We do not know what the magic number is that will trigger action instead of interest. We do know that various studies are under way by consulting companies on behalf of uranium development companies.

Most recently, March of 2104, a technical report on the Cebolleta Uranium Project was completed for Uranium Resources, Inc. The project is located about 10 miles north of Laguna Village. The subject lands are owned by La Merced del Pueblo de Cebolleta (the Cebolleta Land Grant). About 6,700 acres have been leased by a subsidiary of Uranium Resources, Inc. The findings of the report are significant enough that the consultant recommended proceeding with a program and budget to move forward with the project.

We understand two other possible projects are also underway in Cibola County: La Jara Mesa Mines and Roca Honda Mines.

Recommended Action. As noted earlier, there is a dichotomy of opinion in the County concerning the return of the uranium industry.

On the plus side the industry provides a huge investment in the County and the state. It provides well paying jobs and generates additional investment and employment in the service sector (retail, service industries, construction, etc.) in support of the uranium industry.

There are some down sides: the potential for contamination of the environment and dependence upon resources such as water upon which all County residents rely; and, the characteristic boom and bust cycle of the mining industry. Implementation of several of the initiatives outlined in this Section will help level out that boom and bust cycle.

With regard to the difference of opinion among County residents about the uranium industry, we understand that some uranium companies did not clean-up their sites and many people- miners mostly- were left with health problems. However, the industry did create some significant benefits too, as noted above.

If there is a resurgence of the uranium industry in Cibola County, we recommend that the local governments and the residents carefully examine the proposals and not reject any proposed development out of hand based upon past experiences or past perceptions. It needs to be borne in mind that today's mining technology is newer and safer, and government regulations are more stringent than they were 30 or more years ago.

4.5.9 Route 66 and Scenic Byways. One of the longest legs of Route 66 runs through Cibola County. The Grants Mainstreet Project and the Cibola Communities Economic development Foundation should look at possible. People from various parts of the United States and Canada travel Route 66 and renewing some of the history along the route is a part of attracting people to the area and getting them to stay for a period of time.

Funding might come from the MainStreet Program or the Route 66 Corridor Preservation Program, a federal program administered by the National Park Service, or the National Scenic Byways Program, a program administered by the U.S. Department of Transportation, Highway Administration. Also, the New Mexico Route 66 Association might help with information and advice.

NOTE on Route 66 Corridor Preservation Program*: In 1999, Congress passed the Route 66 Corridor Preservation Act to help preserve the history of Route 66. "The program collaborates with private property owners; non-profit organizations; and local, state, federal, and tribal governments to identify, prioritize, and address Route 66 preservation needs. It provides cost-share grants to successful applicants for the preservation and restoration of the most significant and representative properties dating from the route's period of outstanding historical significance, 1926 through 1970. These properties include the familiar "gas, eat, sleep"-related businesses, cultural landscapes, and the all-important road segments themselves. Cost-share grants are also provided for research, planning, oral history, interpretation, and education/outreach projects related to Route 66. The program serves as a clearinghouse of preservation information, and provides limited technical assistance."* (Quote from Route 66 Corridor Preservation web site).

New Mexico State Road 53 and County Road 42 are national scenic byways; neither of which are well signed.

State Road 53 s a portion of both the Ancient Way Arts Trail and the Trail of the Ancients Scenic Byway. It falls within the National geographic Four Corners Geotourism Region one of only 17 such regions in the world. It traverses two national monuments, two Pueblos, a national conservation area and a national forest. These areas are some of the most beautiful in this state and in the country.

County Road 42 is the Chain of Craters Scenic Byway and it connects new Mexico State Roads 53 and 117. It is a backcountry byway and offers camping, hiking and scenic driving opportunities.

Neither of these two scenic byways is well advertized or promoted.

4.5.10 Agriculture. The greenhouse near the golf course in Grants is a facility that needs to be re-used. There is opportunity and potential here for some enterprise to reintroduce a product (tomatoes or other fruits and vegetables) on a scale that can penetrate the southwest market in a major way. RMDA understands that the Cibola Communities Economic Development Foundation is pursuing some enterprise to take over this facility.

4.5.11 Eco-Tourism. Eco-tourism, agri-tourism and geo-tourism are tourist-type activities that were raised several times at public meetings. Essentially, these involve direct participation or directly experiencing an activity such as living with a different culture or directly participating in an agricultural activity.

How many jobs might be created by such enterprises is not known, but the creation of such activities as part of an overall tourism package adds depth to the activities and experiences for visitors to the area. The Consultant understands that this activity is being pursued by the Cibola Communities Economic Development Foundation.

4.5.12 Involving Acoma, Laguna and Zuni Pueblos and the Ramah Navajo Chapter. The Consultant, RMDA, met with representatives of Acoma and Laguna Pueblos in July, 2014. We were unable to arrange a meeting with the Ramah Navajo Chapter. It was clear from those meetings that the Pueblos had no involvement with any County-wide economic development strategy except through efforts of the COG. However, we also understand that the Cibola Communities Economic Development Foundation has attempted to reach out to the Pueblos in the past with mixed success.

If there is to be a unified County effort to market a comprehensive tourism package, the effort must include all of the players. The Pueblos in particular have a multitude of tourist facilities that attract many visitors. Including these activities in an all inclusive tourism marketing venture means more visitors and more business for everyone. It allows different combinations of vacation packages to be put together to the benefit of all county events, activities and businesses.

RMDA strongly recommends that the Cibola Communities Economic Development Foundation reach out to the Pueblos and to the Ramah Navajo Chapter and to enlist their membership in the Foundation or at least to gain their cooperation in various ventures. We understand that there might be an opportunity to organize this under the Region 1 Tourism Board, in relation to NMTD.

4.5.13 Other Matters. Following one of the first public meetings an e-mail was received from Mr. David Batchelor setting out several suggestions to help the area grow. This e-mail appears in Appendix 4 to this Plan. Several of Mr. Batchelor's suggestions deserve some investigation: the idea of an old west theme park and additional exhibits at the Visitor Center are a couple of these. We recommend that the Cibola Communities Economic Development Foundation review the list and assess the potential for pursuing some of these suggestions.

Also received was an e-mail from Ms. Susan Gallegos suggesting that the youth in the community needed additional activities and suggesting an aquatic facility, specifically. Essentially, she suggests the need for a facility where teens might go after school and perhaps on weekends. We suggest that Boys and Girls Clubs of America be approached in this regard. Perhaps one of the schools or perhaps the Milan Village Parks and Recreation Department could make its facility available occasionally.

4.6 Goals, Objectives and Implementation Strategies/Actions

The Economic Development section contains few goals and places greater emphasis on objectives and strategies.

4.6.1 Goal 1: Showcase County Tourism Opportunities, and Experiences to Visitors and Potential New Residents.

a. Objective 1: Cibola County Board of Commissioners to adopt this Plan as a guide for future development to help promote the economic health of the county.

b. Objective 2: County to initiate a comprehensive, coordinated tourism marketing action program.

Implementation Strategies/Actions:

i. the Cibola Communities Economic Development Foundation to organize a coalition of groups and organizations that include: Grants Main Street, Grants Chamber of Commerce, New Mexico Museum of Mining, Western New Mexico Aviation Heritage Museum, National Park Service, USDA Forest Service, Bureau of Land Management, the Northwest New Mexico Council of Governments, Acoma Pueblo, Laguna Pueblo, Ramah Navajo Chapter, Zuni Pueblo, the City of Grants, the Village of Milan, Cibola County, and others as appropriate;

ii. the Cibola Communities Economic Development Foundation and coalition of groups and organizations to develop a set of media promotions that might include a visitor guide similar to Taos, Life at a Higher Level, radio, television, and newspaper advertisements;

iii. the Cibola Communities Economic Development Foundation and coalition of groups and organizations to investigate sources of funds for the development of a visitor guide and other forms of promotion. Possible sources include the Certified Communities Incentive program funds which the County already has been awarded, contributions from the coalition members, and selling ads in the visitor guide to businesses and other entities;

iv. the Cibola Communities Economic Development Foundation and coalition of groups and organizations to either contact directly the New Mexico Tourism Department or utilize the NM Tourism web site to list County activities. There is no cost to doing this and it is a reasonably good source of advertizing;

v. there may be opportunity for Cibola County or Cibola County communities to join forces and resources with other counties or with communities in other counties to offer a joint event that may be bigger and better experience because of the pooling of resources. It may attract more visitors and revenue to the community and perhaps such events will become annual affairs;

vi. the Cibola Communities Economic Development Foundation and the coalition of other groups and organizations to develop a calendar of Cibola County events and activities as well as events and activities in neighboring counties and municipalities. Develop a strategy/plan of action to create or plan events at the same time as events in other jurisdictions to share visitors and create additional business for Cibola County. Music festivals, food festivals, antique show and the like are possible new activities that can be considered and then aggressively marketed;

vii. the Cibola Communities Economic Development foundation and the coalition of other groups and organizations to join forces and resources with other counties and communities to create a larger event to attract more visitors for a longer period of time;

viii. the Cibola Communities Economic Development Foundation and the coalition of groups and organizations to market the County facilities and events aggressively to Kirtland Air Force Base and to Cannon and Holloman Air Force Bases. The public affairs offices of each base should be contacted for help in distributing information to base personnel. Events and activities and facilities are to be advertized in the AFB newspapers. Local businesses are to contacted and their support solicited for the offer of discounts on various services and products to military personnel;

ix. specific promotion and marketing, including signage, of the two national scenic byways, New Mexico State Road 53 and Cibola County Road 42, and the specific features and activities offered by these areas; and,

x. the County web site is to list activities, events and facilities for visitors. Ensure that the web site information is always current.

4.6.2 Goal 2: Promote the County as a business friendly community; a place for new investment and opportunities.

Specific Objectives and Implementation Strategies/Actions:

a. Promote positive aspects of Cibola County.
b. Develop and promote the potential for various enterprises in Cibola County.

Implementation Strategies/Actions:

i. the County Commission and the Cibola Communities Economic Development Foundation to promote Cibola County as a business friendly community in which to do business through promotional materials, attendance at industrial shows;

ii. specific business activities have been identified by the County and the Cibola Communities Economic Development Foundation. If a strategy to attract and help develop these opportunities has not been developed, then a strategy is necessary to pursue each growth opportunity should be developed. The strategy should include what is to be done (specific tasks), by whom and in what time frame. The implementation matrix in Chapter 10 can form the basis for this effort. The County and the Cibola Communities Economic Development Foundation should consider the hiring of a consultant to prepare a comprehensive economic development study and strategy for the County.

Some of the specific growth initiatives that might be considered are described briefly below:

- Market the Positive aspects of the County. Characteristics such as the beauty of the physical landscape, the low cost of living, the small rural community atmosphere, the excellent healthcare system, and the community facilities and services available are important in this regard.
- Cibola County as a Retirement Community. The County should be marketed as "senior-friendly". Characteristics of a senior community will have to be determined and documented. Existing facilities and services must be inventoried and an assessment made about what other services and facilities are needed. How that will be done and financed are important considerations. The Cibola Communities Economic Development Foundation might take on this task or the County Commission might appoint a separate committee to undertake this initiative. Any committee appointed should include city of Grants and village of Milan representatives.

- Alternate Energy Development. Alternate energy in Cibola County represents a potential source of growth to the county in terms of secondary or service business as well as some primary jobs. The County Commissioners and staff are to keep abreast of happenings in the county and the state with regard to alternate energy development in the State and in the nation. Representatives of the County Commission and/or Cibola Communities Economic Development Foundation should attend all events involving potential developments and make known their interest in housing families or individuals in the county communities as well as accommodating new business. Keeping in touch with the Red Mesa developer and others such as New Mexico Energy and Shell Wind Energy and the Coalition of Renewable Energy Landowner Associations is important and will keep County officials in the forefront for new investment and job opportunities for Cibola County.
- Mining Opportunities. The County should keep an open mind to the mining industry, particularly the uranium industry. Mining provides good, well paying jobs and represents a considerable investment in the community. The County should work to mitigate any possible negative aspects to the extent possible.
- Agri-Business. There appears to be opportunity for the aspects of the agri-business in the county, especially with the possible re-use of the vacant greenhouse complex in Grants. Efforts are being made and should continue to be made to find a user for this facility. In addition to the growing of specific produce, some investigation of the potential for processing of the produce in the county should be made.
- Eco-Tourism. We understand the Cibola Communities Economic Development Foundation is pursuing the idea of eco-tourism activities. The pursuit of this area of tourism in conjunction with an overall tourism package is a worthwhile endeavor.
- Route 66 Restoration. See Section 4.5.9 of this Plan for detailed discussion and possible funding sources.
- Healthcare Sector. There is potential in this area for growth and job creation. The nursing program at the State University campus is a very successful one and perhaps can be grown to be a major provider of nurses and other caregivers in the state. The Cibola Communities Economic Development Foundation is aware of this and pursuing this possibility as an area of growth for the County.

4.6.3 Goal 3: Identify and pursue funding to achieve all economic development initiatives set out in this Plan and other initiatives that may develop as opportunities arise or as developed by other entities such as the Northwest New Mexico Council of Governments.

a. Objective 1: Identify financial and other forms of aid from multiple sources. Identify special designations that may aid the County in financing economic initiatives.

Implementation Strategies/Actions

i. for help with a comprehensive economic development strategy and marketing strategy contact the New Mexico Economic Development Department and New Mexico Tourism Department;
ii. for help with marketing and advertizing, seek help from New Mexico Tourism Department and New Mexico Economic Development Department;

iii. some possible funding-grant and loan-programs that the County should investigate are listed below. This information is taken from the New Mexico Economic Development Department web site, the USDA website, and the New Mexico Finance Authority web site.

- Public Project Revolving Fund (PPRF): PPRF is a unique revolving loan fund that funds infrastructure and capital equipment projects with low-cost and low-interest rate loans. The key characteristic of the PPRF is that all participating borrowers, regardless of their creditworthiness, receive 'AAA' insured interest rates; among the lowest interest rates available in the market.

- Local Government Planning Fund (LGPF): The LGPF is a New Mexico Finance Authority which provides up-front capital that can be used for water and wastewater projects, long-term master plans, conservation plans, energy audit plans and economic development plans related to Certified Community Initiative funding. The planning money comes in the form of a loan, which may be forgiven when the final project is financed through NMFA.

- New Mexico Finance Authority. NMFA has funding available for various types of projects. Of interest here is funding for: plans to implement Local Economic Development Act Ordinances; priority infrastructure plans identified on the County ICIP; and, economic development feasibility studies.

- Statewide Economic Development Program (SWEDFA). This is a program that could help new and existing businesses. The New Mexico Finance Authority in cooperation with the New Mexico Economic Development Department participates in a lending program for private businesses and non-profit companies. SWEDFA offers a variety of financing strategies to help fund small businesses including bank participations, direct loans and loan guarantees.

  Part of the SWEDFA program is the SMART Money loan participation program available to businesses. The SMART Money loan participation is designed to lower the cost for the borrower and share the risk with the bank creating a benefit to both the bank and borrower.

- New Mexico Mortgage Finance Authority. The County should investigate this source of funding for housing assistance, either for County initiated projects or for home repair programs, home loan or mortgage programs. Representatives of the NMMFA will be happy to attend a County Commission meeting to talk about MFA programs.

- Rural Business Enterprise Grant (RBEG). The RBEG program provides funding to rural projects that will finance development of small and emerging businesses. Grants typically range between $10,000 and $500,000; there is no maximum level. Cibola County would be eligible or a private non-profit. Funds may be used for: acquisition or development of land; construction, conversion or renovation of buildings; training and technical assistance and several other uses.

- Intermediary Relending Program (IRP). The purpose of the IRP program is to alleviate poverty and increase economic activity and employment in rural communities (population less than 25,000). Under this program, loans are made

available to local organizations (private non-profits, public agencies and cooperatives) called intermediaries, to establish revolving loan funds. The revolving loan funds are used to finance business and economic development activity to create or retain jobs in remote or disadvantaged communities. An intermediary may borrow up to $2 million under its first financing and up to $1 million at a time thereafter. Funds may be used for several uses one of which is the acquisition, construction, conversion, enlargement, or repair of a business or business facility, particularly when jobs will be created or retained.

- Business and Industry Guaranteed Loans (B&I). The B&I is intended to develop, improve or finance business, industry and employment and improve economic conditions in rural communities. This is done by guaranteeing loans that are made through existing credit facilities. A borrower may be a corporation or other legal entity that operates as a profit or non-profit organization. Loans $5 million and less may be guaranteed up to 80%; for loans between $5 million and $ 10 million the maximum guarantee is 70%; and, for loans greater than $10 million the maximum guarantee is 60%. Funds may be used for several uses. These include business and industrial acquisitions to prevent business closure, business conversion, enlargement, modernization, or repair and the purchase and development of land, buildings, facilities, equipment, and easements or rights-of-way.

Some Federal programs may also be available, for the present. Through the Economic Development Administration of the U.S. Department of Commerce, grants are available for three principal program areas:

- Public Works projects
- Economic Adjustment Assistance Program
- Global Climate Change Mitigation

Federal Economic Development Grants are normally awarded to communities to revitalize, expand and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment. The federal government is looking for substantial return on its investment in terms of jobs or other new investment.

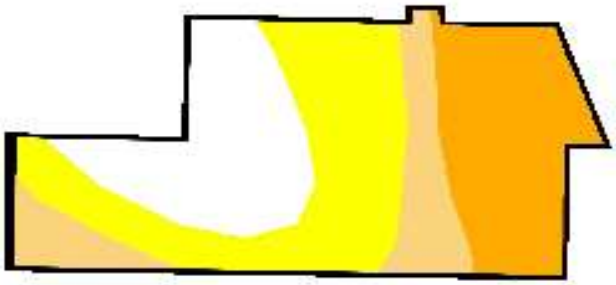
5.0 INFRASTRUCTURE

5.1 Water (this section is not a regional water plan)

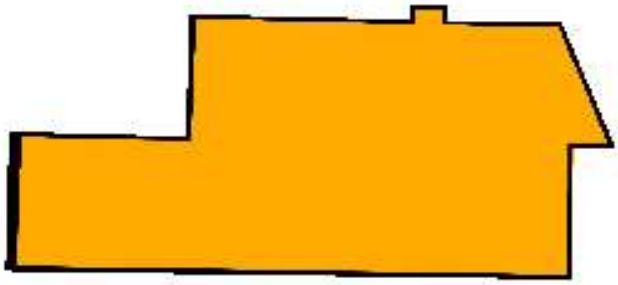
The State of New Mexico adopted legislation for a regional water planning program, to be administered by the New Mexico Interstate Stream Commission (ISC), in 1987. New Mexico is divided into sixteen water planning regions. Administration for each region is tasked to identify water supply, project demand, and develop alternatives to meet water shortage challenges.

Cibola County is wholly located within Region 6 along with McKinley County, and a portion of San Juan County, to the north. The latest Regional Water Plan for region 6 is the Approved Draft, dated January 2004, which the executive summary, maps, and appendices are available on the website of the Office of the State Engineer.

