



CITY OF GALLUP

Growth Management Master Plan Update

2016

Final Report

February 9, 2016



Architectural Research Consultants, Incorporated

Acknowledgements

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Thank you to the participants in public meetings and interviews
for participating in charting a course for the future of the City of Gallup.
Thank you to City staff, who contributed their valuable time, information and insights.

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RESOLUTION #R2016-16

**Resolution of the City of Gallup City Council
To Adopt the Growth Management Master Plan 2016 Update**

WHEREAS, the City of Gallup has an adopted comprehensive plan, the Growth Management Master Plan 2009 Update, which is dated and lacks certain elements needed to be fully compliant with the NMAC CDBG Rule 2.110.2H.1 – including facilities, water, utilities, and hazards mitigation; and

WHEREAS, the City desired to update information in the current plan regarding existing conditions, land use, economic development, trails and open space and housing; and

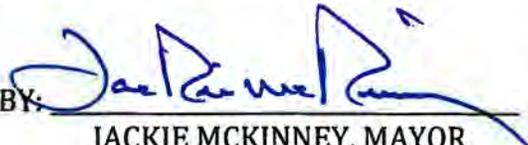
WHEREAS, the City formed a steering committee consisting of City department heads, City Manager, Greater Gallup Economic Development Commission and Northwest New Mexico Council of Governments to guide the plan development, which met six times; and

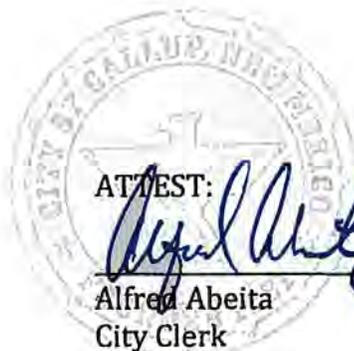
WHEREAS, the City Planning and Zoning Commission conducted three meetings to review the plan and take public input and recommended City Council to adopt the plan.

NOW THEREFORE BE IT RESOLVED that the City Council does adopt the Growth Management Master Plan 2016 Update with proposed changes (if any) made by City Council identified at the February 9, 2016 meeting and additional technical editing of the document.

PASSED, ADOPTED, AND APPROVED, THIS 9th. DAY OF FEBRUARY, 2016.

CITY OF GALLUP, MCKINLEY COUNTY

BY: 
JACKIE MCKINNEY, MAYOR
CITY OF GALLUP


ATTEST:

Alfred Abeita
City Clerk

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I. Introduction

A. Purpose of the Plan

The Growth Management Master Plan is an official public document adopted by the City of Gallup City Council as a policy guide for making decisions about the physical development of the community.

The City of Gallup Growth Management Master Plan is a long-range planning document that is periodically updated. It was originally adopted in 1999, and was updated in 2009 and in 2016. Many of the policies in the 1999 and 2009 plan versions are still valid and important, and are not substantially changed.

The Growth Management Master Plan, as updated, is an official public document adopted by the City of Gallup City Council as a policy guide to decisions about the physical development of community. It presents in a general way how the leaders of government want the City to develop in the ensuing 20 to 30 years. The plan is intended to assist the City in preparing for the future by anticipating change, maximizing strengths and minimizing weaknesses. The plan sets policies that help guide addressing critical issues facing the community, achieving goals according to priority, and coordinating both public and private efforts.

The City of Gallup Growth Management Master Plan was developed to provide long-range guidance for development activities integrated across the different disciplines and subjects of physical development of the city. It constitutes a comprehensive plan or a master plan, as enabled in the New Mexico State Statutes.

The Growth Management Master Plan encompasses all functional elements that bear on physical development in an internally consistent manner, including: land use, transportation, urban design, economic development, trails and open space, and housing. The City intends to develop an updated facilities and infrastructure element in the near future.

B. Guide to Plan Documents

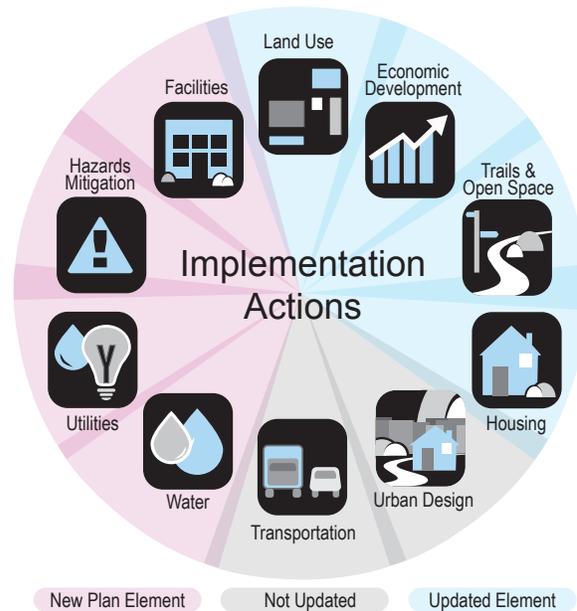
With the new elements, the City of Gallup has a comprehensive plan that is compliant with State of New Mexico NMAC CDBG Rule 2.110.2.H.1 Planning Elements, and should be eligible for full credit in CDBG applications.

The 2016 plan update is a partial update of the 2009 plan, consequently, both documents together comprise the entire plan. The 2016 document consists of replacement chapters, updates to 2009 chapters through addenda, and newly added chapters. Replacement chapters are the Introduction, Implementation Plan, Existing Conditions, and Economic Development Element. Addenda with major updates contribute new information and analyses in the Land Use Element, Housing Element, and Trails and Open Space Element. New chapters include: Facilities and Parks Element, Utilities Element, Water Element and Hazards Mitigation Element (see the diagram below). With the new elements, the City of Gallup has a comprehensive plan that is compliant with State of New Mexico NMAC CDBG Rule 2.110.2.H.1 Planning Elements, and should allow the City to take full credit for its planning in CDBG applications.

This introduction presents goals, objectives and policies for all elements. It contains the updated policy framework and supersedes the 2009 published plan goals, objectives and policies.

The 2016 update does not present new material in the Urban Design or Transportation Elements. The Transportation Element may be updated at a later time pursuant to a transportation master plan, scheduled for 2016. The Metropolitan Redevelopment Area (MRA) and Arts and Cultural District under development in 2015/2016 are stand-alone plans, however, ARC has incorporated key recommendations from those plans in the Land Use and Facilities Elements. The Urban Design Element may also be updated in a subsequent project.

Exhibit I-1
Interrelationship of
Plan Elements and
Processes



C. Planning Process

The City of Gallup contracted with Architectural Research Consultants, Incorporated in 2008 and in 2015 to update its Growth Management Master Plan. In both processes, the Growth Management Master Plan Steering Committee convened to guide the plan development process and recommendations. This diligent group reconvened with some new members in 2015 and worked hard to provide valuable information and discuss the issues and direction of the plan. In 2009, the Steering Committee met five times. In 2015, planners conducted interviews and small group meetings prior to Steering Committee meetings, and the Steering Committee met five times.

The Planning and Zoning Commission conducted meetings at key periods in both 2009 and 2016. During the 2016 planning process, P&Z conducted a public input meeting in November 2015 and a public hearing to make a recommendation to the City Council on adoption of the plan. City Council conducted a work session and a public hearing to consider adoption of the plan in January 2016.

The 2009 Introduction and Appendix describe the 2009 planning process in more detail.

D. Legal and Administrative Framework

State Statutes Overview

The authority of a municipality to prepare a comprehensive plan is established in the New Mexico statutes. The following discussion presents an overview of the legal framework for “comprehensive” or “master” planning (these terms appear to be used synonymously in the statutes). Selected relevant statutory provisions and state regulations are quoted and discussed. The full statutes and state regulations should be consulted when researching specific questions.

General powers of counties and municipalities: The statutes of New Mexico enable the preparation of a comprehensive plan by local governments, including both municipalities and counties. Most of the statutory provisions regarding comprehensive plans are written specifically for municipalities.

Purpose of a plan: Section 3-19-9 NMSA 1978 addresses the general purpose of a master plan. Subsection (A) states:

... a municipal planning commission shall prepare and adopt a master plan for the physical development of the municipality and the area within the planning and platting jurisdiction of the municipality which in the planning commission’s judgment bears a relationship to the planning of the municipality.

Subjects the plan may recommend on: Section 3-19-9(B) allows that, in addition to recommendations for the physical development of the municipality and its planning jurisdiction, the master plan may also address:

... streets, bridges, viaducts and parkways; parks and playgrounds; floodways, waterways and waterfront development, airports and other ways, grounds, places and space; public schools, public buildings, and other public property; public utilities and terminals, whether publicly owned or privately owned; community centers and neighborhood units and the replanning of blighted districts and slum areas; and public ways, grounds, places, spaces, building properties, utilities or terminals.

Zoning conformance to plan: The most specific statutory provision relating to land use regulations is Section 3-21-5 NMSA 1978, entitled “Zoning Conformance to Comprehensive Plan.” Subsection (A) states: “The regulations and restrictions of the county or municipal zoning authority are to be in accordance with a comprehensive plan....”

Approval of changes to public property and rights-of-way: Section 3-19-11 NMSA 1978 addresses the legal status of a municipality’s master plan, including: (A) After a master plan... has been approved and within the area of the master plan... the approval of the planning commission is necessary to construct, widen, narrow, remove, extend, relocate, vacate, abandon, acquire or change the use of any

- (1) park, street or their public way, ground, place or space;
- (2) public building or structure; or

- (3) utility, whether publicly or privately owned.
- (B) The failure of the planning commission to act within sixty-five days after submission of a proposal to it constitutes approval of the proposal unless the proponent agrees to an extension of time. If the planning commission disapproves a proposal, it must state its reasons to the governing body. The governing body may overrule the planning commission and approve the proposal by a two-thirds vote of all its members.

E. Goals, Objectives and Policies

The policy framework for the Growth Management Master Plan is established in this chapter.

Goals are overarching statements describing the direction in which the community wishes to proceed. *Objectives* are intermediary statements that describe ways to achieve a goal. *Policies* are statements of actions and specific directions or approaches which should be taken in support of the objectives.

Text legend:

Rust - new language

Black - language from 2009 Growth Management Plan

Efficient land use and space utilization practices

City of Gallup Growth Management Master Plan Goals, Objectives and Policies

Land Use

Goal: Promote progressive land use planning and regulations to protect the health, safety and general welfare of the residents of the city and visitors to the city, and promote the economy, convenience and good appearance of the community

1. Encourage compact and compatible development so that the community can be adequately served by community facilities, public utilities, and other urban amenities
 - a. Assure that suitable land for development is available to meet projected land use requirements.
 - Guide growth at appropriate and desired densities, scale and locations
 - Identify and promote use of lands for industry and warehousing that is consistent with the goals and policies of the Economic Development Element.
 - b. Discourage land development schemes that require an unrealistic or wasteful land area or with such low density that it is wasteful.
 - c. Discourage premature or spot urban development in undeveloped and rural areas which are not served by or near existing utilities or streets and may be constrained by environmental features.
 - d. Provide incentives to make more land available for development, or possibly disincentives for holding onto undeveloped land in in-fill or close-in areas considered most suitable for development.
 - e. Give density bonus credits and fee reductions for developers in exchange for citywide amenities
 - Permit density transfers in exchange for dedication of open space or scenic easements
 - f. Coordinate infrastructure improvements (to provide cost-sharing or other methods to encourage development in priority areas)
 - g. Primarily promote growth in the regional centers of Downtown Gallup and the U.S. 491 Business District
 - The mix of uses in the Downtown that shall be promoted includes: retail, office, arts and entertainment, hotel accommodations, and higher density residential through fuller use of historic buildings, selected infill, and some transitional expansion along Coal and Aztec Streets.
 - > Primarily pedestrian-friendly, but with sufficient on-street parking and parking lots to accommodate cars
 - The mix of uses in the U.S. 491 Business District that shall be promoted includes: retail in forms of smaller scale businesses on street fronts and assembled in malls, big box retail, hotel

accommodations and office, and residential uses in a variety of densities and housing types, including senior housing.

- > Redevelopment shall be promoted to achieve a pedestrian-friendly regional center as well to improve the street network to better handle traffic to and through the business district.
- > Parking shall be made available on the street, in parking lots and in parking structures.

- h. Promote secondary centers to encourage commercial and mixed-use office/retail nodes in areas identified on the Future Land Use Map rather than continuous commercial development along highways designated for commercial use.
- i. Promote infill and redevelopment at urban densities in areas generally located on the conceptual future land use map.
 - Target potential sites for quality low-income rental housing.
 - Target areas appropriate for senior housing close to retail, special services, and either close to or highly accessible to medical services.
 - Promote in-fill and replace housing in established neighborhoods.
 - Identify neighborhood appearance issues and promote development or maintenance practices that improve appearance.
 - Promote development in new and expanding neighborhoods in areas generally located on the conceptual future land use map.
- j. Provide mixed-use transitional areas between residential and nonresidential areas, allowing offices and home-based businesses in selected areas on the edge of downtown.
- k. Consider annexations that meet the Annexation Policy in the City's Land Use Standards and that are located within Priority 1 and 2 areas in the annexation priority map in the Growth Management Master Plan's Land Use Element.

Preservation,
Conservation and
Aesthetics

- 2. Preserve natural resources and protect and improve community aesthetics
 - a. Support cleanup of trash, graffiti and weeds to demonstrate community pride.
 - b. Encourage special attention to historic preservation and to use and reuse of buildings in the downtown, north Gallup and residential areas in central Gallup.
 - c. Establish a citywide program and provide incentives to demolish and redevelop properties that are blighted and beyond reasonable repair.
 - d. Make Gallup a showplace for energy and water conservation.

Gateway
community identity
and wayfinding

- 3. Establish gateways to Gallup
 - a. Locate gateways on the edge of the community at the I-40 east and west interchanges, Muñoz and I-40, and on the north edge of the U.S. 491 Business District.
 - Consider establishing a gateway trailhead near the cluster of hotels at the east I-40 interchange.
 - b. Design each gateway using a choice of architecture, landscaping, public art, and limited signage to create an attractive, representative visual display showing pride in the community and welcoming visitors.

Natural features/
resources

4. Preserve prominent geologic features and sensitive lands
 - a. Discourage development that would remove, disturb or cover rock outcroppings.
 - Preserve hogbacks and other natural terrain features.
 - b. Discourage development in locations that are exposed to rock slides or in close proximity to rock walls that may be unstable.
 - c. Discourage development in flood plains of the Rio Puerco and arroyos, and, if not properly mitigated, in areas subject to sheetflow flooding hazards.
 - d. Promote protection of views, such as through view corridors or viewsheds in subdivision design.
 -

Open space

5. Create and maintain open space in and near the city
 - a. Promote public or non-profit acquisition or dedication of lands and trails that may link from within the city to regional trails and open space, consistent with the goals and policies in the Trails and Open Space Element of this plan.
 - b. Support City Parks and Gallup-McKinley Schools
 - c. Connect public spaces with lineal parks and pathway system.

Extraterritorial
planning

6. Promote extraterritorial planning, **planning and zoning** applicable to the unincorporated private land close to Gallup and consultation regarding Indian trust land close to Gallup
 - a. Continue to work with McKinley County towards extraterritorial planning, **planning and zoning**.
 - **Encourage McKinley County to adopt master plan requirements for large scale development projects proposed in the extraterritorial area, consistent with the City of Gallup's requirements**
 - b. Work with surrounding Navajo chapters, Navajo Nation and individuals living on Indian trust and allotment land in consultation for joint planning.
 - Seek to maintain natural landscape features at community edges.
 - Restrict hillside development through buffer zones, scenic easements, and public beautification landscaping.

Development
standards

7. Update development standards and zoning map to promote desired development practices
 - a. Evaluate and periodically update land use development standards to assure that they reflect the goals and policies of the Growth Management Master Plan, **addressing at a minimum:**
 - **Various out-of-date provisions identified in the Growth Management Master Plan 2015 Update**
 - **Downtown parking regulations**
 - **Planned Mixed Use Zone (eliminate)**
 - **Planned Unit Development Zone (refine)**
 - **Park dedication or cash-in-lieu (replace provisions)**
 - **Large scale development framework master plan requirements**
 - b. **Through project master plans, encourage rezoning of areas currently**

zoned Rural Holding to establish a development scheme for a broader area and sequence of phases.

- c. Assure that zones properly support centers.
- d. Develop code provisions that encourage master-planned, mixed-use communities, and varied lot sizes.
- e. Research and consult/collaborate with building owners on a case-by-case basis to arrive at effective approaches to second-floor development in the downtown district, based on what has worked in other peer communities.
 - Provide design teams to owners/developers of historic properties, to include fire protection engineers and architects, to propose well-documented solutions for city review.
- f. Consider code revisions to address residential development design guidelines, lot size averaging within subdivisions, and roofline and building elevation variations.
- g. Promote affordable housing.
 - Consider allowance of cost-saving construction materials and techniques.
 - Provide density bonus for open space.
 - Allow zero lot line small lots in certain zones.
 - Target potential housing sites for low-income rental housing.

Transportation

Goal: Develop a well-balanced transportation system that will provide for the safe and efficient movement of people and goods to, from and within Gallup

Multi-modal transportation network

1. Develop and maintain a multi-modal transportation network
 - a. Maintain and continue to improve the highways and arterial streets as the primary network of Gallup's traffic circulation system
 - b. Interconnect collector and local streets to assure that the transportation network consists of many routes accommodating lower volume traffic.
 - c. Implement traffic calming strategies for local, collector and arterial streets to reduce auto speeds to safe and acceptable levels.
 - Maintain low speed limits in Central Gallup
 - d. Emphasize all modes of transportation (e.g., automobiles, transit, pedestrians, and bicyclists) in all street improvement projects.
 - e. Comply with Americans With Disabilities Act standards for wheelchair accessibility in street improvement projects.
 - f. Design streetscape improvements consistent with the recommendations, goals and policies in the Urban Design Element.
 - g. Avoid supporting and developing costly loop roads that would likely serve very limited travel demand and may induce sprawl land use patterns.
 - h. Continue a high level of snow removal and periodic cleaning of streets.

Pedestrian safety

2. Enhance pedestrian safety in Gallup
 - a. Reduce pedestrian accidents through street design, education and law enforcement.
 - b. Build missing links in the sidewalk system.
 - c. Replace sidewalks that are in irreparably bad condition.
 - d. Complete sidewalks on I-40 overpasses, including Muñoz and Miyamura
 - e. Support development of off-street urban trails in the City that provide safe and convenient pedestrian routes to work, school and shopping consistent with the Trails and Open Space Element.
 - f. Support development of recreational trails in the City for pedestrians and bicyclists consistent with the Trails and Open Space Element

Congestion management

3. Manage congestion in major business districts
 - a. Support means to reduce congestion on U.S. 491 and West Maloney Avenue, including the development of an Allison-I-40 interchange
 - b. Support new street extensions in a grid pattern in the U.S. 491 business district.
 - c. Create alternative routes for dispersed trips
 - d. Incorporate streetscape improvements and traffic calming in street
 - e. Support grade separation of Second and Third Streets with the railroad tracks
 - Consider underpass sidewalks accompanying an underpass street or, alternately, a pedestrian bridge over the railroad tracks

Transit services

4. Create a system of interlinked transit services serving Gallup
 - a. Support the local Gallup Express bus system.
 - Encourage routes serving significant destinations in the community
 - Encourage frequent service and weekend service
 - Develop bus stops for scheduled routes, including bus shelters, benches and trash receptacles
 - b. Encourage all transit services, including Greyhound Buses, to serve the Multi-Modal Center.
 - Determine ways to staff the facility while open, maintenance of public bathrooms, and addressing any safety concerns.
 - c. Seek coordinated schedules of transit services, including Amtrak, Navajo Transit, Zee Transit, Greyhound and Gallup Express, to allow for convenient transfers among providers.

Bicycle facilities

5. Create a system of bicycle lanes, trails and routes
 - a. Develop a bicycle network map utilizing bicycle lanes, trails and routes.
 - Designate bicycle routes on selected local streets where bicyclists share the unmarked travel lanes with automobiles
 - Designate bicycle lanes on minor arterial and collector streets
 - Generally avoid principal arterial streets for bicycle lanes due to excessive costs, liability potential, and safety concerns.
 - b. Develop a bicycle lane on the north side of Mendoza Boulevard to

- create a pair of one-way bicycle lanes pending available funding.
- c. Coordinate with the Trails and Open Space Committee, Adventure Gallup and Beyond, and other advocacy groups.

Local transportation planning

- 6. Utilize an advisory structure and appropriate planning studies to guide transportation improvement decisions
 - a. Create a transportation committee of citizens appointed by the city, with some insulation from politics, to study transportation network alternatives transportation issues, and provide transportation planning recommendations.
 - b. Update the 1992 City of Gallup Transportation Master Plan to be consistent with the Growth Management Master Plan in areas including but not limited to: land use recommendations, street network guidelines, street spacing principles, and transportation goals and policies.
 - c. Develop a plan for median replacement of continuous turn/center lanes on selected segments of U.S. 66 either in the transportation master plan update or in a corridor plan.
 - d. Develop in the transportation master plan, or alternately, in a sub-area plan a street lay-out of the U.S. 491 Business District, including traffic forecast modeling to determine the degree to which a multi-modal network reduces congestion on U.S. 491 and Maloney Avenue.
 - e. Study and make a recommendation in the transportation master plan the reversion of Second and Third Streets to two-way traffic flow.
 - f. Develop a circulation plan for the anticipated new Gallup Indian Medical Center in a site to be finalized.

Interlocal, regional and state transportation planning and financing

- 7. Support transportation funding alternatives at the State level, and devise appropriate local funding options
 - a. Support transportation funding alternatives at the State level
 - Advocate for public-private partnerships, spending of all transportation-related revenues on transportation needs, indexing of taxes to inflation, and establishing a state level permanent fund.
 - b. Seek NMDOT planning and programming of city projects.
 - c. Update the City's annual ICIP.

Urban Design

Goal: Create places in the City of Gallup that are visually, functionally, and spatially interesting, pleasing, safe and convenient for the public

Street, sidewalk and streetscape principles

- 1. Promote street, sidewalk and streetscape improvements following urban design standards and principles
 - a. Make streets upgrades consistent with the street design principles described in the Urban Design Element of the Growth Management Master Plan.
 - b. Improve sidewalks and streetscapes consistent with the sidewalks and

streetscape design principles described in the Urban Design Element of the Growth Management Master Plan.

- c. Promote energy conservation and convenience through the allowance of mixed-use development and adherence to general urban design guidelines described in the Urban Design Element of the Growth Management Master Plan.

Preservation and natural beauty of the community

2. Promote preservation of historic and natural assets of the community
 - a. Promote historic preservation of commercial buildings and homes in the downtown, central Gallup and North Gallup.
 - b. Celebrate the City's natural beauty through:
 - Preserving notable panoramic views of nearby cliffs and mesas
 - Limiting disturbance of rock outcroppings within the city.
 - Cleaning up trash.
 - Eliminating graffiti.
 - Screening unattractive outdoor storage and industrial yards.
 - c. Publicize the community's positive image attributes that are attractions for visitors.

Downtown

3. Promote the continuing efforts to revitalize Downtown
 - a. Encourage urban density mixed use development in the Downtown.
 - b. Create on U.S. 66 through the Downtown streetscape improvements and a road diet consisting of narrow travel lanes, spot medians and turn lanes where appropriate, continuous sidewalks, and on-street parking.
 - c. Install one or more mid-block crossings on U.S. 66 between First and Fourth Streets Downtown.
 - d. Promote downtown public art.
 - e. Expand revitalization efforts on the edges of Downtown, including but not limited to in the Chihuahueta neighborhood and along East Aztec.
 - f. Improve pedestrian access and aesthetics of selected alleys.
 - g. Support organizational efforts to promote Downtown, sponsor events, and keep the Downtown clean and safe.
 - Provide support as feasible to the Business Improvement District's efforts to improve downtown design features, cleanliness and safety.

U.S. 491 Business District

4. Promote development and redevelopment of the U.S. 491 Business District
 - a. Advance the redevelopment visioning concept through initial outreach efforts and publicizing.
 - b. Test the redevelopment concepts through travel demand forecasting, market analysis, financing options and organizational options and refine the concepts as appropriate into a phased plan.
 - c. Evaluate the appropriateness of current zones in the Land Development Standards and update the code as needed to enable or develop incentives for the plan.

Economic Development

Goal: Encourage economic expansion by utilizing people resources and skills within the community

Local workforce

1. Promote workforce development, education and training
 - a. Actively promote the development of local residents' knowledge and skills that qualify them for jobs in existing or targeted employment sectors.
 - b. Develop and pursue best practices in education and training programs.
 - c. Engage all local educational institutions to meet the challenge of achieving educational excellence as a primary foundation of a competitive workforce.
 - d. Provide small business training programs.

Attraction/ recruitment

2. Develop methods to support retention and recruitment of businesses creating well-paying jobs in Gallup
 - a. Develop a toolkit of incentives to attract businesses.
 - b. Create opportunities and incentives to locate in Gallup for businesses such as engineering and architectural services, health care providers, educational services, finance, insurance and real estate services.
 - c. Develop a "Gallup brand," similar in impact to Santa Fé (The City Different) and Roswell (Home of the UFOs).
 - d. Investigate the loss of revenues in construction, transportation, professional and business services, and implement a plan to reinvigorate and/or replace economic activity in those sectors.
 - e. Support and encourage expansion of existing small businesses.
 - f. List and promote available sites or special target areas.
 - g. Support Chamber of Commerce efforts to grow and support local businesses.

Economic development organizations

3. Support Greater Gallup Economic Development Corporation (GGEDC) as an independent economic development organization focused on economic diversification and base jobs
 - a. Coordinate with GGEDC at departmental level and elected official levels.
 - b. Request periodic reports to City Council regarding activities/recent developments.

LEDA and other economic incentives

4. Use economic development incentives, including the Local Economic Development Act (LEDA)
 - a. Amend Gallup's LEDA ordinance to enable donations to farmer's markets.
 - b. Adopt local policies for the review of LEDA applications consistent with the Growth Management Master Plan in addition to the criteria set in the LEDA statute, and implement application approval through an application form and review process.
 - c. Coordinate with and support matching of State and County LEDA for

- City-awarded LEDA projects.
- d. Evaluate the use of City Investment Revenue Bonds, and other local, state and federal incentives.
 - Consider recommendations for City involvement in incentives from GGEDC and Northwest New Mexico Council of Governments (NWNMCOG), as these aligned local/regional agencies evaluate and promote economic development projects in Gallup.
- e. Work with the New Mexico Economic Development Department on economic development initiatives.

Diversified
economic base

- 5. Develop a diversified economic base
 - a. Promote target sectors identified by GGEDC, including: logistics/ warehousing/distribution development, oil- and gas-related mining equipment and service, electronics assembly, biofuels (ethanol), plastics products, industrial machinery, film and digital media, and medical treatment, research and manufacturing.
 - b. Encourage a variety of shopping choices including pedestrian-friendly retail centers.
 - Promote building, access and streetscape improvements to regional and secondary centers that will retain Gallup's competitiveness for regional and local trade.
 - c. Make strategic economic development choices, realizing the community has limited expansion room and water resources.
 - d. Promote local recreation venues such as mountain biking and support services.
 - e. Create more technical and skilled positions.
 - f. Develop local skilled trades, particularly in construction.
 - g. Coordinate between employers and workforce for training, transport, and housing opportunities.
 - h. Consult with prospective employers to determine skill needs.
 - i. Promote arts, crafts, local cottage industry.
 - j. Realize growth of home-based business.
 - k. Support Navajo Nation efforts to develop replacement Indian Health Service facilities in or adjacent to Gallup by developing supportive infrastructure, and considering creative financing approaches and organizational approaches such as colocating or combining services with other institutions, including Rehoboth Mckinley Christian Hospital (RMCH).
 - l. Support expediting the timetable for the replacement Indian Health Service facilities project.

Tourism

- 6. Continue to improve the tourist attractions and accommodations
 - a. Promote local recreation venues, e.g., mountain biking, hiking, rock climbing, etc., and associate services.
 - b. Cooperate with the Navajo Nation in joint tourism and services for the Fire Rock Casino, especially in promotion of events at nearby Red Rock State Park
 - c. Advocate use of varied marketing approaches to advertise tourism destinations.

- d. Promote the arts and cultural events; advertise Gallup's art world prominence

Green economy

- 7. Seek to grow and expand green economy businesses and industries
 - a. Assess potential for alternative energy industries, including solar applications.
 - b. Seek business and industry that uses minimum amounts of water in their operations

Trail use

Trails and Open Space

Goal: Develop and implement best practices in trails design and open space design, use and management as an enhancement of both quality of life and local economic development

- 1. Promote trail usage by local residents for recreation, health and fun
 - a. Celebrate and publicize trail extensions, new trail heads, improvements to open space.
 - b. Organize in conjunction with schools outings onto the trails and open space.
 - c. Continue to organize competitions, rallies, and other events using the trails and open space network.
 - d. Promote through schools and many other means the health benefits of trails and open space recreation.

Collaborative planning

- 2. Support collaborative planning and partnerships to continue to build and maintain trails and open space
 - a. Conduct joint planning efforts with trails and open space user groups, McKinley County, property owners, and other agencies as appropriate to support the continuing success of the current organizational model.
 - b. Seek McKinley County's assistance in implementing the Trails and Open Space Element since the trails and open space system is both in and outside of the city, serves county residents as well as city residents, and benefits the county as a whole.
 - c. Provide City role in grant writing and administration in support of trails and open space capital needs.
 - d. Study options for setting up a trails and open space organization, including establishing a joint powers agreement with McKinley County and other entities for acquisition, development, operations and maintenance of trails and open space areas.
 - e. Schedule periodic meetings with and collaborate with the City Parks Department and Golf Course in joint planning for trails and open space.

Funding and in-kind services

- 3. Pursue funding and in-kind services
 - a. Seek outside funding as appropriate.
 - b. Promote collaboration in the funding and provision of in-kind services.
 - c. Consider use of other local funding methods for trails and open space funding, including Lodgers Tax, quality of life bond issue, and impact fees.

Trails and Open Space Master Plan

4. Adherence to Trails and Open Space Master Plan and periodic update to the plan
 - a. Adhere to principles of trail design and open space use contained in the Trails and Open Space Master Plan.
 - b. Protect archeological resources through avoiding trail routes or location of open spaces that go too close to or through such resources.
 - c. Evaluate the design guidelines and update as needed.
 - d. Conduct more detailed studies of and evaluate the trail corridor alignments and make refinements and changes as considered appropriate.
 - e. Add equestrian trails to the Future Trails and Open Space System map, and develop design guidelines for such trails.

Trails expansion

5. Expand the trails system in accordance with the Future Trails and Open Space System map and the Priority/Phasing Plan
 - a. Adhere to the priority/phasing schedule to the best of the ability of the city, county and other responsible organizations.
 - b. Pursue the priority and emphasis of Safe Routes to School, completion of prioritized missing links of sidewalks, and sidewalks repair and maintenance in order to enhance safety, provide an alternative to automobile use, and provide recreational opportunities.
 - c. Support development of the proposed equestrian trail.

Component of economic development

6. Promote trails and open space as an economic development strategy
 - a. Include trails and open space offerings in economic development and tourism promotion and information for tourists, travelers, and to attract new residents to the community.
 - b. Collaborate with Adventure Gallup & Beyond to promote trails and open space as an economic development strategy.

Organizational structure

7. Consider governing structures for the on-going trails and open space coordinated program
 - a. Continue the Trails and Open Space Committee, with staff support from the city.
 - b. Implement a collaborative Trails and Open Space organization, e.g., through working agreements with McKinley County, Adventure Gallup and Beyond, Youth Conservation Corps and other entities for the acquisition, development, operation and maintenance of trail and open space areas.
 - c. Conduct a summit of user groups, city, county, and others regarding trails and open space coordination scheduled at a time when such a discussion is timely.
 - d. Regularly report to City Council and to the Board of County Commissioners on the status of trail planning and building, open space acquisition and development, safety and maintenance.

Housing

Goal: Ensure the provision of safe, quality and sustainable housing for all Gallup citizens

1. Balance the development of new housing by housing types and income levels in the city as a whole
 - a. Promote development of housing units to meet the targets set in the quantified housing objectives stated in the Housing Element.
 - Identify areas suitable for market-rate housing rehabilitation and new development, seek funding from identified additional funding programs that meet highest priorities for affordable housing, and implement amendments to the land development standards.
 - b. Periodically review and update the quantified housing objectives, as new information about housing needs becomes available.
 - Review recent development in terms of 2009 quantified objectives.
 - c. Work with the Gallup Housing Authority and private non-profit housing providers to develop housing for low and very low-income residents.
 - Upon amendment of local LEDA ordinance, consider donation of land for the development of affordable housing.
 - d. Promote mixed income housing in individual projects as well as in the cumulation of housing projects in and near the downtown.
 - Encourage the development of “live/work” housing in and around downtown using LEDA incentives.
 - Encourage private developers to provide some housing units that are affordable to low income residents, evaluate land development standards in the downtown, and work with non-profit housing organizations on affordable housing downtown.
 - e. Work with private, non-profit housing providers to develop more low- and very low-income housing, particularly in attached and nontraditional housing including micro-units and other innovative affordable housing solutions.
 - f. Promote private, market-rate in-fill residential development and new subdivisions on lands suitable for urban development located adjacent to existing developed areas.
 - g. Encourage landowners who retain possession of vacant lands suitable for urban development to develop or sell lands in adequate quantities to meet residential land development demand.
 - h. Conduct further study of the housing component of the U.S. 491 Redevelopment Concept Plan to develop a more detailed plan and program for the housing locations, density, housing types, and mix of incomes to be accommodated.
 - i. Continue to examine and make adjustments as needed to city zoning, permit fees and policies for joint public-private utility extensions to areas targeted for new residential development to assure that the city is not creating unreasonable financial barriers to private, market-rate housing development.
 - j. Consider incentives for energy conservation, alternative energy use,

and green building practices in all new residential construction and in weatherization and building rehabilitation.

Housing renovation

2. Promote housing renovation and weatherization
 - a. Establish one or more programs providing financial assistance for renovation and weatherization of existing houses targeted to low- and moderate-income residents.
 - Target HOME, CDBG and/or other specific housing programs, as selected to be most appropriate through consultation with MFA.
 - Establish city grant and loan application writing and administrative functions in the short term to aggressively pursue available funding.
 - Develop a schedule and protocol with Gallup Housing Authority to turn over grant and loan writing and administration responsibilities to the Gallup Housing Authority.
 - b. Distribute information on cost savings, energy efficiency and water efficiency that can be achieved through home improvements.
 - c. Publicize the housing conditions inventory and promote higher levels of maintenance and renovations of existing houses in residential areas with significant needs, distributed throughout the community.
 - d. Periodically update the housing conditions inventory to benchmark changes in the condition of the city's housing stock.
 - e. **Seek professional services either through the local or regional housing authority or through a request for proposals open for parties to apply to aid in renovation, educational outreach and other programs.**

Demolition of derelict houses

3. Develop a program to remove derelict houses and build replacement housing units in various locations within the community
 - a. Establish a fund, legal procedures, and a target number of units and locations within the city, following best practices successfully used in peer communities.
 - b. **Engage the owners of derelict properties and, where practical, offer assistance in navigating home-improvement assistance programs. Offer alternative and innovative improvement solutions and team with neighborhood groups to assist in minor improvement projects and community fix-it-up days. When these measures are exhausted without result, the City must take more formal measures.**

Public housing

4. Promote full renovation and occupancy and an increase in the number of public housing units in the city
 - a. Encourage the Gallup Housing Authority to maintain and upgrade its public housing stock, including requesting the Gallup Housing Authority to give periodic update reports to the City Council.
 - b. Provide letters of support for grant or loan applications by the Gallup Housing Authority, assist in local match to grants where feasible, and possibly provide grant writing assistance.
 - c. Assist the Gallup Housing Authority in the processing of rezoning applications, building permits, and provision of utilities, streets and sidewalks to new development projects.
 - d. Encourage the Gallup Housing Authority to reach its goal to increase

its housing stock through new development and selected apartment building acquisition.

- e. Encourage the Gallup Housing Authority to expand the Section 8 voucher program.
- f. Focus the Gallup Housing Authority on expanding its offering of services through applications to additional housing programs deemed to be appropriate and suitable in Gallup.
- g. Work with the regional housing authority, as reorganized on a statewide basis.
- h. Apply for grant and loan funds to provide subsidized or no-cost utilities and street infrastructure for low-income housing.

Transitional housing and homeless shelters

- 5. **Support** transitional housing and homeless shelter development
 - a. The city shall provide letters of support for grant or loan applications by private non-profit housing providers, assist in local match to grants where feasible, and possibly provide grant writing assistance.
 - b. Work with owners of motels that provide housing to very low-income residents to assure residents have knowledge of associated social services and that the units and complexes are safe.

Financial Literacy

- 6. Work with local financial institutions, UNM-Gallup, the school district and non-profit organizations to conduct financial literacy programs for home buyers, offered at high schools in Gallup, UNM-Gallup and for members of the general public
 - a. Seek to work with a currently certified HUD homeownership counseling service to aggressively address the problem of widespread poor credit.

Directory of Housing and Social Services

- 7. Work with homeless services providers to create and publicize a directory of available housing alternatives and services for homeless
 - a. The directory shall be regularly updated through the initiative of a coalition of transitional housing providers.