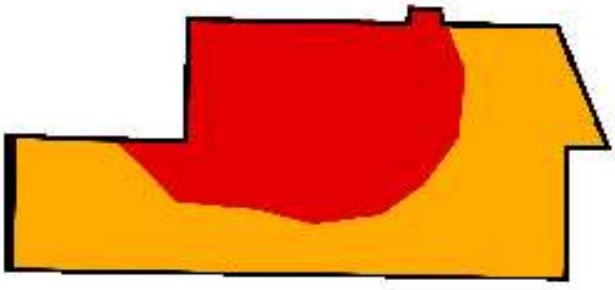
Water supply is essential to the communities within Cibola County. Water has been scarce in the Southwest due to ongoing drought conditions. Drought conditions are monitored on a weekly basis and the data may be viewed online at droughtmonitor.unl.edu/. As indicated on the website, drought conditions are evaluated on broad scale conditions, and it is suggested that local conditions could vary. The following are excerpts from the archives of the drought monitor evaluated for the last three years:



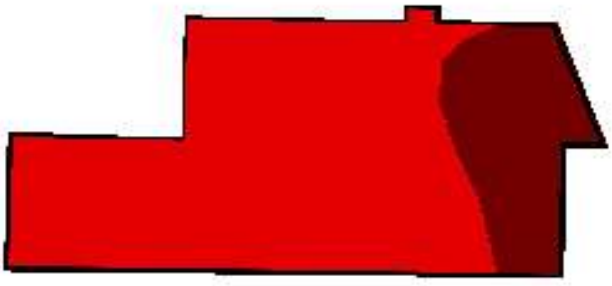
January 2012



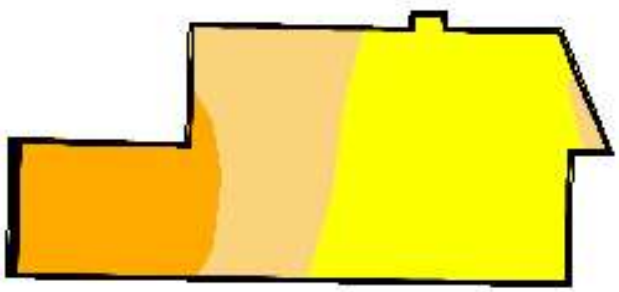
June 2012



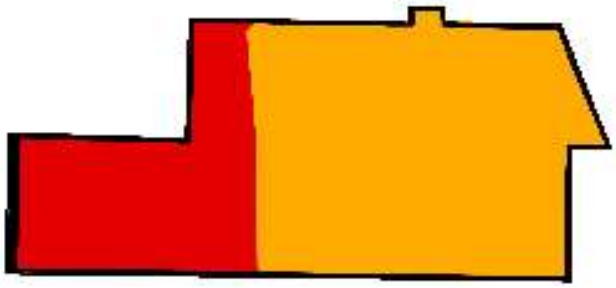
January 2013



June 2013



January 2014



June 2014

Drought Intensity Legend:

5.2 Surface Water

Cibola County is almost centered on the continental divide which divides the continent's watersheds that ultimately flow to the Pacific Ocean and the Gulf of Mexico/Atlantic Ocean.

To the west of the divide, north of Cibola County, flows the Colorado River which has multiple large manmade reservoirs that impound water for purposes that include delivering water to municipalities such as Phoenix, Arizona and Las Vegas, Nevada (Colorado River Compact, 1922, Colorado River Storage Project, etc.)

To the east of the divide, north of Cibola County, flows the San Juan Chama Diversion to include various rivers, channels, and aqueducts (the Azotea and Oso tunnels -a 26 mile concrete tunnel system that diverts water flow from the Rio Blanco, Navajo and Little Navajo Rivers back across the continental divide from west to east very close to the Colorado/New Mexico state line, 100+ miles northeast of Cibola County). The diversion flows outside of, and around Cibola County into various large storage reservoirs which impound water for purposes that include delivering water to municipalities such as Santa Fe, and Albuquerque (Rio Grande Compact, 1939, Upper Colorado River Basin Compact, 1948, etc.)

These manmade reservoirs have stored large volumes of water in the southwest during many years of drought and have discharged large volumes of water and are quite depleted. The municipalities within Cibola County are not located to receive water allocations from any large reservoir storages and rely mostly on ground water.

The largest water body, mostly in Cibola County, is Bluewater Lake which resides on the Cibola/McKinley County line. The lake is created by Bluewater Dam which was built in 1925 by the Bluewater-Toltec Irrigation District. It is an 80 feet high concrete arch dam which is capable of impounding 38,500 acre-feet of water for storage at the spillway crest. The water is used for irrigation and recreational purposes and is subject to the minimum pool agreement, where the State Game Commission owns the water below the 7,365 foot elevation for conservation, and the Bluewater-Toltec Irrigation District owns the water above this elevation. (Bluewater Lake State Park Management Plan 2014 draft). Surface water flows into Bluewater Lake are very limited and unreliable and the impoundment is not seen as a viable source for municipal water, in-part due to the lake's proximity to the Continental Divide as shown in the Cibola and McKinley Regional Water Plan, figure: Watersheds in the Region.

Even during drought times, the 10 year storm, or the less frequent 100 year storm may occur. Infrequent, severe storms occurred in September of 2013. Flooding occurred in many locations within New Mexico, including Bluewater Village. Strong storm activity in McKinley County caused a levee break and water to fill arroyos and run into the streets and many homes in Bluewater Village. A few years prior this event, a Drainage Master Plan (Phase I and Phase II) was completed for the City of Grants and Village of Milan (April 2011) which encompasses approximately 40 square miles of tributary basins to drainage crossings in the Grants/Milan Area. Phase I cites problem areas with performance evaluations during the 10 year and 100 year storm events. Phase II proposes improvement projects for problem locations evaluated in Phase I.

5.3 Ground Water

Cibola County does not operate any public water systems, but does have three wells with a total of 9 acre feet per year permitted water rights. One well draws from the Rio Grande GW basin and the other two draw from the Bluewater GW basin. The usage purposes are sanitary in conjunction with a commercial use.

On the New Mexico Environment Department Drinking Water Bureau (NMED DWB) website, the entities found within Cibola County that operate water systems to serve consumers are as follows:

Table 13. Cibola County Water Systems

Water System No.	Water System Name	Type	Status	Principal County Served	Primary Source Water Type
NM3595733	ACOMITA REST AREA	NC	A	CIBOLA	GW
NM3526033	BIBO MUTUAL DOMESTIC WATER ASSOC	C	A	CIBOLA	GW
NM3510333	BLUEWATER ACRES WATER ASSOCIATION	C	A	CIBOLA	GW
NM3596833	BLUEWATER STATE PARK STONE RIDGE	NC	A	CIBOLA	GW
NM3525033	BLUEWATER WATER AND SANITATION DISTRICT	C	A	CIBOLA	GW
NM3594933	BOWLINS BLUEWATER DAIRY QUEEN STORE	NC	A	CIBOLA	GW
NM3595333	CUBERO ELEMENTARY SCHOOL	NTNC	A	CIBOLA	GW
NM3580133	EL MALPAIS NATIONAL MONUMENT	NC	A	CIBOLA	GW
NM3580033	EL MALPAIS RANGER STATION (BLM)	NC	A	CIBOLA	GW
NM3596433	EL MORRO NATIONAL MONUMENT	NC	A	CIBOLA	GW
NM3501033	GRANTS CIBOLA SANDS KOA	NC	A	CIBOLA	GW
NM3526133	GRANTS DOMESTIC WATER SYSTEM	C	A	CIBOLA	GW
NM3525533	MILAN COMMUNITY WATER SYSTEM	C	A	CIBOLA	GW
NM3525633	MOQUINO WATER SYSTEM	C	A	CIBOLA	GW
NM3500333	POTCO WATER SYSTEM	C	A	CIBOLA	GWP
NM3525733	SAN MATEO MDWCA	C	A	CIBOLA	GW
NM3525833	SAN RAFAEL WATER & SANITATION DISTRICT	C	A	CIBOLA	GW
NM3525933	SEBOYETA WATER SYSTEM	C	A	CIBOLA	GW
NM3596033	ST JOSEPHS SCHOOL	NTNC	A	CIBOLA	GW
NM3591033	ARCO (ANACONDA)COAL CO - BLUEWATER MILL	C	I	CIBOLA	GW
NM3596533	BLUEWATER TRUCK CITY	NC	I	CIBOLA	GW
NM3595233	CHIEF RANCHO	NC	I	CIBOLA	GW
NM3525133	GOLDEN ACRES TRAILER PARK	C	I	CIBOLA	GW
NM3598133	HOMESTAKE MILL	NC	I	CIBOLA	GW
NM3595833	MCCARTY REST AREA	NC	I	CIBOLA	GW
NM3571533	SUN VALLEY MOBILE HOME PARK	C	I	CIBOLA	GW

The Milan/Grants area is where most of the population of Cibola County resides. As such, the two largest public water systems operated within Cibola County are the City of Grants (Grants Domestic Water System) and the Village of Milan (Milan Community Water System). The City of Grants has approximately 3304 service connections with two active wells and one inactive well. The Village of Milan has approximately 1150 service connections with three active wells and one inactive well.

The Village of Milan has a 40 Year Water Plan that evaluates water demand, sufficiency, and water rights for different growth scenarios through year 2040. In addition, the plan addresses water conservation and conservation requirements of the Office of the State Engineer (OSE).

The City of Grants also has a 40 Year Water Plan.

Ground water is the primary water source as indicated by the entities that operate water systems in Cibola County. Underground water basins are delineated in the Regional water plan and are the Gallup GW basin, the Bluewater GW basin, and the Rio Grande GW basin. These groundwater sources are not under direct influence of surface water.

Located northwest in neighboring McKinley County, the City of Gallup is recipient to new water supply from the Navajo Gallup Water Supply Project (two separate branches, two treatment plants, 24 pump stations, 280 miles of supply pipeline from the San Juan Basin). As the City of Gallup's water supply is diminishing, with supply wells dropping approximately 200' over the last 10 years (2004 Regional Water Plan); this supplement is planned to sustain Gallup and parts of the Navajo Nation, but does not extend into Cibola County. The project was authorized by the Omnibus Public Land Management Act of 2009 and was a major component of the Navajo Nation San Juan River Basin Water Rights Settlement. It is planned to be completed by December 31, 2024.

With regard to supply, a positive note; the Grants/Milan area draws ground water from different underground water basins than Gallup. In 1999 the static water levels for the City of Grants' wells that draw water from the San Andreas – Glorieta Aquifer did not appear to be declining and the Ojo del Gallo spring had resumed flowing. The spring flow is theorized to the cessation of groundwater pumping for the closed uranium mining operations.

The 2003 Village of Milan 40 year water plan documents notable declines in the static water levels to Milan's three active wells from 1989 to 2002. This data was of significant concern to Village officials, particularly as the data indicated an accelerated decline in the most recent 2-1/2 years (from 2002) and that the current yield of the wells is not sustainable for the long term.

Specific municipal water plans which address usage and supply, by legal right and physical availability, of owned public distribution systems, which may draw from overall sources evaluated in the Regional Water plan, are useful and often required components when it comes to applying for funding for improvements from various sources.

To keep the municipal water systems operational within Cibola County; water sources must be sustained or acquired. Per the regional water plan, the Rio San Jose surface water basin may have enough ground water resources to sustain the communities; however, it is noted that only a very small amount of this water can actually be produced otherwise subsidence may occur. Out of necessity, this may be an issue to examine in future water plans for the municipalities located to draw water supply from this basin.

Water rights within the Rio San Jose surface water basin have been in litigation since 1982 under various suits that have been consolidated into the Kerr-McGee adjudication.

In April 2014 the EPA and the Department of Justice announced a settlement for claims against Kerr-McGee Corporation and related subsidiaries of the Anadarko Petroleum Corporation. Under the settlement, Anadarko will pay $5.15 billion to a litigation trust. About $12 million of this is to be received by the EPA for specified uranium mine sites in or near Navajo Nation territory.

5.4 Water Quality

Uranium is a valuable resource for Cibola County. However, uranium mining and subsequent milling (uranium ore is milled to extract the uranium product) from the 1950s through the 1990s has caused the EPA to designate a super fund site in the Grants/Milan area. Superfund is the name given to the environmental program established to address abandoned hazardous waste sites. In this case, the abandoned hazardous waste is the mill tailings (uranium mill tailings are the byproduct of uranium ore milling). Homestake Mining Company of California manages the ground water restoration program. The site (ID#007860935 and Site ID#0600816) has two uranium tailings piles; one large (200 acres), one small (40 acres). The operation of the super fund site is to capture the alluvial groundwater (groundwater that occupies sedimentary deposits such as sand and silt from flowing waters) that flows beneath the tailings piles; all ground water that flows to the collection area is captured by a collection well system; then, is treated by a reverse osmosis (RO) plant or evaporation ponds. Some water from the RO unit along with fresh water from deep wells is injected down gradient, back into the alluvial aquifer. This process has been ongoing and based on a restoration plan which began in 1977.

The reclamation and restoration activities are governed by wastewater discharge permit 200 (DP-200) issued by the New Mexico Environment Department of which much information is available online: Homestake Mining Company Discharge Permit DP-200 Administrative Record found under Mining Environmental Compliance. Additionally, there is much status information concerning this superfund site and others on the EPA web site.

The long term goal of Homestake Mining Company is to restore groundwater quality within the zone to agencies approval, after which the site is to be transferred to the U.S. Department of Energy, which will assume the responsibility for long-term site care and maintenance.

5.5 Water Conservation

With drought conditions, water scarcity, and contamination issues, water conservation becomes more and more important. The City of Gallup may offer an effective model for water conservation to municipalities within Cibola County as Gallup has noticed upcoming eminent water shortages, and a need for the Navajo Gallup Water Supply Project. As such, the City of Gallup has aggressive water conservation policies which include water rate increases progressive with quantity of water used.

As Cibola County does not operate a public water system, state statutes addressing water conservation and drought management plans do not apply. However, the County may encourage water conservation and drought management plans to the municipalities within.

For the purposes of preserving and protecting water resources and to provide an assured water supply for the community, Cibola County may require:

1. Site development standards to conserve water and minimize water loss;
2. Water harvesting and storage;
3. Low water use landscaping and plant materials;
4. Nonagricultural residential and commercial water use limitations; or

5. Recycling and reuse of water.

These implementations shall be consistent with the State Engineer rules. Agriculture water users or agriculture water rights owners are excluded from the provisions. (NMAC 3-53-2.1)

As of December 30, 2004, the Office of the State Engineer adopted rules and regulations to undertake the supervision of the physical distribution of water, to prevent waste, and to administer the available supply of water by priority date or by alternative administrations, as appropriate. The rules apply to all water rights within the state from all sources of water, surface water and hydrologically connected groundwater. (NMAC 19-25-13)

In year 2013, Section 74-1-13 of the NMSA 1978 was revised to stipulate a fee of 3 cents per 1000 gallons of public water produced. The fees will be impounded in the water conservation fund. This particular water conservation fund is to be used for collecting and analyzing required water samples, training for public water system operators and for vulnerability assessments of water sources. All public water systems in New Mexico are subject to this fee except the Pueblos and other federal government entities which are exempt.

5.6 Wastewater

Cibola County does not directly manage wastewater service to customers. Cibola County discharges wastewater from individual County Facilities.

5.7 Solid Waste

Solid Waste service in Cibola County is provided by the Northwest New Mexico Regional Solid Waste Authority (NWNMRSWA). NWNMRSWA is an entity owned by multiple government entities which include: Cibola County, McKinley County, City of Gallup, City of Grants, and the Village of Milan.

Located in Milan on State Road 568 is the Cibola County Transfer Station which accepts solid waste for fees and during a schedule of operation. The fees and schedule of operation are readily found on the NWNMRSWA website: http://www.nwnmrswa.com/locations--hours.html.

The Cibola County Transfer Station offers recycling service for Aluminum & Tin Cans, Cardboard, Plastics, Paper, Scrap Metal, Appliances, Electronics, Motor Oil, and Tires (Additional Fees for tires).

Also within the NWNMRSWA, located in Cibola County, are the following convenience centers:

- Cubero Convenience Center
- Bluewater Convenience Center
- Pinehill Convenience Center
- San Mateo Convenience Center
- Seboyeta Convenience Center

5.8 Power

Continental Divide Electric Cooperative, Inc (CDEC) provides electric service throughout Cibola and parts of McKinley, Sandoval, Bernalillo and Valencia counties. CDEC headquarters are located in the City of Grants. Like many electric CO-Ops, CDEC is a non-profit and is member owned. CDEC does not generate

electricity, but is an all-requirements purchaser of electricity from Tri-State Generation and Transmission Association. CDEC is subject to regulation by the New Mexico Public Regulation Commission.

Socorro Electric provides electrical service to the Fence Lake area.

The power infrastructure serves the populated areas of Cibola County which includes areas in the north and west portion. There is much area in the far south and southeast corner of the County that are not serviced with electric power infrastructure.

5.9 Gas

A large natural gas transmission line that distributes natural gas to multiple states is routed through the northeast portion of Cibola County that is somewhat parallel with Interstate 40. The portion within Cibola County includes a compressor station (Laguna Station). This segment of the natural gas line was constructed and owned by El Paso Natural Gas Company, but was recently acquired by Kinder Morgan.

Natural gas is sold to New Mexico Gas Company which is headquartered in Albuquerque, NM for distribution to approximately 509,000 customers in New Mexico including distribution to customers within Cibola County. Recently, TECO Energy Company based in Florida has planned to purchase New Mexico Gas Company. The acquisition is pending approval from the New Mexico Public Regulation Commission.

6.0 TRANSPORTATION

The Transportation element of the comprehensive plan addresses the current conditions of the roads throughout Cibola County.

Interstate 40 passes through the northeast portion of Cibola County and is a major transportation route within and to and from the County. Other routes maintained by NMDOT provide highway access to northern, central, and western Cibola County. NM State Road 53 crosses the northern part of the County from Grants/Milan through Zuni Pueblo to the Arizona Border where it becomes Arizona State Road 61. NM State Road 53 is also a designated Scenic Byway. NM State Roads 117 and 36 traverse the central, southern and western parts of the County. NM State Road 36 terminates at NM State Road 53. The Pueblo lands are mostly accessible by Pueblo constructed and maintained roads. Several County maintained roads traverse the County. Cibola County is within and on the eastern boundary of NMDOT District 6, referred to as Grants/Milan and surrounding area.

6.1 Road Classification

In the populated, developed areas; to facilitate orderly roadway development and efficient fiscal planning and to ensure logical assignment of jurisdictional responsibility, roadways should be classified according to function. Functional classification involves grouping roads, streets and highways into classes or systems according to the character of service they are intended to provide. One parameter for road class division is traffic; arterial roads have more traffic than collector roads which have more traffic than local roads.

Objectives, implementation, strategies and actions to provide a safe and cost effective road system within the County include:

Objectives:

- Prioritize future county road improvement projects according to their classification and use (i.e. school bus route, arterial, collector, local road, etc.).
- Encourage municipalities to prioritize future road improvement projects according to their classification and use (i.e. school bus route, arterial, collector, local road, etc.).
- Identify areas warranting special consideration due to frequent accidents.
- Identify areas warranting special consideration for storm drainage for which many areas are cited in the City of Grants and Village of Milan Drainage Master Plan.
- Provide a transportation system that focuses on the immediate needs of the community.

Implementation, Strategies and Actions

- Continue to incorporate the anticipated cost of the prioritized street improvements into the Cibola County budget.
- Pursue fair and efficient roadway upgrade and maintenance agreements with the other Entities within the County that have roadways, including subdivisions, municipalities, NMDOT, the Pueblos, the BLM, and the Forest Service.
- Pursue financial assistance from the CDBG Construction Grant Fund, NMDOT Local Government Road Funds, State and Federal Legislative Appropriations and other sources to complete construction of the prioritized roadway infrastructure improvements.

- Pursue improvements cited in the Northwest New Mexico Regional Long Range Transportation Plan pertaining to Cibola County with regard to other plans that have common suggestive improvements.

Some considerations for roadway improvements may include:

- Improving the Back Country Byway (also known as County Road 42) to a graveled road as it would connect Zuni Canyon Road with Pie Town Road to provide a graveled roadway through central Cibola County. This upgrade would additionally serve as access to the scenery and attractions in central Cibola County. The Back Country Byway resides in the West Malpais Wilderness Area and is addressed in the El Malpais Plan (BLM document) as it serves access to the Chain of Craters. Many recreational improvements are put forth in the El Malpais Plan including conceptual upgrades which involve upgrading dirt routes in the area to an all-weather surface. This improvement is additionally put forth in the Northwest New Mexico Regional Long Range Transportation Plan (NNMRLRTP) for the paving of this route. In addition to the BLM documents, and the NNMRLRTP, the Pueblo of the Acoma transportation plan addresses this route and the many attractions to visit. NMDOT may be another entity with an interest in this upgrade. It is recommended that Cibola County consult with the BLM Albuquerque Field Office and that it pursue funding under the Federal Lands Access Program (FLAP) to upgrade the 26 mile dirt route to an all weather driving surface. The County should also pursue a priority listing on the Bureau of Land Management Long range Transportation Plan.

- Improving Zuni Rd from dirt to an all-weather surface as it is a travel path to newly acquired lands for the Zuni Pueblo. It is recommended that Cibola County consult with the Zuni Pueblo to propose that the Pueblo fund a roadway upgrade from dirt to gravel.

6.2 Road Conditions

Within Cibola County resides miles of roadway not maintained by the County. Many of the roads are in the Native American Pueblos which are entities that manage themselves under the federal bureau of Indian Affairs. For the most part, Cibola County does not maintain roadways within the Pueblos; with a few exceptions such as Zuni Trail and Alamo Road. Other major roadways within and that pass through Cibola County are maintained by the NMDOT.

NMDOT has performed recent maintenance within Cibola County to include:

- OGFC pavement placement on Interstate 40 from mile marker 69.00 to 75.00 west of Milan.

- An Epoxy overlay for bridge preservation was recently completed at mile marker 37.5 on NMSR 122 east of Grants.

- A new dynamic message board, camera and remote weather information system (RWIS) was recently installed over interstate 40 at mile marker 126.7.

- Surface sealing consisting of crack sealing various roadways within the district is ongoing. Surface sealing is a maintenance procedure that extends pavement life and provides a good driving surface.

Cibola County maintains approximately 88 roadways totaling approximately 364 miles in length with dirt, graveled and paved roads. Figure 4 illustrates roads maintained by Cibola County in year 2014 (emphasized) and shows other roadways grey-shaded.

Many of the roads are dirt roads; to upgrade a dirt road to a graveled road or other all-weather surface should include roadway and drainage planning, and the installation of storm water culverts so as to convey cross flows without washing out the newly improved road.

Roadway improvements funded by Cibola County should be appropriately distributed among routes that serve residents with developed lots (Residential and Commercial). Most residents that pay County property taxes on developed lots generally reside in the northern central part of Cibola County, from Bluewater to Cubero.

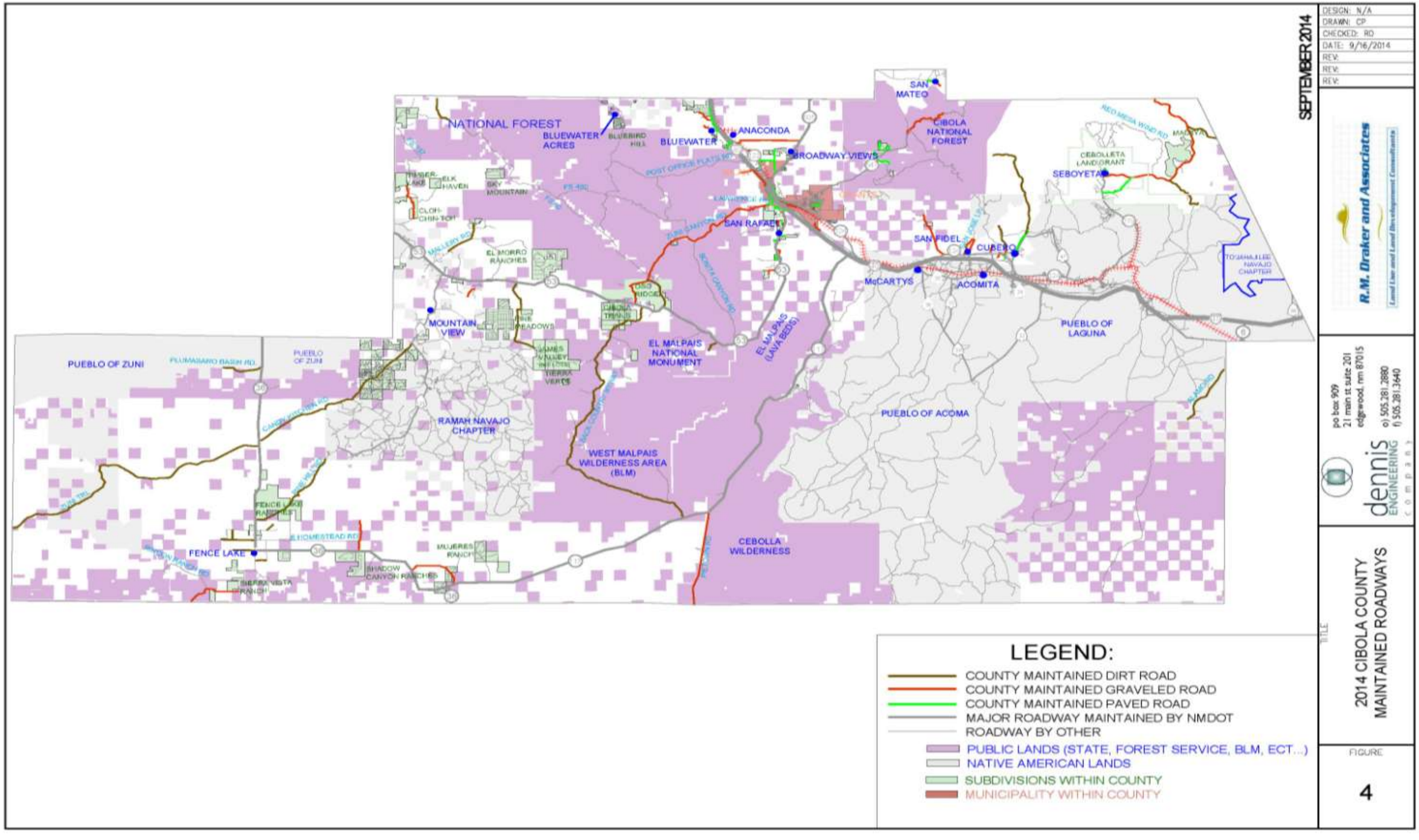
6.3 Transit

For residents in the area surrounding Grants, Cibola County offers a transit service (Cibola Area Transit System) to Grants/Village. The current transit schedule is shown below.

Table 14. Transit Schedule

Route - Estimated Time/Day				
Area	**Pick up Location**	**Day**	**Time**	**Notice**
Cubero / San Fidel	Local Church	Tuesday only (Trial Period)	10:00am - 10:30am	Brings you to Grants/Village returns if people are brought in at 2:30pm
San Rafael	Local Church	Wednesday only (Trial Period)	10:00am - 10:15am	Brings you to Grants/Village returns if people are brought in at 2:30pm
San Mateo	Local Church	Thursday only (Trial Period)	10:00am - 10:30am	Brings you to Grants/Village returns if people are brought in at 2:30pm
Bluewater Village	Fire Dept. / Post Office	Friday only (Trial Period)	10:00am - 10:30am	Brings you to Grants/Village returns if people are brought in at 2:30pm
This Expansion is NEW therefore please be patient. Sometimes situations beyond the control of the agency/driver.				

Figure 4 - Maintained Roadways



7.0 COMMUNITY FACILITIES

Cibola County's community facilities-parks, Senior Center, County offices, fire hall and schools-are basic components of the County's infrastructure. These facilities provide support to the community in terms of safety, recreation and education opportunities (park and school facilities) and activities and meals for seniors (Cibola County Senior Center); all contribute to the quality of life and the social fabric of the community.

7.1 Existing Community Facilities

7.1.1 Parks and Recreation.

- Bluewater Lake State Park: 30 Bluewater State Park Rd, Prewitt, NM 87045. (P) 505-876-2391. Park opens March 1-October 31 from 6am to 9pm and November 1-April 31 from 7am to 5pm. Activities: camping, picnicking, fishing, boating and hiking.
- Chain-of-Craters Wilderness Study Area Trails: Located on the west side of El Malpais National Monument
- El Malpais National Monument: Trailheads are open from sunrise to sunset daily. No overnight camping or parking is allowed. No fees are required. The NW NM Visitor Center is open daily from 8am to 5pm (P) 505-876-2783, except for Thanksgiving, Christmas Day and New Year's Day. The El Malpais Information Center is open daily from 8:30am to 4:30pm (P) 505-783-4774, except for Thanksgiving, Christmas Day and New Year's Day.
- El Morro National Monument: HC 61, Ramah, NM 87321 (P) 505-783-4226. Visitor center hours are 9am-5pm and the trails are open from 9am to 4 pm. There are currently no entrance fees and is open year-round.
- Long Park
- Old Fort Wingate-Zuni Wagon Road Historic Site
- Petaca Plata Wilderness Study Area

7.1.2 Cibola County Public Libraries: The County has numerous public libraries available to their residents, which are operated either by a Municipal Government or Native American Tribal Government.

- Acoma Learning Center (Public Library & Computer Center) – Located at BIA Road 32, Pueblo of Acoma, NM 87034. (P) 505-552-7500 ext 345. Hours: Monday –Thursday 8:30am to 4:30pm; Friday 8am to 4:30pm; Closed Saturday' Sunday Noon to 5pm. Programs include: Acoma Rain Dancers; NMSU Title V Program that provides laptops for students to use at the Learning Center; Summer Youth Program; Growing Up Pueblo Series; and Homework Hour/Tutoring.
- Grants Branch Library – Located at 1500 N. Third Street, Grants, NM 87020. (P) 505-287-7981.
- Laguna Public Library – Located at PO Box 194, Laguna, NM 87026. (P) 505-552-6280. Hours: Monday –Friday 8am-6:30pm; Saturday 9am-2pm; Closed Sunday. Programs include reading programs for 0-5year olds, 6-12 year olds, 13-17 year olds, and adults – 18+ years old.
- Milan Public Library – started a book exchange at the Village Hall, and is looking to add a computer lab.
- Mother Westside Memorial Library – Located at 525 W. High Street, Grants, NM 87020. (P) 505-287-4793. Hours: Monday-Thursday 10am-7pm; Friday 9am-6pm; Saturday 9am-3:30pm; Closed Sunday. Summer reading program for kids K-6th grade.
- To'Hajiilee Community School Library – Located at Exit 131 North to end of road, To'Hajiilee, NM 87026

7.1.3 Cibola County Senior Citizen Center. The Center provides daily meals and a meeting place for seniors and other groups in the County. Services are geared towards senior participants, including the developmentally disabled senior citizens, including: health screenings; nutrition screenings; Medicare/Medicaid assistance; medical transportation, and more.

SPECIAL NOTE: The following sections-7.1.4, 7.1.5, and 7.1.6 deal with emergency and/or protection services. The simple listing of the available facilities does not reflect the varied and overlapping nature and availability of fire, police and health services in the rural areas of the County.

For example, within the Timberlake Ranch subdivision, there is a volunteer fire department; however, the Ramah Volunteer Fire Department will respond to fires. It is also possible that the Zuni firefighters will also respond. It is also possible that the U.S. Forest Service Firefighters might respond.

The Cibola County Sheriff's department provides policing to the rural areas; however, because of "cross-deputizing", Zuni or Ramah Navajo police officers might respond to Timberlake Ranch calls.

Health emergencies are initially handled by the volunteer fire fighters as the first responders. If additional services such as air transport are required they will be called in. Medical facilities in Zuni may be utilized for its services. Medical services may also be provided by the other Pueblos.

Clearly, in rural Cibola County, police services, medical services and firefighting services come from the Pueblos and Ramah Navajo Chapter and sometimes by federal agencies.

The varied and overlapping nature of emergency or protective services in rural areas is complicated in some areas by road conditions. If roads are washed-out or badly wash-boarded, emergency vehicles cannot get to a patient or caller. At the public meetings held in the rural areas, a common comment centered on the lack of services for the amount of property taxes paid.

7.1.4 Fire and EMS Services. The County has Volunteer Fire Departments with a complement of 93 firefighters, including 8 Emergency Medical Technicians and First Responders (also trained firefighters). The County uses a privately owned ambulance that's housed in Grants. The following are the fire departments that cover Cibola County:

- Blue Water Fire Department: 620 E. High Street, Bluewater, NM, 87005. (P) 505-876-4942
- Candy Kitchen Volunteer Fire Department/EMS: Rockwood Road, Pinehill, NM, 87357. (P) 505-775-3670
- Cebolleta Volunteer Fire Department: HC 77 Box 4, Cebolleta, NM, 87014. (P) 505-552-9377
- Cubero Volunteer Fire Department: 8 Camino Real Road, Cubero, NM 87014. (P) 505-552-6804
- Fence Lake Volunteer Fire Department: PO Box 764, Fence Lake, NM, 87315. (P) 505-788-2200.
- Laguna Fire Department: 5 Blue Star Loop, Casablanca, NM, 87007. (P) 505-552-1102.
- Milan Volunteer Fire Department: 801 Motel Drive, Milan, NM, 87021. (P) 505-287-7366.
- Pine Hill Volunteer Fire Department: PO Box 340, Pine Hill, NM, 87357. (P) 505-775-3337.
- Pueblo of Acoma Fire & Rescue: PO Box 327, San Fidel, NM, 87049. (P) 505-552-7500.
- Pueblo of Laguna Fire & Rescue: PO Box 179, Laguna, NM, 87026. (P) 505-552-1108.
- San Mateo Volunteer Fire & Rescue: 90016 San Mateo, Grants, NM, 87020. (P) 505-287-4704.

7.1.5 Police Services. The Cibola County Sherriff's Department is located at 114 McBride Road, Grants, NM, 87020. They can be contacted at 505-876-2040 from 8am-5pm Monday through Friday. For Emergency Calls or after-hours 24 hr dispatch, call 505-287-9476. The police departments listed below provide coverage for parts of Cibola County.

- Acoma Pueblo Police Department: Indian Road 32, Pueblo of Acoma, NM, 50601. (P) 505-552-6601. This department also covers the Acomita, Cubero and San Fidel areas.
- Grants Police Department: 105 East Roosevelt Avenue, Grants, NM, 87020. (P) 505-287-4404.
- Laguna Pueblo Police Department: 1 Industrial Parkway, Mesita Village I-40 & Exit 117, Laguna, NM, 87026. (P) 505-552-6666.
- Milan Police Department: 619 Uranium Street, Milan, NM, 56353. (P) 505-287-4491.
- Ramah-Navajo Police Department: Route 125, Ramah, NM, 87321. (P) 505-775-3227. This department also covers the Fence Lake area.

7.1.6 Health Care Facilities. The residents of the Cibola County have access to the following facilities within the County:

- Cibola General Hospital, Inc: 1016 E. Roosevelt Ave, Grants, NM 87020. (P) 505-287-4446. CGH is a 25-bed critical assess facility that opened in 1959. 24/7 Emergency room; intensive care nursing; internal medicine; obstetrics; pathology; pediatrics; dentistry; podiatry; primary care; and radiology.
- Cibola Family Health Center: 1423 E. Roosevelt Ave, Grants, NM 87020. (P) 505-287-6500. CFHC is an acute and chronic medical care facility concentrating on preventive care. Hours of operation are Monday-Friday from 8am-5pm. A sliding fee scale based on Federal Poverty Guidelines is available for those who qualify.
- Grants Medical Center: 1208 Bonita Avenue, Grants, NM 87020. (P) 505-287-4474. This facility provides family medical care. Hours of operation are Monday-Friday from 8am-5pm.
- Western New Mexico Medical Group: 1217 Bonita Street, Grants, NM 87020. (P) 505-287-2958. This facility provides primary care services, family planning, immunizations and family medical care.
- Acoma-Canoncito-Laguna Service Unit: ACL Service Unit 80B Veterans Blvd, Acoma, NM 87049. (P) 505-552-6634. ACLSU is a 25-bed acute care facility providing general medicine, pediatric and obstetric inpatient care. There is also a dialysis unit and a residential program for adolescents (New Sunrise Regional Treatment Center). Diabetic, prenatal, well-baby and general medical clinics are scheduled weekly. 24/7 Emergency Room/Urgent Care; outpatient clinics Monday-Friday from 8am-4:30pm.
- Zuni-Ramah Comprehensive Health Center: Route 301 North 21B. Avenue. (P) 505-782-4431. 27/4 Emergency Room/Urgent Care and Inpatient Services; Hours of operation Monday-Friday from 8am-5pm. General medical services, preventative health, and community services.

The following are nearby facilities:

- Gallup Indian Medical Center: PO Box 1337, Gallup, NM 87031. (P) 505-722-1000. GIMC is a 99-bed facility providing internal medicine, cardiology, anesthesia, OB/GYN, general surgery, orthopedics, ophthalmology, ENT, radiology, pathology, pediatrics, psychiatry, emergency medicine and urology.
- Rehoboth McKinley Christian Health Services: 1901 Red Rock Drive, Gallup, NM 87301. (P) 505-863-7000. RMCHS is a 60-bed acute care facility with two outpatient clinics, home health, hospice, and behavioral health services.
- University of New Mexico Hospital: 2211 Lomas Blvd NE, Albuquerque, NM 87106. (P) 505-272-2111. UNMH is New Mexico's only Level I Trauma Center. In addition to the hospital, there are 43 off-site clinics throughout the state.

7.1.7 Corrections Departments. Cibola County houses three (3) correctional facilities and one (1) detention center.

- New Mexico Women's Correctional Facility: Opened in 1989, is located at 1700 East Old Highway 66, Grants, NM 87020. (P) 505-287-2941. This facility houses women only and hold 611 beds.
- Western New Mexico Correctional Facility: 2111 Lobo Canyon Road, Grants, NM 87020. (P) 505-876-8300. This facility houses men and hold 440 beds.

- Cibola County Correctional Center: Opened in 1998, is located at 2000 Cibola Loop, Milan, NM 87021. (P) 505-285-4900. This minimum security facility houses men only and holds 1204 beds.
- Cibola County Detention Center for Adults: 114 McBride Road, Grants, NM 97020. This facility opened in 2004 and has a capacity of 260.

7.1.8 Cibola County School System. There are 20 public schools and 3 private schools within Cibola County.

Public Schools:

- Mesa View Elementary School: 400 East Washington, Grants, NM 87020. Pre K – 6
- Mount Taylor Elementary School: 1607 Del Norte, Grants, NM 87020 Pre K – 6
- Milan Elementary School: 404 Sand, Milan, NM 87021 Pre K – 6
- Laguna Elementary School: PO Box 207, Laguna, NM 87026 K – 6
- Bluewater Elementary School: 15 West Chess Road, Bluewater, NM 87005 K – 6
- Cubero Elementary School: 100 Main Street, Cubero, NM 87014 K – 6
- San Rafael Elementary School: 27 Mesa View St, San Rafael, NM 87051 K – 6
- Seboyeta Elementary School: Hwy53 BIA Road 132, Seboyeta, NM 87014 K – 6
- Sky City Community School: PO Box 349, Acoma, NM 87304 K – 8
- To'Hajiilee Day School: PO Box 3438, Canoncito, NM 87026 K – 12
- Pine Hills School: PO Box 220, Pine Hills, NM 87357 K – 12
- Laguna Middle School: PO Box 268, Laguna, NM 87026 6 – 8
- Laguna-Acoma Middle School: 540 Exit 108 South 22, Casa Blanca, NM 87007 7 – 8
- Los Alamitos Middle School: 1100 Mt. Taylor Ave, Grants, NM 87020 7 – 8
- Northeastern NM Correctional Facility High School: 185 Michael Jenkins Rd, Clayton, NM 88415 7 – 12
- Western NM Correction High School: 2111 North Lobo Canyon, NM 87020 7 – 12
- Springer Correctional Facility HS: 201 Hwy 468, Springer, NM 87747 7 – 12
- Laguna-Acoma High School: 540 Exit 108 South 22, Casa Blanca, NM 87007 9 – 12
- Grants High School: 500 Mountain Road, Grants, NM 87020 9 – 12
- NM Women's Correction High School: 1700 E. Old Hwy 66, Grants, NM 87020 9 – 12

Private Schools:

- St. Teresa of Avila Catholic School: PO Box 729, Grants, NM 87020 Pre K – 8
- St. Joseph Mission School: PO Box 370, San Fidel, NM 87049 K – 7
- Victory Christian Academy: 224 Monroe Ave., Grants, NM 87020 3 – 9

7.1.9 Other Educational Facilities. Post high school educational opportunities are available through several institutions in the area. A few of these are discussed below.

New Mexico State University has an Extension Office in Grants located at 1500 N. Third Street, offering Associates, Bachelor's and Master's Degrees. (P) 505-287-6678

University of New Mexico main campus is in Albuquerque, (P) 505-287-6678; however, there is an Extension Office in Gallup located at 705 Gurley Ave, (P) 505-863-7500, and another in Zuni at #67 Route 301 North, (P) 505-782-6010. UNM offers Associates, Bachelor's and Master's Degrees.

New Mexico Highlands University has an Extension Office in Rio Rancho, NM, offering Associates, Bachelor's and Master's Degrees. (P) 505-891-9053.