Strengthen Neighborhoods and Quality of Life

- 8. Continue to improve the quality of life and municipal services provided by the city to strengthen neighborhoods and encourage builders to develop needed housing in or adjacent to these neighborhoods

Facilities and Parks

Goal 1: Maintain existing City facilities and develop new City facilities to meet the needs of the community, including the enhancement of the quality, safety and convenience of City services, preservation of historic properties, and support for economic development.

Maintain and update existing buildings

- 1. **Maintain and update existing municipal buildings**
 - a. Use the facilities condition assessments in the growth management plan to help identify and prioritize maintenance activities.

- b. Continue the facilities planning effort into the second phase of an asset management plan or facilities master plan.
- c. Conduct an ADA survey and plan of action to demonstrate compliance with the law.
- d. Maintain a central database of all warranties, repairs and requests for repairs and improvements.
- e. Invest in improvements in the energy efficiency of city buildings to use less energy and save money.
 - Conduct an energy audit of municipal buildings.
- f. Provide maintenance and operations (M&O) manuals at each facility.
- g. Implement fire protection and other building safety improvements.
- h. Conduct an energy audit of existing buildings to identify energy and water efficiency measures that have cost-effective implementation.
- i. Develop energy-efficiency standards for all new municipal buildings

Identify space needs due to growth and programmatic changes

- 2. Plan for capital facilities needs due to growth or programmatic changes
 - a. Conduct a space needs assessment of City facilities that identifies the need for renovated, repurposed or additional facilities space based on projected community growth and changes in functions.

Use facilities and parks to support economic development

- 3. Use municipal facilities improvements to support and expand economic development
 - a. Continue to locate administrative and cultural facilities in downtown.
 - b. Consider development of facilities recommended in the Metropolitan Redevelopment Plan, including but not limited to:
 - New library downtown
 - New museums or centers for Youth Arts/Performance, Native American Community Center, and Multi-Cultural Event Center, possibly using existing buildings
 - Skate park on the east end of the Gallup Cultural Center parking lot
 - c. Consider developing a trailhead park at a Rio Puerco trail south of the river.

Historic buildings

- 4. Preserve and maintain historic municipal buildings
 - a. Continue the use and upkeep of historic municipal buildings, such as the Rex Hotel, to preserve their structural integrity.
 - b. When making alterations, consider retaining valued architectural features of old buildings that are not listed on the state or national registers.
 - c. Consider nominating additional buildings that have historic integrity to the state or national registers of historic places.
- 5. Maintain the Infrastructure Capital Improvements Plan (ICIP) and the CIP consistent with the Gallup Growth Management Master Plan
 - a. Update the City's ICIP annually
 - b. Tie the ICIP to the needs and approaches identified in the Facilities Element of the Growth Management Master Plan.
 - c. Prioritize capital improvements according to the City's goals, generally

- addressing health and safety before needs for increasing or reorganizing space.
 - d. Secure funds from the City’s general budget and other sources that are sufficient to maintain and repair the City-owned building facilities.
- 6. Employ City staff with expertise in specialized facilities operation and maintenance
 - a. Train, hire or contract staff with specialized qualifications in roofing, historic preservation, energy efficiency and facility database management.

Goal 2: Develop and maintain a variety of parks and recreational facilities serving the range of recreational needs of Gallup residents

Parks master plan

1. Consider development of a parks master plan to guide future improvements to both existing parks and any new facilities
2. Maintain grounds, equipment and structures in parks
 - a. Improve the upkeep of turf on playing fields.
 - b. Continue regular trash pick-up.
 - c. Repair and replace equipment as necessary to ensure that it functions safely.
 - d. Where appropriate, develop sidewalks and walking and bicycling trails within parks, linking them to nearby neighborhoods, and to key pedestrian and bicycling destinations in the rest of the city.
 - e. Address the maintenance and upkeep of restrooms.

Adequacy standards for parks and recreational facilities

3. Develop new parks and recreational facilities to serve the community and its visitors
 - a. Develop adequacy standards for park and recreational facilities appropriate for Gallup, and use them to assess the location and size for new parks and recreational facilities needed to accommodate growth through population expansion or annexation.
 - b. Build new neighborhood parks to conveniently serve residents in developing areas.

Keep current on parks and rec use and residents’ wants and desires

4. Assure that parks and recreational buildings continue to provide needed recreational opportunities and aesthetic qualities appreciated by residents and visitors
 - a. Periodically survey residents to determine wants and desires, usage, changes in demographics and in activities trends, and priorities to guide park investments.
 - b. Count park, recreational facility and cultural facility users to establish empirical information and periodically update the count.
 - c. Develop detailed park master plans to identify and fund facilities and programs that respond to the identified needs of residents.
 - Where possible, consider opportunities to generate income for the City.

Collaboration

Goal 3: Collaborate and coordinate with other entities to create joint-use facilities and parks

1. Continue to engage Gallup-McKinley County Schools and, where possible, collaborate to plan joint-use projects
2. Continue to collaborate with McKinley County on joint-use projects, such as the current Courthouse Square, and possible future cultural facilities

Water

Goal 1: Increase the long-range reliability of the city's water supply

1. Continue efforts to develop new water sources for the city
 - a. Initiate development of a G-22 well project upon approval from the State Engineer.
 - Pursue approval of a G-22 waterfield development, including water rights.
 - Develop G-22 wells, treatment and transmission lines.
 - b. Continue working with the Navajo Tribal Utility Authority and others in moving forward with the Navajo-Gallup Water Supply (NGWS) project.
 - c. Continue the drive to construct city infrastructure as part of the NGWS project.
 - d. Support the recommendations of the City of Gallup 40-Year Water Plan (2014) and the New Mexico Water Planning Region 6 Cibola/ McKinley Regional Water Plan (2004).
 - Minimize pumping that contributes to the decline in the aquifer under Gallup.
2. Establish measures to ensure the success of the Navajo-Gallup Water System project to meet Gallup's needs without an undue cost burden
 - a. Seek a congressional cap at the current level of Gallup's contribution to the capital costs of the NGWS project.
3. Develop a long-term plan that addresses Navajo-Gallup Water Supply Program repayment funding sources.

Goal 2: Provide reliable water to the smaller communities in the region

1. Develop the Regional Gallup Water System in conjunction with Navajo Tribal Utilities Authority (NTUA)
 - a. Participate with the US. Bureau of Reclamation, McKinley County, Northwest New Mexico Council of Governments and small community purveyors of water and wastewater services to establish Regional Gallup and NTUA tie-ins for those small systems.
 - b. Negotiate an intergovernmental agreement with NTUA to define the

City's and NTUA's relationship regarding water/wastewater service and how service will be provided to future customers.

- c. Lobby the New Mexico Legislature to mandate Navajo-Gallup Water System project participation from smaller water systems.

Goal 3: Promote water conservation

1. Continue to improve the City's proactive water conservation programs
 - a. Continue existing water conservation programs and incentives.
 - b. Develop additional water conservation and sustainability actions to improve surface and ground water in the Gallup area.
 - c. Develop a drought management plan.
 - d. Develop waterwise landscaping guidelines for City landscaping design based on the methods and species described in the *Xeriscaping, the Complete How-To Guide* published by the New Mexico Office of the State Engineer.
 - Encourage local citizens and businesses to employ xeric landscaping to minimize water use

Utilities

Goal 1: Provide Gallup utility customers with high quality, reliable water

1. Continue work to improve the aging water system including storage tanks, water lines, pump stations and treatment plant components.
2. Implement improvements in the water system to accommodate water from the Navajo Gallup Water Supply Project (NGWSP) and G-22 wellfield development.
3. Amend the City's utility extension policy that requires annexation to apply within a defined area near Gallup (mapped), but outside this area the City allows providing regional utility service without annexation.
4. Actively develop Gallup's customer base for Navajo Gallup Water Supply Project and Regional Gallup Water System water.

Goal 2: Operate wastewater collection and treatment to meet high health and safety standards

1. Continue work to improve the aging wastewater system including lines, lift stations, and treatment plant components.
2. Develop new headworks facility for the wastewater treatment plant according to the design currently under development.
3. Evaluate the pros and cons in options for a regional wastewater treatment

facility west and downstream of Gallup.

4. Continue work to remedy the odor issue at the wastewater treatment plant.

Goal 3: Develop equitable means to pay for utility infrastructure development, operations and maintenance

1. Conduct a study of water and wastewater rates and financing that considers:
 - a. Comparative rates in peer communities for city and unincorporated area users
 - b. Capital costs of serving current utility users and associated with growth such as NGWSP payments, plant improvements and expansions, pump stations, lift stations, and water rights
 - c. Operations and maintenance costs
 - d. Evaluation of alternative funding mechanisms to recover capital and operations and maintenance costs

Goal 4: Fully utilize water resources

1. Expand the current treated effluent reuse system
 - a. Consider utilizing additional treated effluent to water landscaping at parks downtown or in the U.S. 491 commercial district
 - b. Consider supplying treated effluent water for municipal, industrial and agricultural uses

Goal 5: Provide electricity to Gallup and customers within Gallup's electric service area that is reliable, low cost, and environmentally sustainable

1. Continue work to improve electric transmission and service lines.
2. Promote energy conservation and more extensive use of alternative energy sources.
 - a. Promote increased integration of conservation measures and alternative energy.
 - b. Continue LED street lamp upgrades as units are replaced.
 - c. Support contracting local solar power to supplement the existing power supply.
 - d. Promote solar upgrades for businesses and residents.
 - e. Consider establishing incentives for efficiency upgrades.

Goal 6: Enhance the availability, reliability and speed of broadband service in Gallup

1. Establish redundancy in the fiber optic system to improve reliability and

- service quality
 - a. Work with outside interests to promote the development of a secondary fiber optic connection in the area.
 - b. Encourage use of broadband in the City and surrounding area for such activities as economic development, health care accessibility, public safety, education, cultural development and personal communication.
- 2. Expand the City’s internal fiber optic network to provide City facilities with reliable, high-speed broadband connectivity
 - a. Move forward with the proposed plan to develop a citywide network of fiber optic.
 - Complete the first leg of the network to Warehouse Lane
 - b. Engage UNM-Gallup to develop a partnership to connect to UNM’s gigapop network.
 - c. Develop a City policy and protocol for governing the distribution of city-owned fiber optic lines to private, public or nonprofit parties.
 - Outline the City’s policy on leasing or trading access to municipal fiber optic lines to third party commercial broadband distributors, to non-municipal public institutions, and to nonprofit organizations
 - Work with area hospitals to identify potential partnerships and mutually beneficial fiber optic network developments
 - d. Consider alternative approaches to further expanding reliability and availability, including partnering with area schools and supporting upgrades of systems required to improve service.

Goal 7: Manage solid waste collection to provide an efficient public service, discourage illegal dumping, and reduce the stream of waste into landfills

1. Continue to provide curbside pick-up of general solid waste
2. Promote and develop programs to increase recycling of materials
 - Work towards developing a curbside recycling pick-up program
3. Promote composting and waste reduction efforts in Gallup
4. Continue the City’s biannual pick up of “white goods” (refrigerators and other large appliances) and other items to be discarded
5. Establish an educational outreach program for school children to promote sustainable waste management

Hazards Mitigation

Goal 1: Reduce the possibility of injury and death due to hazards

1. Review existing emergency response and evacuation plans to minimize the potential for injury and death due to hazards

2. Review existing warning systems including signage, early warning notification systems, and literature for update and improvement
3. Engage railroad personnel in establishing a hazardous materials notification procedure in the event of an emergency.

Goal 2: Reduce the possibility of damage and loss to existing community assets including structures, critical facilities and infrastructure

1. Identify areas that are subject to high risk from wildfire and flooding, review existing building codes and zoning regulations, and update as needed
2. Reduce the exposure of critical facilities and residential structures to hazards risks
3. Ensure enforcement of the building code and zoning regulations
4. Include hazards mitigation risk review of City facilities in upcoming asset managements reviews

Goal 3: Promote disaster-resistant development

1. Review all existing building and zoning codes to ensure that future development will not create the potential for loss due to hazard events
2. Continue GIS mapping of structures and risks in the city
3. Make GIS and other hazard information available to the public, including potential developers

Goal 4: Promote disaster mitigation preparedness practices by all residents of Gallup and the surrounding areas

1. Expand public hazards education programs to educate the public about risk mitigation measures and evacuation/emergency procedures.
2. Promote and expand participation in the McKinley County CodeRED® early warning system
3. Continue water conservation efforts and expand where possible

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II. Implementation Plan

The Implementation Plan lists actions involved in implementing the Growth Management Master Plan as updated. Actions are categorized by priority.

Text Color Key

Rust - proposed new language

Black - language from 2009 Growth Management Master Plan

A. Introduction

The implementation plan identifies specific actions that the City should take to implement the recommendations in the Growth Management Master Plan as updated. Organization of the actions is according to subject and time frame. The development of each plan element, particularly the goals, objectives and policies, identified various activities.

Almost all implementation actions require funding for staffing, building facilities and infrastructure, providing financial incentives, or consultant professional services. The City of Gallup cannot commit to specific actions and projects unless adequate funding is available. Currently, the city's fiscal resources are limited and without surplus revenues for major new undertakings.

B. Implementation Actions

The following table presents the full set of identified actions to implement the updated Growth Management Master Plan over a period of years. Each action is associated with a desired time frame: short-term for the first one to three years, mid-term for years three to seven, long-term for years seven to 20, and ongoing for implementing actions periodically throughout the planning period.

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
Land Use				
■				Update Land Development Standards to be consistent with the updated Growth Management Master Plan
	■			Develop a theme and create community gateways (architecture, landscaping or signage).
■				Promote project development master plans for the Mendoza Road and Rehoboth areas and other areas expected to develop
■	■			Develop zoning for designated growth areas, particularly in the Mendoza Road, Rehoboth and Allison Bridge areas through development project master plans.
	■			Provide incentives for higher density, walkable communities, evaluating reductions in parking and setback requirements made through amending provisions for planned unit developments (PUDs) and other code sections.
■				Provide incentives for energy-efficient development.
	■			Work with McKinley County to develop extraterritorial planning, plating and zoning.
■				Budget for and conduct an update of the Land Development Standards to be consistent with the updated Growth Management Master Plan.
Transportation				
■				Update the Gallup Transportation Master Plan to be consistent with the Growth Management Master Plan
■				Create a transportation committee/task force to study transportation issues, and advise the city on key transportation initiatives, such as 2nd/3rd, Allison, traffic-calming, sidewalk building, and input into the ICIP.
■				Move transit providers, including Greyhound, back to the Multi-Modal and Cultural Center. Realign Multi-Modal Center use with original legislative intent.
■				Consider metered parking in conjunction with on-street parking.
■				Develop Gallup Express bus stops for scheduled routes, including bus shelters, benches and trash receptacles (ADA compliant and senior-friendly).

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
	■			Install one or more mid-block crossings on US 66 downtown.
	■			Develop a landscaped median on East and West 66, replacing continuous turn lanes (phased project).
	■			Create additional on-street parking on US 66 downtown.
	■			Set a goal for project budgets and schedules for accruing funding to complete them (e.g., begin budgeting in 2010 for a project start in 2020).
		■		Build A 2nd and 3rd Street underpass beneath the railroad, close 2nd and 3rd Streets at the railroad, or create a quiet zone like the quiet zone in Milan.
			■	Create bicycle lanes, trails and routes, targeting 0.75 linear mile per year. Consider methods such as a raised bike lane or mini-curb to separate motorized vehicles from bicycles on heavily traveled routes.
			■	Build missing sidewalk links, targeting 0.5 linear mile per year.
		■		Link Gallup to Red Rock Park through an alternate route north of the railroad.
Urban Design				
■				Develop a memorandum of understanding between the City and the Business Improvement District (BID) that clearly defines the current baseline services required of the City.
■				Establish a public art consortium through the BID to recommend additional public art in the right-of-way.
■				Participate in joint improvement projects with the downtown BID.
	■			Establish an incentive program for developers to renovate vacant downtown historic buildings into live/work units.
		■		Take first steps toward activating the US 491 redevelopment organization, and work with property owners.
		■		Retrofit or build a new downtown conference/convention center.
Economic Development				
■				Update LEDA ordinance to enable public donation for MRA projects and farmer's markets, enabled in the 2013 statute amendment.

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
■				Adopt criteria for the review of LEDA applications consistent with the Growth Management Master Plan.
	■			Consider collecting a local 1/4 cent option to the Gross Receipts Tax to fund LEDA.
■				Coordinate with McKinley County to promote and serve large-scale developments creating economic diversification and well-paying jobs.
	■			Adopt and administer a film ordinance to promote and guide film production in Gallup.
■				Conduct a feasibility study for a medical cluster development, led by Greater Gallup Economic Development Corporation (GGEDC).
				Create an independent economic development organization for business recruitment and retention in Gallup and McKinley County that focuses on tourism, trade, and travel sectors.
				Periodically update Gallup's Economic Development Plan.
			■	Work with Indian Health Service on hospital relocation and redevelopment of the old hospital.
	■			Develop a "Gallup Brand" identity for wide local use.
	■			Encourage federal and state legislators to move the new hospital project forward. Develop a community coalition that includes Navajo Chapter support.
■				Support GGEDC promotion of targeted business development in the technology sector, and industrial and warehouse development/job creation.
■				Explore the use of abandoned buildings like the old hospital as housing resource or dorms for UNM.
			■	Develop a strong emphasis on the importance of keeping dollars local.
			■	Support merchant efforts to educate the public about the value of dollars spent locally and how they can improve infrastructure and generate a vibrant, economically sound city.
			■	"Quality of Life" is fine, but focus more on "Quality of Place" relative to positive economic development. Improve through beautification, recreation, and business development with increased focus on creating more variety for consumers.

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
			■	Support byway development on Route 66 and Trail of the Ancients for tourism revenue.
			■	Develop a more positive attitude through stronger public/public and public/private partnerships.
Trails and Open Space				
	■			Establish other dedicated funding for trails and open space, including a share of lodgers tax revenue.
			■	Work with schools, teachers, coaches and other physical education instructors to use and/or promote use of trails, Safe Routes to School, and open space venues.
			■	Advertise what Gallup has to offer with its trail system, including improving health.
	■			Conduct a summit to select an option for setting up a joint trails and open space organization.
			■	Expand the trail system in accordance with a priority/phasing plan.
			■	Acquire land or easements for trails and open space components.
			■	Publish and distribute maps of trails and the open space system.
			■	Strengthen Adventure Gallup & Beyond and tourism opportunities.
Housing				
■				Expand community members' participation in the Certified Homeownership Counseling Program to increase financial literacy in and around Gallup.
■				Collaborate with Gallup-McKinley County Schools, local lenders, NWNMCOG, and nonprofit agencies to provide information about financial literacy and credit needed for homeownership.
■				Continue a program to demolish derelict houses and develop replacement housing.
■				Expand the weatherization assistance program operated by the designated state weatherization providers .
■				Seek funding assistance to develop infrastructure for selected, project-specific new housing.

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
■				Seek funding assistance to rehabilitate rental and homeowner housing for low-income households.
■				Support development and guide new affordable housing in or near urban centers/areas with significant urban services, including support for goals of the Gallup Housing Authority and other affordable housing programs. Largely done.
	■			Support mixed use (commercial/residential) projects in urban centers. Talk to federal funding agencies and Indian tribes regarding financing options; also set budgets for future building.
	■			Study establishing a housing trust to invest in affordable housing.
			■	Provide incentives for development of undeveloped land vacant in target areas that are suitable for development.
			■	Encourage market-rate housing development that relieves rental housing shortage (including mixed income, and senior retirement housing/group homes).
			■	Identify additional federal grants and loans; work with tribes to provide housing for tribal members wanting to move to Gallup.
			■	Create incentives for apartment development serving low and extremely low income residents.
			■	Actively solicit one or more property owners to develop mixed-income downtown housing in second floor space or as new in-fill development.
			■	Coordinate city infrastructure projects (and where appropriate, matching funds), facilitate zoning and building permits with, and provide letters of support to Gallup Housing Authority for building additional public housing.
■				Engage professional services with local or regional housing authority or another service provider to conduct financial literacy, homebuyer educational outreach and other programs.
			■	Support local community groups and civic organizations that conduct neighborhood clean-ups, beautification and other beneficial efforts.
Facilities and Parks				
■				Complete an asset management plan or facility master plan for all City facilities.

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
			■	Implement improvements projects as prioritized in the City CIP and ICIP.
			■	Annually update the CIP and ICIP.
■				Establish City energy-efficiency goals.
■				Establish City parks adequacy standards.
■				Create a parks and recreation commission or assign responsibility to an existing board or commission; monitor cultural and recreational facilities and parks usership, and assist in public engagement for a parks master plan.
	■			Develop a funding strategy, including grant writing, user fees, bonding, optional GRT and other funding mechanisms.
■				Develop plans for and implement cultural facilities recommended in the MRA and Arts and Cultural District Plans.
Water				
■	■	■		Continue to support the Navajo-Gallup Water Supply Project, extend regional Gallup water system lines and make improvements to the water system to enable Navajo Gallup.
■				Negotiate an intergovernmental agreement with NTUA regarding the Gallup Regional Water Supply Project..
■	■			Pursue approval of G-22 waterfield development, including water rights.
		■		Develop G-22 wells, treatment and transmission pipes.
■				Seek a congressional cap at the current level of Gallup's contribution of the capital costs of the NGWS project.
■				Lobby the New Mexico legislature to mandate small water systems within the project area to use Navajo Tribal Utility Authority water to provide high quality, reliable water to all residents.
Utilities				
■	■			Develop a new headworks facility for a wastewater treatment plant.
■				Evaluate the pros and cons of options for a regional wastewater treatment facility outside of Gallup.

Time Frame				Action
Short Term (1-2 Years)	Intermediate (3-5 Years)	Long Term (>5 Years)	Ongoing	
	■			Amend the utility extension policy that requires annexation to apply to a defined area near Gallup (mapped). Outside of this area, the policy would allow the City to provide regional utility service without requiring annexation.
	■			Conduct a study of water, wastewater rates and financing to inform selection of funding mechanisms and rate structure.
■				Develop a photovoltaic electric generating field to supplement and substitute for the conventional energy supply.
■				Develop broadband fiber optic to serve major City facilities.
■				Support enhanced reliability and coverage of commercial broadband to support economic development, telemedicine and residents' needs.
		■		Expand the current system for reuse of treated effluent.
			■	Conduct regular annual clean-up of trash, weeds and graffiti.
Hazards Mitigation				
	■			Update the Emergency Operations Plan.
■				Conduct a natural hazards risk review of City facilities.
	■			Review building codes and zoning regulations to assure adequate provisions are in place to reduce the exposure to natural hazards.
■				Conduct a hazards mitigation risk review of City facilities in upcoming asset managements reviews.
	■			Publish maps showing areas with known natural hazards to inform property owners and residents.
	■			Conduct current hazards education programs to better inform property owners and residents of property owners.
	■			Develop a promotional program to encourage participation in the McKinley County CodeRED® early warning system.

III. Existing Conditions Element

This section provides background information about demographic trends and projections.

This section provides background information about the city of Gallup and McKinley County that is pertinent to all elements of the plan. It includes population projections and describes the analyses that provided the basis for them.

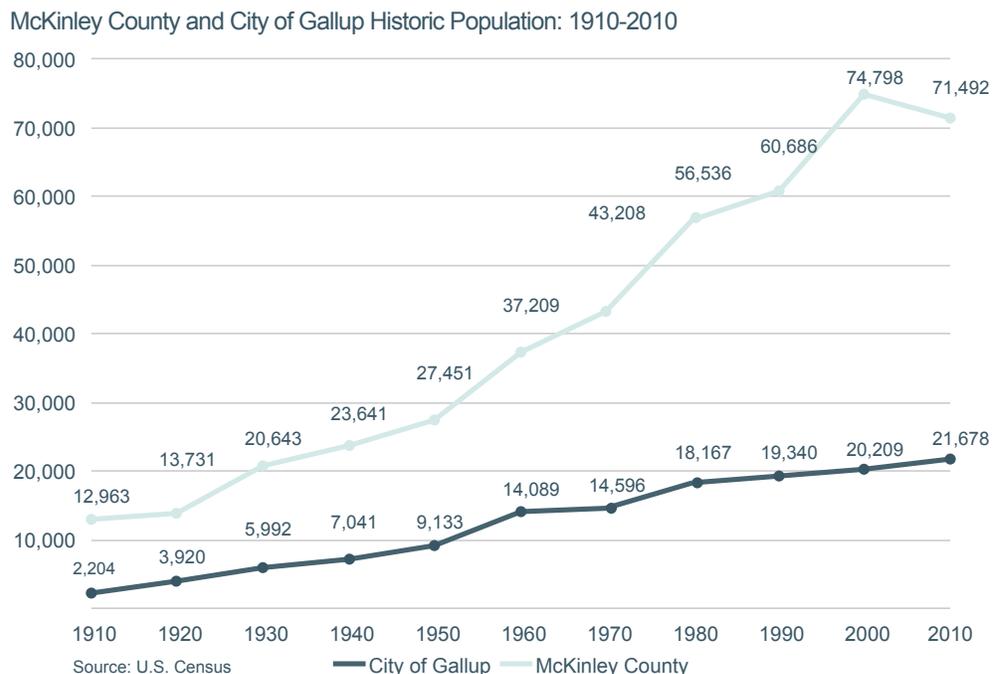
A. Demographic and Economic Trends

Long-term demographic and economic trends tend to shape the future of communities. While the past does not dictate the future, the dynamics of long-range trends generally continue with some momentum into the future, unless unforeseen conditions intervene. While Gallup has never been a “boom” town, it has experienced long-term population growth and has the potential either to increase its rate of growth or decline in population in the future.

Population

Over the last 100 years, the population grew every decade in the city, and in all decades except the 2000s in McKinley County. The city of Gallup has experienced relatively steady growth since 1990. Except for a slight dip between 2011 and 2012, the city has gained population in every measured year, growing from 19,340 people in 1990 to an estimated 22,261 in 2013. It has grown at an annual rate of 0.7% since 1910 and added 1,469 people from 2000 to 2010.

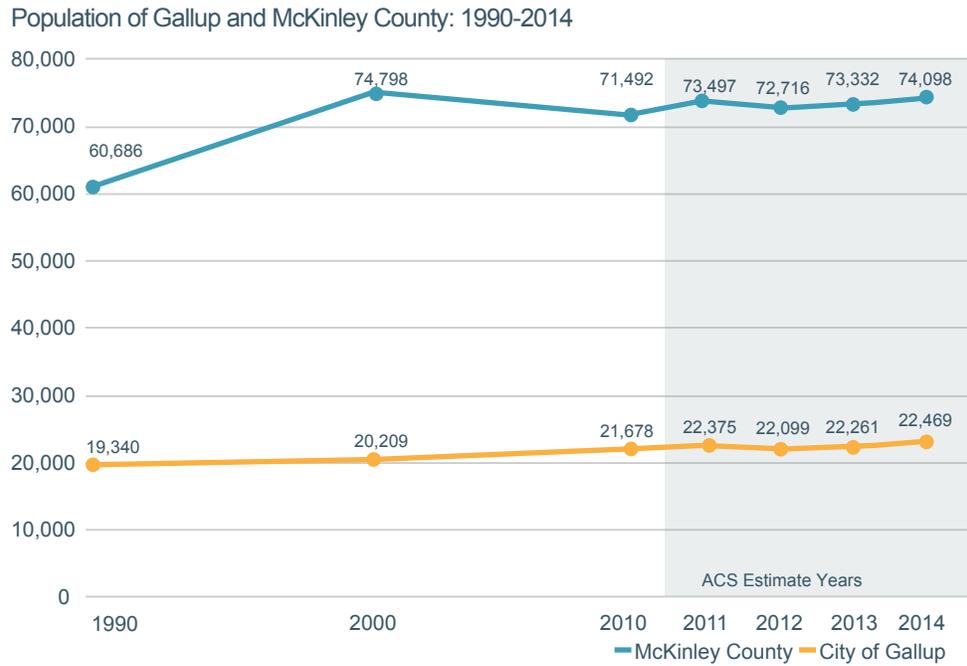
Exhibit III-1
Historic
Populations of
McKinley County
and Gallup



According to American Community Survey (ACS) estimates, after declining from 2000 to 2007, the population of McKinley County began to grow, gaining over 800 people between 2008 to 2010. Unlike the city of Gallup, however, the county lost population overall between 2000 and 2010, shrinking by 0.5%, or 3,300 people. Since 2010, the county’s growth trend rose at a rate of 0.9% per year until 2014. Growth projections for the county are for an increase at an average annual rate of

0.6% from 2010-2030 for the mid-range series, considered the most likely, and 1.4% for the high range.

Exhibit III-2
Historic Population,
Gallup and
McKinley County



Births

Births have declined in both the Gallup urban area and McKinley County since 1990. Although both areas experienced small increases from 2000 to 2008 and 2010 to 2011, the decline has been steady, with a sharp drop-off since 2011.

Exhibit III-3
Chart of Total
Historic Births in
Gallup

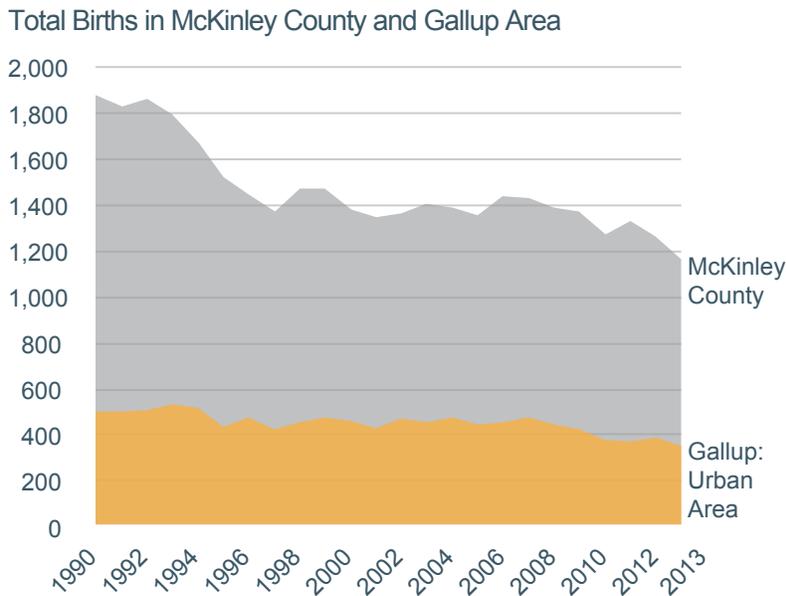


Exhibit III-4
Table of Total Historic
Births in Gallup

McKinley County and Gallup Area Births by Year: 1990-2013

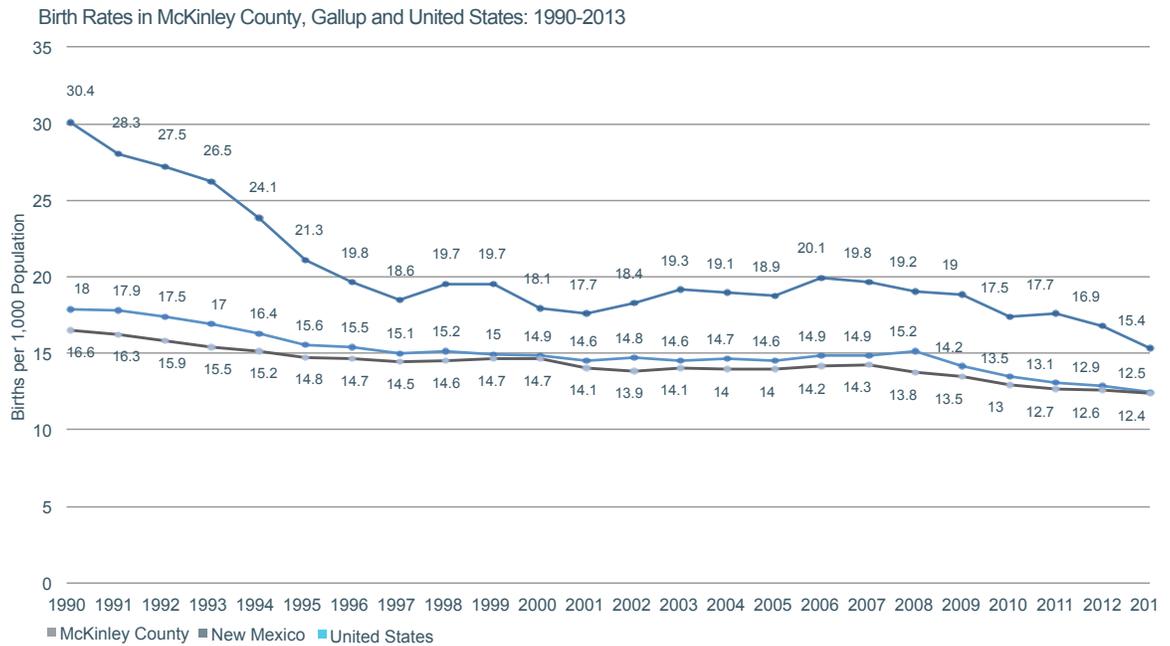
	1990	1991	1992	1993	1994	1995	1996	1997
McKinley County	1,845	1,801	1,826	1,764	1,644	1,495	1,421	1,344
Gallup: Urban Area	448	447	454	477	461	386	423	380
	1998	1999	2000	2001	2002	2003	2004	2005
McKinley County	1,445	1,448	1,357	1,317	1,340	1,380	1,364	1,332
Gallup: Urban Area	406	427	413	383	421	404	423	397
	2006	2007	2008	2009	2010	2011	2012	2013
McKinley County	1,415	1,404	1,362	1,343	1,248	1,305	1,239	1,143
Gallup: Urban Area	404	425	399	379	337	331	346	313

Source: New Mexico Department of Health

McKinley County's birth rates were historically much higher than the rates in New Mexico or the U.S. They were almost twice as high at 30.4 births per 1,000 population as the national average of 16.6 in 1990. By 1997, however, the birth rate in the county had fallen to 18.6%. Since that time, the birth rate in the county has followed the national trend of gradual decline. Although the rate in McKinley County remained higher than state or national averages in 2013, it appears to be nearing those levels.

Exhibit III-5
Birth Rates

Birth Rates
Data Sources:
New Mexico Department of Health, U.S. Census population counts and estimates, U.S. Vital Statistics Reports, New Mexico Department of Health *New Mexico Selected Health Statistics Annual Report 2013* and New Mexico's Indicator Based Information System online data resource



The decline in births and birth rates in both the city and county has contributed to lower population growth in both areas.

Natural Growth and Out Migration

The U.S. Census reports a population loss of 3,303 persons in McKinley County from 2000 to 2010. Natural growth (births minus deaths) added 9,173 over the same time period, indicating that out-migration in the county may have been greater than 12,000. Similarly, between 2010 and 2013, the U.S. Census ACS estimated a growth in population in the county of 1,840, but births outnumbered deaths by 2,853 over the same period, suggesting that out-migration may still be the dominant trend.

Note that U.S. Census counts and ACS estimates may not accurately capture the trends, especially in McKinley County with its large rural and culturally independent population. Many analysts believe that the Census has historically undercounted population living on tribal lands. Speculation is that the Census Bureau either undercounted Navajo Indian Reservation population in 2010 and/or overcounted it in 2000.

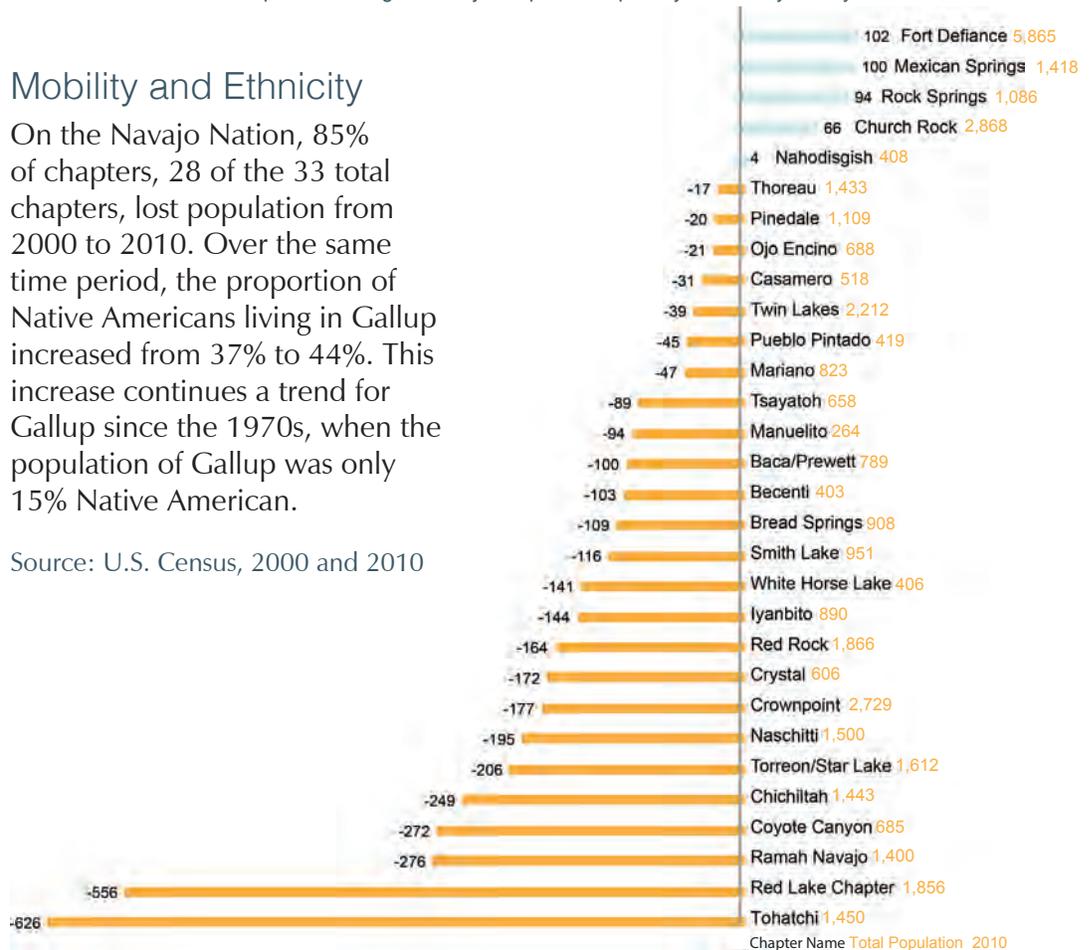
Exhibit III-6
Population Change in the Navajo Nation by Chapter

Population Change in Navajo Chapters in or partially in McKinley County between 2000 and 2010

Mobility and Ethnicity

On the Navajo Nation, 85% of chapters, 28 of the 33 total chapters, lost population from 2000 to 2010. Over the same time period, the proportion of Native Americans living in Gallup increased from 37% to 44%. This increase continues a trend for Gallup since the 1970s, when the population of Gallup was only 15% Native American.