Western New Mexico University offers on-line courses enabling students to get and Associates, Bachelor's and/or Master's Degrees. (P) 1-800-872-9668

Navajo Technical University main location in Crownpoint, NM, offering Associates, Bachelor's and Master's Degrees. (P) 505-786-4119.

Eastern New Mexico University offers more than 60 Associates, Bachelor's and Master's Degrees, many are available on-line. (P) 575-562-1011

7.2 Goals, Objectives and Implementation Strategies/Actions

7.2.1 Goal 1: Increase Recreational Usage of Assets for Residents and Visitors.

Specific Objectives

a. develop a strategy for redevelopment of sections of Route 66;
b. County to aggressively advertize current events put on by the County; and,
c. County to develop new recreational facilities and events in line with the economic development goals and objectives of this Plan.

Implementation Strategies/Actions; See the Objectives and Strategies set out in Chapter 4 of this Plan.

7.2.2 Goal 2: Present a Clean and Tidy Community Appearance for Visitors and Potential New Business Investment.

Specific Objectives and Implementation Strategies

a. County Commission to adopt an Anti Littering Ordinance; and,
b. County to organize a community-wide clean-up campaign with events to occur at least twice each year. The Cibola County Schools should be enlisted for support and student volunteer labor.

8.0 HAZARDS MITIGATION

In this Section 8.0, several common hazards such as wildfires and hazardous spills are discussed.

8.1 Existing Hazard Plans

Cibola County is party to two major hazard plans: Cibola County, New Mexico Comprehensive Multi-Jurisdictional Mitigation Plan (02/12/2007) and the Community Wildfire Protection Plan (08/2006). Emergency situations covered by the Mitigation Plan include, but are not limited to: severe weather, wildfires, flash floods, drought and hazardous spills. It sets out a protocol to be followed in emergencies and sets out responsible parties.

The Wildfire Protection Plan is a comprehensive plan dealing exclusively with the threat of wildfire which, after severe weather, is the most frequent hazard faced by the County.

8.2 Wildfires

Wildfires are a serious problem in all of Cibola County; hence, the preparation and adoption of the Community Wildfire Protection Plan by Cibola County and all county municipalities in 2006.

This plan states there is a high probability of wildfires during periods of extreme drought, and has a Class 3 high fire danger rating.

The Wildfire Protection Plan is a comprehensive document which identifies the risks and the hazards associated with wildfires; provides an assessment of fire behavior potential (flame length potential, rate of fire spread); and, an overall action plan. The plan of action includes such topics as organization, fire prevention efforts, reducing building/structure ignitability, a definition with illustrations of defensible space around homes, an assessment of local preparedness and firefighting capabilities, firefighter training and water supply.

8.3 Flooding

Cibola County has had three (3) flood events from January 1950 through December 2005: Bluewater on 07/29/1999; Fence Lake 08/10/2005; and, in Grants on 08/11/2005. Floods are most likely to occur in July or August.

8.4 Hazardous Materials Spills and Explosions

The Cibola County Fire Department will provide first response to any situation involving hazardous spills or explosion. The State Police Emergency Response Office will assume responsibility for control and coordination of actions in the situation and call on their Hazardous Materials Team (HAZMAT team).

8.5 Acts of Terrorism

Acts of terrorism may not be of major concern in Cibola County. The Mitigation Plan for Cibola County does not address a plan of action to deal with acts of terrorism.

In any update of the Plan, some attention to acts of terrorism should be given to Cibola County.

8.6 Goals, Objectives, and Implementation Strategies/Actions.

Only one goal, objective, and action is of prime importance here. The County of Cibola County is party to two major comprehensive hazard plans: Cibola County, New Mexico Comprehensive Mitigation Plan; and, the Cibola County Community Wildfire Protection Plan. Both Plans have requirements to be reviewed annually and updated every five (5)-years at a minimum. In addition, both plans require staged practice exercises.

Implementation Strategy/Action: The recommended action is that Cibola County participates in any practice exercise and that it be involved with an annual review of both plans to keep them current with local and national situations and with technological advance, as well as including a plan for any acts of terrorism. The plans are good practical documents and should be followed. Both plans contain many preventative measures that go a long way to mitigating the described hazards.

9.0 GREEN COMMUNITY CONSIDERATIONS

9.1 Introduction

Whatever terminology one chooses-global warming, carbon footprint, anthropogenic, climate change and greening of our urban environment-, all have become a part of our everyday vocabulary and an apparent concern in the field of land use planning.

Global warming is believed to be brought on in part by various human activities, such as burning of fossil fuels, soil depletion, and deforestation of large land areas. The suggested result has been an increase of "greenhouse gas" emissions.
Green house gases include:

- carbon dioxide: burning of fossil fuels, solid waste and wood. Also produced through chemical processes such as the manufacture of cement.
- methane: emitted during the production and transport of coal, natural gas, and oil. Methane emissions also result from livestock and other agricultural practices and by the decay of organic waste in municipal solid waste landfills.
- nitrous oxide: emitted during agricultural and industrial activities, as well as during burning of fossil fuels and solid waste.
- fluorinated gases (hydro fluorocarbons, sulfur hexafluoride and others are synthetic gases produced by various manufacturing processes). While produced in small amounts, they are considered potent greenhouse gases.
  (Source for above gas descriptions: United States Environmental Protection Agency)

The New Mexico Greenhouse Gas Inventory and Reference Case Projections produced by the Center for Climate Strategies in 2006 has been updated to 2007 by the New Mexico Environment Department (March 15, 2010). Some of the key findings and trends of this latter report are:

- "the largest sources of GHG emissions in 2007 were electricity production (41%), the fossil fuel industry (22%) and transportation fuel use (20%);
- after a 3% annual GHG emissions growth rate experienced from 1990 to 2000, the total (gross) direct emissions in New Mexico remained essentially level from 2000 to 2007. Emissions remained level despite a 6.7% growth in New Mexico's population over that period;
- estimations for emissions from the fossil fuel industry (production, processing and transportation of natural gas, oil, and coal) showed a slight decrease from 2000 (19.1 MMTCO2e) to 2007 (16.9 MMTCO2e). One trend noted is a five-fold increase in methane emissions from coal mining, which now comprise about 6.5% of the estimated emissions from the fossil fuel industry sector;
- while the state population grew 6.7% from 2000-2007 (see Section 1.4 and 1.5), New Mexicans reduced their average (per capita) emissions from gasoline use by 2.5% and increased their consumption of energy in heating, cooling and power residential buildings by 6%. Over time, energy use in residential and commercial buildings has shifted away from fossil fuel combustion (predominantly natural gas) in favor of electricity use. The increase in electricity use may be the result of

a greater use of air conditioning, electric heat, and appliances; and both the waste management and agricultural sectors showed small total increases in GHG emissions (0.6 and 0.4 MMTCO2e, respectively). These estimates do not include emissions from consumption of fossil fuels (e.g., transportation, equipment operation, heaters, etc.).

Minimizing the production of greenhouse gases and mitigating what has already been produced and their effects is the subject matter of much literature. In this Comprehensive Plan for Cibola County, the emphasis is on actions that the County can realistically promote and encourage. Some of these actions are regulatory in nature, some are the implementation of current technology, some are educational and some are policy.

9.2 Cibola County CO2e Emissions

The table below illustrates the results from a web-based Greenhouse Gas Equivalencies Calculator (GGEC) based on the use of 542,666 KWH of electricity in the Cibola County area* over a period of one year. Data is for the County plus areas outside the County served by Continental Divide Electric Cooperative.

The GGEC uses the Emissions & Generation Resource Integrated Database (eGRID) U.S. annual non-base load CO_2 output emission rate to convert reductions of kilowatt-hours of electricity into avoided units of carbon dioxide emissions.

542,666 KWH = 383 Metric Tons of Carbon Dioxide (CO_2) or CO_2 Equivalency
More Equivalency Results:
• Annual greenhouse gas emissions from **79.8** passenger vehicles • CO_2 emissions from **42,924** gallons of gasoline consumed • CO_2 emissions from **890** barrels of oil consumed • CO_2 emissions from **5** tanker trucks' worth of gasoline • CO_2 emissions from the *electricity* use of **57.3** homes for 1 year • CO_2 emissions from the *energy* use of **19.7** homes for 1 year • Carbon sequestered by **9,817** tree seedlings grown for 10 years • Carbon sequestered annually by **314** acres of pine or fir forest • Carbon sequestered annually by **3** acres of forest preserved from deforestation • CO_2 emissions from **15,953** propane cylinders used for home barbeques • CO_2 emissions from burning **1.6** railcars' worth of coal • Greenhouse gas emissions avoided by recycling **143** tons of waste instead of sending it to the landfill • Annual CO_2 emissions of **0.0001** coal fired power plants

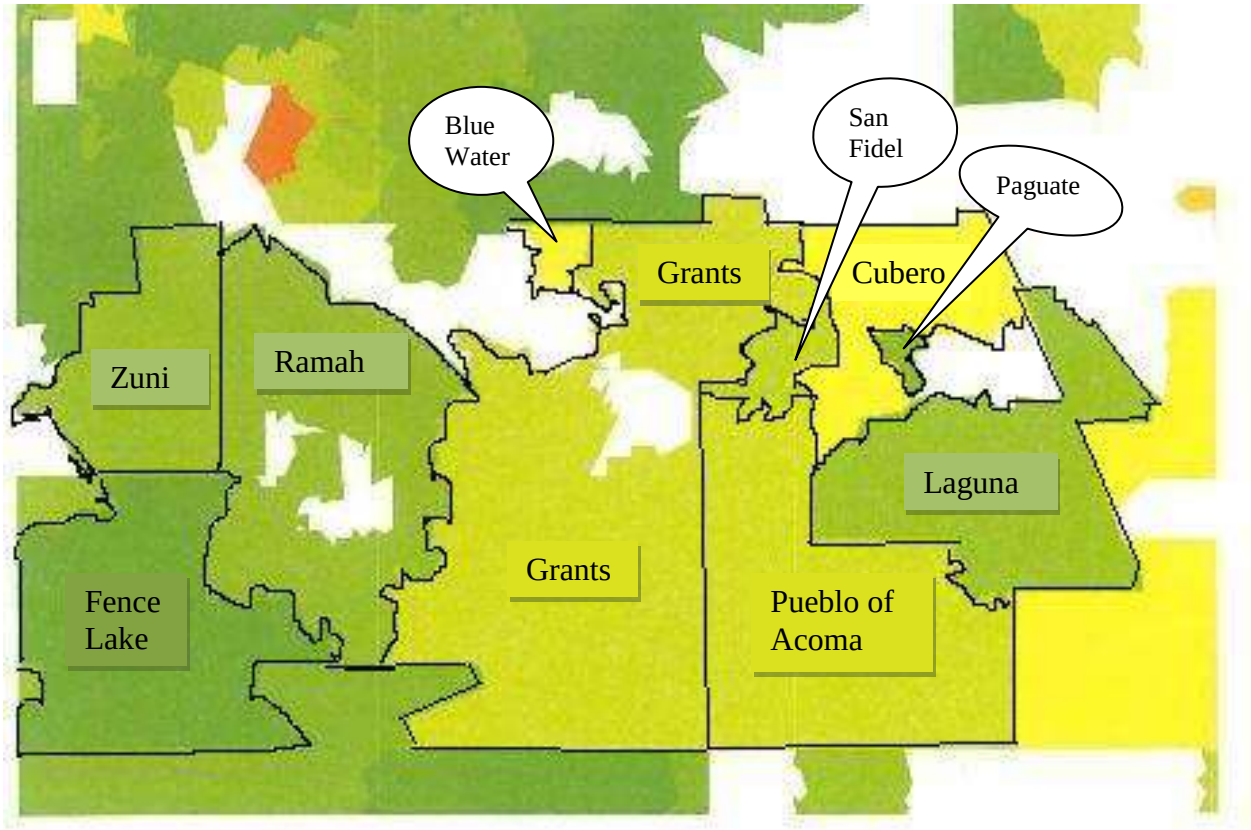
Notes:

- This calculation does not include any greenhouse gases other than CO_2.
- This calculation does not include line losses.
- The table above compares the electrical usage and CO_2 output of Cibola County with other known items. For Example: The emission output from 1,488,028 KWH of electricity equals that from 115,031 gallons of gasoline.

Sources:

- (EPA 2011) eGRID2010 Version 1.1, U.S. annual non-base load CO_2 output emission rate, year 2007 data U.S. Environmental Protection Agency, Washington, DC.

Table 15. Average Annual Household Carbon Footprint



NOTE: The map above and color codes are to be read in conjunction with the bar chart below.

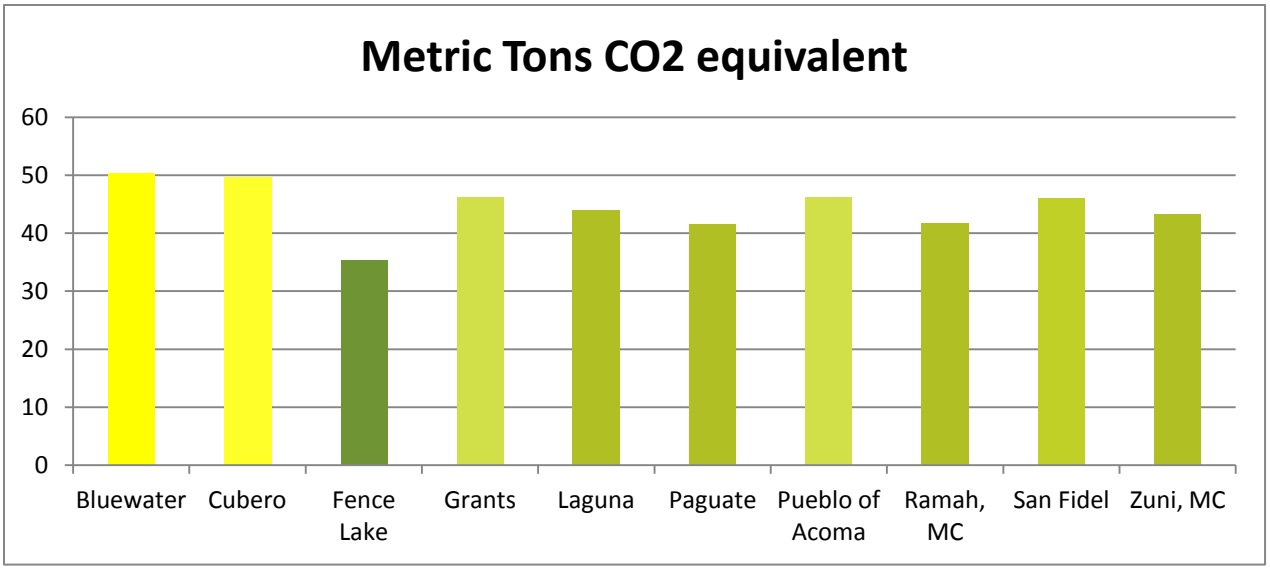
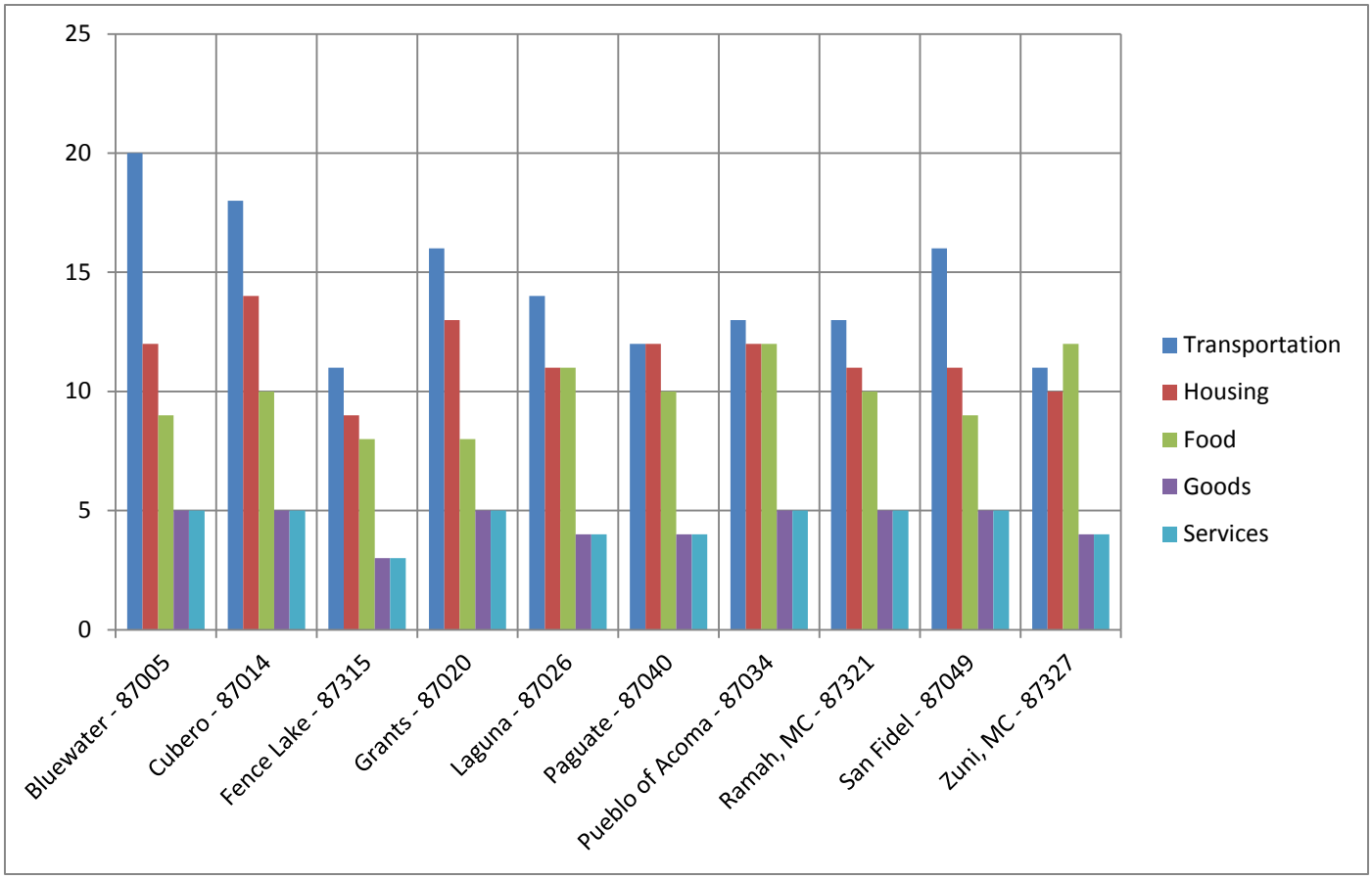


Table 16. Average Annual Household Carbon Footprint by Zip Code



It was noted at the Fence Lake public meeting that there are two coal burning electrical plants just over the Arizona border and when winds are out of the west residents in the Fence Lake area are subject to fall-out from these plants.

9.3 Some Current Initiatives

9.3.1 New Mexico Cap and Trade. On November 2, 2010, New Mexico passed a greenhouse cap and trade provision, which allows New Mexico to now take part in placing emission reductions on oil and gas industries.

On December 6, 2010, New Mexico passed a state-wide, New Mexico-only plan that places a cap on the amount of emissions generated in the state. Several states, including Arizona have stated they are not ready to participate as of yet. New Mexico Governor Susana Martinez is strongly reconsidering New Mexico's participation and will ask for the resignations of the members of the Environmental Improvement Board (EIB), who passed these last two measures.

On July 29, 2011, the New Energy Economy filed a motion with the EIB stating that the current board had no authority to reconsider the previous board's decisions, and on August 1, 2011, the EIB unanimously approved hearings to repeal the regulations. The first hearing was set for November 8, 2011.

On February 6, 2012, the Environmental Improvement Board repealed the Cap and Trade regulation put into place in November, 2010.

9.3.2 Mayors' Climate Protection Center. The US Mayors undertook the Cool Cities movement in the mid 2000's. The Cool Cities initiative is now apparently under the wing of the Sierra Club. Since then, The US Mayors have established the Mayors' Climate Protection Center. Any municipality can participate by signing the U.S. Mayors' Climate Protection Agreement. Under the Agreement, the Mayors agree to strive to achieve three things:

- "strive to meet or beat the Kyoto Protocol targets in their own communities, through actions ranging from anti-sprawl land-use policies to urban forest restoration projects to public information campaigns;
- urge their state governments, and the federal government, to enact policies and programs to meet or beat the greenhouse gas emission reduction target suggested for the United States in the Kyoto Protocol -- 7% reduction from 1990 levels by 2012; and,
- urge the U.S. Congress to pass the bipartisan greenhouse gas reduction legislation, which would establish a national emission trading system."

9.3.3 Land Use Initiatives. A number of papers have been written about land use planning and greenhouse gas emission reduction. There are some best practices that have been published in the United States and Canada.

The University of Nebraska in 2009 published a paper entitled; "Mitigating greenhouse gas emissions through local land use planning."

Kansas City, Missouri has published recommendations for a comprehensive planning process for Climate Protection. This is part of Kansas City's commitment to the "Cool Cities" program.

The California Institute for Local Government has offered suggestions to reduce greenhouse gas emissions in ten best practices areas, including: transportation, green building and land use planning and community design.

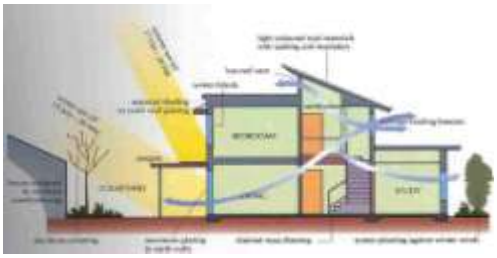
The National Capital Region: Best Practices and Policies to Reduce Greenhouse Gases Report (2008) has some general ideas on how to reduce green house gas emissions through land use planning and community design.

The province of Quebec, Canada has published a set of best practices for land use planning and mitigation of greenhouse gases that is referred to often in U.S. literature. It is one of the best references available: Reduction of Greenhouse Gas Emissions and Land Use Planning, (Government of Quebec, 2005, 77 pages). Most methods to reduce greenhouse gas emission through land use planning include the following:

- Green/energy-efficient buildings–municipal, industrial, commercial, residential
- Transit-related
  - Reduction in vehicle miles traveled (VMT) through smart growth principles such as pedestrian-oriented communities, mixed use, high-density development, etc.
  - Increases in mass transit
  - Transit-oriented development

- Alternative energy – distributed generation and combined heat and power within urban areas
- Open space conservation
- Urban forestry
- Wildland – urban interface fire management (building or zoning regulations)

9.3.4 Green Building Design and Construction Standards. Green building design and construction standards are available through the National Home Builders Association (2007) and through the U.S. Green Building Council.



The U.S. Green Building Council developed a green building certification system, LEED, which stands for Leadership in Energy and Environmental Design.
(source: Inhabitant.com)

New Mexico Construction Industries Division has been reviewing building code standards with a view to incorporating more green construction requirements in the Residential and Commercial Codes for several years. Effective January 1, 2012, the International Energy Conservation Code became mandatory in New Mexico.

9.3.5 Geo-Engineering: Cooling the Earth. A not so new (1965) but radical concept has recently re-emerged: cooling the earth by Geo-engineering methods. Geo-engineering take two basic forms: reflecting a portion of the sunlight hitting our planet, and, removing large amounts of carbon from the atmosphere, not just reducing the amount of carbon. Geo-engineering is proposed to go hand in hand with reducing the causes of global warming. Several methods for accomplishing one or both of these forms of Geo-engineering are being investigated as to plausibility, environmental effectiveness and cost effectiveness.

9.4 Goals, Objectives and Implementation Strategies/Actions

9.4.1 Goal 1: Cibola County to become a sustainable, green community.

Specific Objectives. Cibola County shall:

a. encourage energy efficient refurbishing of homes and businesses;
b. maintain a compact land use pattern;
c. reduce the amount of solid waste sent to the landfill; and
d. initiate a program to educate County residents and business owners about greenhouse gas emissions and energy conservation measures.

Implementation Strategies/Actions

a. it is recommended that the County set up a committee made-up of Commission members and residents to carry out the objectives and actions proposed in this Section 9.4;
b encourage the use of solar panels by residents and businesses to reduce use of fossil fuels;
c.1 adopt this Comprehensive Plan and follow the specific objectives and strategies set out in Section 3.7 of this Plan;
c.2 encourage the development of existing undeveloped lots in the County. This represents infill and will make more efficient use of existing infrastructure. The County should consider making a few of its lots available for new homes as a housing seed project;
c.3 maintain a compact pedestrian friendly commercial area;

c.4 approve new subdivisions and site developments that are energy efficient. Create higher density residential uses and keep road lengths to a minimum to reduce driving and thus reduce use of fossil fuels;

d. promote more recycling in the County to reduce the amount of trash delivered to the landfill site;

e. County Board of Commissioners should initiate an education campaign to inform residents and business owners of the effects of greenhouse emissions and the methods that will help mitigate these effects. The campaign should also educate residents and business owners about energy conservation measures such as purchasing energy efficient appliances, replacing incandescent lighting with helical bulbs or other low energy usage lighting; and,

10.0 IMPLEMENTATION

The implementation section of this Plan consists entirely of an "Implementation Matrix." This matrix lists the goals, objectives and implementation strategies/actions recommended in each section of the Plan: Land Use, Economic Development, Infrastructure, etc. The matrix provides columns for time frames for each Strategy or Action, specific tasks to be undertaken, the person or group responsible for carrying out the specific action and additional columns for the Cibola County to enter whether a project is complete or if further action is required and, finally a column for comments.

The intent is to provide the Cibola County with a relatively simple format for pursuing the implementation of this Plan and monitoring progress in the implementation of the stated goals, objectives and actions necessary to implement the goals and objectives.

In addition to the Implementation Matrix, the principal action necessary is this: **that the Cibola County Board of Commissioners adopts this Comprehensive Plan in its entirety and that it pursues the goals, objectives and implementation strategies in accordance with a prioritization of the goals and actions, which are to be determined and adopted by Cibola County.**

10.1 IMPLEMENTATION MATRIX

Topic/ Subject	Goal	Objectives	Implementation Strategies or Actions	Priority or Rating Level	Specific Tasks	Responsibility (Organization or Individual)	Estimated Completion Date	Status Date and Further Action Required	Status and Date	Comments or Notes
Land Use and Housing	**Goal 1:** Provide for an Efficient and Orderly Land Use Pattern in Cibola County to the Extent Permitted under County Jurisdiction	a. adhere to the growth areas as indicated on Figure 3-Land Use; b. provide development guidelines and standards for various types of land uses; c. update development and design standards for subdivisions (in process); d. protect and preserve property values and the County property tax base; e. protect and conserve features of the natural environment as well as areas of historical, cultural and scenic value; and, f. provide sufficient land and opportunities for growth.	i. County Commission to adopt this Comprehensive Plan as the guide to the development of the County; ii. County Commission to consider the preparation and adoption of a simple zoning ordinance to enable organized and coordinated growth; to set reasonable standards for development and building on properties in the County; to protect property values and the municipal property tax base; and, to provide a measure of predictability for residents and newcomers; and, iii. County to amend this Plan as opportunities arise and to accommodate desirable development.							
	Goal 2: Provide Opportunities for New and Different Housing Types and Sizes to Attract New Population.	a. ensure an adequate amount of land for housing; b. provide for opportunities for multi-family and senior citizen housing; and, c. provide for a variety in housing prices, sizes and styles.	i. Cibola County Board of Commissioners to adopt this Plan as the guide for future development of the County; ii. Cibola County Board of Commissioners to prepare and adopt a simple zoning ordinance to aid in the orderly development of County lands. The zoning ordinance might establish one or two basic residential zone categories with different housing types, and different densities. It might also allow for mixed residential uses and for mixed commercial-residential uses in specific areas. The zoning ordinance should provide for flexible standards. It should allow for alternate forms of subdivision such as cluster subdivisions and encourage energy efficient housing design. It should also provide for planned unit developments; iii. Cibola County to update its subdivision ordinance as necessary and appropriate (in progress); iv. promote the development and construction of new housing; v. seek out grants/loans from the United States Department of Agriculture (USDA) to help with the provision of housing. This might be in rural areas or the County may partner with Grants or Milan on a project for which a need has been identified Some possibilities are listed below: ➢ Rural Housing Site Loans: loans provided for the purchase and development of housing sites for low (between 50% and 80% of the area median income) and moderate income (upper limit of moderate is $5,500 above the low income limit) families. Private or public non-profit organizations are eligible. ➢ Guaranteed Housing Loans: applicants may have an income of up to 115% of the area median income. Loans available through approved lenders-lenders approved by HUD; any state agency; the U.S. Veterans Administration: and, several others. ➢ Direct Housing Loans: to help low income to build, repair, renovate, relocate or purchase modest housing. Loans up to 33 years, longer in some cases. Interest is set by the Housing and Community Facilities Programs area of USDA. ➢ Housing Preservation Grants: grants from USDA to repair, renovate, refurbish individual homes, rental properties or co-ops owned or occupied by very low and low income rural persons. Monies may be in the form of a grant, loan, interest reduction or other comparable assistance.							

Topic/ Subject	Goal	Objectives	Implementation Strategies or Actions	Priority or Rating Level	Specific Tasks	Responsibility (Organization or Individual)	Estimated Completion Date	Status Date and Further Action Required	Status and Date	Comments or Notes

Land Use and Housing CONT.	Goal 2: Provide Opportunities for New and Different Housing Types and Sizes to Attract New Population: CONT		➢ Rural Repair and Rehabilitation Loan. Loans and grants provided to low income homeowners to repair, improve dwellings or to remove health and safety hazards. Loans up to $20,000 for 20 years at 1% interest and grants up to $7,500 are available. ➢ Rural Rental Housing Programs. Loans are available to individuals, associations, trusts, state or local public agencies and others to provide affordable multifamily rental housing for very low, low and moderate income families. Very low income is defined as below 50% of the area's medium income; low income is defined as between 50% and 80% of the area's medium income; and moderate income is capped at $5,500 above the low income limit. ➢ Community Facilities Grants: funds to help develop needed community facilities in communities under 20,000 population. Applicants located in small communities with low populations and low incomes will receive a higher percentage of grants. Funds may be used to provide facilities related to public safety or healthcare or other public services. There are many other programs available and the USDA web site should be consulted for information on these programs.							
	Goal 3: Promote Cibola County as a Desirable Place for Families to Live.	a. County Commission, Cibola Communities Economic Foundation, Chambers of Commerce to market the amenities of the County, in particular the excellent quality of the physical environment, cost of living, health care amenities, attractive and comfortable living environment and other positive characteristics of Cibola County; b. provide protection of property rights and property values; c. County Commission to work with New Mexico Department of Transportation to achieve a some balance of safety, and mobility and commerce along State roads; d. County Commission to develop and adopt an anti-littering ordinance to provide a clean, stable community to attract new residents and new business investment; and, e. County Commission to develop a performance standards ordinance (a set of standards or practices to which a use or activity will be held) for various land uses (in progress).	i. County Commission to develop and adopt an anti-littering ordinance to provide a clean, stable community to attract new residents and new business investment. ii. Cibola County to keep abreast of new developments in the alternate energy field and market the County as a place to live to potential permanent workers as well as the temporary construction workforce. Attend conferences and meetings involving alternate energy development. Groups such as the Coalition of Renewable Energy Land Owner Associations (CRELA) and the State initiated Renewable Energy Transmission Authority (RETA) hold regular meetings. County officials should attend these meetings, make themselves known to the players and generally keep abreast of developments in the State; iii. the Cibola County communities (Grants, Milan, Pueblos, Census Designated Places, federal entities in the area) to work together to provide a clean, tidy community; and, iv. Cibola County to work to enhance existing amenities and develop new amenities to attract newcomers (see Chapter 4-Economic Development).							
	Goal 4: Strengthen the Appeal of Cibola County as a Place to Visit	a. provide and present a clean and tidy community appearance; and, b. market the County and area activities, events and facilities.	i. Cibola County Board of Commissioners to prepare and adopt a simple zoning ordinance to aid in the orderly development of County lands (see section 3.72-Implementation Strategies); ii. County Commission to develop and adopt an anti-littering ordinance to provide a clean, stable community to attract new residents and new business investment: and, iii. County Commission, Cibola Communities Economic Foundation, Chambers of Commerce, National Park Service, National Forest Service, the Pueblos, the Ramah Navajo Reservation and the Council of Governments to work together to promote the tourist amenities of the County: the monuments, the wilderness areas, the museums, the special events, the casinos and other facilities and attractions to attract visitors to the area for outings of one day or longer.							

Topic/ Subject	Goal	Objectives	Implementation Strategies or Actions	Priority or Rating Level	Specific Tasks	Responsibility (Organization or Individual)	Estimated Completion Date	Status Date and Further Action Required	Status and Date	Comments or Notes

Economic Development	Goal 1: Showcase County Tourism Opportunities, and Experiences to Visitors and Potential New Residents.	a. Cibola County Board of Commissioners to adopt this Plan as a guide for future development to help promote the economic health of the county. b. County to initiate a comprehensive, coordinated tourism marketing action program.	i. the Cibola Communities Economic Development Foundation to organize a coalition of groups and organizations that include: Grants Main Street, Grants Chamber of Commerce, New Mexico Museum of Mining, Western New Mexico Aviation Heritage Museum, National Park Service, USDA Forest Service, Bureau of Land Management, the Northwest New Mexico Council of Governments, Acoma Pueblo, Laguna Pueblo, Ramah Navajo Chapter, Zuni Pueblo, the City of Grants, the Village of Milan, Cibola County, and others as appropriate; ii. the Cibola Communities Economic Development Foundation and coalition of groups and organizations to develop a set of media promotions that might include a visitor guide similar to Taos, Life at a Higher Level, radio, television, and newspaper advertisements; iii. the Cibola Communities Economic Development Foundation and coalition of groups and organizations to investigate sources of funds for the development of a visitor guide and other forms of promotion. Possible sources include the Certified Communities Incentive program funds which the County already has been awarded, contributions from the coalition members, and selling ads in the visitor guide to businesses and other entities; iv. the Cibola Communities Economic Development Foundation and coalition of groups and organizations to either contact directly the New Mexico Tourism Department or utilize the NM Tourism web site to list County activities. There is no cost to doing this and it is a reasonably good source of advertizing; v. there may be opportunity for Cibola County or Cibola County communities to join forces and resources with other counties or with communities in other counties to offer a joint event that may be bigger and better experience because of the pooling of resources. It may attract more visitors and revenue to the community and perhaps such events will become annual affairs; vi. the Cibola Communities Economic Development Foundation and the coalition of other groups and organizations to develop a calendar of Cibola County events and activities as well as events and activities in neighboring counties and municipalities. Develop a strategy/plan of action to create or plan events at the same time as events in other jurisdictions to share visitors and create additional business for Cibola County. Music festivals, food festivals, antique show and the like are possible new activities that can be considered and then aggressively marketed; vii. the Cibola Communities Economic Development foundation and the coalition of other groups and organizations to join forces and resources with other counties and communities to create a larger event to attract more visitors for a longer period of time; viii. the Cibola Communities Economic Development Foundation and the coalition of groups and organizations to market the County facilities and events aggressively to Kirtland Air Force Base and to Cannon and Holloman Air Force Bases. The public affairs offices of each base should be contacted for help in distributing information to base personnel. Events and activities and facilities are to be advertized in the AFB newspapers. Local businesses are to contacted and their support solicited for the offer of discounts on various services and products to military personnel; ix. specific promotion and marketing, including signage, of the two national scenic byways, New Mexico State Road 53 and Cibola County Road 42, and the specific features and activities offered by these areas; and, x. the County web site is to list activities, events and facilities for visitors. Ensure that the web site information is always current.							
Topic/ Subject	**Goal**	**Objectives**	**Implementation Strategies or Actions**	**Priority or Rating Level**	**Specific Tasks**	**Responsibility (Organization or Individual)**	**Estimated Completion Date**	**Status Date and Further Action Required**	**Status and Date**	**Comments or Notes**

Economic Development CONT.	<u>Goal 2: Promote the County as a business friendly community; a place for new investment and opportunities</u>	a. Promote positive aspects of Cibola County. b. Develop and promote the potential for various enterprises in Cibola County.	i. the County Commission and the Cibola Communities Economic Development Foundation to promote Cibola County as a business friendly community in which to do business through promotional materials, attendance at industrial shows; ii. specific business activities have been identified by the County and the Cibola Communities Economic Development Foundation. If a strategy to attract and help develop these opportunities has not been developed, then a strategy is necessary to pursue each growth opportunity should be developed. The strategy should include what is to be done (specific tasks), by whom and in what time frame. The implementation matrix in Chapter 10 can form the basis for this effort. The County and the Cibola Communities Economic Development Foundation should consider the hiring of a consultant to prepare a comprehensive economic development study and strategy for the County. Some of the specific growth initiatives that might be considered are described briefly below: ➢ <u>Market the Positive aspects of the County.</u> Characteristics such as the beauty of the physical landscape, the low cost of living, the small rural community atmosphere, the excellent healthcare system, and the community facilities and services available are important in this regard. ➢ <u>Cibola County as a Retirement Community.</u> The County should be marketed as "senior-friendly". Characteristics of a senior community will have to be determined and documented. Existing facilities and services must be inventoried and an assessment made about what other services and facilities are needed. How that will be done and financed are important considerations. The Cibola Communities Economic Development Foundation might take on this task or the County Commission might appoint a separate committee to undertake this initiative. Any committee appointed should include City of Grants and Village of Milan representatives. ➢ <u>Alternate Energy Development.</u> Alternate energy in Cibola County represents a potential source of growth to the county in terms of secondary or service business as well as some primary jobs. The County Commissioners and staff are to keep abreast of happenings in the county and the state with regard to alternate energy development in the State and in the nation. Representatives of the County Commission and/or Cibola Communities Economic Development Foundation should attend all events involving potential developments and make known their interest in housing families or individuals in the county communities as well as accommodating new business. Keeping in touch with the Red Mesa developer and others such as New Mexico Energy and Shell Wind Energy and the Coalition of Renewable Energy Landowner Associations is important and will keep County officials in the forefront for new investment and job opportunities for Cibola County. ➢ <u>Mining Opportunities.</u> The County should keep an open mind to the mining industry, particularly the uranium industry. Mining provides good, well paying jobs and represents a considerable investment in the community. The County should work to mitigate any possible negative aspects to the extent possible. ➢ <u>Agri-Business.</u> There appears to be opportunity for the aspects of the agri-business in the county, especially with the possible re-use of the vacant greenhouse complex in Grants. Efforts are being made and should continue to be made to find a user for this facility. In addition to the growing of specific produce, some investigation of the potential for processing of the produce in the county should be made.							