Source: U.S. Census, 2000 and 2010

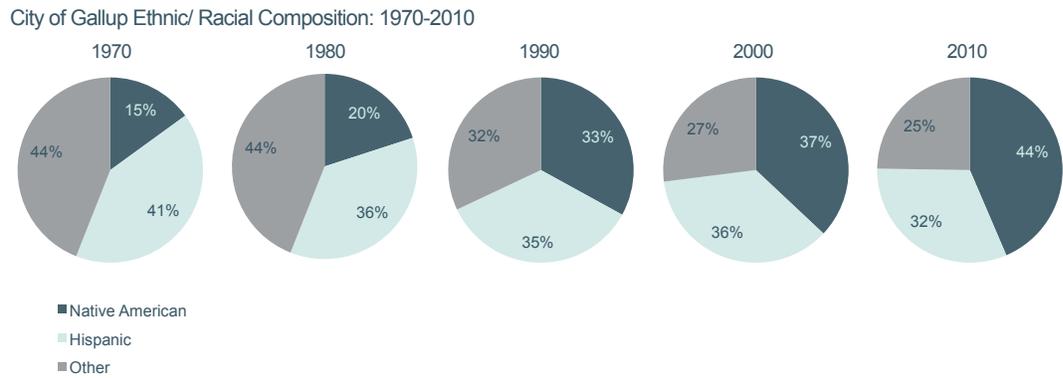


Race and Ethnicity

In 1970, just 15% of the Gallup population was Native American, with an almost even split of the rest of the population identifying either as Hispanic or any ethnicity other than Native (in Gallup, this ethnicity has been mostly white, but includes some Asian and black).

As the percentage of Native Americans in Gallup steadily increased over the proceeding decades, the share of Hispanic and other ethnicities decreases at about the same rate. In 2000, Native Americans became the largest ethnic group living in Gallup and the share continued to grow to 44% in 2010.

Exhibit III-7
Race and Ethnicity
in Gallup



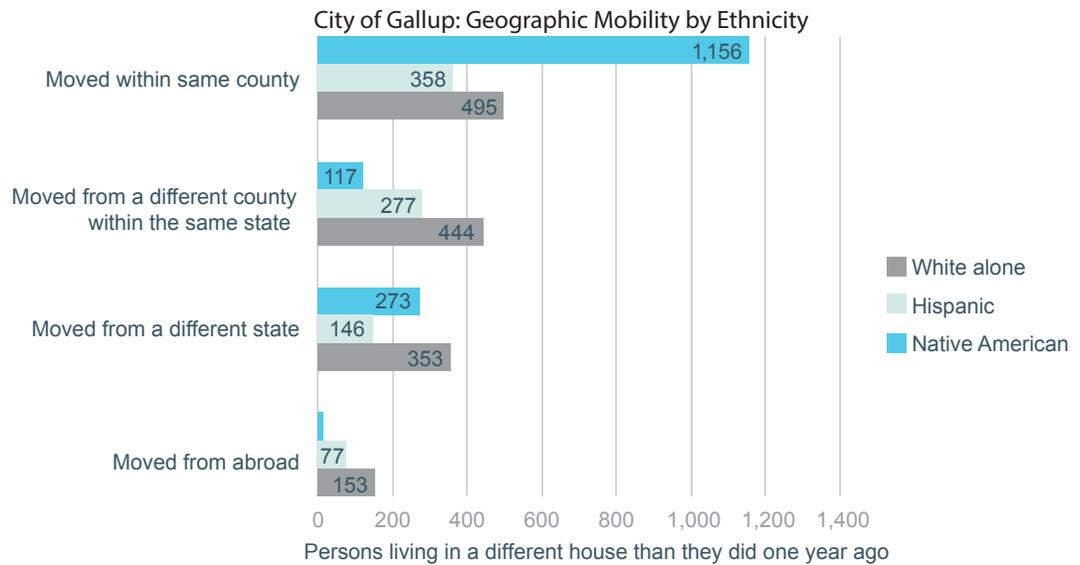
Source: U.S. Census, 1970, 1980, 1990, 2000 and 2010

These data may represent an urbanization of the Native American population who leave the more rural communities on the Navajo Nation and move to Gallup. ACS estimated that Native Americans in McKinley County who had changed residences in the last year were about ten times more likely to have moved from within the county than from another New Mexico county. They were about five times more likely to have moved within the county than from another state. Estimates in the same categories for Non-Hispanic whites and Hispanics were dramatically different, with fairly level moves within the county and from another county in the state.

While the category “moved within the same county” includes people who only changed houses within the city, the number of Native Americans in that category is much higher than the number of whites or Hispanics and is at a higher proportion than the racial/ethnic make up of the city as a whole. These data indicate that Native Americans are much less likely to remain in one house longer than a year or are migrating into the city from within the county. The latter is the more likely of the two.

The second implication of these estimates is that more Native Americans are migrating to Gallup than either whites or Hispanics and the proportion of Natives in Gallup will likely continue to grow.

Exhibit III-8
Geographic
Mobility in Gallup



Source: U.S. Census, ACS Estimate, 2013

Median Age

The median age in the City of Gallup was 31.9 years in 2010. This number is slightly higher than the median age in 2000 (31.1 years). The median age in McKinley County was 30.7 in 2010, significantly higher than the median of 26.9 years in 2000. Both county and city residents are younger than in either the state or the U.S, and the median age in Gallup is rising more slowly.

Exhibit III-9
Median Age: City of
Gallup

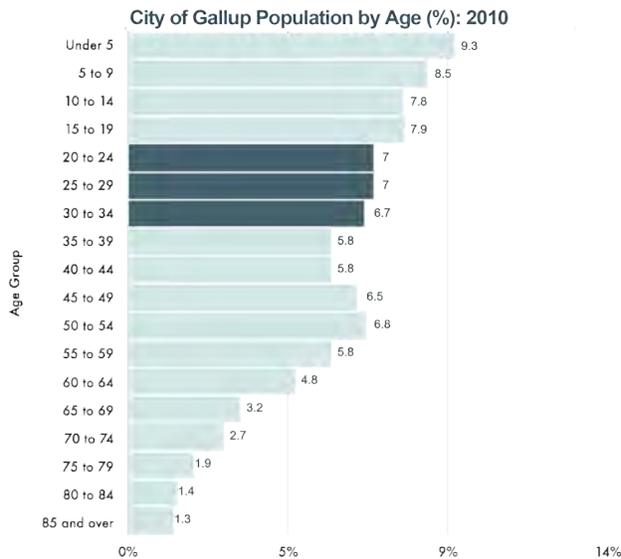
Median Age in the City of Gallup Compared to County, State and U.S.			
	2000	2010	Change 2000 to 2010
City of Gallup	31.1	31.9	0.8
McKinley County	26.9	30.7	3.8
Zuni Reservation	28	31	3
New Mexico	34.6	36.7	2.1
United States	35.3	37.2	1.9

Source: U.S. Census 2000 and 2010

Age Groups

In 2010, the age group shares for the Gallup population were similar to the McKinley County population as a whole, with slightly smaller shares of residents under 10 and over 50 years of age, and slightly larger shares between 10 and 24 years.

Exhibit III-10
Gallup Population
by Age, 2010



In 1990, McKinley County's population showed a classic growth curve shape with high percentages of children and decreasing percentages for older ages. By 2000, the sharp decrease in births in the 1990s had produced a significant decrease in the share of population under five years old. As the population ages, older cohorts begin to occupy a greater proportions of the total population, and the proportion of younger cohorts declines. This change occurred despite little decline in the actual number of individuals in younger cohorts — the number of people between ages 20 and 34 declined by less than 300 in the period of 1990 to 2010.

By 2020, the University of New Mexico's Geospatial and Population Studies (GPS) projections (2012 series) show the amount of college-age population increasing with an expanding population and an aging cohort.

By 2035, GPS expects the amount of college-age population in the county to decline again. However, if the overall population rebounds more than projected, the 20 to 34 years of age cohort would likely be larger. GPS' assumption regarding the continued aging of the population results in a decrease in the college-age group share from 20.7% in 2010 to 17.3% by 2035.

Exhibit III-11
McKinley
County
Population by
Age, 1990-
2035

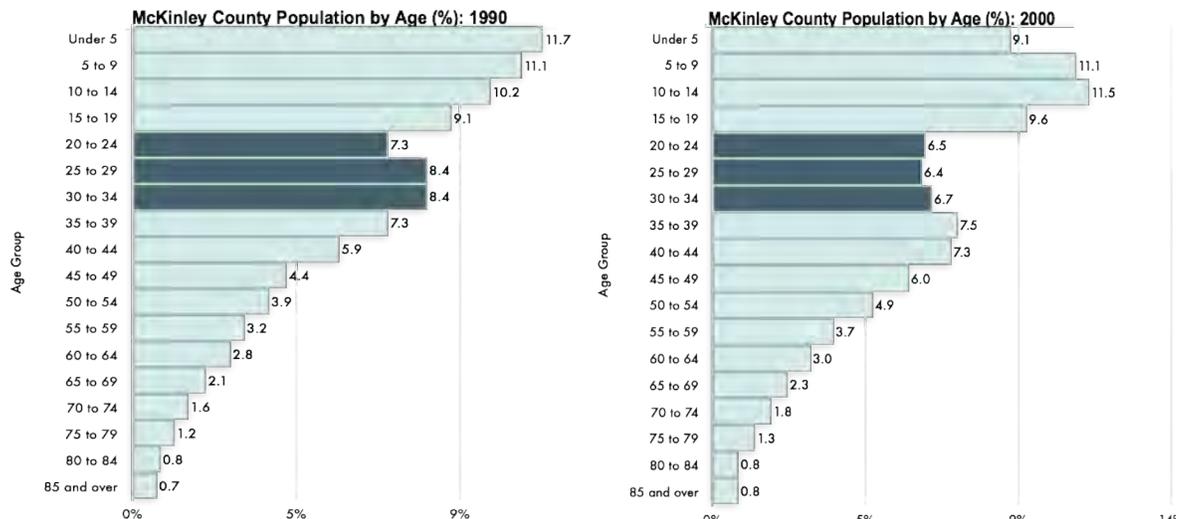
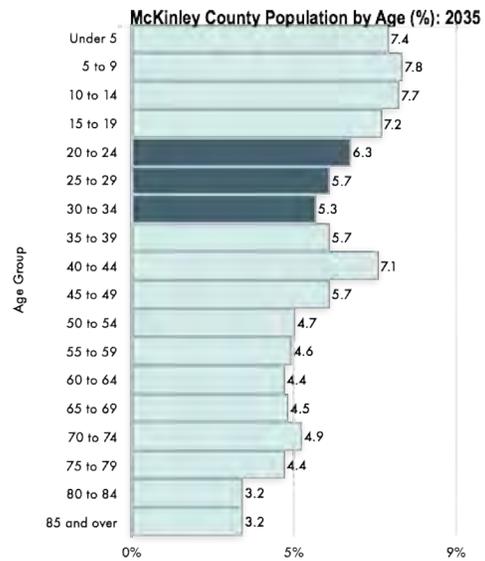
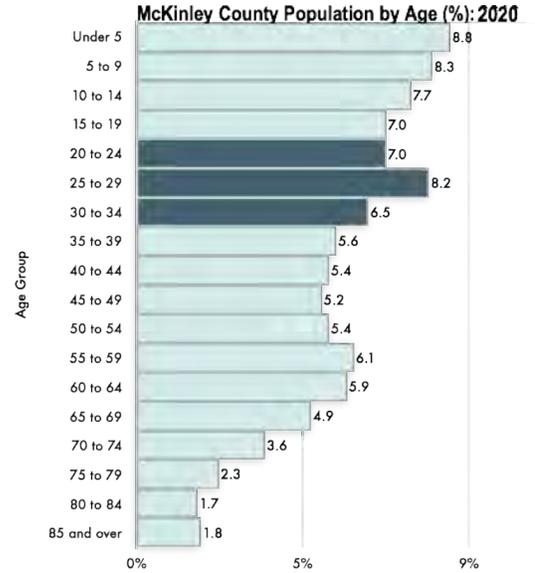
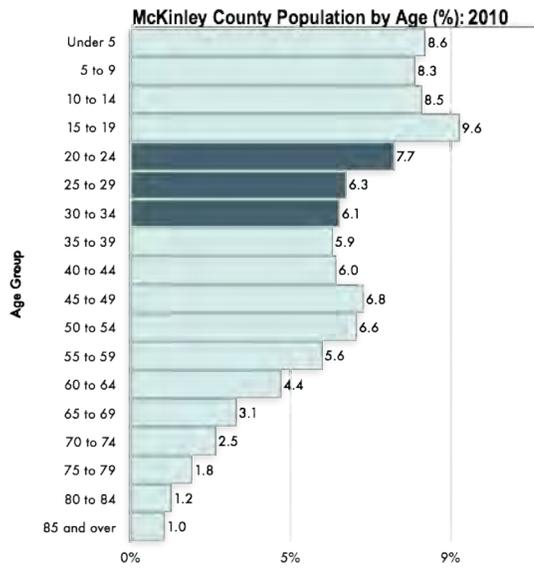


Exhibit III-11
 continued
 McKinley County
 Population by Age,
 1990-2035

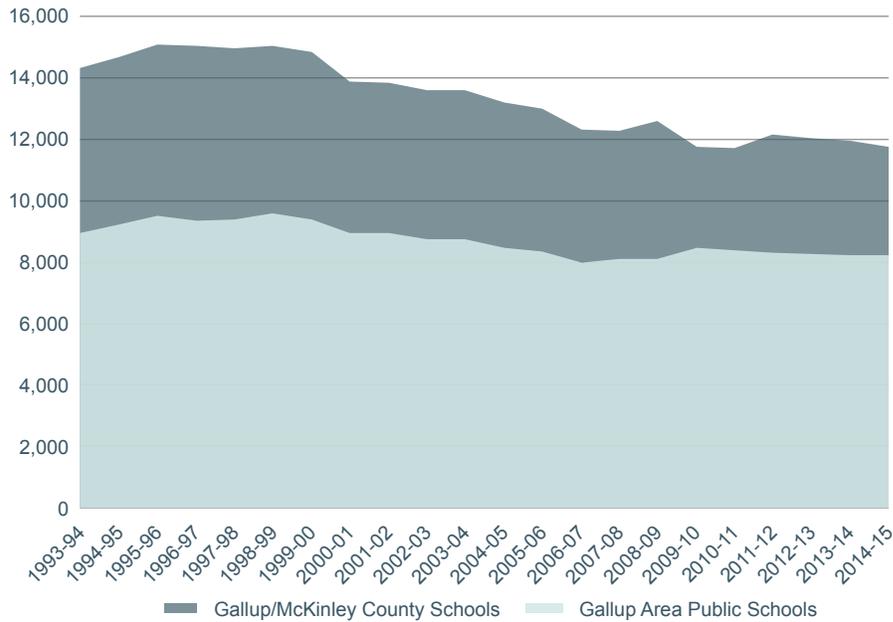


Source: U.S. Census, 1990, 2000 and 2010
 Projection Source: Geospatial and Population Studies, University of New Mexico, 2012

Historic Public School Enrollment

Exhibit III-12
Historic Enrollment
in Gallup-McKinley
County Schools

Gallup/ McKinley County School Enrollment: 1993-2015



Enrollment in Gallup-McKinley County Schools has declined since 1993. The Gallup area share of enrollment has also fallen since 1993, but much more slowly, declining from 8,949 in the 1993-94 school year to 8,238 in 2014-15. Although the Gallup population grew over the same period, continued aging of the population and a decline in births has led to fewer young people in the community.

Exhibit III-13
Historic Public School
Enrollment: Gallup/
McKinley County
Schools Data

Gallup/ McKinley County School Enrollment: 1993-2015

	1993-94	1994-95	1995-96	1996-97	1997-98	1998-99	1999-00	2000-01	2001-02	2002-03	2003-04
Gallup/McKinley County Schools	14,334	14,685	15,083	15,031	14,959	15,042	14,859	13,872	13,840	13,618	13,620
Gallup Area Schools	8,949	9,216	9,521	9,366	9,393	9,607	9,409	8,965	8,943	8,764	8,760
	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11	2011-12	2012-13	2013-14	2014-15
Gallup/McKinley County Schools	13,191	13,000	12,311	12,280	12,620	11,776	11,717	12,173	12,036	11,947	11,747
Gallup Area Schools	8,468	8,366	8,003	8,087	8,089	8,450	8,384	8,288	8,265	8,222	8,238

Household Size

Household size declined in the city, county and school district areas from 1990 to 2010. This decline corresponds with fewer births and an aging population. The trend is similar in the state of New Mexico overall.

Exhibit III-14
Average Household
Size: City of Gallup

Average Household Size				
Geographic Area	1990	2000	2010	Change 1990 to 2010
City of Gallup	3.01	2.85	2.79	-0.22
McKinley County	3.61	3.44	3.22	-0.39
Gallup-McKinley County Schools	3.46	3.38	3.14	-0.32
Zuni Reservation		4.16	3.99	
New Mexico	2.74	2.63	2.55	-0.19

Source: US Census 1990, 2000, 2010

Household Size and Relation to Population Growth

The average household size declined in Gallup by 8% between 2000 and 2010, a larger decrease than the 5% of the previous decade. Declining household size is a broad demographic trend nationally and in New Mexico.

One implication of declining household size is that Gallup needs more households to maintain the same population level. If this trend continues, the city will have to develop additional housing to maintain its current population. When considering possible future population growth, shrinking household sizes will mean that more units will be required to meet the needs of smaller new households.

Exhibit III-15
Selected Housing
Statistics: City of
Gallup

City of Gallup Selected Housing Statistics: 1990, 2000 and 2010

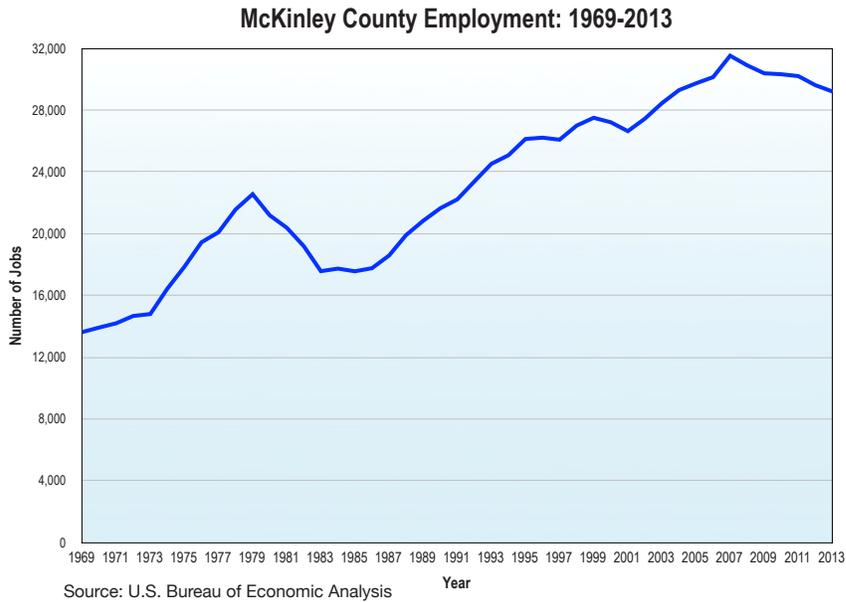
	1990	2000	2010	Change: 1990-2010
Total Population	19,154	20,209	21,678	2,524
Housing Units	6,706	7,349	8,097	1,391
Households	6,204	6,810	7,590	1,386
Vacant Housing Units	502	539	507	5
Vacancy Rate	7.50%	7.30%	6.30%	-1.20%
Average Household Size (Persons Per Household)	3.01	2.85	2.79	-0.22
Population in Households	18,053	19,434	21,179	3,126
Population in Group Quarters	501	775	499	-2

Source: U.S. Census, 1990, 2000 and 2010

Economic Development

Employment in McKinley County has fallen dramatically since the economic downturn in 2008. From a peak of 31,518 in 2007, the county lost 2,317 jobs by 2013. The annual rate of change has remained negative since the downturn, but began rising slightly after 2011. County population shrank at a rate of 0.23% over the same period.

Exhibit III-16
Selected Housing
Statistics: City of
Gallup



B. Population Projections

Demographic and Economic Drivers

The following growth drivers show conflicting trends. Overall, planners believe that the majority positive factors will lead to some growth in Gallup and McKinley County. Economic concerns and net out-migration are serious factors that could lead to population decline. If any of the major employers left the community for any reason, population projections should be reconsidered.

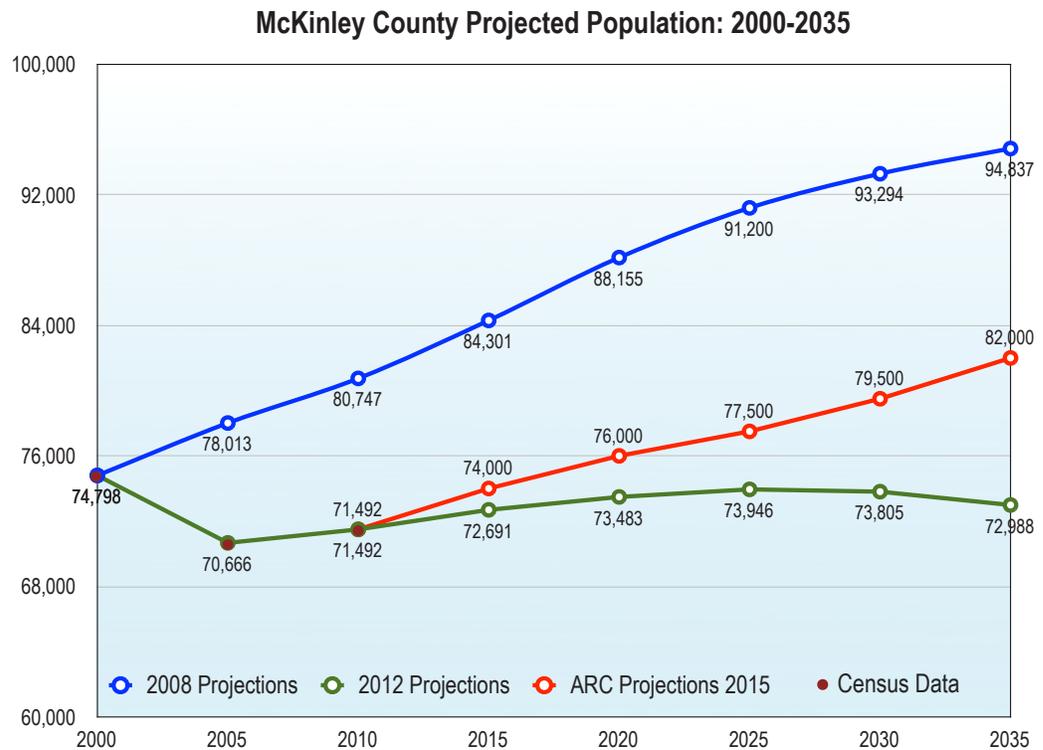
	City of Gallup has grown each decade for 100 years, including adding nearly 1,500 persons from 2000 to 2010
	U.S. Census Bureau estimates Gallup grew by ~600 persons from 2010 to 2014
	The increase of Native American population shows in-migration, from particularly Navajo Nation
	Births and birth rates have declined gradually in Gallup area and more sharply in McKinley County since 1990
	Gallup had a comparatively young population in 2010, with a median age of 31.9 years, compared to 36.7 years for New Mexico

	McKinley County has highest poverty rate and lowest per capita income in New Mexico
	County employment has declined since 2008
	Some major employers added jobs in recent years: Gallup Indian Medical Center, El Segundo and Lee Ranch mines, and Fire Rock Navajo Casino; others reduced the number of jobs: Rehoboth McKinley Christian Hospital, City, County, and P&M Coal
	Gallup is the employment hub of county, estimated to have 87% of jobs, strong in the “3 Ts” of travel, trade and tourism including retail, medical services, lodging, restaurants and Native American jewelry
	Gallup had substantial new building in 1990s and much of 2000s; residential permits have not recovered since 2009. Additional phases of existing subdivisions have building sites and proposed residential subdivisions may develop.
	The Navajo-Gallup Water Supply Project is proceeding, and should reach Gallup in 2023, enabling growth and development
	The widening of U.S. 491 is scheduled to be completed within two years and will improve accessibility to north
	The Greater Gallup Economic Development Corporation is promoting and coordinating target industries
	135 miles of hiking/biking trails in the area spurs some tourism spending and may expand further

County Population Projections

University of New Mexico Geospatial Population Services prepares population projections for all counties in the state approximately every five years. While the 2008 projection series for McKinley County showed growth at an average annual rate of 0.7% between 2010 and 2035, the 2012 series show very modest growth of 0.08% per year. ARC projects that the county will grow, on average, 0.6% per year, reaching a population of nearly 82,000 in 2035.

Exhibit III-17
 McKinley Projected
 Population

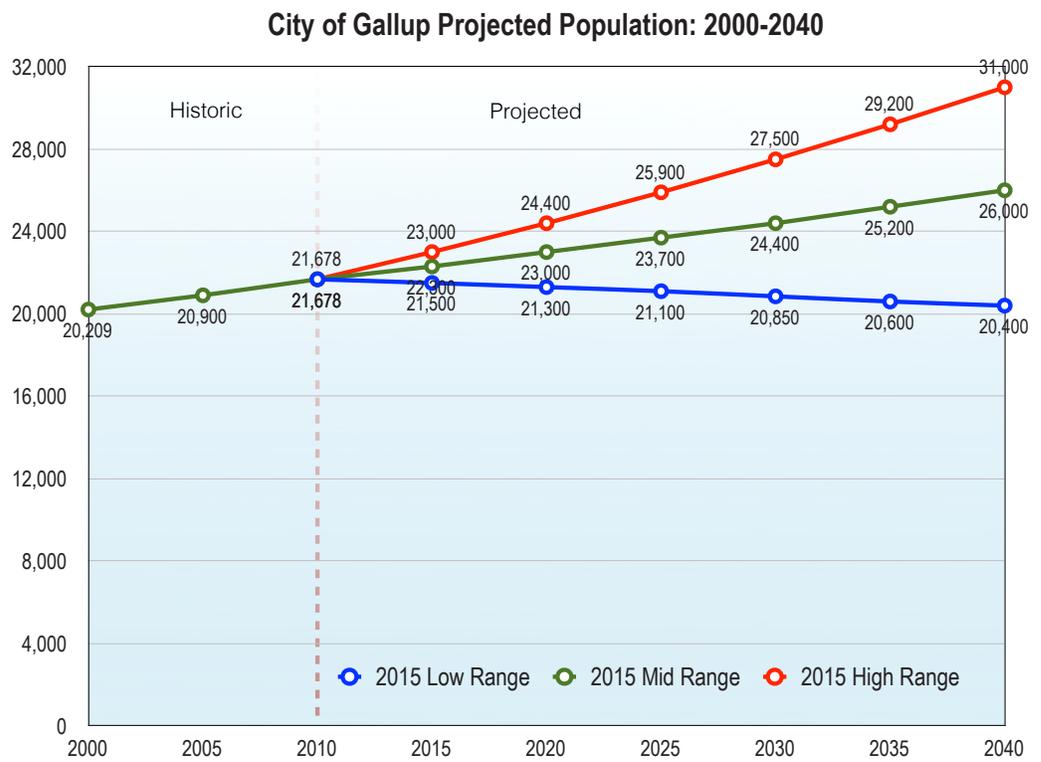


Sources: U.S. Census 2000 count, 2005 estimate and 2010 count (green line); University of New Mexico - Bureau of Business and Economic Research, 2008 and Geospatial Population Services 2012.

City of Gallup Population Projections

ARC prepared population projections as part of the plan update, showing for each series average annual rates of -0.2% for the low range, 0.6% for the mid-range and 1.2% for the high range. The mid-range series is considered to be the most likely. (See the chart on the following page.)

Exhibit III-18
Gallup Projected
Population



IV. Land Use Element - 2016 Addendum

A. Introduction to Addendum

This element addendum is an update to the 2009 Land Use Element. It will update facts and figures with current data and provide an overview of changes in and the housing market since the 2009 plan. It supplements and does not replace the 2009 Land Use Element.

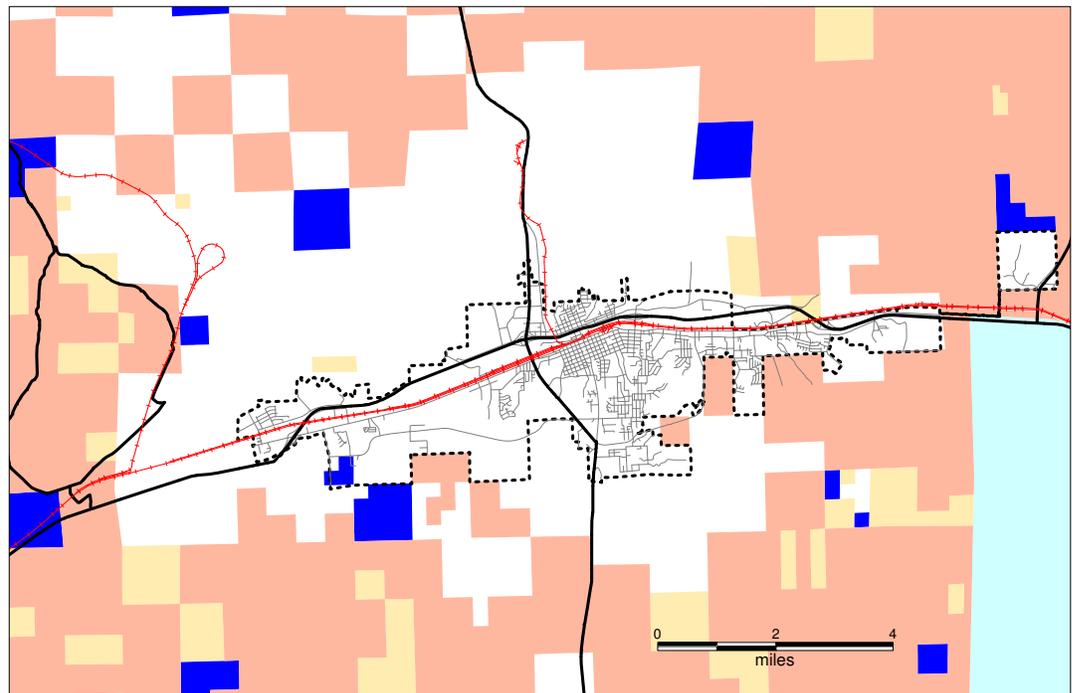
B. 2016 Update to Existing Conditions

Land Status

The following map shows land status in the area. While tribal and public lands generally surround Gallup, there remains substantial private land, largely to the north of the city. The current city limits include the Rehoboth Area, annexed since the prior 2009 plan.

Exhibit IV-1
Land Status Map

Gallup Growth Management Plan: Land Status

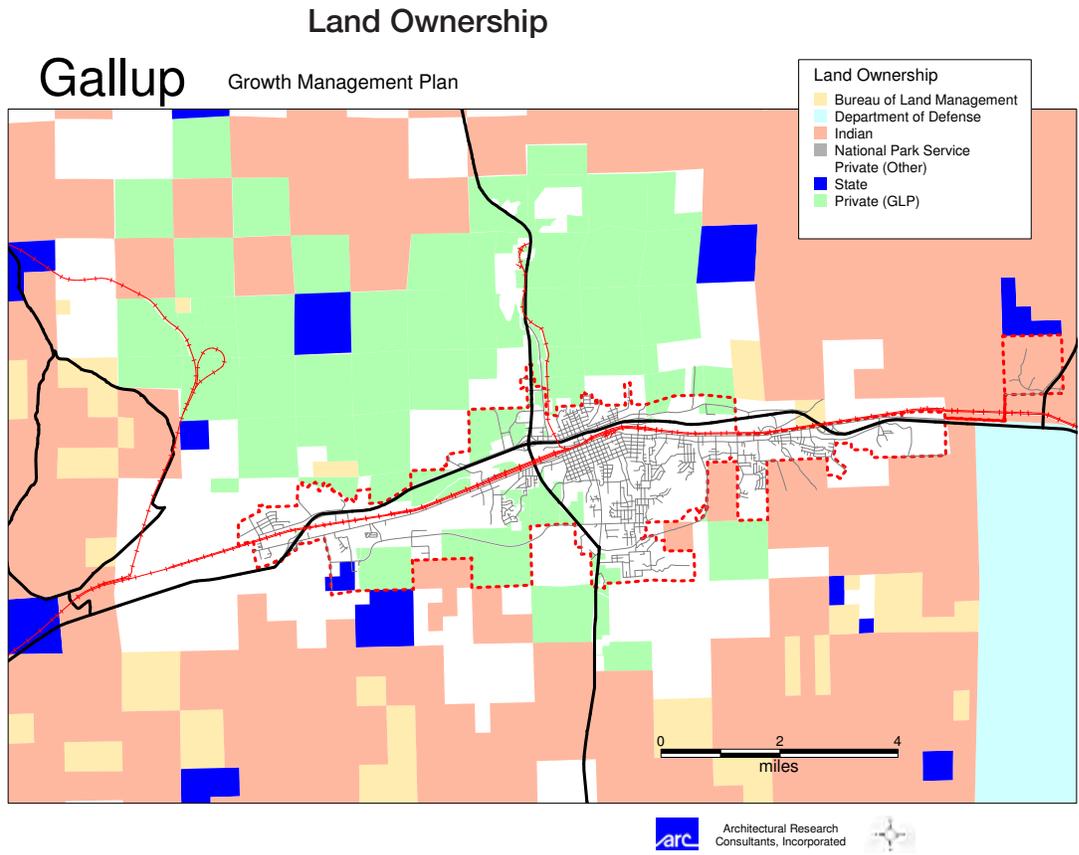


arc Architectural Research
Consultants, Incorporated

Gallup Land Partners (GLP) is the largest private landowner in the Gallup vicinity. The following map shows GLP land holdings among other private properties.

Land Ownership

- Bureau of Land Management
- Department of Defense
- Indian Trust and Allotment
- Private
- State



Existing Land Use

The city of Gallup encompasses 12,800 acres, or 20 square miles. The city added approximately 52 acres of new development between 2009 and 2015. The largest category of new development is business (16 acres), including new hotels/motels, followed by single-family housing (14 acres).

Since 2009, Gallup annexed the Rehoboth area of 672 acres, of which 480 acres are vacant.

Just under half the land area, 45%, is vacant. As addressed in the Outstanding Physical Features and Sensitive Land Section that follows, some land is not developable. Of the remaining developed land, residential lands comprise the most land area, 1,629 acres, or 32%. Business occupies 22% of developed land, parks and recreational facilities, 18%, public facilities, 13% and schools, 11%.

Exhibit IV-3
Existing Land Use in
Acres

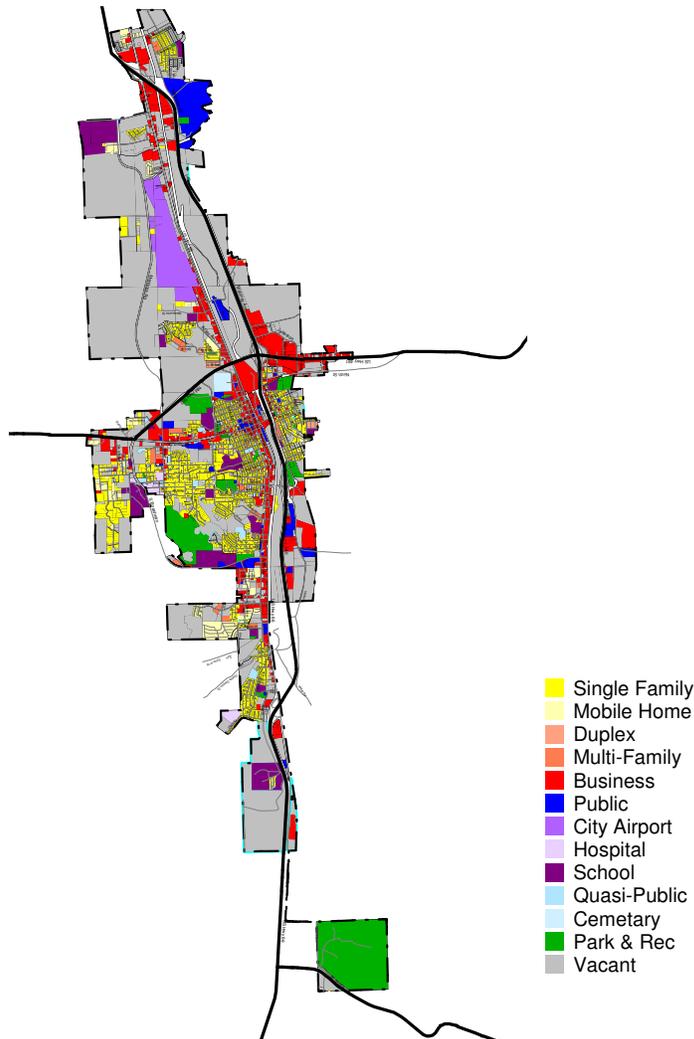
City of Gallup Existing Land Use 2015 Update in Acres

Land Use Category	Within 2009 City Limits			Rehobeth Annexation	Within 2015 City Limits
	2009	2015	Difference		
Single Family Residential	1,170.4	1,184.7	14.3	5.7	1,190.4
Mobile Homes	285.4	283.0	-2.4		283.0
Duplexes	52.3	52.3	0.0		52.3
Mult-Family Residential	102.6	103.2	0.6		103.2
Business	1,065.0	1,081.2	16.2	20.3	1,101.4
Public	320.8	385.1	64.3		385.1
City Airport	346.4	389.0	42.6		389.0
Hospitals/Medical Clinics	53.7	55.8	2.1		55.8
Schools	445.4	443.5	-1.9	99.3	542.8
Churches/Quasi-Public	65.5	65.5	0.0	0.7	66.2
Cemtery	41.9	41.9	0.0		41.9
Parks and Recreational Facilities	914.8	929.1	14.4		929.1
Vacant	5,326.8	5,177.4	-149.4	480.0	5,657.4
Right of way	1,898.9	1,936.0	37.1	66.5	2,002.5
Total	12,090.0	12,127.6	37.6	672.4	12,800.0

Source: ARC and City of Gallup analysis.

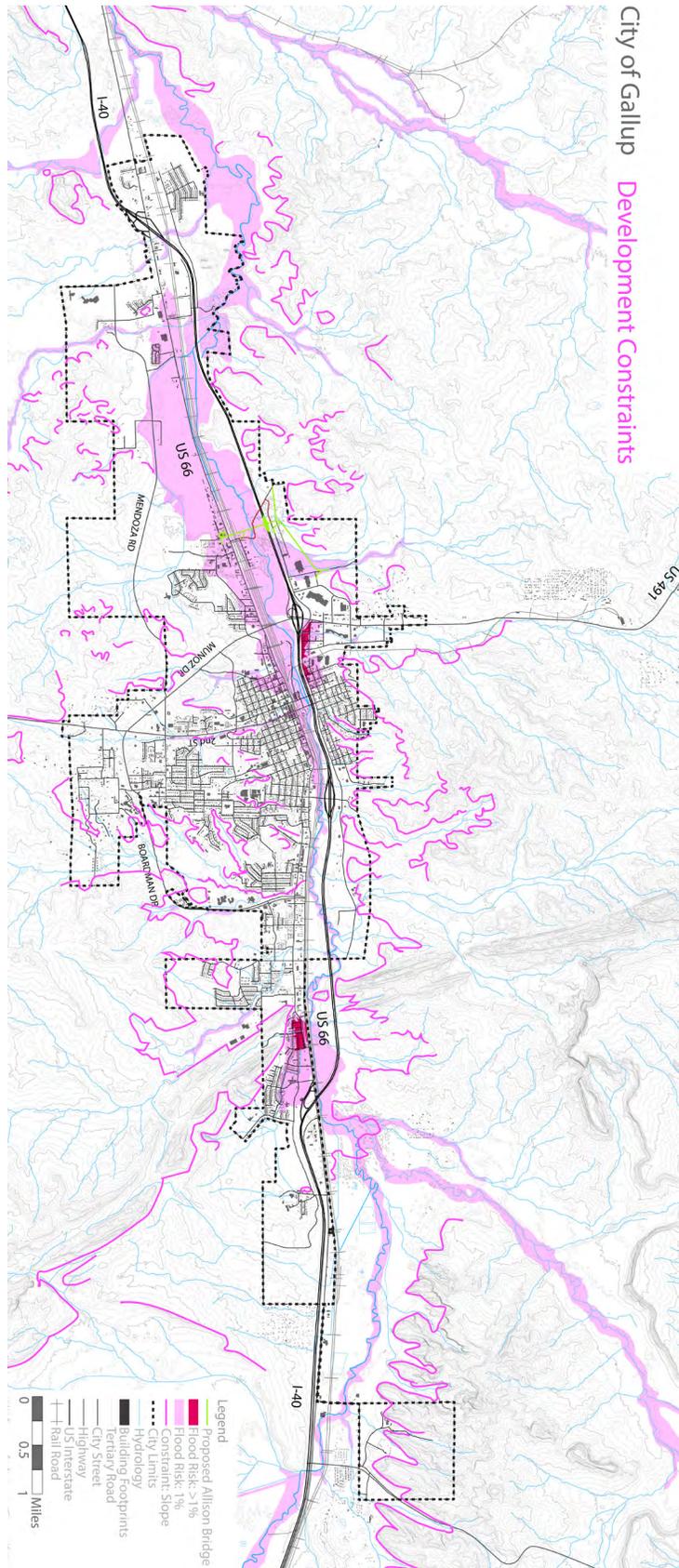
Exhibit IV-4
Current Land Use
Map

Current Land Use, 2015



Outstanding Physical Features and Sensitive Lands

Exhibit IV-5
Development
Constraints Map



The 2009 Growth Management Master Plan and prior plans dating from the 1990s all referenced the prominent geologic features and sensitive lands in and around Gallup. This map shows 100-year floodplains identified by the Federal Emergency Management Agency, and edges of steep slopes that constrain contiguous development. Contour lines further show steep slopes. Drainages, including arroyos depicted on this map in blue and their floodplains (not shown) are also constraints for development. This small-scale map does not identify rock outcroppings, but site development plans should identify them.

C. Issues and Opportunities Updated to 2015

Gallup Land Use Development Standards - Code Update

The Gallup Land Development Standards include the City's zoning, subdivision regulations, and annexation policy. Development of this section of the municipal code in 2000 was primarily a follow-up to the 1999 Growth Management Master Plan. The 2009 plan update identified topics that the City should evaluate for possible change in the code to assure that the code supports the plan goals, objectives and policies.

The Gallup Planning and Zoning Commission recognizes that the current Land Development Standards are outdated and strongly recommends giving the code update the highest priority.

At this time, the land development standards contain a number of out-of-date provisions. The city should conduct a major code update to address the following areas identified in 2015, as well as areas identified in the 2009 plan.

- Code clarity
- Downtown parking regulations – require some on-site parking for new construction
- C-2 A General Commercial – clarification of mixed use with residential or exclusively residential allowed (from the draft MRA plan received 11-6-15)
- Airport land use overlay zoning
- Planned mixed use zone
- Planned unit development zone
- Park land dedication or cash-in-lieu
- Place-saver for impact fees
- Large-scale development master planning requirements for properties 80 acres and larger

Code Clarity Issues

The code update should address the following provisions:

- Refine definitions
- Delete antiquated uses and add current uses
- Revise permitted and conditional use tables, including reconsidering which uses are conditional
- Update use regulations
- Eliminate references back and forth where creates confusion
- Clarify conditional use review procedures, criteria for approval, and requirement for findings
- Establish parking regulations that clarify the types of “hard surface areas” acceptable for parking, particularly asphalt and concrete, and possibly a type of permeable pavement.
- Review zoning district map and district standards to assure that mixed use developments and redevelopment of vacant lots are allowed in certain areas of the city, such as in the Chihuahuita neighborhood.
- Reconsider the rural holding zone 2.5-acre minimum which allows very low density residential, while the intent is for land to be rezoned and subdivided into urban density at a later time.

Downtown Parking Regulations

Parking regulations currently exempt off-street parking for all buildings downtown. The code should exempt only existing downtown buildings from off-street parking requirements. The code should specify a reduced standard for off-street parking in new downtown buildings.

Airport Land Use Overlay Zoning

Section 10-4G-14 of the Land Development Standards references an old map of zones, probably from 1980s. The code should be updated to establish up-to-date land use restrictions (e.g., uses and heights) and reference a current map showing the runway protection zone and runway safety areas. Zoning is the best, strongest and most comprehensive method for these restrictions. The 2005 Gallup Municipal Airport Action Plan (prepared by Armstrong Consultants, Inc.) shows runway protection zones, although additional areas that should have safety restrictions may need to be identified. In particular, mapping of any airport-related land use restrictions is important to guide future development to the west of the airport and in the Mendoza Road Area.

The Gallup Airport is an important asset in its current location, convenient for users, and has substantial capital investment. In addition, physical conditions of the property, such as a high water table, would make redevelopment for residential or other urban uses very difficult. At some point in the future, if airport activity increases substantially, relocation of the airport to an area farther from Gallup's core may be considered.

Planned Mixed Use Zone

Section 10-4B-6 of the Land Development Standards creates the Planned Mixed Use District (PMU). The PMU contains many desirable concepts and standards, including mixed use development, shared parking, new streetscape types, and high street connectivity. Unfortunately, current market realities do not support mixed use projects that meet criteria of this zone. PMU applications require a complex process for rezoning, regulating plan and platting.

The City's Planned Unit Development Zone can also regulate mixed use development. It requires a less involved process and provides more flexibility for applicants. The City should eliminate the Planned Mixed Use Zone and replace it with a revamped Planned Unit Development Zone, as described below.

Planned Unit Development

Planned Unit Developments (PUDs) are typically mixed use projects that include both residential and non-residential uses and a mix of residential densities. PUDs may have variations in uses and development standards and a more innovative and efficient layout and design compared to traditional zone districts. Design of planned unit developments provides additional amenities or benefits to the city in return for flexibility in the design, layout, and dimensions of the development. A PUD is not intended to reduce quality standards to be below the standards

applicable elsewhere in the city.

In conjunction with eliminating the Planned Mixed Use Zone, the City should revamp its existing Planned Unit Development zone as the preferred option for mixed use development, including:

- Allow greater flexibility in permitted uses, narrow streets, parking requirements, flexibility in height and other dimensional requirements, and distance between buildings
- Establish PUD/master plan submittal requirements addressing site design, landscape plan, architectural character, lighting, common park, open space or recreation area, utilities and public facilities, access and circulation, phasing of development, and PUD agreement
- Amend the Municipal Code to add application and review procedures and procedures for amending PUD plans
- Place PUD zone districts on the City's official zoning map

Park Dedication or Fee-in-Lieu

The Land Development Standards contain two conflicting provisions that require developers either to dedicate park land or pay fee-in-lieu to help fund future park development. Section 10-5-11 E(6)c requires platting of 3 acres per 100 dwelling units; if the area is small, place it on the edge of the subdivision or submit a \$300 per dwelling unit payment-in-lieu. Section H(1) requires 10% of the development site or a fee-in-lieu equal to 50% of the fair market value. That section discourages the fee-in-lieu option for developments over 10 acres in size. It encourages trail connections where development is next to a public school or open space. It encourages trail easements where development is adjacent to the Rio Puerco.

The code should have a single standard that is somewhat more lenient than either of the existing two. As discussed in the Facilities and Parks Element, the city currently has a significant inventory of parks and cannot afford to maintain small dispersed parks.

Place-Saver in Code for Impact Fees

The purpose of impact fees, facilities expansion charges, and similar capital cost recoupment methods is for new development to pay for public facilities serving the development's residents or businesses. Such fees cannot finance facilities necessitated by and attributable to existing development. Fees are typically established to recoup less than 100% of the cost. Several municipalities and counties in New Mexico assess impact fees on new development.

The City is currently most interested in encouraging development, and not in creating an additional cost burden, such as impact fees. The Land Development Standards should reserve a place in the code for such fees that may be reconsidered in the future if the level of development activities, cost of development, and financial conditions change.

Large-Scale Development Framework

The purpose of this subsection is to create a policy framework that encourages coordinated planning and development of large-scale development projects both in the city of Gallup and within proximity to the city, particularly if City utilities provide infrastructure service, city streets are impacted, and any City incentives assist in the development. In general, the City wants to ensure that development proceeds in an orderly fashion with adequate infrastructure to accommodate it and minimizes environmental impacts.

Goals for Large Scale Development

The City of Gallup encourages master planning for large-scale development such as an Energy Logistics Park, Mendoza Road area or Rehoboth area development. While the City prefers developments on vacant lands within the existing city limits, some development may be only feasible and appropriate in the Extraterritorial Area.

Following are goals for new large-scale developments:

- Economic diversification that increases the economic stability and prosperity of the community
- Efficient use of community infrastructure and natural resources to create economic development
- Creation of well-paying jobs
- Creation of development that provides community benefits:
 - Expands tax base
 - Enhances community capacity
 - Develops workforce
 - Improves resident's education
 - Retains local families
 - Increases housing stock and choice
 - Increases population
- Improvements to properties that may spur additional development, including on nearby tribal lands

Potential Large-Scale Developments

Following are some of the potential development areas where large-scale development master plans are anticipated.

Energy Logistics Parks

Gallup Land Partners (GLP) is pursuing development in an Energy Logistics Park northwest of Gallup along the rail spur, and is conducting preliminary planning and engineering. GLP has been highly collaborative and is working with Greater Gallup Economic Development Corporation, McKinley County, City of Gallup and many other stakeholders. The City looks forward to working with GLP on its development, anticipating collaborative public-private partnership efforts to serve development on its property.

With the potential for inland port development in the Manuelito, Rock Springs, and Tsayatoh chapters, in addition to Gallup Land Partners efforts, there have been regional discussions of scenarios of development, roles, coordination, and cooperative efforts. The City needs to work with McKinley County, the Navajo Nation and Navajo Nation chapters to take a coordinated and comprehensive approach to development that may take place in those areas.

Mendoza Road Area

The Mendoza Road Area encompasses nearly 1,800 acres of mostly vacant land. Various property owners own land — the largest is Gallup Land Partners with approximately 1,400 acres. This area was annexed nearly two decades ago and remains an area that can accommodate additional mixed-use development that should be master planned. Land use guidance by the land use sectors section of this addendum addresses future land use in this area in more detail.

Rehoboth Annexation Area

The City recently annexed this large area on the east side of Gallup. Prior property owners prepared a Rehoboth Red Mesa master plan for much of the annexed areas in 2005, but neither the County nor the City adopted it. It is understood that the 2005 master plan is no longer intended to guide growth by the current land owners. The owners should prepare a new master plan for this area.

Recommended Approach

Developers of large-scale projects should prepare complete master plans to establish the overall development pattern, plans for integrated infrastructure, and other aspects of the project. The City should require, in the Land Development Standards subdivision standards and planned unit development section, the master planning of large scale developments. The City and County should work together to review and approve master plans located outside the city limits. The statutory authority for this joint review is through extraterritorial platting and zoning. The City and County should establish extraterritorial zoning and revise extraterritorial subdivision regulations. Alternately, the City should annex project areas prior to review and approval following City regulations.

The City should require projects larger than 80 acres to go through a master plan process.

The City should require projects larger than 80 acres to use a master plan process. In some areas in the city, master planning would be triggered by rezoning from the Rural Holding Zone. This requirement should apply to rezonings to either PUDs or to traditional zone districts.

Goals for Master Plans

The City wants master plans for large-scale developments for the reasons listed below. Applicants should refer to this policy list for master plan guidance.

- Create a “big picture” of planned land uses and build-out of a project, rather than considering piecemeal and incremental development
- Use phasing to create an orderly land-use pattern and extension of utilities and roads

- Ensure compatibility with surrounding existing uses and other planned future uses
- Coordinate with neighboring tribal entities
- Integrate transportation systems with road network, transit, bicycling and pedestrian connectivity
- Make efficient extensions of utilities
- Designate and preserve future parks and open space systems
- Avoid or mitigate flooding, erosion, rock or land slide, wildfire and structural fire
- Protect air quality, water quality, natural drainage features, riparian areas and wetlands, major vegetation, wildlife, scenic rock outcrops, archeological resources, and outstanding views
- Minimize water and energy use
- Develop at no net expense to the City and County

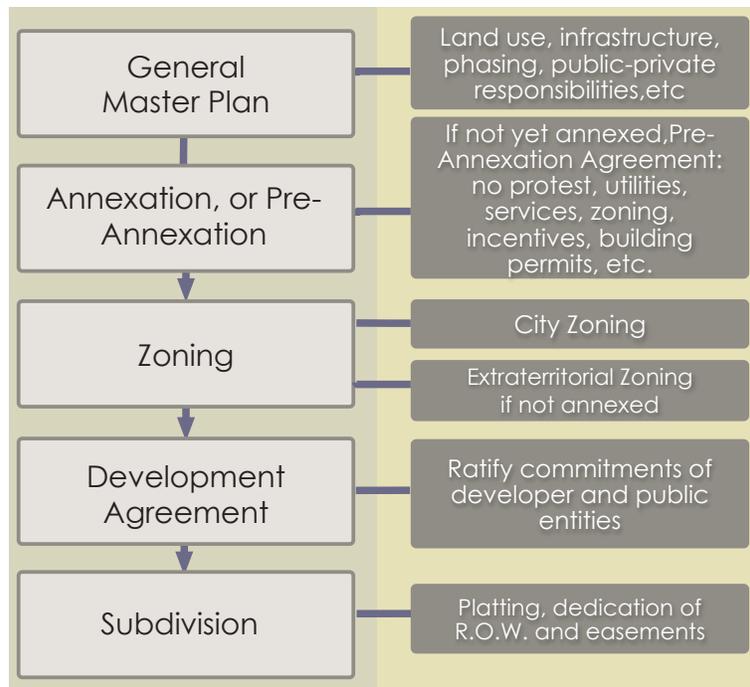
Review Steps for Large Scale Developments

Annexation is the optimal first step if a developer expects to receive City services and eventually be located within the City. Developments that are not currently contiguous to the city will be more difficult to annex. While the District Court Judge in the recent Town of Taos airport annexation case (2013) frowned on a “shoestring” annexation, this method of establishing legal contiguity appears to continue to be viable. Gallup has already had the successful experience of annexing Red Rock Park using the method.

The master plan should establish substantive aspects of a development scheme when a developer applies for approval of a large-scale development preceding annexation. The City and County should establish the application process, directing joint review and approval. The City and County should adopt extraterritorial subdivision and zoning codes to guide the review process.

The following chart illustrates the major steps in large scale development planning and review.

Review Steps for Large Scale Development



The master plan should proceed simultaneously with the pre-annexation agreement for proposed large-scale developments outside the city. Zoning should be adopted based on the master plan, whether in the city or the extraterritorial area. The development agreement proceeds after annexation and zoning to establish the commitments of the developer and public entities. First phase subdivision follows.

Master Plan Submittal Requirements

The City shall require master plan applications to include the following sections:

- General information
- Land suitability analysis
- Uses and use standards
- Utilities plan
- Water use and water conservation plan
- Transportation plan
- Parks and open space plan
- Fiscal impact analysis
- Public safety
- Designation of properties for public uses
- Referrals to other agencies for review
- Building permit processing
- Economic incentives

These requirements are explained in further detail under “specific subjects” below. Applicants should also attend a pre-application meeting and present a sketch plan prior to submitting a master plan.

The following discussion provides further information for the City to consider in review of master plan submittals.

General Information

- Goals of master plan
- Location map
- Proximity to existing suburban and urban areas
- Total project build-out creation of jobs, dwelling units and resident population
- Intended local government responsibilities

Land Suitability Analysis

This section addresses the physical character and environmental impacts of the proposed development. It is intended to be less rigorous than the environmental analysis in an Environmental Impact Statement.

- Identify major natural features
- Steep slopes, sensitive soils, significant vegetation, floodplains, runoff, erosion, wildlife, noise zones
- Archeological study (level 1 for master plan)
- Drainage and storm water plan
- Environmental protection – landscape solutions
- Water quality
- Air quality

Utilities Plan

- Description of utilities services including water, sewer, electric, fiber optics, and natural gas
- Description of private water company or a utilities district, if proposed
- Anticipated water use
- Wastewater treatment, pre-treatment

Land Use Plan, Uses and Use Standards

- Conceptual land use plan designating areas by land use theme
- Intended or potential uses, such as:
 - Warehousing
 - Transload facilities
 - Manufacturing
 - Oil or natural gas refinery
 - Ethanol processing
 - Oil or natural gas pipelines
 - Sand and gravel
 - Sandstone quarry processing
 - Workforce training facility associated with production
 - Biofuel
 - Office
 - Residential
 - Recreational

The City's land development standards code may not contain definitions for all of the potential uses proposed in a master plan. A master plan should describe the uses and propose use standards, including such characteristics as intensity, hours of operation, and generation of noise and lights.

- Solar energy – on individual buildings; plant
- Use standards
 - Floor area and floor area ratios
 - Site coverage
 - Setbacks
 - Landscaping
 - Screening of industrial activities, if applicable
 - Streetscape details
 - Parking and internal circulation
- Compatibility of uses
 - For example, separation of residential uses from heavy industrial
 - » Residential uses next to office and some warehousing, light manufacturing or logistics may be acceptable. However, semi-trailer trucks may be noisy and generate gas fumes. In general, it is most appropriate to locate residential development in Gallup close to various existing services and facilities that support residents.
- Protection of grazing — on Navajo trust and allotment land, may be the NM State Land Office land and Bureau of Land Management land, and private land

Phasing

- Phasing indicating timing and sequencing of portions of development for purposes of infrastructure extension efficiencies, revenues and costs balance, and learning from prior phases
- Appropriate phasing of development to avoid creating “leapfrog” or dispersed development that is difficult and expensive to serve and manage

Transportation Plan

- Traffic impact analysis
- Road network
 - For example, a new north-south road alternative to County Road 1 reaching I-40 is likely needed for primary access to the Gallup Land Partners Energy Logistics Park. Allowing heavy traffic on County Road 1 may negatively impact the Mentmore residential community.
 - Carbon King Road needs improvements to be a suitable truck route for truck traffic originating from the north
- Truck traffic generated by the Energy Logistics Park on NM 591 through Gallup (Gallup's second Main Street) should either be minimized or mitigated
- Bicycle routes from Gallup to GLP
- Transit from Gallup or from Gamarco
- Integration of roads serving development into regional transportation networks
- The master plan should address transit, bicycling and pedestrian connectivity

Parks and Open Space Plan

- Separation of community areas by open space; establish master planning requirements for this purpose
- Economic analysis of operational expenses of proposed parks and open space system at full build-out

Fiscal Impact Analysis

The fiscal impact analysis addresses proposed cost sharing, no net cost to city or county, and anticipated tax revenues to city, county and school district

- Market study to demonstrate current market demand
- Opportunity for systematic and financially responsible provision of infrastructure and community services
- No net expense
 - Public revenues generated by the new development must be sufficient to support the costs of facilities and infrastructure needed to serve the new development
 - » Facilities provided must meet the level of service standards adopted in a development agreement signed by the developer and the City
 - The developer may be required to transfer to the City sufficient water rights, or cash sufficient for the City to purchase adequate water rights needed to serve the proposed project.
 - Growth-related operational and maintenance expenditures for the new development should be roughly equivalent to the public revenues generated by and collected from the development

Designation of Properties for Public Uses

- Designation of properties for public and quasi-public uses including fire and police, and, if residential, possibly library, post office, parks, and medical clinic

Referrals to other agencies for review

Typical referrals of the master plan include:

- City departments, to be identified
- County departments, to be identified
- Fire departments - City, volunteer
- Public safety - City Police, County Sheriff, State Police
- New Mexico Office of the State Engineer
- New Mexico Department of Transportation
- Depending on the project, the following agencies may be involved:
 - U.S. Department of Transportation: Federal Highway Administration
 - U.S. Department of Transportation: Federal Aviation Administration
 - New Mexico Environment Department

Building Permit Processing

The City of Gallup processes building permits within the City. Arrangements should be made to satisfy the City regarding building permits issued to development outside city limits if the land is expected to be annexed by the City after development. In addition, the City Planning Department may have special considerations for a major development that should be addressed in the master plan and incorporated into a development agreement.

Economic Development Incentives

The master plan should address any economic development incentives for which the developer is applying, such as:

- Industrial revenue bonds
- LEDA incentives

Extraterritorial Planning, Platting and Zoning

The 2009 Growth Management Plan Update recommends that the City continue to work with McKinley County to create extraterritorial zoning. This plan update continues to advocate for the City and County to work together to create a common, unified development framework for extraterritorial planning, subdivision and zoning. This framework is particularly important in the consideration of large-scale development projects, as discussed above.

Annexation Priority Areas

The City occasionally annexes land to accommodate additional development or assure that any development is consistent with its Growth Management Master Plan.

Annexation priority areas were established in the 1999 Growth Management Master Plan, then codified in the Land Development Standards. Section 10-6-1 Annexation Policy of the Land Development Standards requires in Section C.2.a an economic analysis of costs and revenues required for commercial-industrial development or for 25 or more dwelling units.

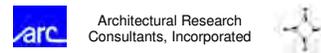
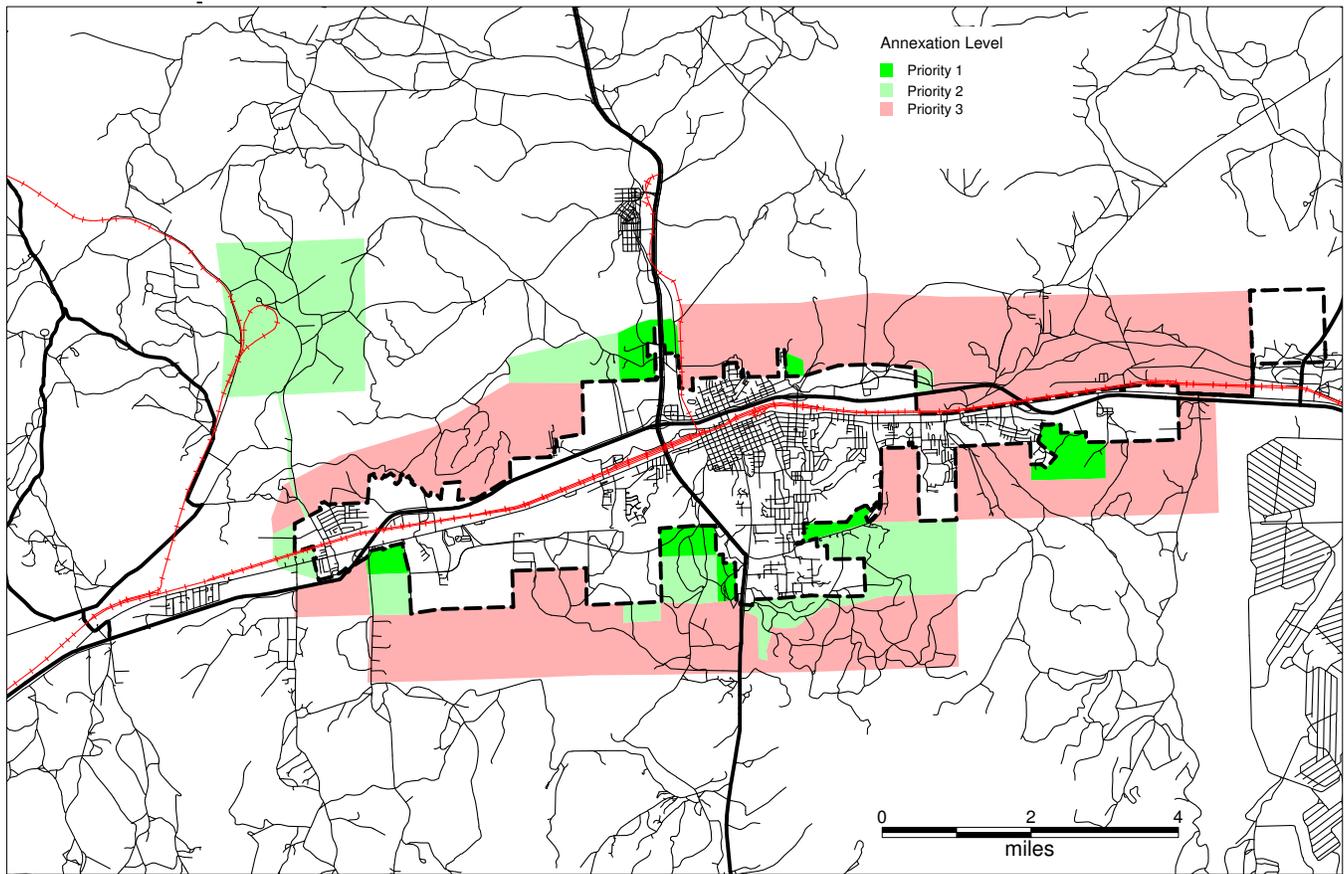
Section 10-6-1-D.2 of the Land Development Standards sets out criteria for annexation, including but not limited to:

- Urban service area boundary (note: the code and plan have no designated urban service area boundary)
- Compatible and timely
- Accessible and serviceable, reference to policy for development areas
 - Priority 1: generally have basic infrastructure in place
 - Priority 2: potentially developable, but not readily serviceable or accessible
 - Priority 3: generally undevelopable, not readily serviceable or accessible; feasibility and time frame should be closely examined

Planners examined urban form, natural features, land status, and identified economic development areas, and designated annexation priority areas shown in Exhibit IV-7. The total land area for each priority area is:

- Priority 1: 1,186 acres
- Priority 2: 5,115 acres
- Priority 3: 15,719 acres

Gallup Annexation Priorities



D. Update to Land Use Guidance by Land Use Sectors Addendum

Rehoboth Annexation Area

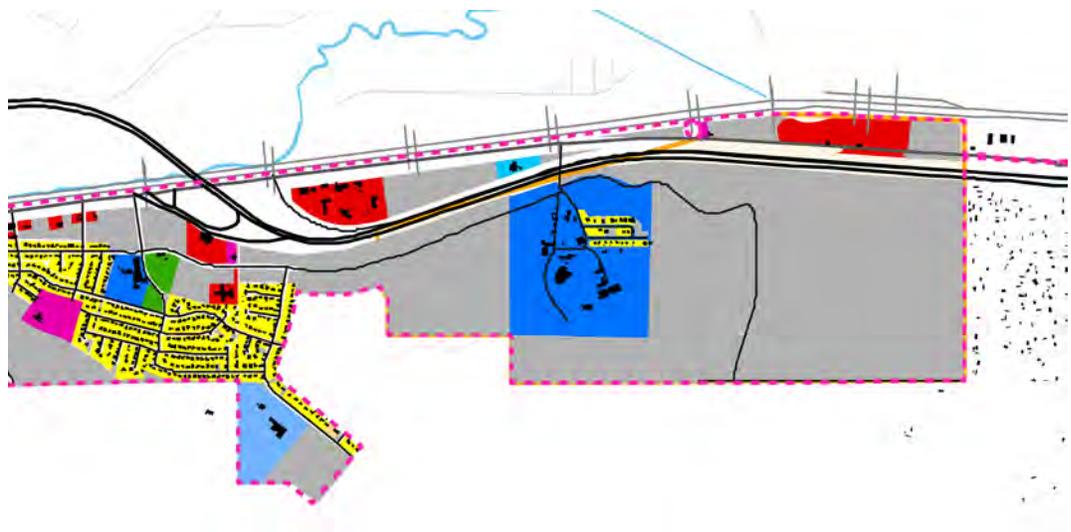
E2-A and E2-C, West Rehoboth and Rehoboth School Areas

After the 2009 Growth Management Master Plan, the City annexed much of these two sub-sectors.

Exhibit IV-8
Rehoboth Existing
Land Use Map

- Single Family
- Mobile Home
- Duplex
- Multi-Family
- Business
- Public
- Hospital
- School
- Quasi-Public (Church)
- Cemetery
- Park & Rec
- Vacant

Rehoboth Annexation Existing Land Use

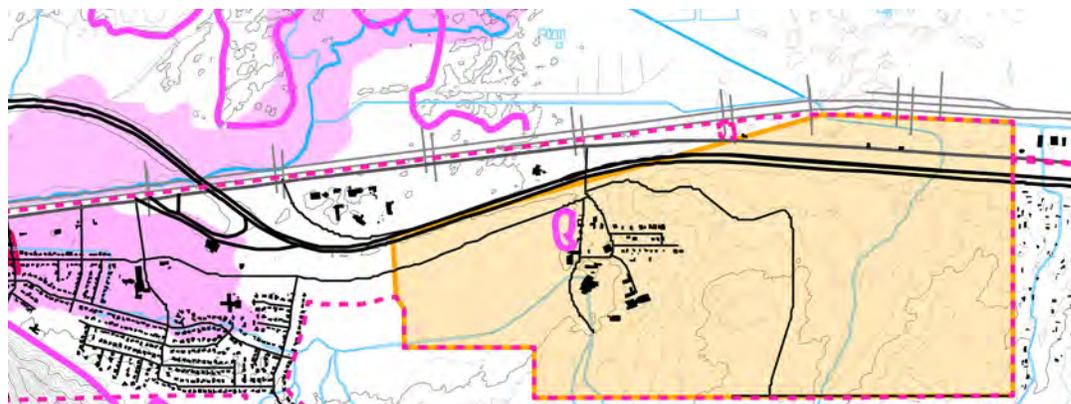


This area contains generally mild slopes and some elevation constraints southeast of the City limits in the area of the Hogbacks. FEMA has not mapped the flood risk from the Hogbacks, but it should be further studied. Signs of storm water pooling are evident west of Rehoboth Christian School. The annexed area is mostly vacant land with a potential for mixed use or commercial development along Highway 66 and Churchrock Road.

Exhibit IV-9
Rehoboth Area
Development
Constraints Map

- Legend
- Proposed Allison Bridge
 - Flood Risk: > 1%
 - Flood Risk: 1%
 - Development Constraint: Slope
 - Hydrology
 - Potential Development Area
 - Building Footprints
 - Tertiary Road
 - City Street
 - Highway
 - US Interstate
 - Rail Road

Rehoboth Area Development Constraints



The 2005 Red Mesa Rehoboth Foundation master plan for the area, prepared by prior land owners, has been suspended by the current land owners. Most of the prior plan area adjacent to Indian Hills Subdivision is not part of the annexation. Overall, this area remains highly suitable for future development, both for residential and nonresidential. The City anticipates mixed density and income residential, commercial, office, institutional and mixed use development in this area.

The City encourages annexation of the remainder of the subarea adjacent to the Indian Hills Subdivision in order to generate a more regular shape and greater

contiguity of future development. Large-scale projects such as Rehoboth should be master-planned and phased to address physical constraints and the mix of uses.

Mendoza Road Area

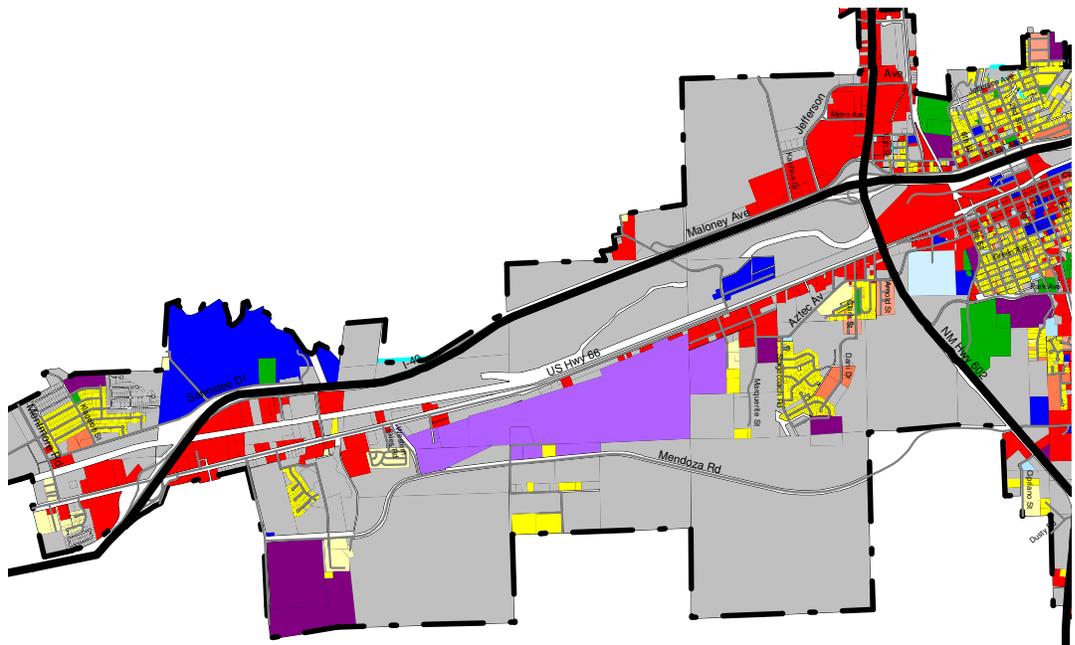
S-1 West Nizhoni/East Mendoza

The Mendoza Road Area consists of 1,799 acres. Major land holders including: GLP, with 1,397 acres, ABA Land Ltd. Inc. with 58 acres and City of Gallup with 35 acres. This subarea is primarily vacant land south of Gallup Airport and Stagecoach Subdivision, with a few large-lot subdivisions.