Topic/ Subject	**Goal**	**Objectives**	**Implementation Strategies or Actions**	**Priority or Rating Level**	**Specific Tasks**	**Responsibility (Organization or Individual)**	**Estimated Completion Date**	**Status Date and Further Action Required**	**Status and Date**	**Comments or Notes**

Economic Development CONT.	Goal 2: Promote the County as a business friendly community; a place for new investment and opportunities CONT:		➢ Eco-Tourism. We understand the Cibola Communities Economic Development Foundation is pursuing the idea of eco-tourism activities. The pursuit of this area of tourism in conjunction with an overall tourism package is a worthwhile endeavor. ➢ Route 66 Restoration. See Section 4.5.9 of this Plan for detailed discussion and possible funding sources. ➢ Healthcare Sector. There is potential in this area for growth and job creation. The nursing program at the State University campus is a very successful one and perhaps can be grown to be a major provider of nurses and other caregivers in the state. The Cibola Communities Economic Development Foundation is aware of this and pursuing this possibility as an area of growth for the County.							
	Goal 3: Identify and pursue funding to achieve all economic development initiatives set out in this Plan and other initiatives that may develop as opportunities arise or as developed by other entities such as the Northwest New Mexico Council of Governments.	a. Identify financial and other forms of aid from multiple sources. Identify special designations that may aid the County in financing economic initiatives.	i. for help with a comprehensive economic development strategy and marketing strategy contact the New Mexico Economic Development Department and New Mexico Tourism Department; ii. for help with marketing and advertizing, seek help from New Mexico Tourism Department and New Mexico Economic Development Department; iii. some possible funding-grant and loan-programs that the County should investigate are listed below. This information is taken from the New Mexico Economic Development Department web site, the USDA website, and the New Mexico Finance Authority web site. ➢ Public Project Revolving Fund (PPRF): PPRF is a unique revolving loan fund that funds infrastructure and capital equipment projects with low-cost and low-interest rate loans. The key characteristic of the PPRF is that all participating borrowers, regardless of their creditworthiness, receive 'AAA' insured interest rates; among the lowest interest rates available in the market. ➢ Local Government Planning Fund (LGPF): The LGPF is a New Mexico Finance Authority which provides up-front capital that can be used for water and wastewater projects, long-term master plans, conservation plans, energy audit plans and economic development plans related to Certified Community Initiative funding. The planning money comes in the form of a loan, which may be forgiven when the final project is financed through NMFA. ➢ New Mexico Finance Authority. NMFA has funding available for various types of projects. Of interest here is funding for: plans to implement Local Economic Development Act Ordinances; priority infrastructure plans identified on the County ICIP; and, economic development feasibility studies. ➢ Statewide Economic Development Program (SWEDFA). This is a program that could help new and existing businesses. The New Mexico Finance Authority in cooperation with the New Mexico Economic Development Department participates in a lending program for private businesses and non-profit companies. SWEDFA offers a variety of financing strategies to help fund small businesses including bank participations, direct loans and loan guarantees. Part of the SWEDFA program is the SMART Money loan participation program available to businesses. The SMART Money loan participation is designed to lower the cost for the borrower and share the risk with the bank creating a benefit to both the bank and borrower.							

Topic/ Subject	Goal	Objectives	Implementation Strategies or Actions	Priority or Rating Level	Specific Tasks	Responsibility (Organization or Individual)	Estimated Completion Date	Status Date and Further Action Required	Status and Date	Comments or Notes

Economic Development CONT.	Goal 3: Identify and pursue funding to achieve all economic development initiatives set out in this Plan and other initiatives that may develop as opportunities arise or as developed by other entities such as the Northwest New Mexico Council of Governments. CONT:		➢ New Mexico Mortgage Finance Authority. The County should investigate this source of funding for housing assistance, either for County initiated projects or for home repair programs, home loan or mortgage programs. Representatives of the NMMFA will be happy to attend a County Commission meeting to talk about MFA programs. ➢ Rural Business Enterprise Grant (RBEG). The RBEG program provides funding to rural projects that will finance development of small and emerging businesses. Grants typically range between $10,000 and $500,000; there is no maximum level. Cibola County would be eligible or a private non-profit. Funds may be used for: acquisition or development of land; construction, conversion or renovation of buildings; training and technical assistance and several other uses. ➢ Intermediary Relending Program (IRP). The purpose of the IRP program is to alleviate poverty and increase economic activity and employment in rural communities (population less than 25,000). Under this program, loans are made available to local organizations (private non-profits, public agencies and cooperatives) called intermediaries, to establish revolving loan funds. The revolving loan funds are used to finance business and economic development activity to create or retain jobs in remote or disadvantaged communities. An intermediary may borrow up to $2 million under its first financing and up to $1 million at a time thereafter. Funds may be used for several uses one of which is the acquisition, construction, conversion, enlargement, or repair of a business or business facility, particularly when jobs will be created or retained. ➢ Business and Industry Guaranteed Loans (B&I). The B&I is intended to develop, improve or finance business, industry and employment and improve economic conditions in rural communities. This is done by guaranteeing loans that are made through existing credit facilities. A borrower may be a corporation or other legal entity that operates as a profit or non-profit organization. Loans $5 million and less may be guaranteed up to 80%; for loans between $5 million and $ 10 million the maximum guarantee is 70%; and, for loans greater than $10 million the maximum guarantee is 60%. Funds may be used for several uses. These include business and industrial acquisitions to prevent business closure, business conversion, enlargement, modernization, or repair and the purchase and development of land, buildings, facilities, equipment, and easements or rights-of-way. Some Federal programs may also be available, for the present. Through the Economic Development Administration of the U.S. Department of Commerce, grants are available for three principal program areas: • Public Works projects • Economic Adjustment Assistance Program • Global Climate Change Mitigation Federal Economic Development Grants are normally awarded to communities to revitalize, expand and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies, and generate or retain long-term, private sector jobs and investment. The federal government is looking for substantial return on its investment in terms of jobs or other new investment.							
Topic/ Subject	**Goal**	**Objectives**	**Implementation Strategies or Actions**	**Priority or Rating Level**	**Specific Tasks**	**Responsibility (Organization or Individual)**	**Estimated Completion Date**	**Status Date and Further Action Required**	**Status and Date**	**Comments or Notes**

Transportation		a. Prioritize future county road improvement projects according to their classification and use (i.e. school bus route, arterial, collector, local road, etc.). b. Encourage municipalities to prioritize future road improvement projects according to their classification and use (i.e. school bus route, arterial, collector, local road, etc.). c. Identify areas warranting special consideration due to frequent accidents. d. Identify areas warranting special consideration for storm drainage for which many areas are cited in the City of Grants and Village of Milan Drainage Master Plan. e. Provide a transportation system that focuses on the immediate needs of the community.	i. Continue to incorporate the anticipated cost of the prioritized street improvements into the Cibola county budget. ii. Pursue fair and efficient roadway upgrade and maintenance agreements with the other Entities within the County that have roadways, including subdivisions, municipalities, NMDOT, the Pueblos, the BLM, and the Forest Service. iii. Pursue financial assistance from the CDBG Construction Grant Fund, NMDOT Local Government Road Funds, State and Federal Legislative Appropriations and other sources to complete construction of the prioritized roadway infrastructure improvements. iv. Pursue improvements cited in the Northwest New Mexico Regional Long Range Transportation Plan pertaining to Cibola County with regard to other plans that have common suggestive improvements. Some considerations for roadway improvements may include: i. Improving the Back Country Byway (also known as County Road 42) to a graveled road as it would connect Zuni Canyon Road with Pie Town Road to provide a graveled roadway through central Cibola County. This upgrade would additionally serve as access to the scenery and attractions in central Cibola County. The Back Country Byway resides in the West Malpais Wilderness Area and is addressed in the El Malpais Plan (BLM document) as it serves access to the Chain of Craters. Many recreational improvements are put forth in the El Malpais Plan including conceptual upgrades which involve upgrading dirt routes in the area to an all-weather surface. This improvement is additionally put forth in the Northwest New Mexico Regional Long Range Transportation Plan (NNMRLRTP) for the paving of this route. In addition to the BLM documents, and the NNMRLRTP, the Pueblo of the Acoma transportation plan addresses this route and the many attractions to visit. NMDOT may be another entity with an interest in this upgrade. It is recommended that Cibola County consult with the BLM Albuquerque Field Office to lobby for the BLM to upgrade the 26 mile dirt route to an all weather driving surface. ii. Improving Zuni Rd from dirt to an all-weather surface as it is a travel path to newly acquired lands for the Zuni Pueblo. It is recommended that Cibola County consult with the Zuni Pueblo to propose that the Pueblo fund a roadway upgrade from dirt to gravel							
Community Facilities	<u>Goal 1: Increase Recreational Usage of Assets for Residents and Visitors.</u> <u>Goal 2: Present a Clean and Tidy Community Appearance for Visitors and Potential New Business Investment.</u>	a. develop a strategy for redevelopment of sections of Route 66; b. County to aggressively advertize current events put on by the County; and, c. County to develop new recreational facilities and events in line with the economic development goals and objectives of this Plan.	a. County Commission to adopt an Anti Littering Ordinance; and, b. County to organize a community-wide clean-up campaign with events to occur at least twice each year. The Cibola County Schools should be enlisted for support and student volunteer labor.							

Topic/ Subject	Goal	Objectives	Implementation Strategies or Actions	Priority or Rating Level	Specific Tasks	Responsibility (Organization or Individual)	Estimated Completion Date	Status Date and Further Action Required	Status and Date	Comments or Notes

Hazards Mitigation	Only one goal, objective, and action is of prime importance here. The County of Cibola County is party to two major comprehensive hazard plans: Cibola County, New Mexico Comprehensive Mitigation Plan; and, the Cibola County Community Wildfire Protection Plan. Both Plans have requirements to be reviewed annually and updated every five (5)-years at a minimum. In addition, both plans require staged practice exercises.		The recommended action is that Cibola County participates in any practice exercise and that it be involved with an annual review of both plans to keep them current with local and national situations and with technological advance, as well as including a plan for any acts of terrorism. The plans are good practical documents and should be followed. Both plans contain many preventative measures that go a long way to mitigating the described hazards.						
Green Communities	<u>Goal 1: County of Cibola County to become a sustainable, green community.</u>	The County of Cibola County shall: a. encourage energy efficient refurbishing of homes and businesses; b. maintain a compact land use pattern; c. reduce the amount of solid waste sent to the landfill; and d. initiate a program to educate County residents and business owners about greenhouse gas emissions and energy conservation measures.	a. it is recommended that the County set up a committee made-up of Board of Trustee members and residents to carry out the objectives and actions proposed in this Section 9.4; b. encourage the use of solar panels by residents and businesses to reduce use of fossil fuels; c1. adopt this Comprehensive Plan and follow the specific objectives and strategies set out in Section 3.7 of this Plan; c2. encourage the development of existing undeveloped lots in the County. This represents infill and will make more efficient use of existing infrastructure. The County should consider making a few of its lots available for new homes as a housing seed project; c.3 maintain a compact pedestrian friendly commercial area; c.4 approve new subdivisions and site developments that are energy efficient. Create higher density residential uses and keep road lengths to a minimum to reduce driving and thus reduce use of fossil fuels; d. promote more recycling in the County to reduce the amount of trash delivered to the landfill site; and e. County Board of Commissioners should initiate an education campaign to inform residents and business owners of the effects of greenhouse emissions and the methods that will help mitigate these effects. The campaign should also educate residents and business owners about energy conservation measures such as purchasing energy efficient appliances, replacing incandescent lighting with helical bulbs or other low energy usage lighting.						

APPENDICES

APPENDIX 1 – Population Characteristics – Ethnicity-Detailed Listing

2010 Population Characteristics-Ethnicity: Cibola County, City of Grants, Village of Milan, Laguna, Acoma Pueblo, and Zuni-Ramah Navajo

Ethnicity	Cibola County			City of Grants			Village of Milan			Laguna, CCD			Acoma Pueblo & Trust Land			Zuni-Ramah Navajo, CCD		
	Number	%		Number	%		Number	%		Number	%		Number	%		Number	%	
Total Population	27,213	100.0		9,182	100.0		3,245	100.0		4,459	100.0		3,011	100.0		2,089	100.0	
Hispanic/Latino	9,934	36.50		4,782	52.08		2,178	67.12		486	10.90		74	2.46		79	3.78	
Non-Hisp/Latino	17,279	63.50		4,400	47.92		1,067	32.88		3,973	89.10		2,937	97.54		2,010	96.22	
Alaskan Native:	Tribe Alone	Tribe Alone or in Comb with 1 or more Tribes	Tribe Alone or in any Combo	Tribe Alone	Tribe Alone or in Comb with 1 or more Tribes	Tribe Alone or in any Combo	Tribe Alone	Tribe Alone or in Comb with 1 or more Tribes	Tribe Alone or in any Combo	Tribe Alone	Tribe Alone or in Comb with 1 or more Tribes	Tribe Alone or in any Combo	Tribe Alone	Tribe Alone or in Comb with 1 or more Tribes	Tribe Alone or in any Combo	Tribe Alone	Tribe Alone or in Comb with 1 or more Tribes	Tribe Alone or in any Combo
Athabascan	2	2	3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Aleut	2	2	2	1	1	1	0	0	0	0	0	0	1	1	1	0	0	0
Inupiat {Eskimo]	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Tlingit-Haida	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tsimshian	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Yup'ik	4	4	4	1	1	1	0	0	0	0	0	0	3	3	3	0	0	0
American Indian:																		
Apache	48	58	72	6	8	15	7	7	9	21	24	25	6	7	8	2	8	10
Arapaho	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0
Blackfeet	4	4	7	0	0	1	0	0	0	3	3	3	0	0	0	0	0	0
Canadian & French American	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Central American	4	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cherokee	18	23	63	4	4	25	3	3	4	1	1	1	1	1	1	1	6	13
Cheyenne	2	6	6	0	1	1	0	0	0	1	1	1	1	2	2	0	0	0
Chickasaw	0	0	**0**	0	**0**	0	0	0	0	0	0	0	0	0	0	0	0	0
Chippewa	9	10	13	1	1	2	1	1	1	3	3	3	0	0	0	3	4	4
Choctaw	29	29	41	12	12	16	4	4	4	1	1	1	1	1	1	0	0	0
Colville	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Comanche	8	8	8	1	1	1	0	0	0	3	3	3	0	0	0	4	4	4
Cree	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Creek	3	3	7	2	2	2	0	0	0	1	1	1	0	0	0	0	0	1
Crow	6	6	6	0	0	0	0	0	0	6	6	6	0	0	0	0	0	0
Delaware	6	7	7	2	2	2	0	0	0	0	0	0	0	0	0	2	3	3
Hopi	31	50	54	6	12	14	0	0	2	21	24	24	2	6	6	2	6	6
Houma	0	0	1	0	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Iroquois	3	3	4	0	0	0	1	1	1	0	0	0		2	2	0	0	1
Kiowa	5	6	6	0	0	0	0	1	1	1	1	1	3	3	3	1	1	1
Lumbee	1	3	3	0	0	0	0	0	0	0	0	0	0	0	0	1	3	3
Mexican American	10	10	11	8	8	8	1	1	1	0	0	0	0	0	0	0	0	0
Navajo	3,204	3,335	3,458	776	811	861	280	296	317	229	238	241	94	127	128	1,604	1,639	1,658
Osage	4	4	5	2	2	2	0	0	0	0	0	0	0	0	0	0	0	0
Paiute	1	3	3	0	0	0	0	0	0	1	1	1	0	0	0	0	2	2
Pima	13	25	25	5	5	5	2	2	2	2	2	2	0	0	0	1	13	13
Potawatomi	6	6	6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pueblo	6,698	6,801	6,986	398	424	462	42	54	65	3,527	3,529	3,590	2,592	2,628	2,667	65	81	91
Puget Sound Salish	0	0	1	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0
Seminole	1	1	1	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0
Shoshone	4	4	6	1	1	3	0	0	0	0	0	0	0	0	0	0	0	0
Sioux	21	28	33	0	2	3	0	3	5	8	8	8	4	4	4	5	6	8
South American	1	1	2	0	0	0	0	0	0	1	1	2	0	0	0	0	0	0
Spanish American	3	3	5	1	1	2	0	0	0	1	1	1	0	0	0	0	0	0
Tohono O'Odham	19	19	21	6	6	8	0	0	0	10	10	10	3	3	3	0	0	0
Ute	9	10	10	4	5	5	0	0	0	1	1	1	3	3	3	0	0	0
Yuman	6	6	6	0	0	0	0	0	0	6	6	6	0	0	0	0	0	0

APPENDIX 2 – Public Participation Meeting Notes

Notes from the meetings as well as the PowerPoint presentations were posted on the County web site.

Town Hall Meetings Outcomes-March and April 2014. (102 attendees total for four meetings)

Residents Meeting-General: Cibola County Senior Center: March 31, 2014: 11:30 a.m.

*Meeting began @ 11:35 am
*Meeting attended by 52 residents (not all residents signed in)

Rick Draker and Theressa Panciera of R.M. Draker and Associates were present to conduct the meeting. Rick Draker facilitated the meeting.

Mr. Draker presented information through a PowerPoint presentation.
Following the presentation, Mr. Draker posed several questions to the group.

Draker: What do you like about Cibola County? Why do you live here?

- Low taxes compared to ABQ
- Close knit community
- Climate
- Cost of living is cheaper
- Small, safe community
- Friendly people – look after each other
- Good school system

Draker: What would you like to see in the County to make your lifestyle better?

- New Manufacturing firms – with local management
- Better library
- HMO doctors are needed
- Sam's Club or Costco
- Grocery store (have Wal-Mart and Smith's); more competition
- Walgreen's is coming
- Staying the same is fine; however the youth won't stay - Need more job opportunities to keep our young people here.
- Bus depot
  - Currently call Milan for transportation needs
  - Needs to be more handicap accessible
- Bus to ABQ – daily or weekly - to connect smaller towns to the larger ones
- Commercial Greenhouse – Hydropod (currently not in service)
- Farmers' Market
  - The one last summer was very sporadic – not consistent
- Clean up the County – weeds, litter, tires, buildings, etc.
  - Maybe use the prisoners to do so

Draker: Do you want to see some growth in the County/

- The audience generally agreed that some growth was desirable and necessary.
- A few did not want to see much change.

Draker: How much growth is desirable? How much is too much?

- Don't want a big city size because crime and other problems follow; e.g., too much traffic

- 35K is not too large – 100K is too large
- Big enough to bring some additional businesses and amenities but not big enough to bring big city problems

Draker: What do you think of Uranium making a come-back in this area?

- Not a good idea – dangerous (some thought it was not a good idea. Others were supportive of the growth it could bring)
- What they are talking about doing now is not what was done before and supposedly will not create the same environmental problems as before
- Will use a leaching technique
- Excessive use of water
- They know how to do it now – e.g.: using protective clothing and equipment
- If the water could be recycled the community may feel different – right now it seems like a total loss of water

Draker: What about coal industry?

- Coal is done. No mines in Cibola. However, the mines in McKinley use labor from Cibola County.

Draker: What are some barriers for development?

- Streets in Grants are in poor condition – need maintenance
- Water
- Don't have the skills here to attract an industry – maybe get with the colleges to see what's needed and how they can help to provide it
- More marketing and advertising is required
- Appearance not inviting: old buildings, litter and weeds.

What are the strengths?

- Good High School, Community College, NMSU
- Tourism is good base to build on. Cibola has a variety of features and events to offer
- Bike trails/hiking trails – "adventure" things would be great

*Meeting adjourned @ 12:30 PM
*No comment cards completed

Residents Meeting-General: Cibola County Convention Center: March 31, 2014: 5:30 p.m.

*Meeting began @ 5:40 pm
*Meeting attended by 7 residents

Rick Draker and Theressa Panciera of R.M. Draker and Associates were present to conduct the meeting. Rick Draker facilitated the meeting.

Mr. Draker presented information about comprehensive plans through a PowerPoint presentation.

Following the presentation, discussion initially focused on economic initiatives.

Public Comments on economic activity were as follows:

- We have good facilities and natural features in the County and good events; we lack advertising
- Community has never really promoted tourism in a coordinated fashion.
- Tourism activities and features:
  - Chamber of Commerce is holding a Marketing presentation on April 23rd at noon
  - Mining Museum
  - Route 66 – have the largest stretch from Mesita to the Continental Divide. Need to develop and promote Route 66 heritage
  - Fire & Ice event; this is the 14th year

- Grants Rodeo Association – have the oldest rodeo in the nation – over the 4th of July weekend
- Proposed walk/bike/riding trails
- Have Continental Divide Trails – hikers consistently going up to Mount Taylor
- Currently working on Legacy Trail along the river in Grants
- Visitor's Center – have day trips available

- Want to do Eco-tourism
  - Utilize the land in different ways; let people experience culture and lifestyles first-hand
  - County has never advertised or capitalized on these resources

Draker suggested advertizing on the NM dept of Tourism web site, if that is not done now

Draker suggested marketing to Kirtland Air Force base personnel. Offer some incentives and see what happens.

- Natural Resources – Uranium and Coal
  - Think all the coal mines are in McKinley and San Juan Counties, but McKinley mines use Cibola labor
  - Uranium in San Mateo
  - Uranium mining in and around Marcus
  - Mining companies in process of getting permits
  - Looking at a leaching process this time, but it uses a lot of water that the County does not have to spare
  - Jobs from the uranium industry would be great
- Alternative Energy-
  - Red Mesa Wind Farm – was old ranch
  - A solar field is proposed in the County as well
  - Some jobs will come from alternate energy activities
- Military uses the airport to train
- Para-rescue training done here
- Building Businesses –
  - Clean-up is required – weeds, abandoned buildings, etc. (MainStreet in Grants is working on this as is the City Administration)
  - Have 200 students graduate each year but there are no jobs to keep them here
  - Need retirement housing (no kids) behind the River Walk/Amphitheatre
  - We don't cater to senior citizens and we could
  - Need businesses to attract and support the tourists
  - Need a company to come in who understands our strengths and weaknesses
- Farmer's Market –
  - Was a 1st time event last year
  - Date was during the week and not a weekend – MainStreet has changed for this year
  - Have short growing season
  - Had few vendors last year
  - Draker suggested having an indoor location that would allow the market to function all year

Draker: You have indicated you want to see growth and development. How much growth would you like? How much is too much?

- Slow-paced growth – need a specific goal in mind
- Nothing hap-hazard
- The history of development especially with the uranium industry has been fast-paced
- Had 3-4 major grocery stores; mobile home parks, several restaurants, etc; - then the bottom falls out of the uranium market and we see businesses fold and people leave in large numbers.

Draker: What Economic Groups or Committees exist in the County?

- Chamber of Commerce
- Cibola Communities Economic Development funded by Milan, Grants and Cibola County
- SW COG
- Grants MainStreet (Gallup is sister-city)

Draker: Do these groups work together?

- Starting to do so.

Draker: What characteristics of living in Cibola County do you value?

- Safety – don't need to lock doors
- Cost of housing and land are lower than in ABQ
- Grants has one of the best hospitals in the state for a smaller community
- Inexpensive to live here
- Reasonable utility prices
- Easy commute to ABQ
- "small town mentality"
- Good neighbors
- "home town feel" –
    - e.g.: grocery shopping and forget wallet – take food home and return to pay later
    - e.g.: get car repaired now and pay in full later or in installments; mechanic will open shop if closed and get you the part needed

Draker: Other issues?

- County has a 49% literacy rate (reading & comprehension)
    - Not good when trying to bring in business/industry
    - EX: Red Mesa had 300 construction jobs available and only 30 from Cibola County were hired, and most lived in ABQ
- Youth don't know what there is to see and do in our County – there is so much to do here
- Quality vs. Quantity
- Need a skilled labor force-trades
- How do we get funding – grant money? (Did get CCI funding)
- We need housing of all types
- We need to promote our tourism activities

*Meeting adjourned @ 7:10 PM
*No comment index cards completed

Residents Meeting-General: Milan Parks & Recreation Center: April 7, 2014: 5:30 p.m.

*Meeting began @ 5:35 pm
*Meeting attended by 13 residents

Mr. Draker presented information about comprehensive plans through a PowerPoint presentation.

Following the presentation, discussion initially focused on economic initiatives.

The Grants mayor raised an issue about water quality and possible contamination:
Major water issues exist – have plume – ROCA
He also mentioned that besides the Visitor's Center, there are two other informational centers in the area.

What is it about Cibola County that keeps you here? What do you like?

- Diversity of the landscapes and people
- Small
- Close to freeway
- Close to airports
- Close to ABQ
- Not "kissing cousins" with neighbors – wide open spaces
- Close knit community

- Safer than ABQ

What don't you like?

- Drug usage, especially Meth has increased
- More violent crime
- More homeless are coming in
  - Mostly inebriated
  - Influx over the past 3-yrs
  - Mostly from Gallup

Want to see growth?

- Yes!
- 15% as long as the industry is present to bring in jobs
- Have state prisons but still not enough County jobs
- Don't have enough skilled jobs/labor
  - Have limited work force
  - Students going to AZ and TX
  - Community college is ready to "gear-up" and get students ready for whatever industry will come

What are your thoughts about Uranium?

- Have resources to develop and should do so carefully
- Uranium Companies are still "on-the-hook" for clean-ups and some clean-up is not yet done from the last "boom"
- Drilling on Mt. Taylor (Volcano) is under discussion and is controversial as this is a sacred place for the pueblos.
- Seems like the dollar value of Uranium is decreasing – it may not be worthwhile
- Uranium Industry is different today and many more safeguards:
  - New safety regulations – more stringent
  - Different technology to mine
  - Need reclamation bond prior to breaking ground
  - Have the 2nd largest core body of Uranium in the US
  - Have potential of good paying jobs – 1000 to 2500

What are your thoughts about coal?

- Mines are actually in McKinley County
- But, employees are pulled from Cibola County

Solar Farm:

- Being put in East Cibola County
- Provides funding for schools
- Increases the property values
- Clean and unobtrusive

What are your thoughts about tourism?

- Not packaged correctly to pull people in off the freeway
- Create a brochure like the "Enchanted Circle"
- Build on other activities – "coat-tail"
- Grants hotels DO NOT offer a military discount
  - Lose potential business
  - Kirtland has a brochure for all newcomers
- Hotel prices increase for the Fire & Ice Bike Rally, which also drives business/people away
- Grants used to have a October Fest
- Fire & Ice is a great event; however, too much of a police presence (tend to outnumber the guests)

Manufacturing Opportunities:

- Homes –
  - Have two portable building companies here
  - Mount Taylor Manufacturing no longer has grade lumber
- Milan –
  - Has an active spur
  - Has industrial site – not serviced, utilities are in /around it
- Industrial site in Grants is serviced

Healthcare:

- Have a County Hospital
  - Operates in the black
  - Does very well
  - Health issues with mining employees
    - 1 doctor has 500 patients and not taking any more
    - Need more specialists in the area
- Oncologists
- Respiratory therapists
- Physical therapist
- Mental health providers
  - Community College Nursing Program – need "home-grown" staff
  - Received a grant from Con Alma to receive and keep doctors here
    - Reimbursement for services is very slow – at least 6-months

Agriculture:

- Have the greenhouse out near the golf course that is no longer active. Should find a way to make use of this major facility.

Golf Course:

- 18-hole championship course
- One of the hardest courses in the state
- Has little restaurant, meeting rooms

Events:

- Had a yearly festival
  - Usually May 2nd
  - Used to raise $40k to put events on for free
  - Drug and alcohol free
  - No longer have the volunteers for it
- Balloon Rally
- Need to work on events a year in advance

Geo/Eco-Tourism:

- People want to do things – not just see or visit
- Navajo Nation – "adopt" a person into their family for 3-4 days and that person or persons "live the family life"
  - Navajo families would get a stipend to host a person/family
- Community College used to run an elder hostel program
  - Was very successful and profitable
  - Word of mouth advertising
- Maybe start with a youth hostel
- Route 66 brings in people from France/Germany/Japan

Housing:

- Not sufficient- all types and prices
- Do not need any more mobile home parks
- Affordable single family homes needed home
- Retirement community is needed
  - Difficult due to healthcare needs
  - Public transportation also an issue
- Zoning – metal buildings in business districts
  - Doesn't look permanent
  - Gives people the wrong impressions
- If there are no ordinances – there is no protection
- Need people to enforce ordinances
- Dumping –
  - Occurs everywhere
  - Used to have the inmates cleaning up
  - Had to stop – didn't have enough corrections officers to cover inmates and facilities
  - Maybe have a "Trash Day" – bring in large bins to collect

Poverty is an issue

- High illiteracy rate

Future Foundations to Build Community:

- Start with the kids when they are really young
  - Get them involved with the community while growing up in the school system
  - Get the youth to educate the elder population
- Workforce Readiness testing for the high school students
  - Being rolled-out with the Community College and High School
  - Use the data to attract businesses with the skill set
- Have a "Youth Day" Event – bring different groups together (i.e. Girl Scouts, Brownies, etc.)

Have lots of volunteer groups but not one cohesive vision – County needs a long-term vision towards which it can work.

*Meeting adjourned @ 7:35 PM
*No comment index cards completed

Residents Meeting-General: El Morro's Old School Gallery: April 14, 2014: 2:00 p.m.

*Meeting began @ 2:20 pm
*Meeting attended by 32 residents (not all residents signed in)

Rick Draker and Theressa Panciera of R.M. Draker and Associates were present to conduct the meeting. Rick Draker facilitated the meeting.

Mr. Draker presented introductory information about comprehensive plans through a PowerPoint presentation.

Discussion took place through a series of questions asked by Rick Draker.

Why do you like living here?

- Real rural area
- "we don't need to be like Europe"
- Grants/Milan requirements are not what rural needs/wants
- Diversity – sense of difference yet cohesiveness

- Mutual support
- Beauty
- Clean, clean air, good water, quiet, beauty
- There is an opportunity here since it's not regulated
- Keep the balance of power to the small people
- Sometimes have safety issues
- "Friends of 53" focus on Hwy 53 as a tourist attraction
- Really like the darkness at night – need different lighting regulations here
- Moved here to get away from population and urban areas
- Enough space between people
- Deep water is available
- Developments on Hwy 53 enhance it – attract tourist dollars
- Industries that use the roads need to help maintain the roads
- Not much economic development here – hard to make a living
- People travel a long way to shop and go to school
- Fence Lake:
    - Need roads here –
        - not wide enough
        - not properly maintained
        - need culverts
        - no shoulders
    - No garbage service here – pay private contractor
    - No recycling
    - Have no school
    - Don't use the Community Center they have – no one has keys for it
    - No support – County Manager is sick and never there, but Rheganne is trying to do good things.

Tourism:

- If it increases, how will that affect my way of life?
- We are within a 1-day visit to six (6) visitor sites and pueblos
- There is fishing, hunting, hiking
- People don't stay here, they stay in Grants/Gallup
- Question: What does tourism give the County? Why is it always the number 1 goal?
    - Answer: there are benefits but also non-benefits
    - Want to keep it unique (i.e. Santa Fe "look")
- We don't have that much tourism traffic
- Feel need some regulation – land use ordinance
- The basic parameters are air, water, quiet and the dark – as a business owner I need to fit into that
- Afraid this will bring fast-food restaurants, large signs, etc. – want to keep mom/pop shops
- "Night Sky Act"
- HWY 53 is a Scenic Bi-way
    - Very limited signage

Why do you dislike about living here?

- The Fire Department is in McKinley County
- Ambulance service is from Pine Hill/McKinley County
- No State Police coverage
- Pine Hill provides law enforcement ONLY if a neighboring area requests it.
- Mr. Draker explained that the land use ordinance being talked about was not a "zoning ordinance"; rather, it will be an omnibus type of ordinance that deals with siting of manufactured homes; screening of salvage yards, dumping of tires, some property maintenance matters, and, other situations. He asked: "How would you feel about zoning ordinance?

    - Answer: depends on who writes them. Keeping it simple is ok (for land use as well)
    - Comment: would be ok if written into the document that can't change without a vote of area residents
- Our County Commissioner lives on the Reservation
    - Need the County to pay attention to our needs and wants
    - Seems like the only desire Cibola County has for Fence Lake, here, and other County areas is our property taxes
        - Why do all property taxes go to Grants?
- No school system here
- Roads not up to standards
- Gravel trucks and other large trucks on Hwy 53 – have a gravel pit just down the road.
    - Hundreds drive through daily
    - Safety is a major issue
        - Trucks travel too fast – is very dangerous in spots
    - Is there a way the gravel companies can reclaim the land?
        - Very ugly, especially when seen from above
- Ramah Navajo Chapter (not a pueblo):
    - We have enjoyed this area for centuries
    - Have new developments
    - Conservation Area, Zuni Pueblo, private lands and ranches all border us
    - Now subdivisions are appearing without our input
    - Now forced to provide services
    - Ramah Chapter has 1st Responders but there are jurisdiction problems/issues
    - Want "clean" developments
    - Have a land use plan
    - Cemeteries are all over the place
    - We don't want Grants/Milan speaking for us
    - We don't have representation from politicians unless it is Election Day
    - Ramah had a BIA Agency that closed down, but is hoping to reopen

Mining:

- Did marginally affect our area
- Some jobs
- Water issues
- Contamination still an issue

What are your thoughts about Uranium?

- Leeching really isn't a safe process
- Take water(by San Mateo Mine)
- No one present wants a resurgence or Uranium
- Contamination still a major issue
- Clean-up of old mines would create jobs
    - Has the County thought of continuing the clean-up?
    - The clean-up for the Navajo Reservation was at least $1 million

Water:

- Private/agriculture should be able to drill well for own personal usage – with NO meters
- In Fence Lake, have 100 ft of levee but no water
- Sodium in water – costly to treat
- Fence Lake does have a community well
- Need an ordinance to protect individual land owners
- Deep water is brackish
- Have major pockets of water here that may be shared
- Zuni River litigation – state must quantify and provide better water

- Ramah Navajo Chapter:
  - Can find water up to 800 ft
  - Have 2 wells for the entire community (300 ft)
  - Have to have treatment plants for it

Detention Center (not prison) here
Weaver's Association produces rugs
"Fall Ancient Way"
Comments of Mitzy Frank – U.S. National Park Service-Monuments:

- I am charged with preserving the air quality, night skies, and natural resources, but also provide for use and development
- Concerned that the quarry presents air quality and safety issues
- Truck traffic can be dangerous
- Need to protect land values/quality of land
- There is a "sense of being here – a step back into an earlier time"

Subdivisions:

- We have way too many subdivisions here that haven't been sold
  - Most are 5-acre plots
  - Pine Meadows
  - Timberlake has 800 of the 5-arcre lots

Alternate Energy:

- Concerned about how it will be sited prior to being "put up"
- Solar –
  - Keep the grid separate
  - Can do on own
  - Some panels seem to be more strategically placed
- Wind Farms –
  - Laguna has some
  - "Ghastly" – visually ruins the scenery
- Just don't have anything on Hwy 53 – maybe "Out in the boonies" would be ok

A resident introduced SET – Stronger Economies Together and invited people to attend meetings.

- Region-wide effort – Cibola, San Juan and McKinley Counties
- USDA
- Create grassroots on up conversations
- 1st round of meetings:
  - 29 April – Shiprock
  - 30 April – UNM Zuni from 1-4 pm
  - 1 May – Grants 9am-Noon

Several residents asked if there could be some additional notification of these public meetings. Some residents indicated they would get information out to other residents if they had the information soon enough. Mr. Draker said he would speak with Ms. Horacek and see what else might be done.

Mr. Draker thanked everyone for coming out to the meeting and for their contributions to the discussion. He said that the next round of meetings will be in August or September this year.

*Meeting adjourned @ 4:35 PM
*No comment index cards completed

APPENDIX 3 – 2nd Public Participation Meeting Notes

Notes from the meetings as well as the PowerPoint presentations were posted on the County web site.

Town Hall Meetings Outcomes-_Second set of meetings on October 13th, 14 and 16, 2014.
(58 attendees total for the three meetings)

Residents Meeting-Old School Gallery, El Morro: October 13, 2014: 2:00 p.m.

14 PERSONS ATTENDED THE MEETING (not everyone signed the sign-in sheets)

Rick Draker and Theressa Panciera of R.M. Draker and Associates were present to conduct the meeting. Rick Draker facilitated the meeting.

The meeting began at 2:05 p.m.

Discussions:

The RMDA Plan does a great job highlighting 53; however,

- Comment: Add scenic highways (2) SR. 53 and 42.
  - They have no signs on them
  - Organizations associated with scenic byways suggest that there be common standards
- Comment: Also, Continental Divide Trail is heavily travelled as well as other trails

Our Commissioners don't help us – they "appear" only at election time

Observation on Zuni

- Comment: Do you have any idea what's going on with the new airport in Zuni?
  - Response: According to Cog, just talk for the past several years. A heliport is proposed for medical transport. That is likely to happen.
- Comment: Are they planning a casino?
  - Response: Nothing that we aware of.
- Comment: Whatever they are planning could impact our area
- Comment: It seems like if there is funding available, they will get it and use it for something that's not needed

Question: Are you aware of any development projects for 53?
Response: Nothing proposed for current fiscal year except crack sealing through the 3 counties Cibola, McKinley and San Juan)
NMDOT project manager told RMDA that there are no other plans in the offing in the foreseeable future

Comments:

- Roads:
  - Need physical maintenance
  - Concrete trucks run on S.R. 53 24/7 some days
- Transportation:
  - What's the feasibility to bring in a shuttle service – bring in visitors in from grants/Milan

- Lighting
    - No "bright/neon" lights/signs please – use secondary lighting. Any development is to respect the "Night Sky Act"

Service Issues-Comments:

- Rural Fire/Rescue
    - The area needs emergency services – our taxes pay for them but we don't have them
    - Need airlift services as well
        - Have limited helicopter services
        - "lucky" if can get to a hospital
    - Pine Hill Clinic has an EMT
    - El Morro to Ramah is 26 miles and Zuni is 40 miles
    - Need fire/emergency services in order to get hotels/restaurants etc.
    - Would be great if the County could show where fire/emergency services are needed (suggestion was for a map of locations to be prepared)
    - Some areas like Timberlake (which is both Cibola and McKinley Counties) have a restricted governance

There be no other comment or question, Mr. Draker thanked everyone for coming out to the meeting and for their contributions to the discussion.

NOTE: A list of written comments on specific sections of the draft Plan was submitted. These comments appear in Appendix 4 to the Plan. Most of the comments and suggestions were incorporated into the Plan.

The meeting adjourned at 3:15 p.m.

Residents Meeting-Fence Lake Community Center: October 14, 2014: 6:00 p.m.

39 PERSONS ATTENDED THE MEETING (not everyone signed the sign-in sheets)

Rick Draker, Theressa Panciera and Lawrence Johnson of R.M. Draker and Associates were present to conduct the meeting. Rick Draker facilitated the meeting.

The meeting began at 6:05 p.m.

Discussions:

Comment on the Proposed Economic Initiatives: Why would we need to worry about increasing revenue?

- Need to get out of the hospital business and the healthcare business
- Need to get into roads and emergency services only

Response: Mr. Draker responded that the economic initiatives are designed for the betterment of the entire county, hopefully, with the result that more monies are available to provide Fence Lake and other remote areas with better road and emergency services without increasing taxes.

Comment: The Comprehensive Plan seems centered on I-40 and Grants

- Fence Lake is treated like we don't exist

Response: Mr. Draker stated that although 50% of the county population is in Grants/Milan, the Plan is not at all focused there. The Plan in terms of land use and economic initiatives and growth scenarios is

focused on the County as a whole, not any single part of it. Fence Lake is designated as a potential growth node.

Police Coverage

- One member of the public commented**:** We never see the police–usually 1-1/2hr response time
- Other members of the public commented that this was not true. In fact, the Sheriff's office is responsive to calls for assistance and police vehicles are seen in the area.

Comments on Services and Taxation

- Property taxes increase every year; services do not seem to get any better
- Our taxes go to Catron County for schools
- Services provided are few compared to what is paid in property taxes
- Road 35A–washboard – damages vehicles- no maintenance
- Road service happens once every six months
- 911 calls are routed to Reserve then to Fence Lake – takes too much time
    - A resident suggested that if a cell phone serviced out of Quemado, then 911 call goes to Reserve, but if you contract for service out of Grants, it will go to Fence Lake
- Comment: When Quemado does phone upgrades, other areas lose service
    - Cell phones in the fence Lake area have limited service range
    - A cell tower would be nice
- Very few residents have land-lines because of the cost of installation

A resident noted that Fence Lake gets electric service from Socorro Electric, not the Continental Divide.

Mr. Draker said he would make the correction to the Plan.

A resident asked Mr. Draker to define "maintenance and development standards"

- If this is a Grants/Milan problem, then it should be outlined as such

Response: Mr. Draker said that this is a reference to an ordinance being developed by Cibola County that will address property maintenance issues, yard litter and development standards for specific uses such as manufactured homes and salvage yards. These matters are county issues, not Grants or Milan issues alone. Mr. Draker also noted that this plan only covers Grants and Milan in a broad general way. Grants and Milan have their own plans and ordinances for some of these matters and the County is not directly involved.

Promoting County

- **Resident question:** Has the County decided to use social media to promote?
- A representative from Cibola County responded: "The Grants Chamber of Commerce has social media, and the Cibola Communities economic development Foundation is in the process of hiring a Marketing Director to do that for the County as well as many other things."

Public Comment on the issues of Uranium Mining making a comeback

- Water safety is the major issue of concern.

Energy Concerns

- Mr. Draker was asked if the Plan includes adjacent areas such as St. John's (AZ Power Plant Environmental Project) and Springerville Power Plants (Salt River Project in Springerville, AZ).

These are coal-fired plants and they clean their stacks on Sundays which causes rain shadows over this part of Cibola County.