Exhibit IV-10
Mendoza Road
Existing Land Use
Map

Mendoza Road Area Existing Land Use

- Single Family
- Mobile Home
- Duplex
- Multi-Family
- Business
- Public
- City Airport
- Hospital
- School
- Quasi-Public
- Cemetery
- Park & Rec
- Vacant

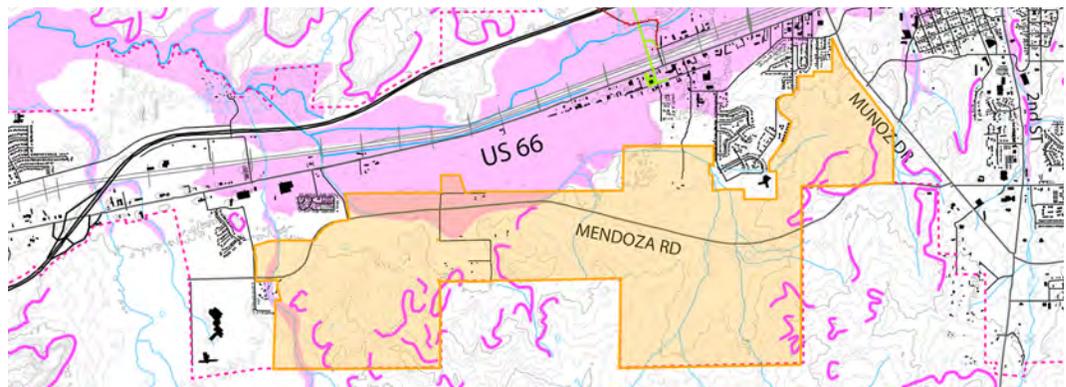


The Mendoza road area has uneven terrain, with some slopes and rock outcrops. FEMA has identified flood risk for one arroyo; however, other arroyos also could flood. The larger Rio Puerco floodplain extends across the airport, and a small portion of the area south of the airport.

Exhibit IV-11
Mendoza Road
Constraints Map

Mendoza Road Area Constraints

- Proposed Allison Bridge
- Flood Risk: >1%
- Flood Risk: 1%
- Development Constraint:
- Slope
- Hydrology
- Potential Development Area
- Building Footprints
- Tertiary Road
- City Street
- Highway
- US Interstate
- Rail Road

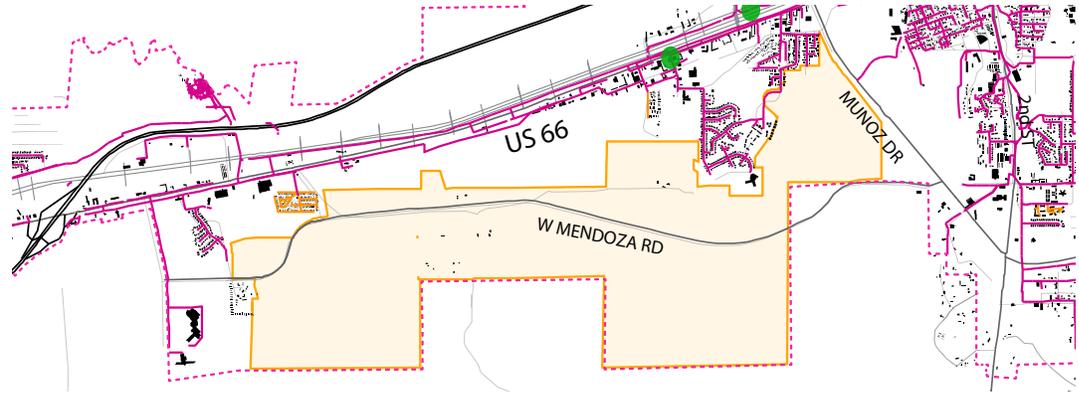


Sewer service is currently limited to northern portion. The expense and technical difficulty of developing sewer service are formidable. Some sewer service is potentially possible east of Stagecoach. Elevation and slope are also considerations that need to be addressed in a master plan. The airport creates roadway barriers.

Exhibit IV-12
Mendoza Road
Sewer Lines Map

Mendoza Road Area Sewer Lines

- Lift Station
- Sewer Line
- Treated Effluent Line
- Tertiary Road
- City Street
- Highway
- US Interstate
- Rail Road

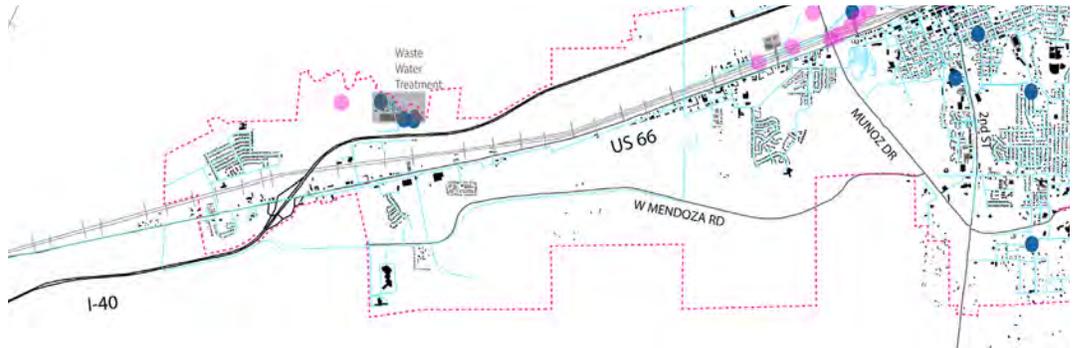


Tapping into the existing 24" water line along Mendoza Road would be expensive. Terrain and elevation present difficulties for this improvement.

Exhibit IV-13
Mendoza Road
Water Lines Map

Mendoza Road Area Water Lines

- Pump Station
- Well
- Potable Water Line
- Tertiary Road
- City Street
- Highway
- US Interstate
- Rail Road

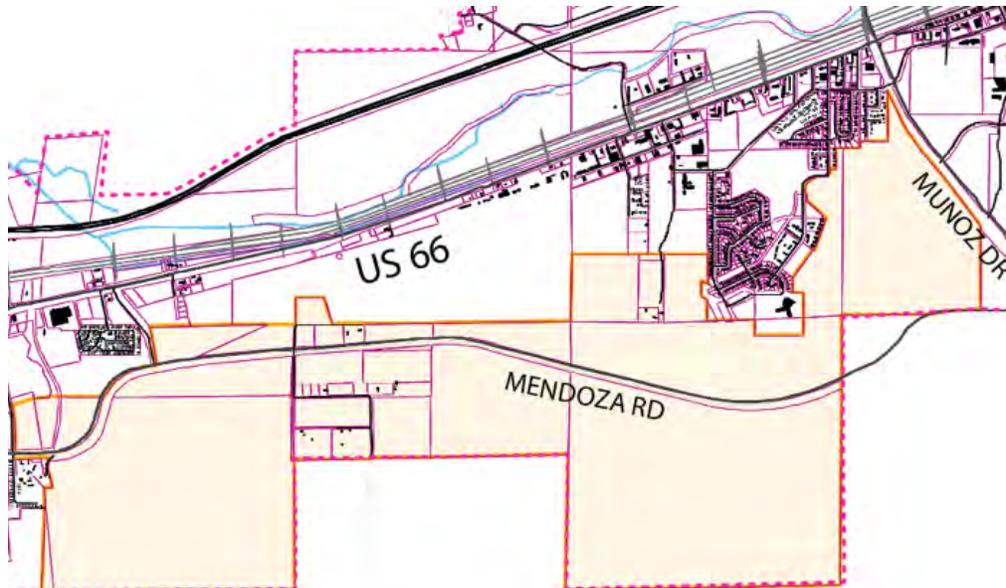


The large landholdings should be carefully master planned following a concept of development with open space interspersed. Small properties, mainly residential, should only be rezoned from RHZ when utilities are available.

Exhibit IV-14
Mendoza Road
Parcel Map

- Parcel Lines
- Building Footprints
- - - Gallup City Limit
- Tertiary Road
- City Street
- Highway
- US Interstate
- + + Rail Road

Mendoza Road Area Parcels

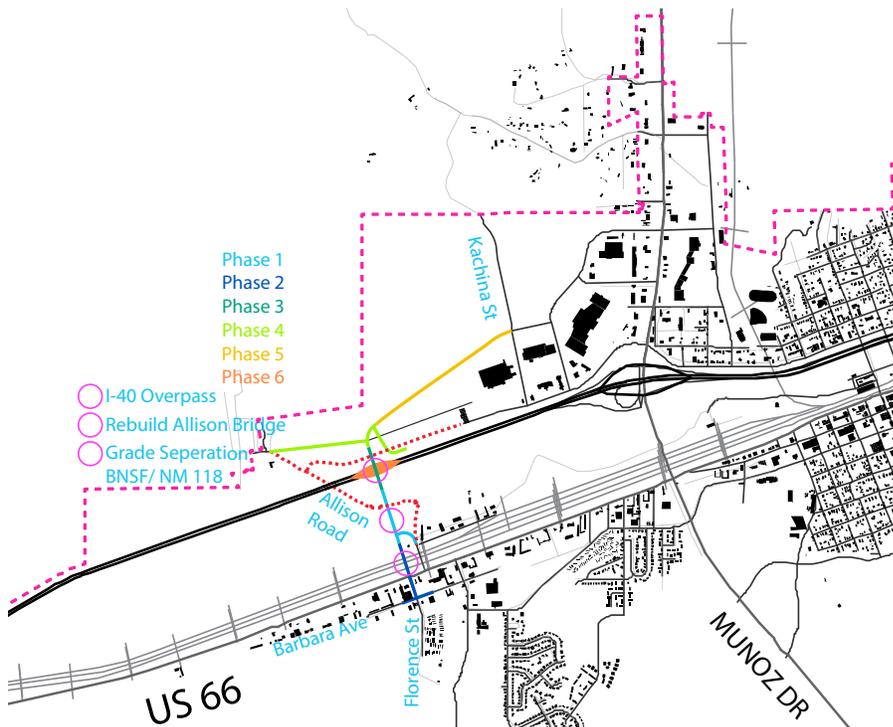


Allison Bridge/Road Extension Area

The phased improvements to Allison Road, beginning with a new bridge across the Rio Puerco, enhance Gallup’s north-south connectivity and potentially open up several areas for future development. The Allison Bridge realignment is close to an existing and growing commercial center. Planned sewer improvements could present an opportunity to expand service.

Exhibit IV-15
Allison Bridge
Improvements Map

Allison Bridge Phased Improvements



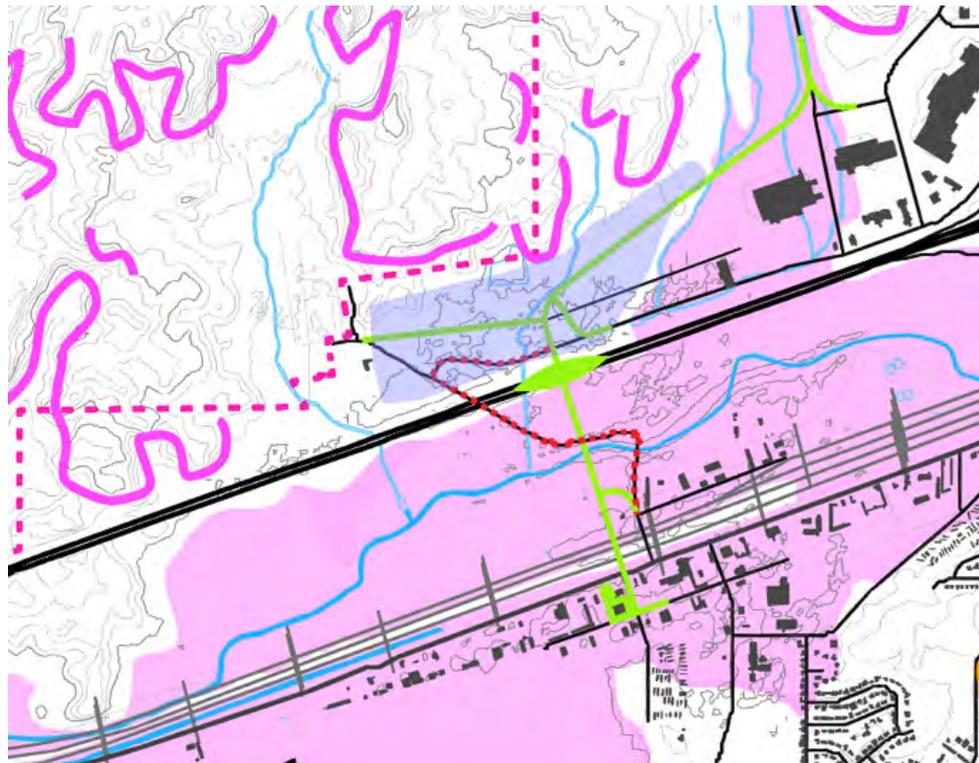
In particular, the area north of I-40 (blue area on the following map) is suitable for development if it is constructed away from steep slopes. Commercial development may be especially appropriate given the area's proximity to I-40, particularly once an interchange is installed.

Flood risk occurs throughout the area next to the Rio Puerco between I-40 and Highway 66 (pink area in the map). Proximity to rail crossings and the airport present noise issues. Any new development next to Rio Puerco must elevate floor levels above flood level, which is a constraint. Noise from the railroad in close proximity is an issue for some types of development in this area.

Exhibit IV-16
Allison Bridge
Constraints

Allison Bridge Area Constraints

- Legend
- Proposed Allison Bridge
 - Flood Risk: > 1%
 - Flood Risk: 1%
 - Development Constraint: Slope
 - Hydrology
 - Potential Development Area
 - Building Footprints
 - Tertiary Road
 - City Street
 - Highway
 - US Interstate
 - Rail Road



E. Goals Objectives and Policies

See Chapter I. Introduction.

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VII. Economic Development Element

A. Introduction

The purpose of the economic development element is to describe the city of Gallup's economic conditions and establish long-range priorities, goals and policies to guide efforts to invest in and improve the local economy. Since the economic conditions of McKinley County affect the city of Gallup, information about these entities is included in this section.

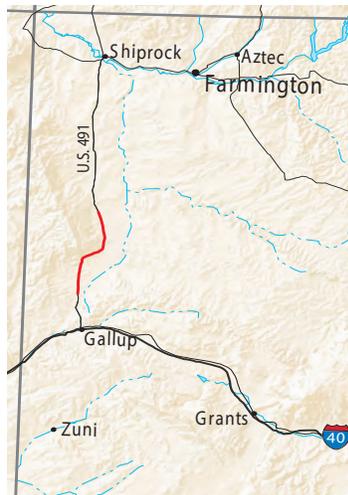
Economic development is an important topic, and various important initiatives are currently underway. This element replaces the 2009 economic development element because the update is extensive.

B. Existing Conditions

Major Infrastructure Development Projects

Infrastructure projects are large investments that will enable and support growth in Gallup over many years. They may be future drivers of the economy in Gallup.

Exhibit VII-1
Map of U.S. 491
Widening



U.S. 491 Widening

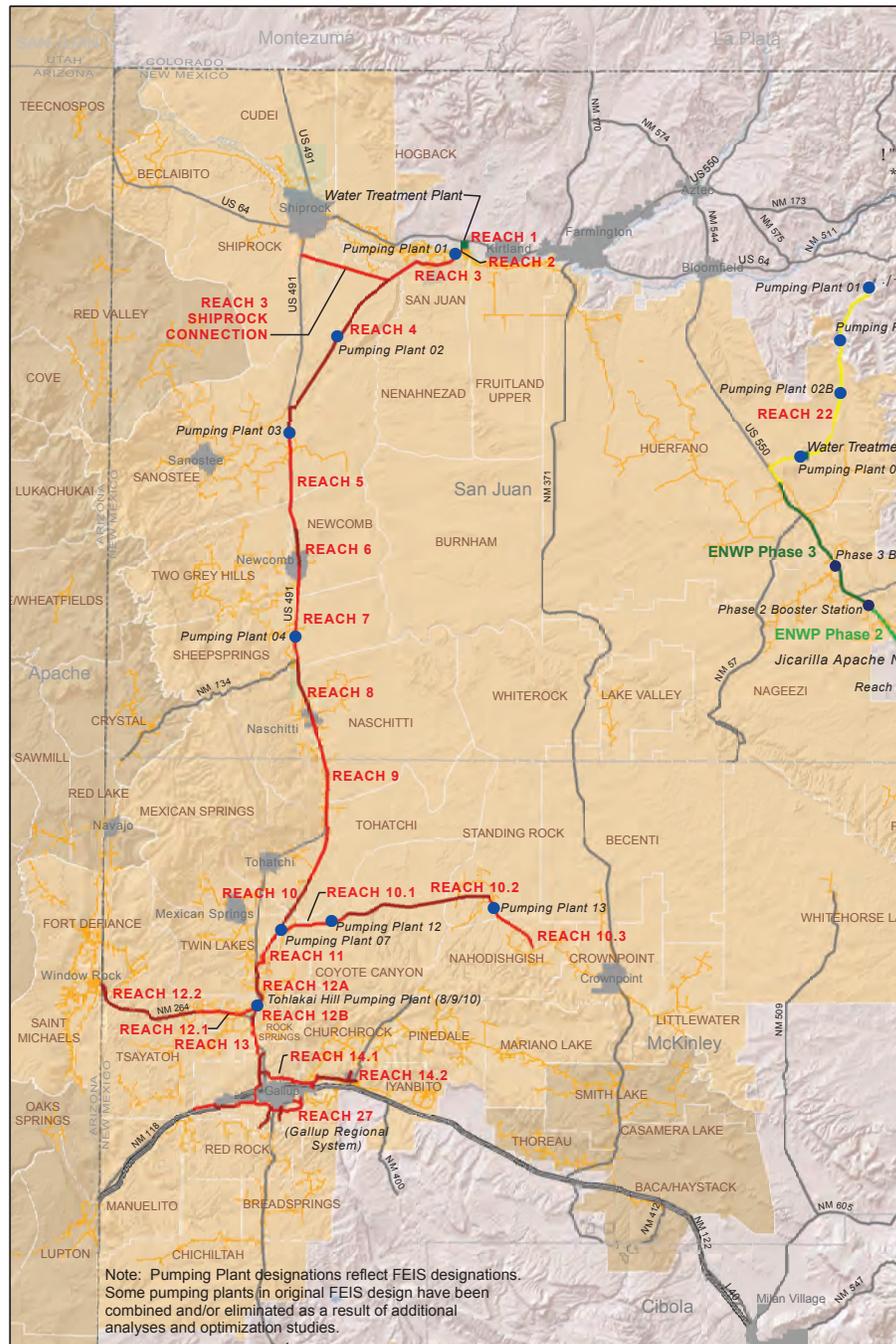
U.S. Highway 491 between Shiprock and Gallup is undergoing widening from two to four lanes. Additional lanes will improve the connection to the Gallup metro area from Shiprock, northwest New Mexico, northeast Arizona, Farmington and Navajo communities. The schedule for completion of the final 28 miles of the project (highlighted in the map in red) is within two years.

Navajo-Gallup Water Supply Project (NGWSP)

This major infrastructure project, discussed in more detail in the Water Element and Utilities Element, will convey a reliable municipal and industrial water supply from the San Juan River to the eastern section of the Navajo Nation, southwestern portion of the Jicarilla Apache Nation, and the city of Gallup via pipelines approximately 280 miles long, several pumping plants, and two water treatment plants. The project will improve water supply reliability to enable economic development and population growth in Gallup and other communities.

Expected completion is 2020-2025.

Exhibit VII-2
 Map of the Navajo-
 Gallup Water
 Supply Project

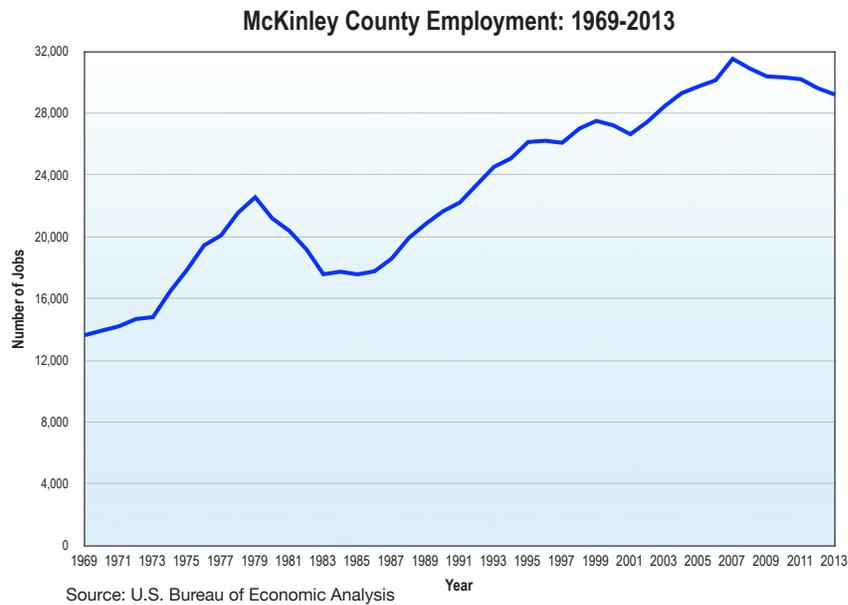


Economic Indicators

Employment and Unemployment

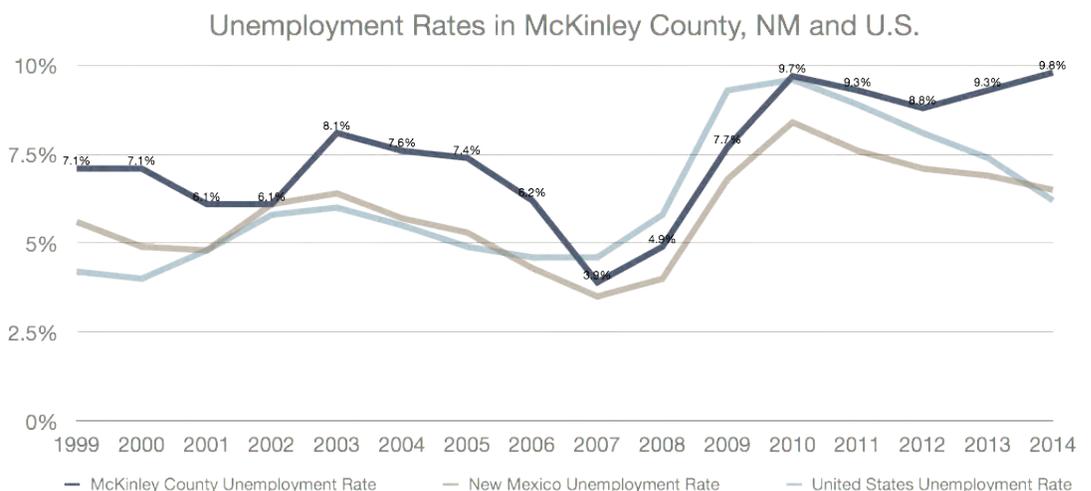
Employment in McKinley County peaked in 2007, but decreased steadily from 2008 to 2013, exhibiting little recovery after the economic downturn in 2008.

Exhibit VII-3
County
Unemployment



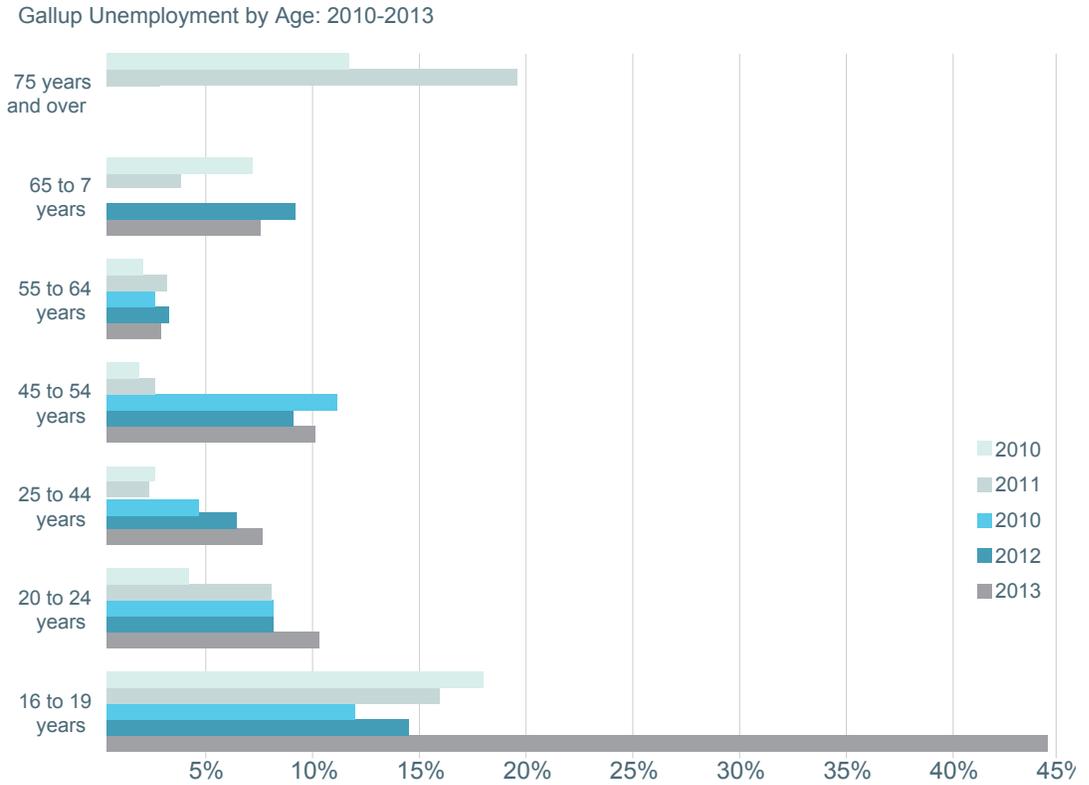
Unemployment spiked in 2010, two years after the downturn. Although it fell slightly between 2010 and 2012, it began to rise again and remained high through 2014. At the same time, unemployment rates in New Mexico and the U.S. have continuously decreased since recovery began in 2010.

Exhibit VII-4
Comparative
Unemployment
Rates



In 2013, the U.S. Census Bureau American Community Survey (ACS) estimated an overall unemployment rate of 4.5% for the city of Gallup. Although lower than the state unemployment rate of 6.2% that same year, Gallup's unemployment appears to have increased since it reached a low of 2.8% in 2011.

Exhibit VII-5
Gallup Unemployment by Age



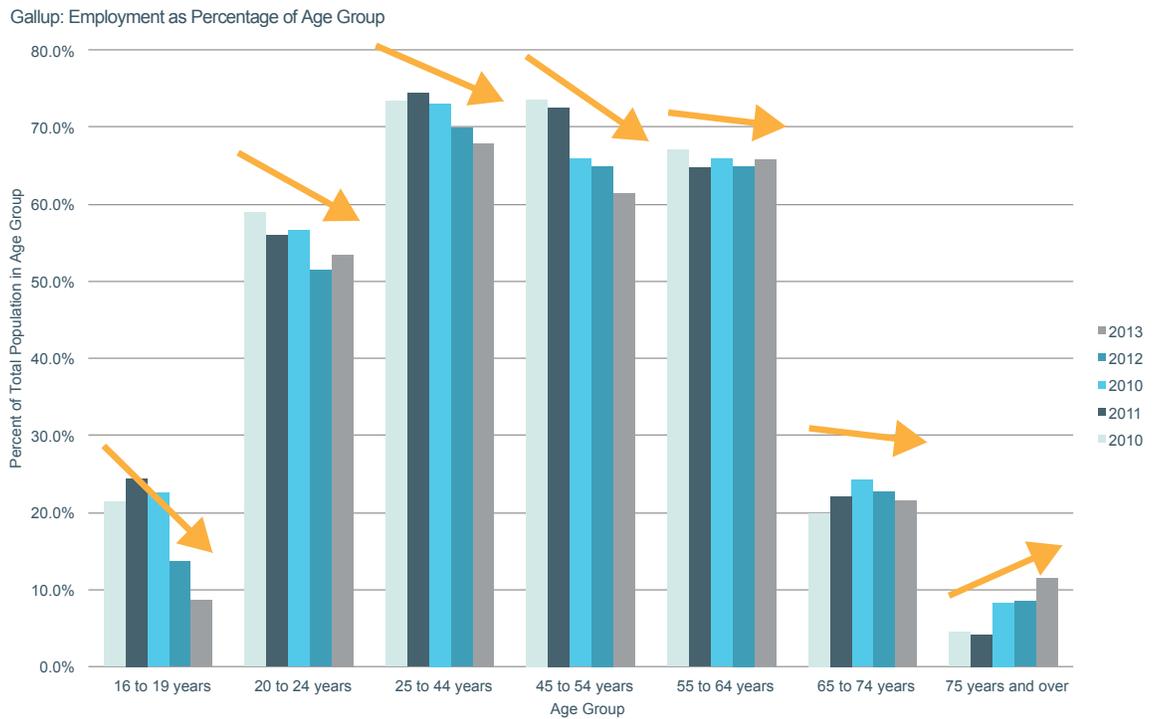
Source: U.S. Census ACS. 2005-2009. 2006-2010. 2007-2011. 2008-2012. and 2009-2013 5-Year Estimates

Workforce Participation

Nationally, workforce participation has dropped from 66% in 2005 to 62.5% in 2015 (Bureau of Labor Statistics, <http://data.bls.gov/timeseries/LNS11300000>)

Highly reliable data, such as that from the Department of Labor, is unavailable at the city level for Gallup. Although it is considered less reliable, U.S. Census 5-year estimates may provide an understanding of developing trends in employment in the city of Gallup. Gallup has had an estimated overall drop in employment and there has been a shift in the demographics of employed persons. The city has experienced a large spike in the percentage of persons aged 75 and over since 2008. The percentage of residents aged 65 to 74 increased slightly. All younger cohorts lost employment, with the loss rate increasing as age decreased. This trend likely indicates that older workers are unwilling or unable to retire. Their jobs do not open for the upcoming younger workforce and the market stagnates. In this case, the trend does not indicate an older available workforce, but a workforce with a large number of younger workers seeking opportunities.

Exhibit VII-6
Employment by
Age Group



Source: U.S. Census ACS, 2005-2009, 2006-2010, 2007-2011, 2008-2012, and 2009-2013 5-Year Estimates

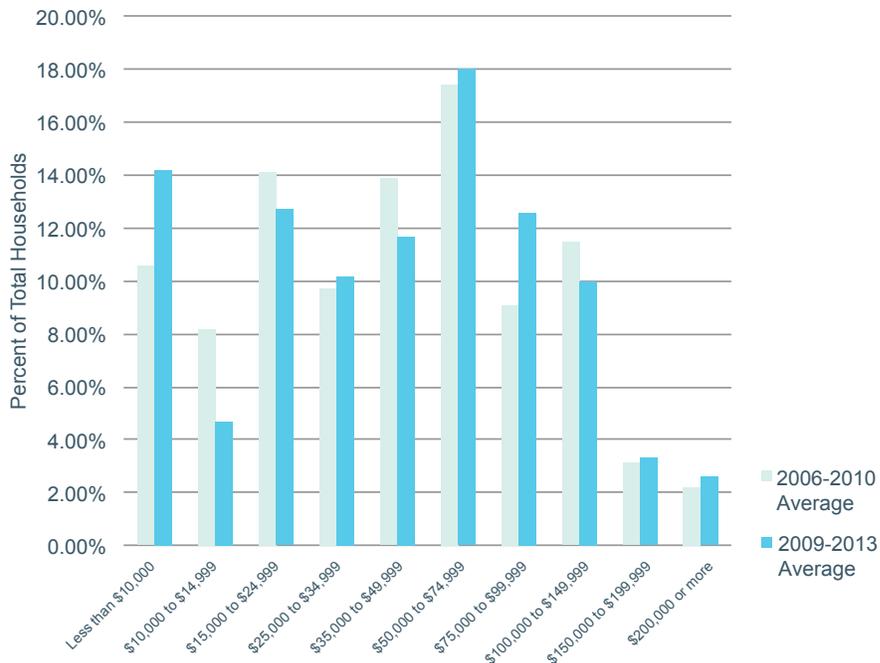
Income

McKinley County's average household income declined between 2007 and 2013, while household income in the state, San Juan County and Cibola County increased (see the Housing Element Addendum).

As noted, Gallup's household income is higher than the county's.

Exhibit VII-7
Household Income

Gallup Household Income: 2010, 2013



Source: ACS 2006-2010 and 2009-2013 Estimates

Exhibit VII-8
Gallup Household
Income

Gallup Household Income (5-year Estimates)

	2006-2010	2009-2013
Median household income	\$43,750	\$47,934
Mean household income	\$55,851	\$58,453

Poverty

Compared to New Mexico as a whole, Gallup is 3% higher in its portion of population living below the poverty level, and \$3,000 lower in median household income.

Exhibit VII-9
Comparative
Poverty Levels
and Median
Incomes

Estimated Portion of Families Living Below the Poverty Level: 2009-2013		Estimated Median Household Income: 2009-2013		
Geographic Area	Percent	Geographic Area	Annual Income	Difference from New Mexico's
United States	11.3%	United States	\$53,046	\$8,119
New Mexico	15.6%	New Mexico	\$44,927	-
McKinley County	30.2%	McKinley County	\$30,458	-\$14,469
Gallup/McKinley County Schools*	26.9%	Gallup/McKinley County Schools*	\$30,853	-\$14,074
City of Gallup	18.8%	City of Gallup	\$47,932	\$3,005

Source: U.S. Census 2009-2013 American Community Survey 5-Year Estimates.

Source: U.S. Census 2009-2013 American Community Survey 5-Year Estimates.

Educational Attainment

Exhibit VII-10
Education
Attainment over 25
Years of Age

At 17.6%, the percentage of McKinley County population with an associate's degree or higher is lower than other northwest New Mexico counties, and is significantly lower than either New Mexico or the U.S.

Educational Attainment of Population 25 Years and Older

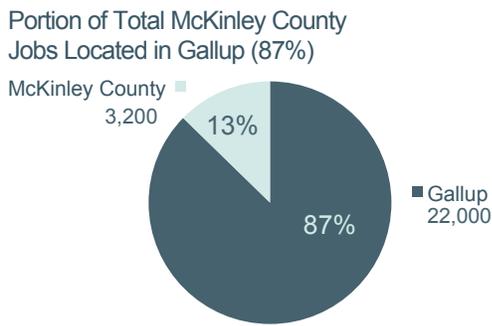
	McKinley County	San Juan County	Cibola County	New Mexico	United States
Population 25 years and over	41,857	79,445	18,015	1,358,996	208,797,616
Less than 9th grade	10.8%	6.6%	6.4%	7.2%	5.8%
9th to 12th grade, no diploma	15.2%	11.4%	12.3%	8.9%	7.9%
High school graduate (includes equivalency)	33.2%	32.1%	41.3%	26.4%	28.0%
Some college, no degree	23.3%	24.4%	20.3%	23.6%	21.2%
Associate's degree	6.4%	10.7%	8.1%	7.8%	7.9%
Bachelor's degree	6.9%	9.6%	8.2%	14.7%	18.2%
Graduate or professional degree	4.3%	5.3%	3.3%	11.2%	10.9%
Associate's and higher degrees	17.6%	25.6%	19.6%	33.7%	37.0%

Source: U.S. Census, American Community Survey 3-Year Estimates, 2013

Gallup Area Economy

Gallup is the area's most significant market and population hub — reportedly 87% of McKinley jobs are located in Gallup and the city has about twice as many residents as the county's second most populous area, Zuni. All other communities in the area have fewer than 200 residents.

Exhibit VII-11
County Jobs
Located in Gallup
(right)



McKinley County Population by Community

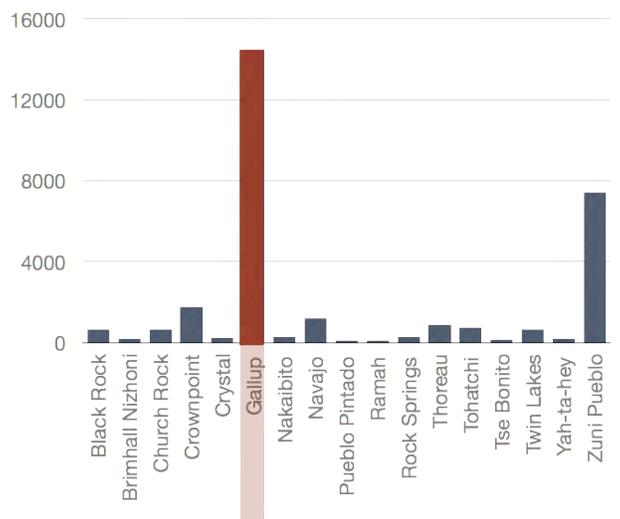
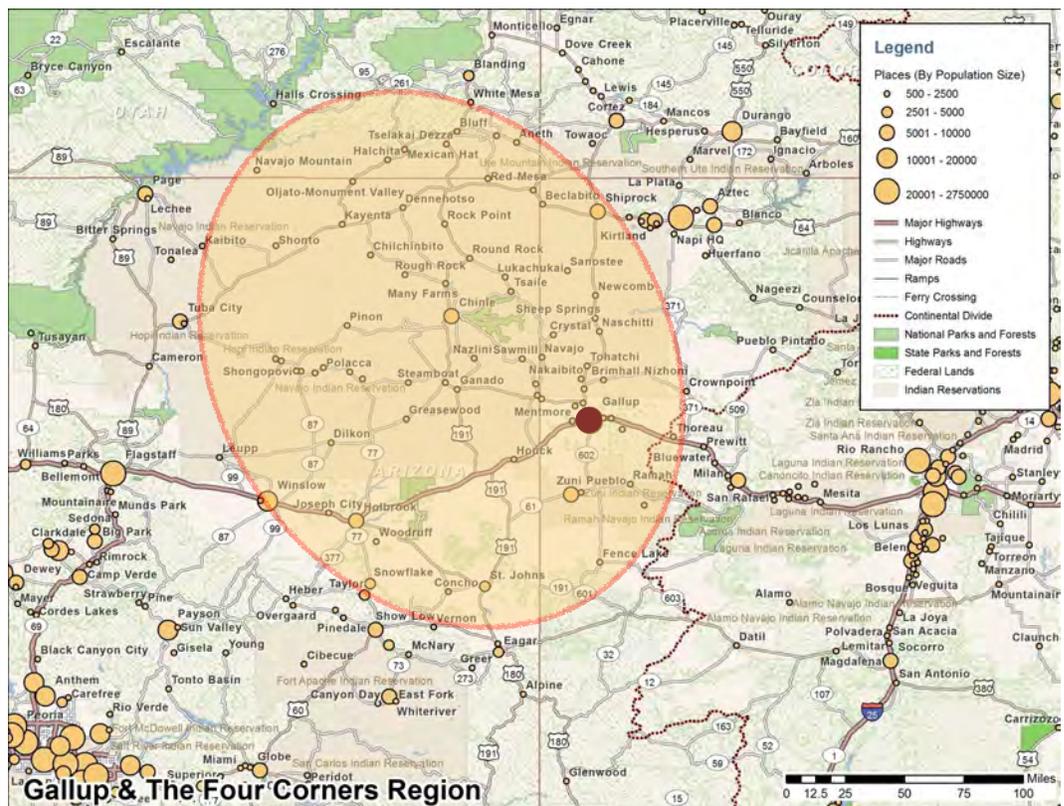


Exhibit VII-12
County Population
by Community
(far right)

Gallup is the only significant economy in a radius area of between 50 and 200 miles. Halfway between Albuquerque, to the east, and Flagstaff, to the west, Gallup serves an extensive area of rural communities and is an important center for culture and commerce.