Response: Mr. Draker said no, data for the green Communities chapter was collected from New Mexico suppliers of energy to Cibola County residents. The Arizona companies were not included and we did not have any data for these companies.

Much general discussion then took place around road maintenance, emergency or protection services, and cell phone services.

Mr. Draker said that the Plan could not solve cell phone issues and response times to requests for help. Mr. Draker agreed to add a paragraph with Fence Lake's concerns about road maintenance and emergency services to the Plan.

A few residents commented that people in fence Lake and vicinity chose to live here for a reason: the environment, the isolation, etc. So. There will be disadvantages to living here. These are things you accept along with the positive aspects of living in a rural area that is remote.

There being no further comment or discussion, Mr. Draker thanked everyone for coming out to the meeting and for their contributions to the discussion.

The meeting adjourned at 7:20 p.m.

Residents Meeting-Cibola County Convention Center, Grants: October 16, 2014: 6:00 p.m.

5 PERSONS ATTENDED THE MEETING

Rick Draker and Theressa Panciera of R.M. Draker and Associates were present to conduct the meeting. Rick Draker facilitated the meeting.

The meeting began at 6:05 p.m.

Discussions:

Question: Where's the largest concentration of the County subdivisions?

Response: In the eastern and north half of the County outside public and pueblo areas. Mr. Draker illustrated the locations on a map of the County.

Question: With regard to the Development Management area along Highway 53, is the County going to come up with criteria or a plan for the public to provide input? Consideration of developments needs to be consistent.

Response: Mr. Draker said that the Plan requires public notice within a set distance of the proposed development. The Plan will recommend that a set of general criteria to use in considering developments be prepared. These do not have to lengthy or complicated.

Marketing: (suggestions from public)

To the list of facilities available in the area the Plan needs to add the following:

- The Cibola Arts Council and Route 66 Gallery
- The Cibola Art and Artifacts Museum
- Continental Divide Trail
    - Hikers come from all over and hike the trail

Promotion:

- Put visitor brochures in Sun Port "visitor's" area
- Place ads in major airline magazines (that stay on the plane); e.g., Southwest Airline's Spirit" magazine

Roads (public comments)

- The county may be doing a safety study for HWY 53
- County Road 42 is a scenic byway-no funding available for improvements
- One member of the public did not think the National Scenic Byway Fund has available funding for new projects

Eco-Tourism (public comment)

- The Red Mesa wind farm is located on large ranch and the owners are interested in eco-tourism on their property
- El Malpais Wilderness area is also interested–hiking
- National Geographic, some years ago, did an article and prepared a map of the 4-Corners area
- There are out-of-state articles about the Lava Tubes posted on the Chamber of Commerce and Grant MainStreet's facebook pages
- Maybe we could organize tours – get the locals excited about what is in our County
- SET is a regional organization devoted to promotion of the three county area. It stands for Strength, Economics, Together. It could be part of a coalition of organizations devoted to promotion of Cibola County and the other two counties.

There being no further comment or question. Mr. Draker thanked everyone for coming out to the meeting and for their contributions to the discussion.

The meeting adjourned at 7:20 p.m.

APPENDIX 4 – Public Participation Written Input

A:

Hi Rick:

Thank you for the excellent presentation in Milan. I really wanted to give input on perhaps having a place where teens could go after school for help with school work or just hangout till 9 :00 PM or so. There is basically nothing for teens in the community other than sports in school and as you know that is limited. More importantly not every child is into sports. Others do not have structure at home and are need of opportunities to have access to computers to do their homework or perhaps tutoring or help with reading. We do have a center , which is the Future Foundations Family Center, but the gym is open and only to adults in the evening for basketball. The children from Mesa View School go there after school, but that is from 3:30 to 5:30 pm only and is closed when school is not in session and for holidays. The events in the summer there are only in June and those are promoted through the Recreation Department. There is no transportation for other children from the rural communities to come in and participate in activities.

I would also like to suggest that we try to bring in an aquatic facility. I know there is one in Milan, but it does not serve all needs for the community of Grants and surrounding areas. They did have an excellent school swim team which was done away with. I have heard many people wish that the schools had a swim team as other schools around the state. Perhaps we could work with the School Board in making that a reality.

The facility would not only benefit the youth, but the county as well.

Susie G

B:

Good morning Mr. Draker:

Per our recent conversation, I am enclosing some ideas for our area to grow.
.
I am sure some of these are not original, but would like to list them as well.
I would like to help in any way you deem fit to make as many of these Ideas come to light and to help build this city and county back to the best, most industrious and tourist-attracted as possible.

Thank you for taking the time to talk with me and to consider this list.
Sincerely:
David Batchelor.

The list :

1. Build an Old West town near the city that would have gun fights, theme stores, café, jail, etc., and would be available for movies, TV, ETC.
2. Pinon farms with Pinon-based food stuffs available such as coffee, candies, breads, roasted, etc ,
3. Emphasize and advertise horse riding trails. have stable horses for rent for riders with guided tours. With housing available at the start and along some of the trails.
4. Promote the bike trails more. Have bike rides similar to the Quadrathon, with prizes.
5. Determine if the old tomato hydroponic plant could be repurposed for other crops such as flowers or cactus.
6. Approach big business to see if they would consider building distribution centers near here, near the railroad. The businesses could include: Walgreens, Wal-Mart, Dollar General,Etc. Could have distribution centers for Online industry as well.
7. Food production plant such as Tysons. In MO., Tyson offered individuals/families options such as they would finance/build chicken farms and the individuals would work them for a home, job and income.
8. Bike and ride and walking trails emphasizing Route 66, local attractions such as El Malpais, sandstone bluffs, etc.
9. Look into federal/state funding to build an Industrial park to draw in businesses.
10. Winery/store/NM wine site, with restaurant, bed/breakfast.
11. Enlarge on the Visitors center and have a more in depth exhibits regarding local sites, tribes, cultures and traditions.
12. Store that shows cases all NM made foods, wines, products, including native made items.
13. For industry--a company like "Bluesides in St. Joseph, MO" this is a tannery for cow hides.
14. A buffalo park, with petting zoo, live bison, and a restaurant with local foods/products and bison products.
15. A theme theatre that showcases old West type movies, especially those filmed in Grants and all over NM.

C:

From: Killarney Martinez
Sent: Friday, April 18, 2014 9:57 AM
To: jhoracek@co.cibola.nm.us
Subject: Timberlake land owner

Hello Judy,

My husband and I own 3 lots in the Timberlake subdivision; we have a home on one of the lots. We are not full time residents at this time, but hope to be one day soon. We make as many trips to our second home as we can, most of them during the summer months. We were unable to attend the recent "outreach" public meeting where we could voice our concerns or ask questions. We love the state of New Mexico; in fact my husband was born and raised in Santa Rosa. Our love of the Timberlake area was so obvious to our Arizona friends that 4 of them with spouses came to see the area and also bought property with hopes to retire there as well. 4 out of the 5 couples from our group own multiple lots. We bought our first lot in 2005.

During our many visits we have experienced a few major floods, a medical emergency and a few lightning strikes that were too close for comfort. We became concerned after each of these experiences realizing that we are at the back end of the ranch and there is only one road out of the canyon. When we had a major flood a few years back, we were fortunate that we didn't need to leave the safety of our home, but heard from others that Canyon road off Hwy 53 was closed due to major flooding. What if there had been a medical emergency, we couldn't have driven to the hospital or have emergency equipment come to us. There is no alternative road to escape the canyon.

On another occasion my husband was in severe pain and I called 911 for emergency assistance. This brings another MAJOR issue, our land line phone. Our phone lines are NOT dependable, we make on the average of 5/6 trips during the year to our NM home and on average 3 of the trips we arrive to find we don't have a working landline. This brings up yet another issue of no Cell Towers. We have to drive down Timberlake road until we can find a stable signal to report our phone outage. Our last trip was just this past week, we arrived on Friday and no dial tone. I filed a work order on Friday and didn't have a working phone until the afternoon on Tuesday. During that time I had a sick dog and had to find a neighbor with a land line to call a vet in Grants for an emergency appt. Unfortunately, we had to put our dog to sleep. But what if the emergency had been for myself or husband or grandchildren and I our land line phone was out and no cell signal. And what if this emergency had happened during a summer storm and the roads were also closed. I ask that you consider the needs of our growing community for everyday living needs as well as times of emergency.

The more people hear about the beauty of New Mexico, Timberlake and its friendly people the more the area is growing. This growth will further impact the infrastructure that is currently there and future requirements. I hope you will hear the voices and the needs of our area.

Thank you for your time, Killarney

D:

From: Joyce Garcia
Sent: Friday, April 18, 2014 7:28 AM
To: jhoracek@co.cibola.nm.us
Subject: 911 addresses

I have noticed that many of our 911 address signs have faded so much that they can't be read. They are very important for emergency personnel to be able to find people quickly in an emergency. I did call McKinley County twice to get help but nothing happened. This is such a little thing but so very important. Thank you for your help.

Joyce Garcia

E:

April 17, 2014

Sent via email: jhoracek@co.cibola.nm.us

Judy Horacek
Project Coordinator
Cibola County Comprehensive Plan
Grants, NM

Dear Judy:

I was unable to attend the meeting on April 14, 2014 because of illness. However, I do have some comments to provide and understand that you will pass them on to the appropriate consultant who is working on this Plan.

My husband and I have been full time residents of Timberlake since November, 2005. I served on our Board of Directors for three years and am still helping train the current Treasurer. I also am the Coordinator for our Volunteer Phone Tree that we implemented about five years ago to aid in any evacuations because of widespread fires. While serving on these committees, I've had the opportunity to speak with many landowners who all have the same concerns.

1. Timberlake Road is maintained by Cibola and McKinley Counties. Since the classification of this road was established over 30 years ago as "recreational status", the demographics of the area have changed a lot with over 70 full time families living here year round. During spring thru fall there are probably another 20-30 families living here full time and many other families spending their vacation time at their property in Timberlake. What can we do to implement a change in this classification? I believe we have at least 10-12 children in the area that are either home schooled or have to be driven into Ramah every day for school. Bus service for these families would be helpful.

   I would like to compliment the Cibola County Maintenance crew because they have been out at least four times this last year compared to the normal two times a year. However, there are still two areas that need work (road raised to prevent washing out and no gravel exists). Also, the new green street signs that were put up last year are very much appreciated, especially when driving in at nighttime (great benefit for medical emergencies).

   Because the road conditions are gravel/dirt and wash boarded in many areas (especially the BIA, which I understand Cibola County now has jurisdiction), I've had $300 Michelin truck tires only last 40,000 miles. Goodyear tires on my PT Cruiser have only lasted 25,000 miles. Tie rods broke on our truck at 70,000 miles and the cd player doesn't work any longer, which I'm assuming is from the continual vibration on the rough road. We do not drive excessively fast in these conditions and a normal 14 mile trip out to Highway 53 takes anywhere from 25-45 minutes. It has taken me an hour when pulling my horse trailer out of the development.

2. Since phone service from Century Link is not dependable (out two different times this winter for 7-8 days each time), we spent over $1,000 to install a 40' antenna/repeater system so that our cell phone service is dependable. On any given day, one or two vehicles are seen parked along the road where cell service is marginally adequate.

3. Medical emergencies are both affected by the poor roads and phone service. One result is that a lot of elderly landowners do not stay in Timberlake during the winter because they are afraid to stay without dependable access/egress, medical service, etc. UPS and Fed Ex do not deliver most of the time during the winter when there is snow/ice on the ground. Landowners have to drive into Ramah to pick up packages.

4. From a personal experience, I know that police response is at least an hour away. Several years ago a Zuni police officer was dispatched to our house in response to a possible burglary at a neighbor's house. The officer was by himself, which is also unacceptable for his safety (neighbor's son was very irate and threatening). Thankfully, the issue was resolved.

5. Google maps are a joke. I don't know if the rural addressing system uses it, but I hope not. We live at 60 Yucca Drive and there are two Yucca Drives on Google maps. When we were trying to get a new internet system set up several years ago I was giving directions to the internet provider and it took a long time for them to figure out where we lived.

As a result of the confusion, I went on Google maps and discovered the problem. If this had been a medical emergency, the result could have been disastrous.

Timberlake landowners pay a substantial amount in property taxes and many people feel that we do not receive an appropriate amount of benefit/service, primarily the road conditions. Also, a portion of our HOA dues goes towards road maintenance every year, which benefits the Cibola County budget.

Concerning property valuations many people have wondered if the lack of water in Ramah Lake has played a part in people not wanting to buy in Timberlake. It's impossible to get comps in our area to even refinance a mortgage loan. Since the lake has been totally dry for over a year it seems that now would be a good time to dredge the lake. Is it possible for Cibola County to get a Federal or State grant to improve the lake conditions? I believe Timberlake owns part of the land under the lake and Ramah Land & Irrigation owns the remaining portion. Another hitch is that the lake is in both Cibola and McKinley Counties. I'm assuming all four entities would need to be involved in preparing a grant if we wanted the "best" benefit to all concerned.

Thank you for the opportunity to provide comments and we will look forward to the next meeting to be held in the summer. I really appreciate the fact that Cibola County is trying to be pro-active and including taxpayer comments.

Sincerely,

Mary Jo & Dick Wallen

F:

July 16.2014

Judy,

I wanted to attend the meeting on Monday, but had a last minute priority. I sincerely want to thank you for the outreach and willingness to hear public feedback.

My husband and I have been part-time residents in Timberlake since 2002. I served on the Board of Directors for six years and saw firsthand the issues that put this community at risk. They include roads, phone communication, fire, medical evacuation, police response, coordination between Cibola and McKinley Co. in rural addressing with follow-up maintenance, and increasing property taxes with not much to show for it.

I would hope that Cibola Co. would relook at the "recreational status" of Timberlake with road maintenance. I have heard that BIA has turned over their 1 mile road jurisdiction to Cibola which is a very good thing. Timberlake Assoc. began using HOA dues to help maintain that road along with 48A seven years ago. This was discouraging for us as when we added up the 2010 property taxes paid out and it was over a quarter of million dollars split between McKinley and Cibola Co. Timberlake is now listed by the Wildfire Protection Plan and WUI as a very high fire risk area due to multiple factors - egress of one road as a major factor if a crown fire were to occur.

We have seen decreasing availability to reliable phone service whether it is land lines or cell phones. I don't know how much the Comprehensive County Plan can help with this. We have even made property available for a tower and silence. If a fire were to happen, telephone poles would be consumed and communication would probably come to a screeching halt even with our active Neighborhood Watch Call List.

Landowners have had multiple problems with trying to get rural addressing response. There has been feedback that Cibola Co. does not update McKinley Co. on changes of ownership. I do not know if this is factual, but when a 911 call goes out, it is imperative that the address is current as well as property owner. Some numbers are weathered and illegible.

Medical response and police response can be negatively impacted by road conditions. Most residents now have gotten helicopter evacuation insurance for those situations where health issues are critical and speed by emergency vehicles on wash boarded roads or on roads that have been eroded by Mother Nature just increases a dangerous situation. Google Earth and GPS are not even factual to actual roads and locations in Timberlake.

Thank you for making an effort to listen to taxpayers. I hope in this effort that changes and upgrades can happen that will keep a tax revolt at a simmer. Outcomes are directly proportional to hard work and practical thinking. The Cloh Chin Toh and Timberlake Subdivision were approved over 30 years ago. Does this mean that what was acceptable for infrastructure then has to be acceptable now and it cannot be amended by the County for upgraded roads and maintenance?

Linda Pedersen

G:

Friends of 53
Public Meeting on the Cibola County Comprehensive Land Use Plan El Morro Village, April 14, 2014

Friends of 53, an open group of individuals who have come together to work toward the protection, enhancement, and promotion of the New Mexico Highway 53 corridor, offers the following suggestions to Cibola County as they amend the Cibola County Comprehensive Land Use Plan.

The Highway 53 corridor through Cibola and McKinley Counties is among the most beautiful, historically significant, and culturally rich areas in the State of New Mexico. It is also one of the most valuable assets of the County for generation of tourist revenue, and all the ancillary benefits such activity generates.

• The Highway corridor has received two special area designations from the State. It is a portion of both the **Ancient Way Arts Trail** and the **Trail of the Ancients Scenic Byway.**

In the words of discovermewmexico.com, 'The Trail of the Ancients may be **the most historically significant in New Mexico**, having been in continuous use since around 900 A.D. The Trail of the Ancients exposes visitors to exploration routes and settlements by Pueblo and Navajo peoples, Spanish, Mexico and U.S. explorers and settlers."

It is in part the route of **The Coronado Entrada** of 1539-42, which marked the earliest large-scale contact between Europeans and Native Americans in what is now the American Southwest.

• It falls within the **National Geographic Four Corners Geotourism Region**, one of only 17 such areas in the world.

• **It passes through** two National Monuments, a National Conservation Area, a National Forest, and two Indian Reservations.

• It **contains several businesses and a number of growing communities**, all dependent on the factors that make it a strong tourist attraction.

• It is included in a recently established **USDA SET Program**, a program designed to strengthen the capacity of communities/counties in rural America to work together in developing and implementing an economic blueprint that strategically builds on the current and emerging economic strengths of the region.

With that introduction, our suggestions follow:

1. **Adopt a land use ordinance with critical management zones.** We encourage the County to continue to develop their land use ordinance. We also encourage them to include within the ordinance a land use classification for critical management zones, so areas such as those along Highway 53 that are of particular cultural, historical, and/or environmental value, can receive the protection necessary to preserve their essential character.

2. **Reduce the speed limit through El Morro Village**. A reduced speed limit of 35 MPH through El Morro Village is needed. The area is congested with shops and activity venues, and El Morro National Monument itself. The current speed limit of *55* mph is unsafe, poses possible vibration threats to the Monument, and degrades the soundscape resource.

3. **Monitor and repair the road surface**. The road is rapidly deteriorating, due in large part to heavy truck traffic. The road surface needs monitoring and improvement.

4. **Increase signage and promotion.** There is need for signage along the highway and promotion of the area from both counties and the State.

In closing, we offer the words of Patricio Garcia, Community Development Director for Rio Arriba County, that we think apply equally well to Cibola County: *Among the most valuable assets in Rio Arriba County are its deep-rooted culture and environmental beauty. Together, they are a large part of why generation after generation has chosen to live here and why new neighbors arrive every day. Yes, we need economic growth. Yes, development is on its way whether we like it or not. But, we cannot grow at the cost of the very qualities that brought us and keep us here.*

Finally, we thank Cibola County and its consultants for holding this public meeting in El Morro Village. We know your time and resources are limited, and we hope this meeting provides you with useful information. Included with our comments are a few related miscellaneous documents.

APPENDIX 5 – REFERENCES FOR CHAPTERS 5 AND 6:

Bluewater Lake State Park Management Plan 2014, Draft May 2014

Review of DP-200 – Technical Report, April 14, 2014, prepared by Sorrel Consulting, LLC Professional and Technical Services

Long Range Transportation Plan and Road Inventory Update, Pueblo of Acoma, July 2013, prepared by WHPacific

Grants Reclamation Project 2013 Annual Report Monitoring/ Performance

City of Grants and Village of Milan New Mexico, Drainage Master Plan Phase 1, Base Analysis and Problem Identification, and Phase 2, Proposed Improvement Projects, April 2011, Proposed Improvement Projects, prepared by Wilson & Company Engineers & Architects.

Homestake Mining Company Superfund Site Activities Update, April 2011.

Northwest New Mexico Regional Long Range Transportation Plan for the 2002-2022 Planning Horizon, 2007 Update, prepared by Northwest New Mexico Regional Planning Organization administered by the Northwest New Mexico Council of Governments.

Cibola/McKinley Regional Water Plan (Region 6), Executive Summary, January 21, 2004, Prepared by Northwest New Mexico Council of Governments (Patricia Lundstrom, Executive Director), Authored by Mark H. Edwards, Consultant and Jeffrey Kiely, Deputy Director, NWNMCOG.

Cibola County, New Mexico 20-Year Comprehensive Plan, June 30, 2003, prepared by Northwest New Mexico Council of Governments

Village of Milan, 40 year water plan, April 2003, Prepared by the Northwest New Mexico Council of Governments

The El Malpais Plan, Bureau of Land Management, Albuquerque Field Office, September 2001