Exhibit VII-13
Four Corners Region
and Gallup Area



Source: Gallup Mainstreet Community Assessment, 2006.

Industrial Sectors

As an economic hub for such a large area, visitor dollars are an important part of the economy in Gallup. The majority of these dollars are spent in lodging, food and beverage, and retail, but Gallup also has notable spending in transportation.

Exhibit VII-14
County Employment
by Industrial Sector

Mining, retail trade, wholesale, construction and real estate declined over the same period. The most significant drop in employment by sector was in retail trade, which saw a decrease of over 300 jobs between 2001 and 2013.

McKinley County Average Annual Covered Employment by Major Industrial Sector														Change
Sector	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2001-2013
Grand Total	19,895	20,403	21,138	21,479	21,531	21,530	22,130	21,837	21,620	21,363	20,944	20,989	20,502	607
Total Private	13,038	13,472	13,590	13,965	14,099	14,051	14,564	14,181	13,599	13,405	13,364	13,550	13,153	115
Ag., Forestry, Fishing & Hunting	D	0	D	0	0	0	0	0	0	0	D	D	D	
Mining	D	697	D	534	569	576	438	151	118	75	D	116	72	
Utilities	155	154	152	151	149	163	163	142	161	160	152	155	150	-5
Construction	619	494	679	715	617	761	1,031	922	759	737	602	611	574	-45
Manufacturing	534	592	568	714	709	662	659	648	558	570	531	531	523	-11
Wholesale Trade	672	680	748	690	692	684	622	598	506	545	524	495	460	-212
Retail Trade	3,522	3,600	3,544	3,408	3,384	3,347	3,372	3,333	3,267	3,109	3,130	3,206	3,218	-304
Transportation & Warehousing	296	305	330	372	411	412	406	422	394	388	385	413	299	3
Information	175	170	170	191	203	189	188	215	223	221	214	206	195	20
Finance & Insurance	283	322	324	347	418	390	411	414	402	402	405	368	382	99
Real Estate & Rental & Leasing	299	465	153	162	150	146	161	170	182	183	179	168	179	-120
Professional & Technical Services	D	D	262	251	256	271	282	252	223	212	227	236	250	
Management of Companies & Enterprises	D	D	17	19	31	24	19	38	40	39	38	38	38	
Administrative & Waste Services	363	322	276	280	278	271	310	281	254	266	255	246	258	-105
Educational Services	330	311	189	205	203	209	249	234	205	139	160	175	143	-187
Health Care & Social Assistance	1,896	2,174	2,553	2,803	2,790	2,762	3,008	3,088	3,182	3,289	3,388	3,412	3,287	1,391
Arts, Entertainment & Recreation	30	27	29	26	32	36	38	35	31	35	37	33	D	
Accommodation & Food Services	2,278	2,331	2,454	2,588	2,684	2,620	2,680	2,660	2,607	2,555	2,579	2,659	2,676	398
Other Services, ex. Public Administration	575	561	525	509	522	527	527	578	486	482	461	460	415	-160
Unclassified	0	1	0	1	1	4	1	0	0	0	1	D	0	0
Total Government	6,857	6,931	7,548	7,515	7,432	7,479	7,566	7,656	8,023	7,959	7,580	7,439	7,349	492
Federal	2,446	2,489	2,552	2,605	2,593	2,598	2,539	2,524	2,570	2,696	2,590	2,597	2,580	134
State	538	551	551	557	561	568	555	563	562	554	537	532	545	7
Local	3,873	3,891	4,444	4,354	4,278	4,313	4,472	4,569	4,891	4,709	4,453	4,310	4,295	422

Note: All years have been revised in accordance with U.S. Dept. of Labor, Bureau of Labor Statistics, databases.

D: Withheld to avoid disclosing confidential data

Source: U.S. Dept. of Labor, Bureau of Labor Statistics, *Quarterly Census of Employment and Wages*.

Exhibit VII-15
Major Employers in
Gallup Region

Gallup Region: Major Employers

	2005 and 2011	2015/ 2016
Gallup-McKinleyC County Schools	2,000	1,820
USPHS Gallup Indian Medical Center	1000*	1,250
Rehoboth McKinley Christian Hospital	649	420
City of Gallup	601 (full- and part-time)*	515 (full- and part-time)
Wal-Mart	637	595 (full- and part-time)**
McKinley County	300	280
El Segundo and Lea Ranch Mines	240	370
California Supermarket (now Lowe's)	240**	66
UNM Gallup	242	268 (full- and part- time)
Bureau of Indian Affairs	210	323 (total region)
McKinley County	200	280
Pittsburgh and Midway Coal	50**	0
Fire Rock Casino	0	320
Total	6,369	6,372

Sources: Gallup/ McKinley County Chamber of Commerce, 2001, Greater Gallup Economic Development Corp. Website, 2012, and ARC- calls to employers or published information (*) 2005 (**) 2011 and all of 2015 data.

***Data from January 2016; seasonal variation accounts for a lower number than in 2011, while actually the general employment level has not dropped since 2011.

The area's most important employers are in the medical sector. Over the last decade, mining has diminished and the gaming industry has grown. Other sectors that have grown from 2001 to 2013 are social assistance, local government (including schools), and accommodations and food services.

Land Availability for Residential Development

The 2009 City of Gallup Growth Management Master Plan identified schematically several large areas of targeted residential development. These areas and smaller in-fill opportunities provide significant room for growth in the city. See further discussion in the Land Use Element.

Exhibit VII-16
Targeted
Residential
Development
Areas



Before the economic downturn in 2008, Gallup saw substantial interest in developing in the area. The table below lists project proposals for residential development and expansion in the works at that time. Currently, only one proposal is still in the project phase, in construction. The remaining are delayed. The city and county have significant potential and planning in place.

Major Residential Developments and Development Areas in McKinley County

Developments	Location	Development Status	Current Conditions
City of Gallup			
<i>New Activity</i>			
Hooghan Hozho' Housing	Coal Avenue and 2nd Street	Completed	42 units of affordable family housing (3 bedroom units)
VIRO	Stagecoach Neighborhood	Prospect	Mixed income community concept; has not moved forward
Rehoboth Foundation Red Mesa (former project name)	East of Hogback	Prospect	Portion in City City zoned "planned mixed use" in 2005 has not developed. City annexed school and nearby property. New owner from Tampa, FLA, intends to prepare new master plan.
UNM-Gallup Student Housing Project	South of campus	Prospect	Private property adjacent to campus purchased for project to create housing for up to 300 residents
<i>Unnamed</i>	Southwest from Mendoza Blvd	Prospect	Perspective subdivision lot configuration may need to change in difficult, hilly terrain
GLP Subdivision Near UNM-Gallup campus	North and northeast of UNM-Gallup campus	Prospect	Interest in creating 1-acre lots Gallup Land Partners hold 27,000 acres, some of which may be used for residential development
<i>Activity in Existing Developments or Identified In Past</i>			
Mentmore	West end of Gallup	Existing Subdivision	No recent activity; east portion of platted area undeveloped
Sky West Subdivision	North of Miyamura High School	Existing Subdivision	600 lots, ~80 units were built, ~6 houses built in past 5 years
Rico Menapace	Near Miyamura High School	No Activity	No activity. Near proposed site for replacement GIMC. Potential for significant development activity
Stagecoach	West of Hwy. 602 Bypass	Existing Subdivision	Potential for additional development, no recent activity
Chartwell Homes	Crestview Court south of Nizhoni, east of 2nd St.	Existing Subdivision	23 lots built during 2009-2012; project built out
Mendoza Boulevard Area	South of Airport	Prospect	No activity. Much buildable land in area, while some is steep or sandstone. GLP owns portion of land
South Fork MHP	South end of Patton Drive	Existing Subdivision	Mobile home park affordable for low and moderate income residents. No recent activity
Coyote Canyon	Canyon Drive on east side	Existing Subdivision	2 of 5 phases built. Additional development possible south on both sides of Hogback
Mossman Subdivision	South of Aztec and west of Boardman St.	Existing Subdivision	Mostly built out. High end development, no recent activity

Source: C.B. Strain, City Planner, City of Gallup

- Completed
- Continuing Prospect
- On Hold

Exhibit VII-17 Continued
Residential Developments and Development Areas in the County

McKinley County

New Activity

Tampico Springs Mountain Monks Subdivision	South of McGaffey	Re-subdivision	Some sales but no building activity; resubdivision of area to back of subdivision creating 30-35 lots
Whispering Cedars	Jamestown	Existing Subdivision	Gradual build-out
South and east of Whispering Cedars	Jamestown	Prospect	USFS-private land trade and consolidation of land, owner may subdivide
Diné Estates	China Springs Loop, Red Rock Chapter area	Existing Subdivision	GLP interested in resubdividing into some larger lots and some urban density single family and duplex lots. NTUA

Activity in Existing Developments or Identified In Past

Navajo Housing Authority Subdivisions	Various Sites	Expansion of Existing and Creation of New Subdivisions	Significant housing needs have been identified, however, little activity has occurred in recent years. Navajo Gallup Water Supply Project and 4-laning of U.S. 491 may spur additional housing development.
Scattered housing on Tribal Trust land allotments	Various Sites	Individual Allotments	Allotment holders incrementally build new housing. As the county improves roads, new housing units develop nearby.
Church Rock - Ft. Defiance Housing Corp.	Church Rock Chapter	Existing Subdivision	69 units built in 2003 and 2004. No new activity
Sundance Subdivision	Sundance Road/Coal Mine area south of Church Rock	Existing Subdivision	Incremental growth
Springstead Estates	4 miles north of Church Rock Village in Church Rock Chapter	Prospect	No activity on 900 lot subdivision
Bread Springs/Pine Haven	Bread Springs Chapter	Individual Properties	Incremental growth on private land within the chapter
Lindsey Subdivision	Chichiltah Chapter	Existing Subdivision	24 lots on private land within the chapter, only 4 houses built
Spencer Valley	Spencer Valley/Manuelito Chapter area	Existing Subdivision	Incremental growth
Gamerco Subdivision	North of Gallup	Existing Subdivision	Some new development
Timberlake Subdivision	Ramah Area	Existing Subdivision	Some new houses
Bluewater Lake	South of Thoreau	Existing Subdivision	No new developments; new state park master plan may result in more recreational amenities that could spur growth
Navajo Township CDC Subdivisions	Navajo, NM	Prospect	New fire station (2015). A homeownership subdivision was proposed in 2005. While infrastructure was built, no housing activity.
Crownpoint Planned Community	East of Crownpoint	Prospect	Conceptual plan for new town was proposed by NHA in 2005. No activity.

Source: Doug Decker, McKinley County Attorney

- Completed
- Continuing Prospect
- On Hold
- On Hold Indefinitely

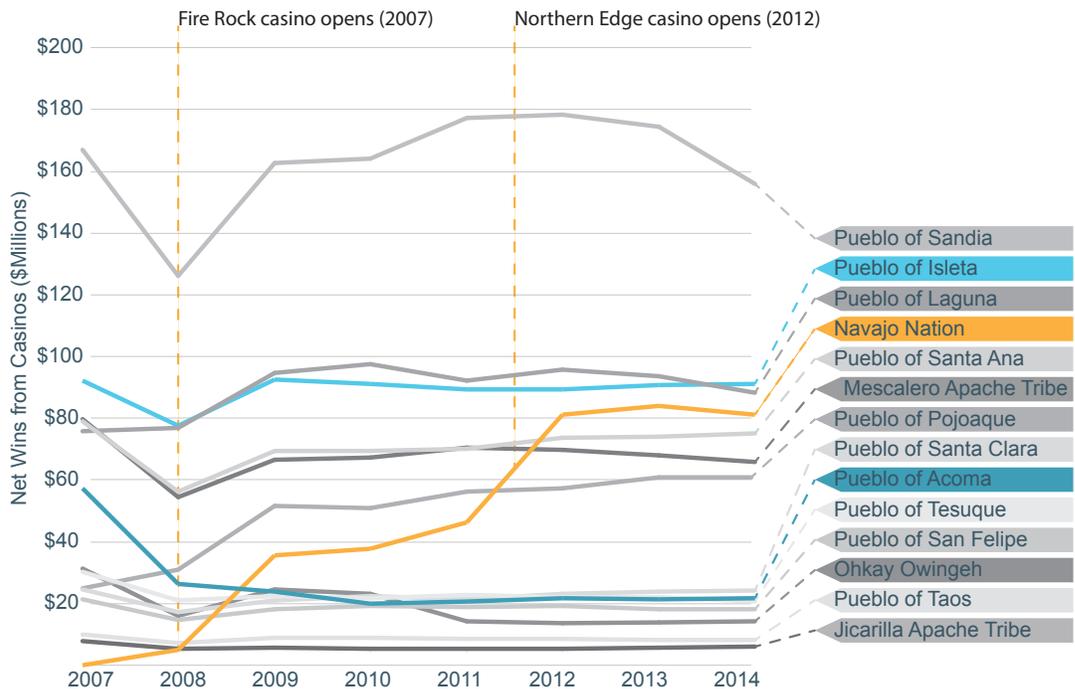
Casino Economy

Exhibit VII-18
Casino Locations
(far right)

The gaming economy has had two significant additions in the last few years. In 2007, the Navajo Nation opened the Fire Rock Navajo Casino outside Gallup which, by 2010 was producing over \$40 million in winnings annually. In 2011, the Northern Edge Navajo Casino opened near Farmington. Although not in McKinley County, the casino is on the Navajo Nation and has brought the total winnings at Navajo Nation casinos to over \$80 million per year.



Exhibit VII-19
Pueblo Casino Wins



C. Issues and Opportunities

Hub of Commerce

Gallup serves as a hub of commerce. Traditionally, drivers of the economy are the “Three Ts:” trading, travel and tourism. Perhaps now a fourth “T” for transportation should be added, as rail joins I-40 in an increasingly important coast-to-coast system for moving both freight and people.

Gallup is a regional trade center, due to its strong historic momentum as a diversified trading/medical center and limited growth in competing services outside the city. In particular, Navajo and Zuni residents on nearby Reservations commute to Gallup to shop and work in the city.

In contrast to the regional market draw of shopping in Gallup, residents of Gallup often travel to larger cities, especially Albuquerque and Phoenix, for shopping opportunities that are unavailable in the city. There are also indicators that regional market trade is drawing away from Gallup to Farmington and other cities. Retaining Gallup's competitiveness with other regional market centers is of critical importance to the health of the community's economy.

Exhibit VII-20
Gross Receipts by
Industry

Gross receipts, adjusted for inflation, have not increased, possibly due to economic weakness in recession or added casino business.

Gallup Gross Receipts: 2005-2015

	Gross Receipt	Inflation Adjusted Gross Receipts	Taxable Gross	Gross Tax	Inflation Adjusted Gross Tax	Calculated Tax Rate
2005	\$1,123,628,329	\$1,372,966,806	\$554,012,412	\$42,398,588	\$51,807,037	7.65%
2006	\$1,116,227,717	\$1,321,301,339	\$579,048,365	\$44,456,992	\$52,624,641	7.68%
2007	\$1,297,758,799	\$1,493,641,251	\$617,274,978	\$47,414,592	\$54,571,304	7.68%
2008	\$1,371,543,795	\$1,520,194,647	\$629,922,128	\$48,781,505	\$54,068,549	7.74%
2009	\$1,283,231,611	\$1,427,389,332	\$607,670,511	\$48,320,394	\$53,748,688	7.95%
2010	\$1,268,668,683	\$1,388,422,908	\$595,094,785	\$47,578,500	\$52,069,607	8.00%
2011	\$1,339,400,735	\$1,420,971,519	\$604,426,717	\$48,718,799	\$51,685,820	8.06%
2012	\$1,469,287,649	\$1,527,164,760	\$641,394,337	\$51,663,491	\$53,698,582	8.05%
2013	\$1,323,719,311	\$1,356,000,159	\$629,256,789	\$52,238,997	\$53,512,922	8.30%

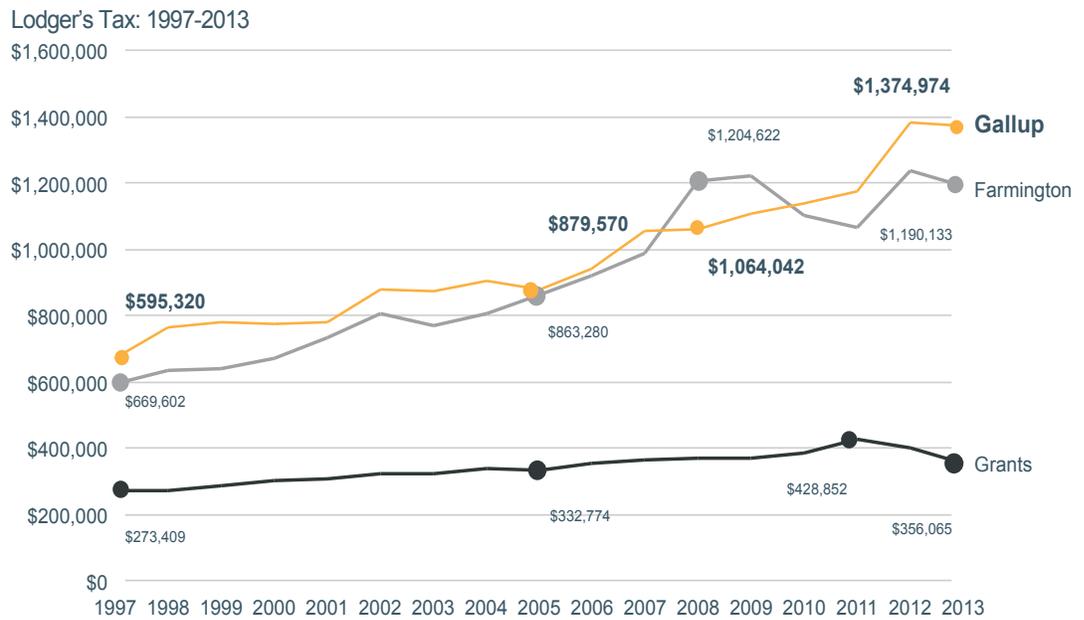
State of New Mexico Taxation and Revenue Department Combined Reporting System

Report No. 80 -- NAICS Code Version

Lodgers Tax Revenues

Many of the successful businesses in Gallup are in the trading, travel and tourism sector.

Exhibit VII-21
Lodger's Tax
Receipts



Assessment of Tourism Potential

Tourism is a recognized important component of the Gallup economy; however, it is difficult to measure its impact. Visitation at national parks and monuments near Gallup is an indicator of likely tourist visits to Gallup. Data for the number of motel rooms and occupancy rate, for example, are important, but were not available for this report. The Gallup area has major attractions, including El Morro National Monument and Chaco Culture National Historical Park. It also has an excellent trails system in and around the area, the Inter-Tribal Indian Ceremonial, Zuni Pueblo and other nearby pueblos, attractions on the Navajo Nation, and Route 66.

The City is currently hiring a tourism manager. The State stages active tourism marketing campaigns, and supports developing a marketing plan for Gallup.

Target Industries Creating Base Economy Jobs

Gallup leaders recognize that the community has opportunities for base economic development and that the creation of such economic sectors is critical to the city's long-range economic health.

The Greater Gallup Economic Development Corporation and community leaders have identified industries to target expansion:

- Oil, gas, and mining equipment
- Plastic products production
- Warehousing and distribution
- Industrial machinery
- Food processing
- Expansion of existing medical services and additional medical research and manufacturing in a Gallup Health and Sciences Park is a priority

Community Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The following analysis presents a general description of Gallup's strengths, weaknesses, opportunities and threats for economic development.

SWOT analyses can address either community or sector-specific factors. A target industry analysis prepared by Foote Consulting Group for Greater Gallup Economic Development Corporation (January 2013) provides SWOT analysis for specific industrial sectors.

The following analysis is based in part on Foote Consulting Group's analysis and on factors identified in the Gallup Growth Management Plan Update.

Strengths

- I-40
- Rail access
- Fame of place
- Regional center for goods and services
- Colorful and interesting cultures
- Cultural activities/authenticity
- Healthful climate – summers not as hot as in lower elevation communities
- Mid-size town with huge market area
- Calm and tranquility, friendliness and openness since so many have passed through
- Established businesses and institutions, friendly, earned loyalty of customers
- Natural beauty
- Trails and public open spaces
- Energetic spirit of place
- Talents of locals: artists, craftspeople, sales, professionals, naturists
- “Can-do” attitude to tackle difficult problems, such as alcoholism, diabetes, poverty
- Best opportunity for business within the region as a hub with regional agglomeration
- Gallup-McKinley County Schools District and UNM-Gallup educational institutions

Weaknesses

- Distance from metropolitan areas
- Limited availability of entertainment and shopping choice
- Limited new businesses; business climate is not thriving, although it is more robust than in most rural NM communities
- Crime rate
- Spring winds
- Limited higher education and specialty education
- Limited (but significant) professional class or employment opportunities for lateral and upward career moves
- Public schools: some find limiting

- Lack of available industrial work space
- Limited skilled, experienced, seasoned, motivated workforce
- Lack of venture capital locally available to fund new or expanding base industry businesses
- Historic lack of state support outside “Rio Grande Corridor” — out of sight from Santa Fe and Albuquerque
- National Forest lands near, but not directly adjacent to Gallup
- No river through the community
- Older housing supply
- High poverty rate
- Commercial air service remote
- Medical schools not located nearby
- Limited fiber optics and Internet providers

Opportunities

- Demand for natural gas and oil
- Special populations: talents, unusual maladies that could be studied or treated
- Build on arts and culture, tourism and travel services
- Build on trade center status, further solidifying attractive marketing
- Historic and scenic city for professionals, artists, trades, possibly retirees
- Water availability through Navajo-Gallup Water Supply Project
- Hospitals: services, potential for growth
- BIA and other federal agencies
- Improvements to higher education: UNM-Gallup and others can progress
- Large public school district has potential for diversity, growth and improvements

Threats

- Loss of population: out-migration due to weak economy; children leaving and not returning
- Competition with other emerging market centers
- Drought and heat
- Cost of living might increase
- Lack of sufficient funds to maintain infrastructure, facilities and parks if tax base corrodes
- Loss of higher education or continued limitation of offerings
- Reputation as a city with alcohol abuse issues
- High cost of fuel reducing interstate traffic or reducing trade center traffic
- Casino sapping disposable income
- Vulnerable if loss of Indian Health Service or Reboth McKinley Hospitals

Film Industry Guidance and Policies

New Mexico Film Industry

Film is an important and growing part of the New Mexico economy. The state was one of the first to launch a film incentives program in 2003. Today, 36 states offer incentives.

- Total New Mexico economic output generated from production spending alone is estimated at \$1.53 billion from 2010 to 2014
- Total New Mexico employment created from production spending is estimated at 15,848 full-time equivalent employee (FTE) positions.
- Each net dollar of New Mexico incentives was associated with approximately \$7.18 in new gross state product from film production.
- Each net million dollars of incentive was associated with approximately 117 new FTE jobs from film production.

(Source: New Mexico Film Production Tax Incentive Study, Phase 1 Report, 2014)

Image: Richie Diesterheft, Uploaded by PDTillman, Wikipedia: "El Rancho Hotel," 11/2015



Film in Gallup

Currently, Gallup has few projects. The City has no policies guiding filming practices, permitting or terms. Film productions apply for permission to film through the City's nonspecific "special events permit." This permit is the same for parades and fiestas and does not cover the specific needs of a film production.

Film Policy

A City policy for a filming application process and designating a City point person before industry activity increases the City and city residents' public safety and property if a production does wish to film in Gallup. This policy would also establish the City's professionalism, experience and capability to partner with a film production.

Gallup has an opportunity to develop a film ordinance to guide the film permitting process, outline restrictions and incentives and enable the Community Services Director to approve applications and guide productions. The City should also develop a short but specific application form that is user-friendly, clear and readily available. The important last step is marketing Gallup as a filming destination.

Attracting film productions to the city can be an economic benefit, improve the image of the city beyond its borders, and attract and retain young and talented individuals. Once established as a friendly filming destination, the city can expand on the industry base to build film production training programs.

[Please see appendix for detailed guidance on the development of a film policy and application.](#)

Energy Logistics Park/Large Scale Development Framework

Gallup Land Partners: Energy Logistics Park

Gallup Land Partners has shown interest in developing an energy logistics park just outside of the city of Gallup on their land. A rail spur and coal transportation service are currently on the site. GLP is also interested in developing additional rail-served operations and business park with warehousing and office spaces. At full development, the site could cover 3,000 acres.

Developing the site would require the extension of nearby utilities and widening and resurfacing Carbon Coal Road (County road). The first phase of development would be focused on crude oil and supplies loading and storage.

[Please see the Land Use Element 2015 Addendum for detailed discussion of the large-scale development framework](#)

Medical Treatment, Research and Light Manufacturing Cluster

One of the major goals of Greater Gallup Economic Development Corporation (GGEDC) is economic diversification that results in higher paying jobs in sectors different from Gallup's current economy based on trade, travel and tourism. Diversification into a growing economic sector will provide for greater long-term stability in the economy, investment badly needed in a county with high poverty, and enhancement of the community's growth potential.

Medical research, treatment and light manufacturing is a target cluster for economic development in the greater Gallup area. The medical research side of the cluster will build on existing medical institutions, community of health professionals, concentration of patients, and ties with research institutions and laboratories located outside the community.

The community will generally benefit from this cluster development through more and better options for medical treatment and improvement in health. A healthier workforce generally supports this and all other economic development activities.

The manufacturing component of the cluster builds upon the relationship with medical institutions, labor skill, costs and availability, training, infrastructure (transportation and utilities), interested entrepreneurs, and available suitable land for business development.

One of the key concepts in cluster development is to focus and build on assets that the community already has in place. In the case of the medical cluster, Gallup currently fulfills the functions of a regional medical service center serving the city, nearby unincorporated community areas and its trade area in northwest New Mexico and eastern Arizona. Gallup Indian Health Center and Rehoboth McKinley Christian Hospital are the primary hospitals and clinics serving the area. They are two of the largest employers in McKinley County, with 1,250 employees working

for Gallup Indian Health Center and 420 employees working for Rehoboth McKinley Christian Hospital. As described later in this section, Gallup also hosts a number of other medical providers and related services that contribute to the community's assets.

Following are target areas for medical cluster development in Gallup.

Prevention

One of the goals of the medical cluster development is to improve the health of the local population. Gallup and McKinley County currently have many health education and public health programs. The medical cluster focus can work with and further enhance these programs.

Medical Practices

Several identified specialty practices appear to have the potential for growth related to existing medical institutions' capabilities and local demographics.

Practices may include:

- Dialysis (existing practice)
- Liver institute
- Multi-organ transplants
- Complex operations involving the kidney, liver and pancreas (remove sections, reconstruct, and possibly remove the entire organ)

Research Associated with Medical Practices

Practicing physicians may engage in research as an adjunct aspect of their medical treatment, which in turn may employ additional medical providers, technicians and associated staff to conduct and report the research. Clinical research associated with practices include reporting on outcomes of surgery performed, patient recovery, and innovative treatment methods. Investigative (also called "bench") research involves investigations such as growth of tumor cells and how to block tumor cell growth through use of medications.

Clinical Trials

Gallup and the region could promote medical researchers to conduct trial studies of different treatments, such as pharmaceutical drugs. The area may be particularly attractive to researchers because of the relative concentration of illnesses that can be treated in rural populations, ethnic or racial groups, and ready use of a network of supporting services. A positive spin-off of clinical trials would be the exposure of Gallup's emerging medical cluster to medical innovators who may be interested in product development in Gallup.

Pharmaceuticals Manufacturing

Pharmaceutical drug manufacturing is a complex, specialized field and may be a long-term goal that can only be realized after other components of the medical cluster have been developed in Gallup. "Boutique pharmaceutical companies" are consultant groups that specialize in aspects of drug testing and manufacturing.

Their purpose is to bring drugs to market at much lower prices than can the large pharmaceutical companies. They may consist of former drug company executives with connections to top-flight intellectual property attorneys, project managers, laboratories and other facilities. They might serve as the “step down transformer” liaisons to big pharmaceutical companies and advise Gallup regarding what the community needs to do to attract pharmaceutical companies.

Medical Supplies Manufacturing

Medical supplies manufacturing is another niche that may be suitable in Gallup. Available workers with high dexterity, centrality and ease of transportation to markets, and relationship to other aspects of the medical cluster may contribute to its feasibility. A possible pitfall is that medical manufacturing has much higher sanitary standards than other goods. For example, latex-free gloves for use in surgery are different from the common type used for house painting.

Behavioral Health

Alcohol and other substance abuse has been and remains a major community issue. Gallup has several active programs that deal with alcohol and other substance abuse. Behavioral health education, prevention and treatment is another component of the medical cluster. Inclusion of this complex, existing and ongoing health/medical/law enforcement component in the cluster aims to seek opportunities to enhance effectiveness of efforts through coordinating activities with the other niches.

Spin-off Activities

Development of the target activities should result in various secondary economic activities in Gallup. For example, new medical practices may lead to increased visitorship who use lodging and restaurants. Added activity may attract suppliers. Manufacturing leads to transportation of products. Telemedicine that may be the basis for enhanced treatment options may also be critical for conducting clinical trials associated with parent institutions outside Gallup. In general, economic base activities have substantial multiplier effects, increasing wages and commerce in the community.

Recommended Approach

GGEDC has initiated an assessment of medical cluster development. This plan contains asset mapping (included in the appendix) to further scope assets and opportunities for its advancement. The next major step is a cluster analysis and feasibility study. The plan recommends that GGEDC begin this step with their partners, which include the City of Gallup.

[Please see the Medical Treatment, Research and Light Manufacturing Cluster Asset Mapping section in the Appendix for more detailed information on this subject.](#)

Gallup Indian Medical Center New Hospital

Gallup Indian Medical Center is Gallup’s second largest employer, after the school

district. It is a vital institution for the community, anchoring Gallup's regional services and providing some of the highest paying jobs in the area. It is clear that the impact on the local economy from either a major expansion or a major retraction in the size of the Indian Health Service or Rehoboth-McKinley Hospital would be significant. Fortunately, the Gallup Indian Medical Center has a large patient base and specialties not matched by other nearby institutions.

The Indian Health Service plans to build a larger replacement hospital in Gallup, and has completed a site location study. However, the availability of funds, timing for construction, and siting remain uncertain. The City strongly supports development of a replacement hospital. The planning for the replacement hospital should be carefully linked to medical cluster development.

Downtown MRA/Arts and Cultural District

The City of Gallup has been developing plans for the Downtown Metropolitan Redevelopment Area and Arts and Cultural District at the same time as the Growth Management Master Plan Update project. These plans make a number of recommendations that would strengthen downtown as arguably the most important area in Gallup for retail, restaurant, entertainment and business opportunities. The plans identify the need for development of downtown housing, cultural facilities, gathering places and transportation connections to support and complement vibrant retail and commercial establishments. Key recommendations from those plans are incorporated into the Facilities Element and by reference in this Element.

Local Economic Development Act

Overview of New Mexico's Local Economic Development Act

New Mexico's Local Economic Development Act (LEDA) allows counties and municipalities to make public investments in certain economic development projects. NMSA 1978 §§5-10-1 et seq. was passed into law to enable incentives for economic development without violating the Anti-Donation Clause in the state constitution.

Since 2002, 83 New Mexico communities have passed Local Economic Development Act (LEDA) ordinances. The City of Gallup enacted its LEDA ordinance in 2003 and updated it in 2015 to include recent state LEDA regulation updates.

The State of New Mexico Economic Development Department (NMEDD) created the LEDA- Capital Outlay Program at the state level. State funding for this program was \$50M in 2015. State (through NMEDD), county and local governments may make LEDA investments and local jurisdictions may enter joint powers agreements to develop regional plans.

Entities/Activities Enabled by Statute for LEDA Assistance

- Manufacturing / assembly of manufactured or agricultural goods
- Commercial storage, warehousing, distribution of agricultural, mining or

- industry, not including goods to the public or most utilities
- Business supplying services to the public, government or specific industry or customer, excepting retail
- Indian nation, tribe or pueblo
- Telecom with majority of customers out of state
- Farmer's markets
- Developer of MRA project
- Cultural facility*
- Retail business (in municipalities with >10,000 population)

**Cultural facility is publicly owned or owned by qualifying entity*

- » *Preserves, educates and promotes local arts and culture*
- » *Includes theatres, museums, libraries, galleries, cultural compounds, educational organizations, performing and fine arts venues and organizations, studio and media labs*
- » *Offers live-work housing*

Funding for LEDA Projects

Economic development expenditure is limited to 10% of governing entity's annual general fund expenditures with some exceptions, including the value of land or buildings, local GRT option, proceeds of revenue bonds and funds donated by private entities.

LEDA Project Application Process

Applicants for LEDA incentives submit an application to the local governing body. The local governing body appoints an agency to receive and review the application. In Gallup, this agency is the Greater Gallup Economic Development Corporation (GGEDC). Applicants may also apply to the Northwestern New Mexico Council of Governments (NWNMCOG) for Revolving Loan Funds, as outlined in Gallup's LEDA ordinance. The reviewing agency works with the applicant to identify incentives that the governing body can offer and determine the appropriate level of public investment in direct relation to the project's demonstrated community benefit. Projects must conform to an adopted economic development plan — a municipality may have more than one economic development plan. GGEDC makes a recommendation to the Gallup City Council on the development of a "project participation agreement" between the City and the applicant entity. City Council makes the final determination for approval.

Approval of a project application is based on the evaluation of the project's management and financial stability, demonstrated commitment to the community and a cost-benefit analysis. Local municipalities may define further metrics for evaluating project applications. The governing body may choose to include NMEDD in advising the development of applications and projects.

[Gallup Growth Management Plan Update 2016 Economic Development Goals Pertinent to LEDA](#)

- Encourage economic expansion by using as resources people within the

- community and their skills
- Develop methods to support retention and recruitment of businesses that create well-paying jobs in Gallup
- Support the Greater Gallup Economic Development Corporation as an independent economic development organization focused on economic diversification and base jobs development
- Use economic development incentives, including the Local Economic Development Act
- Develop a diversified economic base
- Continue to improve the tourist attractions and accommodations
- Seek to grow and expand green economy businesses and industries

Project Participation Agreement

Local governing bodies enter into Project Participation Agreements (PPAs) with qualified, approved projects. These agreements outline each parties' respective contributions, security provisions for public investments, provisions for regular performance audits, goals benchmarks against which the project can be evaluated and a schedule of project development and evaluation. The PPA also outlines claw-back provisions.

LEDA-Qualified Uses

- Purchase, lease, grant, construction, improvement or conveyance of land, buildings or other infrastructure
- Public works improvements
- Payments for professional services contracts
- Direct loans or grants for land, buildings or infrastructure technical assistance to cultural facilities

Loan Guarantees Farmer's Markets

The City's LEDA ordinance was updated in 2015 to cover recent updates made to the state statute, including the addition of "cultural facilities" and "developers of metropolitan redevelopment projects" as qualifying entities. Gallup's ordinance does not include "farmer's markets," which was added to qualified LEDA entities in the 2013 state statute update. The City should consider adding "farmer's markets" to expand the City's economic development options.

Application Process

A formalized application form will direct applicants to the proper agency in the proper order, and will provide each agency and the City with the information necessary to properly evaluate the merits of the proposed project. The City will use the application process to verify that the project meets all necessary criteria. The application may follow the format of the McKinley County LEDA application form which has been vetted by NMEDD. An example of this format, edited to be specific to the City of Gallup, is in the appendix.

Agency Review and Recommendation

The LEDA funding application process serves many important functions. It provides

a mechanism for prospective projects to work directly with local economic development organizations to identify available support, navigate the LEDA application process and develop a business strategy. It also helps local economic developers to identify potential partnerships and opportunities for potential projects. As Gallup's application review agency, GGEDC should keep the City informed by providing a comprehensive report of each application process and findings along with its recommendation for each LEDA application. It should also inform the City about the NWNMCOG application process for revolving loans. The reporting responsibilities and mechanisms for both GGEDC and NWNMCOG application recommendations should be clearly outlined and may be a stipulation for Council's consideration of the recommendation.

Incentives

A major source of LEDA funding is local infrastructure gross receipts tax. Though the current climate in Gallup is unfavorable, future climates may find use of this mechanism for developing LEDA funding. The City should continue working with economic developers to identify additional incentives, focusing on those that are especially beneficial or unique to the Gallup market.

Project Criteria and Public Safeguards

While each project is unique and evaluation criteria may differ, it is important to develop standard guidelines for measuring the costs and benefits of projects. In addition to the City's economic development plan, across-the-board strategic planning and accountability would best position the City to invest in incentives that create jobs.

The state's Progress Report on Job Creation Incentives, 2015 indicated that reliable accountability measures, including "claw-back" provisions by local entities, and refined data gathering and jobs creation assessment are essential to successful job creation incentive programs. NMEDD now mandates that local entities include claw-back provisions for state funds in economic development project participation agreements, and the department is currently working with the New Mexico Workforce Solutions Department and the New Mexico Legislative Finance Committee to develop more accurate job creation measurement methodology. (Source: Progress Report: Job Creation Incentives: JTIP, LEDA, and Select Economic Development Tax Expenditures 2015).

The City should employ regular evaluation of publicly funded project's quantifiable goals and job creation, monitor and integrate strict methodology for measuring job creation and explicitly mandate claw-back provisions for local funds in its own project agreements. Guidelines for measuring project viability should consider long-term stability of the development and the its quality, inclusiveness and sustainability.

The following tables present both State criteria already in place and recommended City criteria for evaluating projects. Applicants for LEDA incentives are responsible for demonstrating that their proposed projects meet the criteria.

Criteria: Jobs Development and Review	
State LEDA Requirements	Proposed Gallup LEDA Criteria
Participation agreement between municipality and qualifying entity must include:	Number, type and source of jobs <i>created and retained or impacted</i> :
A schedule for project development and completion, including measurable goals and time limits for those goals	Duration and pay scale for each job created
Provisions for performance review and actions to be taken upon a determination that project performance is unsatisfactory	Portion of jobs filled locally (thresholds to be determined by the City)
LEDA allows termination of agreements, but local ordinance must provide for satisfying existing contracts	

Criteria: Physical Impacts Planning	
State LEDA Requirements	Proposed Gallup LEDA Criteria
Cost-benefit analysis	Infrastructure impact analysis
Facility development plan	Projected infrastructure needs
Energy uses and sources	Impacts on existing infrastructure
Conservation measures and green building features	Operations plan
Water / wastewater plan	Master plan for proposed site, where applicable
Projected uses and sources	
Conservation measures	

Criteria: Public Safeguards	
State LEDA Requirements	Proposed Gallup LEDA Criteria
Demonstrated commitment of qualifying entity to the community	Economic impact analysis
Financial and management stability of the qualifying entity	Projected benefit to local tax base
Substantive contribution from the qualifying entity	Projected contributions to local school district
	Business plan
	Claw-back provision

Organizing Public-Private Economic Development Functions

Since 2009, the City created the GGEDC to promote economic diversification, concentrating on the creation of base economic jobs. The City relies on this organization to implement a large portion of its economic development plan contained in the Growth Management Master Plan. Recruitment of new businesses or expansion of existing businesses is one of GGEDC's core functions.

Inventory of Land Available for Economic Development

The City promotes the use of designated land areas for expanding or creating new industrial and commercial activities that generate employment. One of GGEDC's activities is to maintain web site information on land available for economic development. Some of the sites identified include the Industrial Park at the west edge of Gallup and the industrially zoned properties along the railroad spur adjacent to Ninth Street on the city's north side. As discussed above, the Carbon Coal site northwest of Gallup has strong potential for an energy logistics park. Industrial properties should be marketed aggressively to create a stronger local job base.

Regional Economic Development

The City needs to coordination of multiple agencies in order to lead economic development efforts. Differing functions most likely mean that Gallup will always have a number of separate organizations that participate in economic development. For example, the Chamber of Commerce provides valuable functions for mainly member merchants and business persons. A separate agency may most effectively promote local and regional tourism. The City intends to initiate a market study to identify actions to further develop this sector.

Collaboration between the City of Gallup and McKinley County is very appropriate, due to their common interests and improved chances of success through pooling of resources. NWNMCOG is a critical organization that provides regional economic development planning, promoting cooperation not only within McKinley County but also with San Juan and Cibola Counties, Navajo Nation, Zuni Pueblo and other agencies and jurisdictions in the region.

D. Goals, Objectives and Policies

Text legend:

Rust - new language

Black - language from 2009 Growth Management Plan

Goal: Encourage economic expansion by utilizing people resources and skills within the community

1. Promote workforce development, education and training
 - a. Actively promote the development of local residents' knowledge and skills that qualify them for jobs in existing or targeted employment sectors.
 - b. Develop and pursue best practices in education and training programs.
 - c. Engage all local educational institutions to meet the challenge of achieving educational excellence as a primary foundation of a competitive workforce.
 - d. Provide small business training programs.
2. Develop methods to support retention and recruitment of businesses creating well-paying jobs in Gallup
 - a. Develop a toolkit of incentives to attract businesses.
 - b. Create opportunities and incentives to locate in Gallup for businesses such as engineering and architectural services, health care providers, educational services, finance, insurance and real estate services.
 - c. Develop a "Gallup brand," similar in impact to Santa Fé (The City Different) and Roswell (Home of the UFOs).
 - d. Investigate the loss of revenues in construction, transportation, professional and business services, and implement a plan to reinvigorate and/or replace economic activity in those sectors.
 - e. Support and encourage expansion of existing small businesses.
 - f. List and promote available sites or special target areas.
 - g. Support Chamber of Commerce efforts to grow and support local businesses.
3. Support Greater Gallup Economic Development Corporation (GGEDC) as an independent economic development organization focused on economic diversification and base jobs
 - a. Coordinate with GGEDC at departmental level and elected official levels.
 - b. Request periodic reports to City Council regarding activities/recent developments.
4. Use economic development incentives, including the Local Economic Development Act (LEDA)
 - a. Amend Gallup's LEDA ordinance to enable donations to farmer's markets.
 - b. Adopt local policies for the review of LEDA applications consistent with the Growth Management Master Plan in addition to the criteria set in the LEDA statute, and implement application approval through an application form and review process.
 - c. Coordinate with and support matching of State and County LEDA for

- City-awarded LEDA projects.
 - d. Evaluate the use of City Investment Revenue Bonds, and other local, state and federal incentives.
 - Consider recommendations for City involvement in incentives from GGEDC and Northwest New Mexico Council of Governments (NWNMCOG), as these aligned local/regional agencies evaluate and promote economic development projects in Gallup.
 - e. Work with the New Mexico Economic Development Department on economic development initiatives.
5. Develop a diversified economic base
 - a. Promote target sectors identified by GGEDC, including: logistics/ warehousing/distribution development, oil- and gas-related mining equipment and service, electronics assembly, biofuels (ethanol), plastics products, industrial machinery, film and digital media, and medical treatment, research and manufacturing.
 - b. Encourage a variety of shopping choices including pedestrian-friendly retail centers.
 - Promote building, access and streetscape improvements to regional and secondary centers that will retain Gallup's competitiveness for regional and local trade.
 - c. Make strategic economic development choices, realizing the community has limited expansion room and water resources.
 - d. Promote local recreation venues such as mountain biking and support services.
 - e. Create more technical and skilled positions.
 - f. Develop local skilled trades, particularly in construction.
 - g. Coordinate between employers and workforce for training, transport, and housing opportunities.
 - h. Consult with prospective employers to determine skill needs.
 - i. Promote arts, crafts, local cottage industry.
 - j. Realize growth of home-based business.
 - k. Support Navajo Nation efforts to develop replacement Indian Health Service facilities in or adjacent to Gallup by developing supportive infrastructure, and considering creative financing approaches and organizational approaches such as colocating or combining services with other institutions, including Rehoboth McKinley Christian Hospital (RMCH).
 - l. Support expediting the timetable for the replacement Indian Health Service facilities project.
 6. Continue to improve the tourist attractions and accommodations
 - a. Promote local recreation venues, e.g., mountain biking, hiking, rock climbing, etc., and associate services.
 - b. Cooperate with the Navajo Nation in joint tourism and services for the Fire Rock Casino, especially in promotion of events at nearby Red Rock State Park

- c. Advocate use of varied marketing approaches to advertise tourism destinations.
 - d. Promote the arts and cultural events; advertise Gallup's art world prominence
7. Seek to grow and expand green economy businesses and industries
- a. Assess potential for alternative energy industries, including solar applications.
 - b. Seek business and industry that uses minimum amounts of water in their operations

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Appendices to Economic Development Element

This Appendix provides guidance on the development of a film permit application

Guidance for the Development of Film Permit Application Form

Once the City Council adopts an ordinance establishing a film permit process, City administration will develop the permit application form. The application form should be easy to understand and complete for the applicant.

To encourage film activity and serve as a recruiting tool, the City should make the permit application available on the City's web site, along with contact information for the City's film liaison. The City could include information and photos on its web site describing the highly attractive and interesting locations in Gallup, and various services in the city that are available to film crews.

Components of an Application Form

Filming Project Description

It is important for the City to know the nature of a proposed film project and the responsible parties. The permit application should require a description of the project, including:

- Production company name and contact information
- Production person in charge - name and contact information
- Name of the project
- Product type (feature film, documentary, educational film, commercial, short film, etc.)
- General statement about the nature of the proposed filming activity
- Locations of filming activity
- Dates and times of filming activity
- Duration of filming activity
- Description of any planned construction or modifications to buildings and plans for returning buildings and sites to their original state
- Expected noise level of filming activity
- Planned lighting, including type and expected times of use
- Number of personnel involved in the project
- Description of special effects
- Any special considerations such as:
 - » Animals involved in filming
 - » Special effects such as gun fire, explosions, low-flying aircraft or other disruptive or potentially alarming activity

Liability Requirements

It is standard practice to require indemnification and hold-harmless agreements from film productions. The City may require an insurance policy listing the City, its employees and representatives as additional insured parties. These liability protections can be included in the film permit application (by requiring copies of agreements, insurance policy number and a short description of the insurance requirements with the application) or in a separate license agreement detailing the

legal obligations of the production company, if the City chooses to develop one.

Departmental Review and Approval Requirements

The Community Services Coordinator should be responsible for processing applications. Depending on the planned film activity, certain City and State officials must approve film permits to avoid conflicting scheduling and assure interdepartmental and interagency coordination regarding film production activity.

Additional Considerations for Ordinance and Permit

The City should determine whether to create provisions in its film ordinance and permit process to address the following considerations to encourage a mutually beneficial relationship between the City, residents and the film industry:

- Public notification requirements: by mail to affected residents and businesses and/or by signage for large projects. Requirements may vary, depending on the threshold size or duration of the filming event.
- Scheduling guidelines: filming sometimes causes a level of traffic disruption that could be a burden if over a long duration. The City may consider adopting a maximum duration for filming by a single production. For instance, Las Vegas, NM imposes more stringent outreach and approval requirements for projects that wish to film more than 20 days in a three-month period. Alternately, productions that exceed a certain duration may be subject to additional fees or additional restrictions on disruption allowances.
- Responsible conduct requirements include post-filming clean-up, deadlines for trash removal, final clean-up and inspection, and additional protections for historic sites and/or identified cultural assets.
- Use of public property: to encourage and attract film productions to Gallup, the City may consider offering the use of certain City properties at no fee. Free use of city parking lots is common, but some communities offer additional incentives. For example, the State of California allows filming on state-owned and operated property at no fee, including buildings and roads.
- Use of public streets: filming often requires closures and intermittent traffic control measures. It is important to have an approval process for road closures and blockages, and to include stipulations for priority access for emergency routes and vehicles, and emergency maintenance. Crew parking can be an issue. Some communities prohibit “base camps” (consisting of other vehicles not essential to the actual filming, crew parking, portable bathrooms, star trailers, and catering tents) on the street, while others allow special consideration for illegal parking on a case-by-case basis.
- Hours of operation: due to noise and lighting at filming locations, limitation of regular production hours may be desirable. Generally, standard filming hours are between 7:00 AM and 10:00 PM, and filming beyond this time frame requires special permission.

Making City resources available, such as City property, may attract filming projects.

Local Economic Development

To ensure that film production activity has a positive impact on the local economy, productions should be encouraged to use local businesses for catering, set construction and “prop sourcing” (creation of various objects used in a film), production crew and extra cast sourcing where appropriate. The City may offer incentives such as the use of public property, conditional on the use of local businesses and/or talent.

Attracting Film Production: Marketing

With an ordinance and permitting in place, the City can focus on attracting film projects to Gallup. A welcoming and informative City web site description of Gallup’s cultural and scenic film assets, incentives and regulations will promote its film-friendly atmosphere and provide scouts with a way to contact the City. Gallup should also continue to make use of substantial state resources by working with the New Mexico Film Office and the New Mexico True campaign to attract new projects, develop services and establish a brand.

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This Appendix presents a preliminary vision for a medical cluster in Gallup. It identifies local assets currently in place and next steps in medical cluster development.

Medical Treatment, Research and Light Manufacturing Cluster Asset Mapping

Introduction

This appendix to the Economic Development Element contains a preliminary study of the medical treatment, research and light manufacturing economic development cluster, identified as one of the promising areas of diversification for Gallup's economy. It uses "asset mapping" to identify how the City, Greater Gallup Economic Development Corporation and other economic development collaborators might pursue sector development. This appendix also identifies some of the pros and cons and possible pitfalls of the sector. It is more detailed than most sections of the Economic Development Element in order to create a policy-led approach to making decisions about future steps for cluster development, supporting infrastructure improvements and programmatic efforts that the City may make in partnership with other public agencies.

The discussion in this section includes a description of the cluster, goals and objectives, review of demographics related to the cluster, local assets supporting cluster development, and primary actors that would move cluster development forward.

The objectives of this asset mapping exercise are:

- Identify the role of cluster development in economic diversification
- Outline the factors contributing to the identification of a medical cluster as an economic development focus
- Describe the characteristics of technology-led economic clusters
- Identify stages in medical cluster development
- Identify and describe conditions unique to Gallup that may benefit from a medical cluster
- Identify local assets and actors that may play a role in medical research and treatment
- Discuss challenges and considerations that may hinder the development of a biomedical cluster

Economic Diversification Goal and Selection of Medical Cluster Focus

One of the major goals of Greater Gallup Economic Development Corporation is economic diversification that results in higher paying jobs in sectors different from Gallup's current economy of trade, travel and tourism. Diversification into a growing economic sector will provide greater long-term stability in the economy, an investment badly needed in a county with high poverty, and the enhancement of the community's growth potential.

Technology-led economic clusters consist of linked research and development, businesses, suppliers and service providers. Competing, complementary and interdependent institutions and firms typically make up a cluster. The businesses may be horizontally or vertically integrated.

Features of a cluster typically include:

- Talented workforce that can rapidly adjust to market needs
- Business networking to promote matching of ideas and resources with technology transfer and workforce development
- Financial institutions or venture capitalists that specialize in providing capital to firms operating in sector
- Support of one or more major research universities
- Suppliers of specialized services in legal, design, prototyping, and executive recruitment
- Specialized facilities, such as wet or dry laboratories and clean rooms
- Broadband technology: e.g., high speed internet, video and telephone services at a 1 gigabit-per-second connection

Medical research, treatment and light manufacturing is a target cluster for economic development in the greater Gallup area. The medical research side of the cluster will build upon existing medical institutions, community of health professionals, concentration of patients, and ties with great research institutions and laboratories located outside the community.

The community will generally benefit from this cluster development in more and better options for medical treatment and improvement in health. A healthier workforce generally supports this and all other economic development activities.

The manufacturing component of the cluster builds upon the relationship with medical institutions, labor skill, costs and availability, training, infrastructure (transportation and utilities), interested entrepreneurs, and available suitable land for business development.

One of the key concepts in cluster development is to focus on and build upon assets that the community already has in place. In the case of the medical cluster, Gallup currently fulfills the functions of a regional medical service center serving the city, nearby unincorporated community areas and its trade area in northwest New Mexico and eastern Arizona. Gallup Indian Health Center and Rehoboth McKinley Christian Hospital are the primary hospitals and clinics serving the area. They are two of the largest employers in McKinley County, with 1,250 employees working for Gallup Indian Health Center and 420 employees working for Rehoboth McKinley Christian Hospital. As described later in this section, Gallup also hosts a number of other medical providers and related services that contribute to the community's assets.

Characteristics of Technology-led Economic Clusters

The theory of cluster development is to develop a geographic concentration of supportive infrastructure, employment and entrepreneurial culture and a human resource talent pool working with existing institutions/ resources, and "incubating" new projects and business ventures. The agglomeration drivers for cluster development include local demand, specialized institutions, organizational structure of regional business, and social networks. Cluster development should result in job creation, patenting and new business formation. Intellectual property

rights are a driving force behind innovation and entrepreneurship, and patents are an important component of this.

The exact projects and activities that will develop cannot be predetermined.

Technology-led economic development includes nine categories:

- Biotechnology
- Life science technologies
- Optoelectronics
- Computers and telecommunications
- Electronics
- Computer-integrated manufacturing
- Material design
- Aerospace
- Weapons
- Nuclear technology

(Source: Technology-Led Economic Development, International Economic Development Council, 2011)

Biotechnology is a broad discipline in which biological processes, organisms, cells or cellular components are exploited to develop new technologies. New tools and products developed by biotechnologists are useful in research, agriculture, industry and the clinic. Health care products, vaccines, pest control, biofuels are examples of biotechnology products. The medical cluster is most closely related to biotechnology of the technology-led economic development areas. (Source: <http://www.nature.com/subjects/biotechnology>)

The medical cluster in Gallup potentially includes medical treatment, public health, education, prevention, pharmaceutical research/clinical trials, medical and pharmaceutical supplies and medical equipment manufacturing.

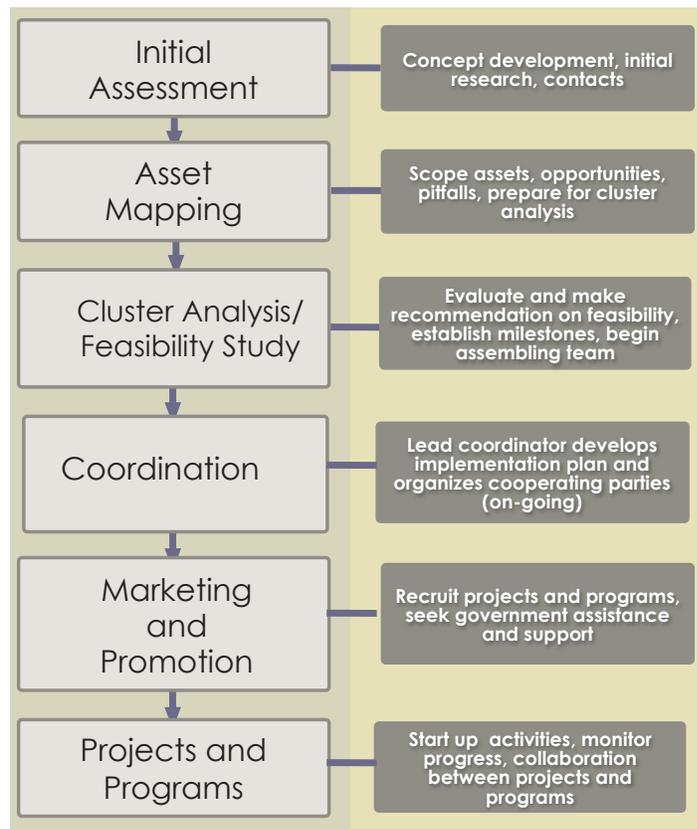
Stages in Cluster Development

Following is a preliminary identification of cluster development stages:

- Gather information and initial assessment
 - » GGEDC has created the concept for the health cluster, assembled information and made many contacts.
- Asset mapping/fatal flaws analysis
 - » This section of the economic development element should serve to scope assets, opportunities, and pitfalls or fatal flaws that must be addressed. This study should provide initial information that should be further researched and evaluated in the cluster analysis and feasibility study.
- Cluster analysis and feasibility study
 - » The cluster analysis and feasibility study should provide a more in-depth and technical evaluation of health cluster development in Gallup, including a recommendation about efforts to pursue, establishing milestones for cluster development, identifying the scale of development, and contacting institutions and individuals who may play key roles in order to elicit their level of interest in cluster development.

- Coordination of primary actors
 - » This stage consists of developing an implementation plan and an on-going local effort to work with various actors. Greater Gallup Economic Development Corporation is the likely coordinator, although cooperating agencies will have a variety of coordinative roles.
- Marketing and promotion
 - » Simultaneously with coordinates efforts, this stage consists of a campaign to market the health cluster concept, recruit projects and programs, entice entrepreneurs to invest in projects and programs , and seek governmental agencies to provide financial assistance, infrastructure and other needed support.
- Projects and programs
 - » This is the start-up and growth of such developments as: infrastructure expansion, research and development activities, new medical practices, business development, clinical trials, and expansion of aligned educational programs. For example, a new program may include advancing telemedicine utilizing high speed broadband to connect selected public schools outside Gallup to medical professionals in Gallup hospitals and in associated institutions outside Gallup. A bio-incubator facility might be developed to house specialists from various fields including medical cluster innovators and entrepreneurs.

Stages in Cluster Development



Treatment, Research and Light Manufacturing Target Activities

Following are target areas for medical cluster development in Gallup.

Prevention

One of the goals of the medical cluster development is to improve the health of the local population. Gallup and McKinley County currently have many health education and public health programs. The medical cluster focus can work with and further enhance these programs.

Medical Practices

Several specialty practices have been identified that appear to have the potential for growth related to existing medical institutions' capabilities and local demographics. Practices may include:

- Dialysis (existing practice)
- Liver institute
- Multi-organ transplants
- Complex operations involving the kidney, liver and pancreas (remove sections, reconstruct, and possibly remove the entire organ)

Research Associated with Medical Practices

Practicing physicians may engage in research as an adjunct aspect of their medical treatment, which in turn may employ additional medical providers, technicians and associated staff to conduct and report the research. Clinical research associated with practices include reporting on outcomes of surgery performed, patients recovery, and innovative treatment methods. Investigative (also called bench) research involves investigations such as: growth of tumor cells and how to block tumor cell growth through use of medications.

Clinical Trials

Gallup and the region could promote medical researchers to conduct trial studies of different treatments, such as pharmaceutical drugs. The area may be particularly attractive to researchers because of the relative concentration of illnesses that can be treated in rural populations, ethnic or racial groups, and ready use a network of supporting services. A positive spin-off of clinical trials would be the exposure of Gallup's emerging medical cluster to medical innovators who may be interested in product development in Gallup.

Pharmaceuticals Manufacturing

Pharmaceutical drug manufacturing is a complex, specialized field and may be a long-term goal that can only be realized after other components of the medical cluster development have occurred in Gallup. "Boutique pharmaceutical companies" are consultant groups specialized in aspects of drug testing and manufacturing. Their purpose is to bring drugs to market in a much cheaper way than the large pharmaceutical companies can. They may consist of former drug company executives with connections to top-flight intellectual property attorneys, project managers, laboratories and other facilities. They might serve as the "step down transformers" liaisons to big pharmaceutical companies as well as advise

Gallup regarding what the community needs to do to attract pharmaceutical companies.

Medical Supplies Manufacturing

Medical supplies manufacturing is another niche that may be suitable in Gallup. Available workers with high dexterity, centrality and ease of transportation to markets, and relationship to other aspects of the medical cluster may contribute to its feasibility. Possible pitfall: medical manufacturing has much higher sanitary standards than other goods. For example, latex-free gloves for use in surgery are not the same as what you get for painting from Home Depot.

Behavioral Health

Alcohol and other substance abuse has been and remains a major community issue. Gallup has several active programs that deal with alcohol and other substance abuse. Behavioral health education, prevention and treatment is another component of the medical cluster. Inclusion of this complex, existing and ongoing health/medical/law enforcement component in the cluster aims to seek opportunities to enhance effectiveness of efforts through coordinating activities with the other niches.

Spin-off Activities

Development of the target activities should result in various secondary economic activities in Gallup. For example, new medical practices may lead to increased visitorship lodging and restaurant use. Added activity may attract suppliers, Manufacturing leads to transportation of products. Telemedicine that may be the basis for enhanced treatment options may also be critical for conducting of clinical trials associated with parent institutions outside Gallup. In general, economic base activities have substantial multiplier effects increasing wages and commerce in the community.

Taxation of Activity

The City and County should receive tax revenues from medical cluster development. Both gross receipts tax and property tax revenues should increase.

Demographics/Epidemiology Related to Medical Cluster Development

Diabetes

Diabetes affects an estimated 23.6 million people in the United States and is the 7th leading cause of death. Diabetes lowers life expectancy by up to 15 years and increases the risk of heart disease by 2 to 4 times. Diabetes is the leading cause of kidney failure, lower limb amputations, and adult-onset blindness. In addition to these human costs, the estimated total financial cost of diabetes in the United States in 2007 was \$174 billion, which includes the costs of medical care, disability, and premature death. (Source: U.S. Department of Health and Human Services. Office of Disease Prevention and Health Promotion. Healthy People 2020. Washington, DC. Available at <http://www.healthypeople.gov>) Since diabetes is implicated in cardiovascular

disease, a percentage of those persons who died from disease of the heart may have had underlying diabetes. Risk factors for diabetes include poverty, poor nutrition and lack of physical activity. Another manifestation of these factors is obesity. (Source: McKinley Community Profile and Plan, 2009)

“Pre-diabetes” is an indicator of a disposition towards the disease. While county level data were not available, the northwest region of New Mexico, American Indians and Hispanics have significantly higher rates of estimated diagnosed diabetes.

- American Indian/Alaska Native rates are about three times higher than the White Non-Hispanic rates and about two times the Hispanic rates.
- Hispanic rates are twice that of White Non-Hispanic rates.

Estimated Diagnosed Diabetes Prevalence: 2012-13

	Percent of Adults		Percent of Adults
New Mexico	9.6%	Health Region	
Female	9.0%	Northwest	12.1%
Male	9.2%	Northeast	7.3%
		Metro	8.8%
Age Group		Southeast	11.0%
18-39 years	2.0%	Southwest	10.9%
40-59 years	12.2%		
60 years and olc	20.1%		
		Race/Ethnicity	
Household Income		American Indian	18.1%
<\$15,000	15.2%	Asian, Native Hawaiian, Other Pacific Isle	8.4%
\$15-24,999	11.8%	Black	9.0%
\$25-34,999	11.1%	Hispanic	12.6%
\$35-49,999	9.4%	White	6.1%
>\$50,000	5.8%		

2 years of data asking: Has a doctor, nurse or other health professional ever told you that you have diabetes?

Source: New Mexico Department of Health, New Mexico Prediabetes and Diabetes Facts, Table 2, May, 2015

The contrast between high mortality and moderate morbidity is an indication that residents have a poor rate of treatment and/or poor outcomes of treatment.

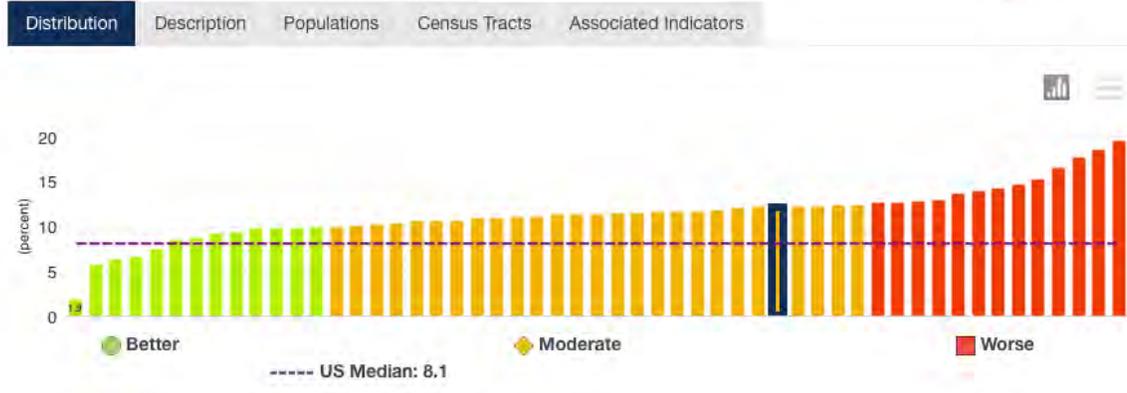
- Diabetes morbidity and mortalities
 - » Diabetes morbidity: McKinley County at 12.3% is in the “high moderate” range.
 - » Diabetes mortality: McKinley County is far into the “worse” range with 57.3 persons per 100,000 persons age adjusted.

Morbidity

Adult diabetes (percent)

The percent of adults living with diagnosed diabetes for McKinley County, NM is:

12.3 %

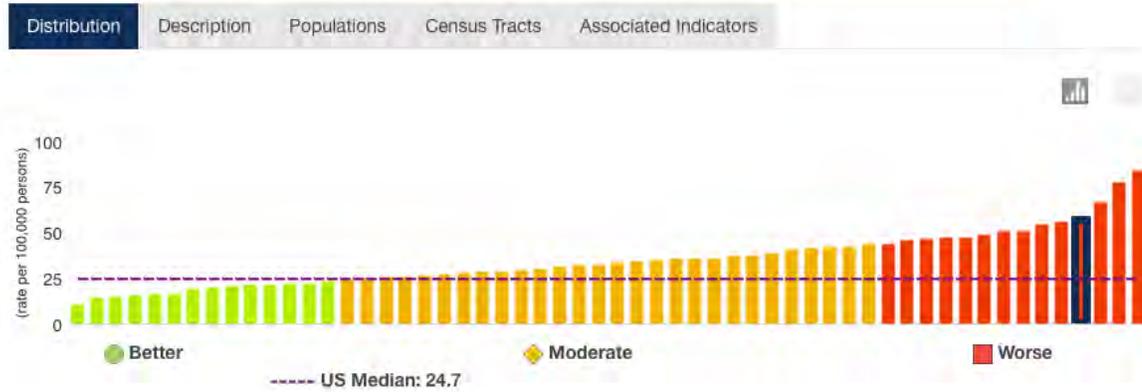


Mortality

Diabetes deaths (rate per 100,000 persons)

The age adjusted diabetes death rate for McKinley County, NM is:

57.3 (per 100,000)



(Source: CHSI 2015 information for improving community health, U.S. Department of Health and Human Services, Centers for Disease Control and Prevention. <http://wwwn.cdc.gov/CommunityHealth/profile/currentprofile/NM/McKinley/125>)

The contrast between high mortality and moderate morbidity is an indication that residents have a poor rate of treatment and/or poor outcomes of treatment.

The percent of adults living with diagnosed diabetes is estimated for comparison:

- McKinley County: 12.3%
- U.S. Median: 8.1%
- Cibola County: 11.5%
- San Miguel County 9.2%
- Roosevelt County: 6.6%

It appears that the high diabetes rate in the county is not as closely linked to obesity as in other populations. Other factors must contribute to diabetes here besides obesity.

Obesity

Obesity is so closely linked to diabetes that the two are often referred to together as “diabetes.” The obesity rate in the county is 33.3 per 1,000 persons compared to the US average of 25.2 per 1,000 persons. This is the highest rate in the state but still on par with the U.S. average New Mexico ranks 27th lowest in the nation for obesity. (Sources: CDC diabetes atlas, CDC Diabetes atlas, Gallup Healthways, 2015)

McKinley County high school youth had higher obesity rates than the rates for New Mexico high school youth statewide. (Source: Diabetes in Navajo Youth: Prevalence, incidence and clinical characteristics, Dana Dabelea, MD, PHD, et al, Diabetes Care, Volume 32, Supplement 2, March 2009.)

Diabetes rates are relatively high, while obesity is not so high in McKinley County and still needs improvement. Consequently, it appears that diabetes in the county may not be as closely linked to obesity as in other populations. Other factors probably also contribute to diabetes here besides obesity.

General Health Indicators

The summary comparison report prepared by the Centers for Disease Control and Prevention and New Mexico Department of Health tables in the following exhibits show that McKinley County has high rates of various diseases and accidents, including:

- chronic liver disease (48.0 per 100,000 persons for County compared to 19.3 for NM)
- respiratory, influenza and pneumonia (26.3 per 100,000 persons for McKinley County compared to 16.2 for NM,)
- alcohol related deaths
- accidental deaths
- motor vehicle fatalities)

McKinley County residents also have higher rates of stomach, kidney, renal and pelvic cancer than the overall populations of both New Mexico and the U.S. (Source: Looking Within: A Health Impact Assessment of Uranium Mining, PLACE MATTERS, April 2015, citing McKinley and New Mexico: New Mexico Tumor Registry. US: National Cancer Institute, http://surveillance.cancer.gov/statistics/types/race_ethnic.html.)

Certain low socio-economic indicators (e.g., poverty, violent crime, lower education levels, and uninsured) may also contribute to liver and kidney problems. Environmental factors such as naturally occurring and uranium mining waste exposure to radiation may also adversely affect residents’ health.

Top Ten Causes of Death in McKinley County and New Mexico

	Deaths Per 100,000 Population		Comparison of County to NM
	McKinley County	New Mexico	
Cancer (2009-2011)	138.1	146.0	-5%
Heart Disease (2012-2014)*	133.3	151.0	-12%
Alcohol-Related Death (2011-2014)*	114.8	54.0	113%
Accidents (unintentional injury) (2010-2014)*	104.8	63.0	66%
Diabetes (2012-2014)*	60.3	28.4	112%
Stroke (2012-2014)*	40.9	31.0	32%
Motor Vehicle Traffic Deaths (2010-2014)*	40.4	15.5	161%
Chronic Liver Diseases and Cirrhosis (2009-2011)	38.1	18.3	108%
Influenza and Pneumonia (2010-2014)*	29.6	15.0	97%
Chronic Lower Respiratory Disease (COPD, Bronchitis and Emphysema (2009-2011)	21.4	15.5	38%

Source: Rehoboth McKinley Christian Health Care Services 2013 Community Health Needs Assessment, based on New Mexico Department of Health, Indicator Based Information System.

*Data updated in 2015 by ARC.

Alcohol-induced deaths in McKinley County are second highest in the state to Rio Arriba County.

Youth suicide is significantly higher in McKinley County at 26.8 deaths per 100,000 in 2009-2013, compared to NM at 14.9 deaths per 100,000 in 2013. (Source: NM Department of Health NM- Indicator-Based Information System)

The Centers for Disease Control and Prevention (CDC) publishes an “at a glance report” identifying factors that are better, moderate, and worse compared to national averages.

The following Summary Comparison Report provides an “at-a-glance” summary of how the selected county compares with **peer counties** on the full set of **Primary Indicators**. Peer county values for each indicator were ranked and then divided into quartiles.

McKinley County, NM

	Better  (most favorable quartile)	Moderate  (middle two quartiles)	Worse  (least favorable quartile)
Mortality	<u>Alzheimer's disease deaths</u> <u>Cancer deaths</u> <u>Chronic kidney disease deaths</u> <u>Chronic lower respiratory disease (CLRD) deaths</u> <u>Coronary heart disease deaths</u> <u>Female life expectancy</u> <u>Stroke deaths</u>	<u>Male life expectancy</u>	<u>Diabetes deaths</u> <u>Motor vehicle deaths</u> <u>Unintentional injury (including motor vehicle)</u>
Morbidity	<u>Adult overall health status</u> <u>Alzheimer's diseases/dementia</u> <u>Cancer</u> <u>Older adult depression</u> <u>Preterm births</u>	<u>Adult diabetes</u> <u>Adult obesity</u> <u>Gonorrhea</u> <u>HIV</u>	<u>Older adult asthma</u> <u>Syphilis</u>
Health Care Access and Quality	<u>Cost barrier to care</u> <u>Primary care provider access</u>		<u>Older adult preventable hospitalizations</u> <u>Uninsured</u>
Health Behaviors	<u>Adult physical inactivity</u> <u>Adult smoking</u>	<u>Adult binge drinking</u> <u>Teen Births</u>	<u>Adult female routine pap tests</u>
Social Factors	<u>High housing costs</u>	<u>Children in single-parent households</u> <u>Unemployment</u>	<u>Inadequate social support</u> <u>On time high school graduation</u> <u>Poverty</u> <u>Violent crime</u>
Physical Environment	<u>Annual average PM2.5 concentration</u>	<u>Access to parks</u> <u>Living near highways</u>	<u>Housing stress</u> <u>Limited access to healthy food</u>

Source: Centers for Disease Control and Prevention

Native American Population

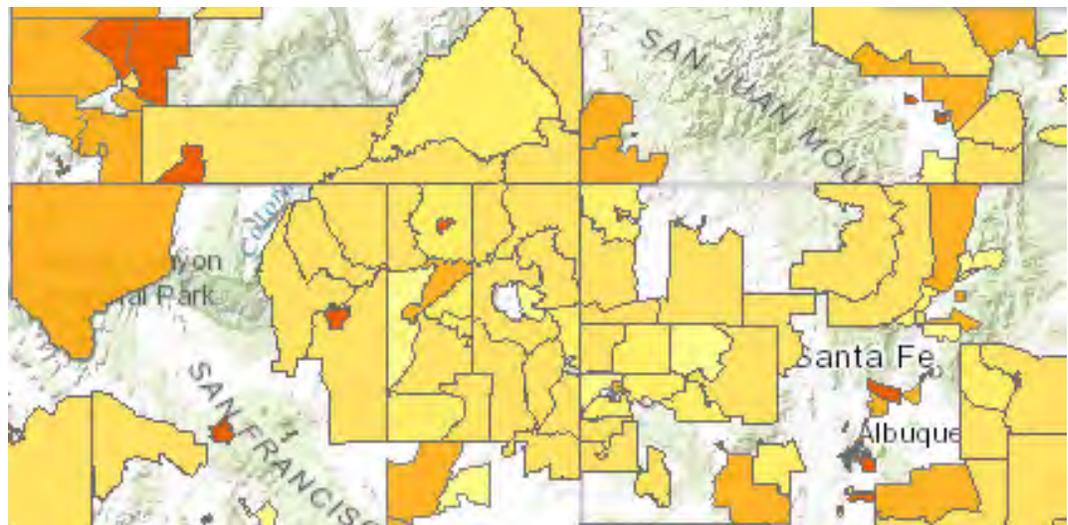
The Navajo Nation had a population of 172,842 in 2013 and Native Americans as a whole make up 74.3% of the total McKinley County population (U.S. Census ACS 2008-2013 estimates). Native Americans as a share of the Gallup population has grown steadily in the last 4 decades and comprises 38.6% of Gallup population currently (ACS, 2013). Given demographic indicators it is likely that this share will continue to grow.

Diet

“Food insecurity is estimated to affect a staggering 76% of households in Navajo Nation. The lack of fresh, healthy food perpetuates health disparities” (Source: Rajashekara, Shruthi. 2014. A Qualitative Assessment of Healthy Food Access in Navajo Nation. Master’s thesis, Harvard Medical School.) A 2011 report from the New Mexico Department of Health found that 42.7% of Native American kindergartners were overweight or obese and that 49.7% of third-graders were obese. In 2009 the New Mexico Youth Risk and Resiliency Survey (YRRS) found that 34% of Native American middle school students self-identified as overweight and in 2011, 40.5% of high school students identified as such. (Source: New Mexico Department of Health Youth Risk and Resiliency Survey. www.youthrisk.org/ reported in Seeking Balance & Health in the Navajo Nation report by Alliance for a Healthier Generation)

Almost the entirety of the Navajo Nation and McKinley County have been identified by the Food and Drug Administration as a food desert. Food desert is defined in three categories. All categories identify areas that have a poverty rate of 20% or higher (low income) and live more than 10 miles away from a supermarket or large grocery store in nonmetropolitan areas (the metric is 1 mile in metropolitan areas).

Food Desert Mapping



- Low income, low access (20 mi.) & low vehicle access
- Low income & low access (10 mi.)
- Low income & low access (20 mi.)

(Source: U.S. Department of Agriculture, Food Access Research Atlas online mapping tool. Accessed on 09/15/2015)

The category illustrated in yellow maps areas that face the greatest barrier to healthy food showing low income areas that are 20 miles or more from a supermarket and where a significant percentage of the population have low vehicle access. Areas in orange and red are areas that are identified as food deserts for income and accessibility at 10 miles in orange and 20 miles in red, but not for low vehicle access.

Continuum of Health Education, Disease Prevention and Treatment
Promotion of healthy lifestyle choices is key to managing and preventing diabetes. In this population simple access to appropriate choices is an initial hurdle. The widespread inaccessibility of healthy food choices and a lack of recreational infrastructure make promoting healthy eating and exercise difficult. Many health programs and advocates are working to improve this situation. In the city of Gallup, where good food and recreational facilities are more accessible health workers and advocates are working to promote healthy lifestyle choices, build recreational opportunities and improve access to healthy food.

Existing Healthcare Services Assets

Gallup as a Regional Hub

Serving as the sole major center for large portions of northwestern New Mexico and northeastern Arizona, Gallup serves as the regional healthcare hub for 200,000 people and Gallup Indian Medical Center (GIMC) has 250,000 outpatient encounters and 5,800 inpatient admissions annually. (Source: Gallup Independent 06/08/2015).

Two major hospitals currently serve the area's population: The Gallup Indian Medical Center and the Rehoboth McKinley County Hospital. The hospitals are located across the street from one another and support a constellation of additional health care facilities in the area immediately surrounding them, making access to different services, and interactions between providers convenient. This also provides potential for ambitious collaborative efforts in the health field in Gallup.

Developing a new GIMC facility to replace the current aging facility is a top priority for the community and New Mexico Senators Martin Heinrich and Ben Ray Lujan are pushing for federal funding for new IHS facility. The cost is estimated at \$557M and the facility would have an estimated 1,880 full time employees, adding 50% more employees than its current number. The IHS expects realization of this project at more than a decade, while the project has already suffered a history of delays. When the new hospital is built it will boost the overall medical assets for Gallup and the communities it serves. The increase in health care workers would have a dramatic effect on the sector in the area and the activity created by such development would no doubt spur further diversification in the industry as well.

The Rehoboth McKinley County Hospital (RMCH) serves the general public and can have a broader mission than GIMC. Consequently, medical cluster initiatives serving a statewide or larger population base, such as organ transplants and complex operations would most likely be affiliated with RMCH.

Primary Care Providers

Gallup had 53 primary care physicians, or 0.72 physicians per 1000 residents, much lower than the U.S. average of 2.4 (Source: McKinley County Community Health Profile, 2014)

Medical and Public Health Facilities in Gallup and Surrounding Area

- Navajo Area Indian Health Service/Gallup Service Unit includes the 99-bed **Gallup Indian Medical Center**, a comprehensive ambulatory-care system including behavioral health services, and public health nursing and environmental health departments;
- **Rehoboth McKinley Christian Health Care Services** includes a 69-bed hospital, outpatient clinics, and behavioral health services;
- **Ft. Defiance Service Unit** includes a 48-bed hospital, a comprehensive ambulatory-care system including behavioral health services, and public health nursing and environmental health departments;
- **Zuni Service Unit** includes a 45-bed hospital, in addition to full ambulatory-care services;
- **Crownpoint Service Unit** includes a 12-bed hospital and all ambulatory-care services;
- Ambulatory (outpatient) clinics in **Tohatchi and Pine Hill**;
- **Western New Mexico Medical Group** (Presbyterian Medical Services) clinics in Gallup, Thoreau and Cuba providing primary care and behavioral health services;
- **New Mexico Department of Health, McKinley County Health Office**, provides clinical preventive services and population-based assessment and intervention.
- Providers of hospice, home health care, school-based-health-centers, nursing homes, dental and vision services, substance-abuse treatment, physical therapy and holistic health care. (McKinley Community Profile and Plan, 2009)
- The **Gallup Community Based Outpatient Clinic (VA Clinic)** is designed to deliver primary care services to eligible veterans. (U.S. Department of Veteran's Affairs website, accessed on 09/15/2015)

Public Health Providers and Advocates

The Indian Health Service (IHS), an agency within the Department of Health and Human Services, is responsible for providing federal health services to American Indians and Alaska Natives.

The **Navajo Area Indian Health Service** (NAIHS) is one of twelve IHS regional administrative units and is responsible for the delivery of health services to American Indians in portions of the States of AZ, NM, Utah (a region known as the 4 corners Area of the US.) NAIHS is primarily responsible for healthcare to members of The Navajo Nation and Southern Band of San Juan Paiutes, but care to other Native Americans (Zuni, Hopi) is also provided.

Comprehensive health care is provided by NAIHS through inpatient, outpatient contract, and community health programs centered around 6 hospitals, 7 health centers, and 15 health stations. Six hospitals range in size from 32 beds in

Crownpoint, New Mexico, to 99 beds at the Gallup Indian Medical Center in Gallup, New Mexico. Health Centers operate full-time clinics, some of which provide emergency services. Smaller communities have health stations that operate only part-time. (Source: Indian Health Service website, accessed 08/15/2015).

The **McKinley County Public Health office** is located in Gallup and conducts health assessment, policy development and serves as an ombudsman connecting residents with services and programs.

The **McKinley County Health Council** works to combat the root causes of health issues facing the community which are identified as poverty, income inequality, racism and multigenerational trauma (such as the loss of parenting skills suffered by Native Americans as a result of the historic widespread family fracturing caused by forced boarding school attendance and other systemic pressures to separate native children from their families).

The **McKinley Community Health Alliance**, based in Gallup, is a working partnership of more than 100 citizen activists, educators, human service providers, and health-care workers throughout McKinley County and the neighboring region. Members represent the wide diversity of the area including the Navajo Nation and the Zuni Pueblo. The Alliance was established in 1998, and has become a state leader in addressing the social and economic determinants of health disparities. (New Mexico Health Councils website, accessed on 08/15/2015). The Alliance also develops the McKinley Community [health] Profile and Plan. The 2009 report identified diabetes and obesity as primary health indicators and as “epidemics” in the county. The group works directly with many of the major medical and health players in the area and serves as a coordinator between them, linking assets and identifying potential overlap.

COPE (Community Outreach Patient Empowerment) is a project launched in 2009 to help improve the health of people living within Navajo Nation. Comprised of a partnership between the Navajo Nation Community Health Representative Program, Indian Health Service (IHS), Brigham and Women’s Hospital, and Partners In Health, COPE provides training and resources to teams of community health workers, known as Community Health Representatives (CHRs), who have been working in Navajo Nation since the 1960s. Their goal is to improve the overall health of high-risk patients with poorly controlled chronic diseases and those at risk of developing chronic diseases living within Navajo Nation (Partners in Health website, accessed 09/15/2015).

The **Navajo Nation Division of Health** has 14 separate programs funded by various agencies and is focused on improving community health. (Source: Navajo Divisions of Health web site, accessed on 09/15/2015)

The **Navajo Community Health Representatives Program**, operated by the Navajo Nation Division of Health is committed to the health and well being of the Navajo People. The Community Health Representatives Program has seven Service Units providing Health Education to Dine (Navajo). Representatives serve at

The **Navajo Nation Special Diabetes Project** has eight service locations on the Navajo Nation and provide diabetes prevention education and promote diabetes management practices. (Source: Navajo Nation Special Diabetes Project website, accessed on 09/15/2015)

Current Activity: Researchers and Clinical Trials

The **Center for American Indian Health**, a Johns Hopkins Bloomberg School of Public Health program, has an office located in Gallup. The center has a service unit associated with GIMC and are looking at cancer & infectious disease. The center has conducted medical trials in the past.

The access to such a large Native American population is important in the development of pharmaceuticals given that “Ethnicity is one factor that may account for the observed differences in both pharmacokinetics and pharmacodynamics of drugs, resulting in variability in response to drug therapy.” (Source: SU Yasuda, L Zhang and S-M Huang, “The Role of Ethnicity in Variability in Response to Drugs: Focus on Clinical Pharmacology Studies” Office of New Drugs, Center for Drug Evaluation and Research, Food and Drug Administration, Silver Spring, Maryland, USA; Office of Clinical Pharmacology, Center for Drug Evaluation and Research, Food and Drug Administration, Silver Spring, Maryland, USA. 2008)

The center is currently looking at the role of trails and gardens offering exercise and healthy diet in reducing diabetes and obesity.

Medical-Related Workforce Training

Gallup is home to the University of New Mexico-Gallup campus which serves between 1,500 and 2,000 students providing degrees and certificates in four categorical divisions including health care. See the following table.

Associate of Arts Degrees (AA)

- AA Art Studio
- AA Business Administration
- AA Criminal Justice - Corrections
- AA Criminal Justice - Law Enforcement
- AA Early Childhood Multicultural Education
- AA in Human Services
 - Concentration in Family Studies
 - Concentration in Substance Abuse
 - Concentration in Human Services in Tribal Communities
- AA Liberal Arts
- AA Pre-professional Education
- AA Psychology

Associate of Science Degrees (AS)

- AS Health Information Technology
- AS Medical Laboratory Technology
- AS Nursing
- AS Science

Associate of Applied Science Degrees (AAS)

- AAS Automotive Technology
- AAS Collision Repair Technology
- AAS Construction Technology
- AAS General Studies
- AAS Legal Assistant
- AAS Tribal Court Advocate

Certificate Programs

- Automotive Technology
- Bookkeeping
- Collision Repair Technology
- Construction Technology
- Construction Technology-Carpentry
- Construction Technology-Electrical
- Cosmetology/Barbering
- Dental Assisting
- Diabetes Prevention Specialist
- Drafting Technology
- Early Childhood Multicultural Education
- Entrepreneurship
- Green Building
- Health Information Technology-Coding
- Human Services
- Information Technology
- Organizational Management & Public Administration
- Welding Technology

Programs

- ABE / GED®
- Community Education
- DWI
- Workforce Development

UNM-Gallup's executive director, Dr. Christopher Dyer has indicated a willingness to create and tailor workforce training programs to suit the changing needs of the Gallup market.

In Crownpoint, the Navajo Technical University offers Bachelor Degree programs in science and applied science, among others, including an R.N. degree in nursing, business and education and engineering, math and technology. The university serves just over 2,000 students, 98% of whom are Navajo.

Gallup's Capacity for Medical Cluster Initiative

Gallup has a proven entrepreneurial spirit. The Innovation-Entrepreneurship NEXUS A National Assessment of Entrepreneurship and Regional Economic Growth and Development by Advanced Research Technologies, LLC identified the nation's Top Twenty Regions for Average Annual Change in New Firm Births from 1990 to 2001 as an indicator of entrepreneurial spirit. The study found that Gallup ranked #2 (10.1%) for all U.S. regions with a relative ranking of 99.7% and regional entrepreneurship index of 94.6%.

There is also community support for the development of a medical cluster in Gallup and a committed and capable economic development corporation working towards the realization of this goal.

In November, 2009, McKinley County was selected by the New Mexico Department of Health to participate in the state's Small City and Rural Area application to the Centers for Disease Control for multi-million dollar funding of a community action plan in response to epidemic levels of obesity and diabetes. (McKinley Community Profile and Plan, 2009). This could serve to further develop the framework and begin the next steps towards developing a viable medical cluster in Gallup.

Location of Existing Medical Facilities in Gallup

On the following page is a map of identified medical assets in the City of Gallup. Existing clustering of important medical facilities is evident in the south of town and on the east side of town.

City of Gallup Medical Assets Map



- 1 Gallup Indian Medical Center
- 2 Shelebach McKinley Christian Hospital
- 3 NMCHCS College Clinic
- 4 New Mexico Cancer Center
- 5 VA Gallup Clinic
- 6 Interphenon Medical Services
- 7 KUPHedonist Center
- 8 Johns Hopkins Center for American Indian Health
- 9 Always Social Health
- 10 McKinley County Behavioral Health
- 11 NMCH Hospice
- 12 McKinley Center Genesis Health Care
- 13 Nizhoni Vision
- 14 Eye Associates of NM
- 15 IPL Plasma
- 16 Basin Coordinated Health Care
- 17 Grace Personal Care
- 18 Hanger Clinic- Orthotic & Prosthetics
- 19 Alliance Home Health Care
- 20 MOCBZ Therapy Center
- 21 Navajo Aids Network
- 22 Gallup Navajo WIC Center
- 23 Adanti Care Home Health
- 24 Kindred Home Care
- 25 Soaring Eagle Home Care
- 26 Battered Family Services, Inc
- 27 Navajo Behavioral Health
- 28 Apex Network PT
- 29 Western NM Medical Group
- 30 Quality Home Care
- 31 Gallup Neurology
- 32 Healing Hands Wellness Center
- 33 Aztec Family Clinic
- 34 Hands of Hope Pregnancy Center
- 35 Three Quarter Transitional
- 36 Pied Rocks Dialysis Warehouse
- 37 Zion Home Care
- 38 UNM Gallup Health Careers Center



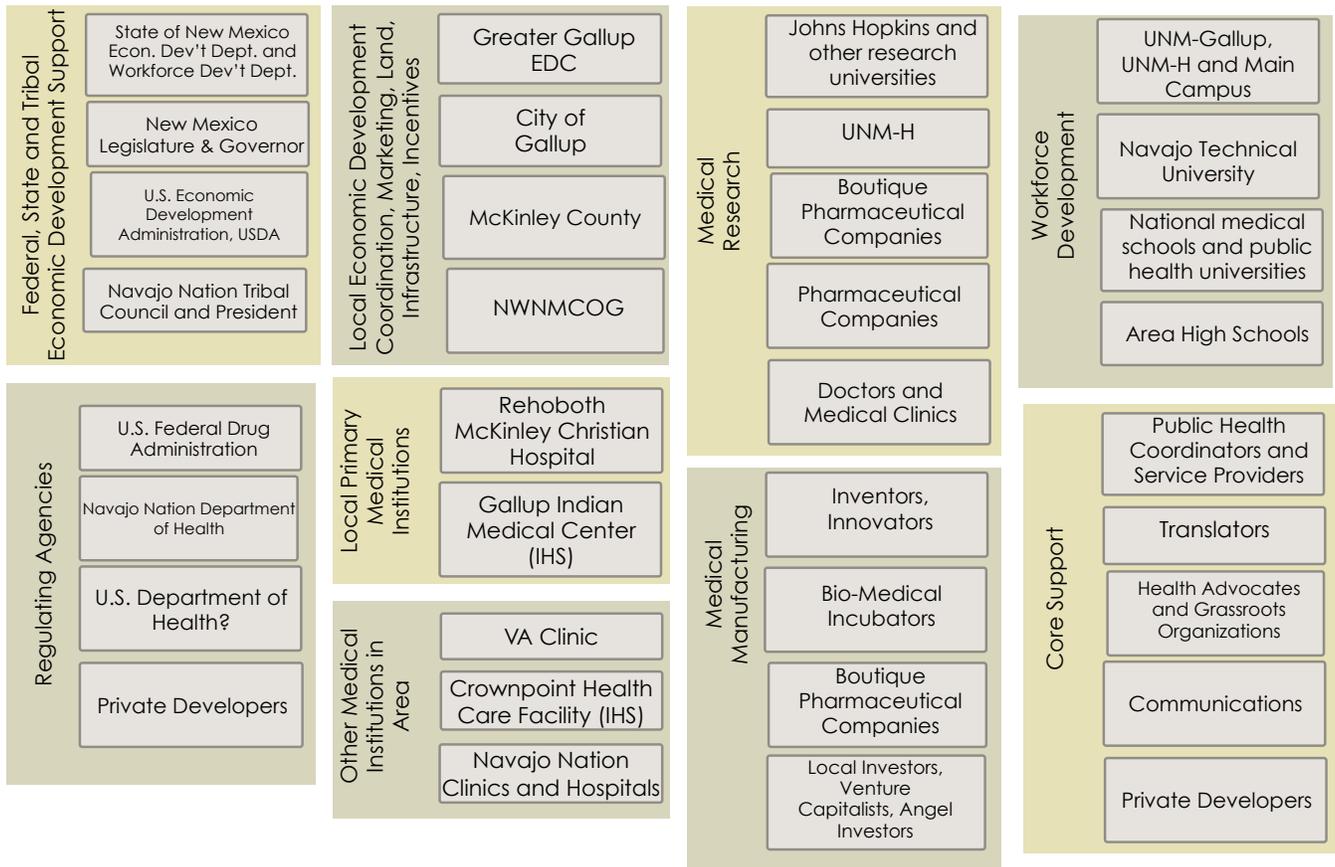
Transportation and Industrial Lands in Gallup

Transportation infrastructure is one of the important physical assets that enables medical cluster development. Industrially zoned land in the city may be available and suitable for medical-related manufacturing.

Primary Actors To Move Cluster Development Forward

The following chart identifies some of the major actors who will need to be involved in medical cluster development. Many of these parties will play multiple roles and coordination will require a substantial amount of work.

Actors in Medical Cluster Development



Potential Pitfalls

Attracting and Keeping Key Medical Providers

- The demographics of the area attracts a myriad of funding and assistance programs. Among these is the draw for new doctors who are seeking undeserved communities in which to serve in order to access federal student loan repayment support. The drawback is the tendency for these doctors to move on once the required time is put in leaving the community with a perpetual shortage of providers. The goal is to promote the development of

- home-grown providers who are invested in the community.
- In order to support medical research and development Gallup will need to begin to attract and develop highly skilled workforce with the capacity to conduct diagnostics, analyze data, develop research, design trials and develop solutions.
- Doctors with highly specialized practices need to have a reliable arrange with other doctors to take call for them. Identifying the doctor to take call may be the responsibility of the doctor, independent clinic or hospital.

Clinical Testing

- Because of tight regulation on clinical trials and on human research in general, access to Food and Drug Administrations offices has been identified as an important asset for medical research. The FDA southwest regional field office is located in Dallas, Texas.
- In addition to compliance with the FDA institutional review board, any research or study involving human subjects on the Navajo Reservation must be approved by the Navajo Nation Human Research Review Board.
- On the Navajo Nation, 60% of the population speak a language other than English at home. Skilled Diné translators will be essential to outreach in the community.

Supporting Infrastructure

- Broadband access, quality and reliability is an essential tool in the biomedical field and the development and expansion of access in the area will be an essential step in the development of a medical cluster and the expansion of telemedicine.
- Developing a business incubator geared specifically towards promoting medical opportunities would be an exceptional tool in the attraction and development of medical ventures in Gallup. Alternately, Gallup may create an association with an incubator in another community, such as the Bioscience Center in Albuquerque.

Investors in Business Development

- Venture capital plays a key role in cluster development. Gallup may have a population interested in and capable of playing this role and engaging, educating, and encouraging capital investment may begin building the visibility of Gallup as an attractive destination for start-ups.

Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The following listing provides another way to look at the medical cluster development potential. Overcoming weaknesses and reducing threats to the extent possible at the local level will be important to cluster development.

Strengths

- GIMC and RMCH practice, expertise, contacts with medical research

- Public health institutions operating in Gallup, Navajo Nation and Pueblo of Zuni
- Labor availability
- Infrastructure
- Rural concentration of population with predisposition for diabetes based on rates of obesity, diet, and genetics- including those interested in participating in clinical trials
- Navajo Chapter community health coordinators may be available to serve as translators
- Workforce training capability - UNM-G, Navajo Technical U., UNM, other schools
- Current Johns Hopkins University and Harvard University research and public health programs, Robert Wood Johnson Foundation -display of national professional interest in working with local Native American populations
- Prosperous local businesspeople and doctors have potential investment capital and philanthropic intentions
- Availability of State and local economic development incentives
- Quality of place in addition to quality of life
 - » Short commute
 - » Affordable housing
 - » Family friendly environment
 - » Education
 - » Dynamic multi-cultural small community

Weaknesses

- Limited in-community research functions
- No research university in Gallup
- Currently trained workforce in clinical trials and other research
- Need for higher speed reliable broadband
- Limited workforce housing
- Current poor education of residents, fragmented medical care and poor insurance coverage are challenges to improving medical treatment delivery
- Public funds needed to support/subsidize medical specialties may not be available
- Limited specialties in this rural community for consultations and other doctors available to take call
- On-again off-again collaborative relationships between GIMC and RMCH
- Very limited existing manufacturing in Gallup, no known local expertise in medical-related manufacturing

Opportunities

- Increasing prevalence of diseases locally and nationally
- Grants and incentives for medical students are available for some kinds of practices in this medically underserved area
- Suitable, highly accessible land is available for a bio-medical incubator, manufacturing
- IHS plans to build replacement GIMC hospital expected to be 50% larger than current hospital - likely in distant future

The planned replacement GIMC hospital would be a huge boost to medical cluster development. Creative financing and collocation of critically related medical functions could also enhance medical cluster opportunities.

- Creative financing that would expedite GIMC replacement could also entail collocating other closely-related facilities
- Physicians and researchers are seeking to test and develop more effective treatments
- GGEDC and coordinating agencies professional development and partnership formation
- Investors seeking projects to fund and develop

Threats

- Competition: bigger established institutions do it there
- Cheaper labor and overhead overseas for functions such as clinical testing
- If broadband does not materialize as a supportive service
- If manufacturing set-up were not adaptable to changing market (skills, processes, materials)
- Key medical staff move from the community with no succession arrangements
- Economy of scale and synergy in cluster does not form

Conclusion

Medical related Gallup has many assets and opportunities for improving health of local residents that could be harnessed into developing its medical cluster. Medical employment is a major growth sector in the U.S. and state economy, and Gallup has historically had a very strong role as a regional hub for medical and other services and trade.

The medical assets infographic below identifies assets and characteristics of the Gallup area that contribute to medical cluster development. This graphic can be used by the City as a communications and recruitment tool for grant applications, potential investors and business partners and as a marketing and recruitment tool that local economic development organizations may use to illustrate Gallup's assets as a developing medical research and light manufacturing hub.

VIII. Trails and Open Space Element - 2016 Addendum

The purpose of this addendum is to update information on the current trails and open space system, which has grown since 2009, and to update the list of trails and open space projects.

This element is not a complete replacement of the 2009 plan element or the 2005 trails and open space master plan.

A. Introduction to Addendum

The Gallup-McKinley Trails and Open Space Master Plan, 2005, created a framework for the long-range planning of the trails and open space system. The City prepared this plan as a stand-alone plan after the development of High Desert Trail. It solidified trails development planning and created trails design guidelines.

The 2009 Growth Management Master Plan updated portions of the Trails and Open Space Master Plan, including existing conditions, and added a summary of the 2005 plan, current issues and opportunities as of 2009, future trails and open space plan, and goals, objectives and policies.

The 2015 update focuses on trails and open space improvements completed since 2009 update to the existing and future trails map and update to the priority/phasing plan.

B. 2015 Update to Existing Conditions

Trails and Open Space Completed Since 2009

The City and collaborator groups have made the following improvements to the trails and open space system since 2009:

- ATV/OHV access road
- ATV/OHV Phase II
- North Hogback Trail improvements
- Ford Canyon Connector Trail
- Sports Complex Trail
- Black Diamond Walking Trail, Phase II
- Brickyard Bike Park (also addressed as a park in the Facilities and Parks Element)

The City has done some trail maintenance and repair each year, as required.

In addition to these projects, the City has published and distributed a high quality map of the major trail systems (i.e., High Desert Trail System and McGaffey Recreation Area trails in the Cibola National Forest).

In-Progress Trails

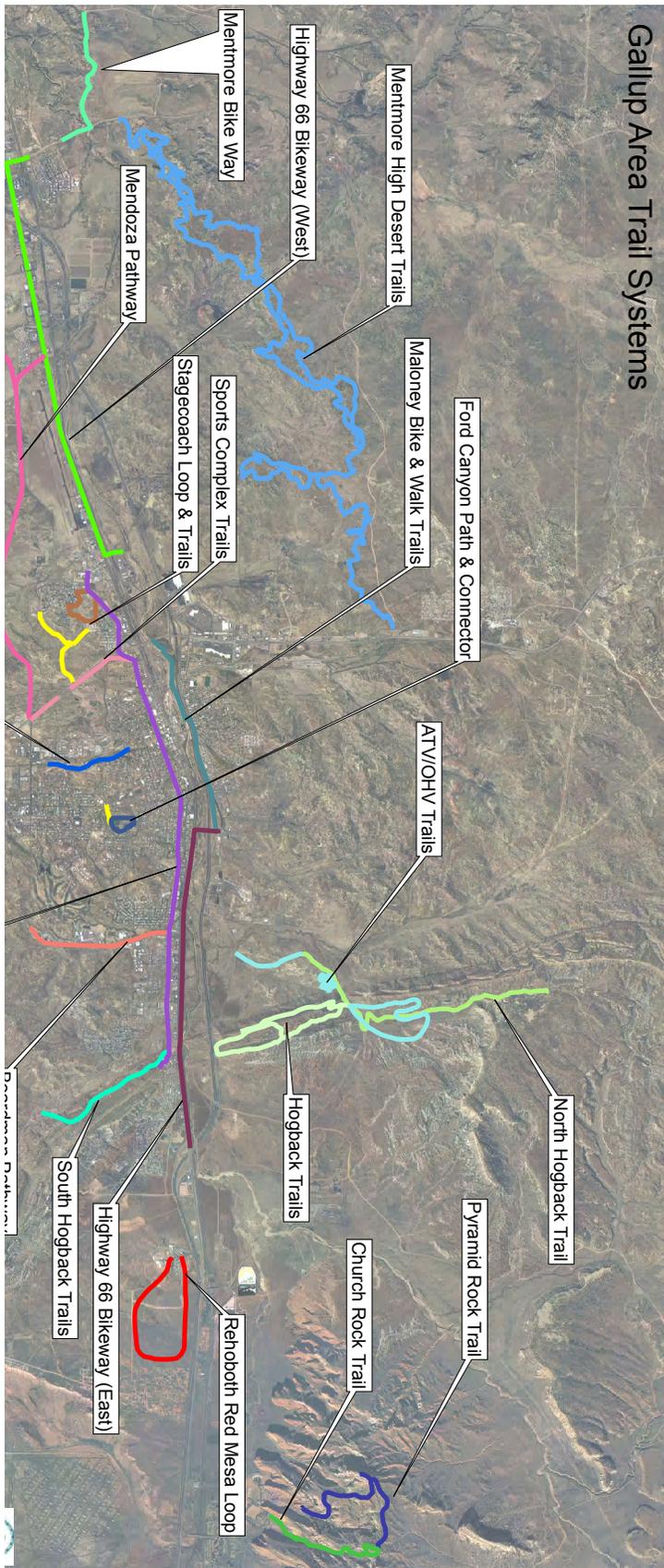
The City and collaborators are currently working on the following trails and open space components:

- Aztec Avenue bike lane, II (east and west)
- Fitness trail

Current Trails and Open Space System

The following map shows the existing trails and open space system.

Exhibit VIII-1
Gallup Trail Systems
Map



The parks and recreation survey conducted for the 2015 plan shows public support for trails in and near Gallup

C. Issues and Opportunities 2015 Update

The City conducted a community survey about wants and needs for parks and recreational facilities in August-September, 2015. Respondents highly value and use most frequently walking trails. The Facilities and Parks Element reports the results of the survey.

The City continues to be very supportive of additional trails improvements to provide recreational and transportation opportunities, improve health and contribute to economic development. The Gallup Downtown Redevelopment Plan, a metropolitan redevelopment area plan, advocates for Rio Puerco trails to support downtown vitality.

Additional Links in the Trails and Open Space System

The map on the following page shows the future trails and open space system. It is updated from the 2009 plan to show the trails completed since that time.

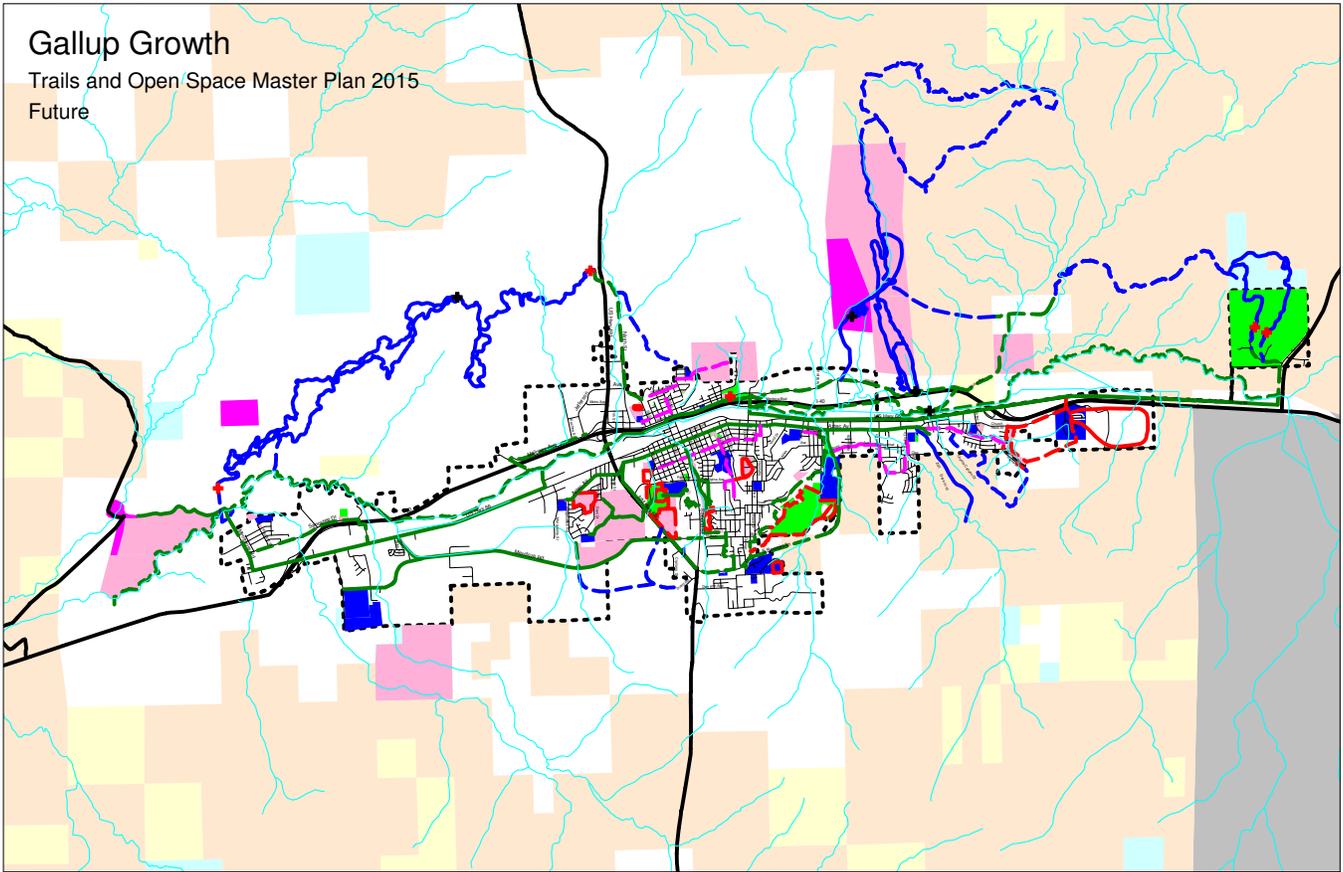
The table below shows that the trails system currently consists of 69 linear miles of trails. Due to the efforts of the City Public Works Department and trail builders, the system expands somewhat each year. The City and collaborators plan an additional 78 miles in the future.

The City should consider allowing the golf course to be used as a walking/ski trail in the off season.

Exhibit VIII-2
Gallup Area Trail Plan
Distances

Gallup and Surroundings Trail Plan Distances (Miles)

	Urban	Neighborhood	Primitive	Safe Routes to Schools	Total
CITY					
Existing	24.93	6.07	2.04	0.62	33.66
Proposed	20.70	5.11	1.72	6.48	34.01
Total Miles	45.63	11.18	3.76	7.10	67.67
COUNTY					
Existing	4.17		31.21		35.38
Proposed	19.95	1.15	19.83	0.53	41.46
Total Miles	24.12	1.15	51.04	0.53	76.84



Priority Trails Development Plan

The priority list provides a logical sequence for trail development continuing forward from 2015, but the City should be flexible and prepared to respond to currently unidentified opportunities that may arise for trail acquisition or development. Timing for implementation is somewhat uncertain because of the partnership framework and variety of funding and in-kind service options for new trail development and trail maintenance. Consequently, the City alone cannot commit to the funding expenditures and the timing proposed for the coordinated multiparty program.

Trails and Open Space Priority/Phasing: 2016-2019

	Trail/Open Space	Jurisdiction	Ownership	Classification	Length (LF)	Cost Range/LF	Construction Cost Range from Low to High	
	Trail Maintenance and Repair	City/County	City					\$50,000/year
1	Highway 66 Bikeway Phase II (West)	City	City	Urban	21,120	\$10-\$80	\$211,200	\$1,689,600
2	Little Rio Puerco Wash (Hope Trail)	City	City	Urban	6,000	\$10-\$80	\$60,000	\$480,000
3	Aztec Avenue Bike lane, Phases I and II (East & West) -	City	City	Urban	10,600	\$10-\$80	\$106,000	\$848,000
4	Fitness Trail - complete	City	Private	Neighborhood	2,640	\$5-\$20	\$13,200	\$52,800
5	West Rio Puerco	City	Private/County	Urban	10,600	\$10-\$80	\$106,000	\$848,000
6	East Rio Puerco	County	Private/City	Urban	10,600	\$10-\$80	\$106,000	\$848,000
7	High Desert Trail Improvements	County	Private	Primitive	137,280	\$3-\$10	\$411,840	\$1,372,800
8	Mentmore Climbing Rock Trail	County	City	Open Space	10,600	\$5-\$20	\$53,000	\$212,000

Future Refinements to Trails and Open Space Plan

The City, McKinley County and other parties should conduct a thorough review of the future trails and open space system to identify links that may no longer be desired or needed, and to consider additional trails not yet designated on the map. Ten years have passed since the original, 2005 in-depth trails and open space master plan, and the City should conduct a more detailed review and update.

The City should also address the organizational capacity to build and maintain trails. As suggested in the 2009 plan, it may need a more formal organizational structure to coordinate the necessary activities, which have been largely accomplished by independent groups that work well together.

Trail design should minimize safety and property impacts on neighborhoods where they are located. Some neighbors have raised concerns that trail users have committed vandalism or theft, and they have had to erect additional fencing. While there is no way to fully ensure that adjacent property owners will not experience negative impacts, the design and high level of trail use should mitigate some of the impacts.

D. Goals, Objectives and Policies

Please see the Introduction to this 2016 City of Growth Management Master Plan Update for a description of the goals, objectives and policies for this element.

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IX. Housing Element - 2016 Addendum

A. Introduction to Addendum

This addendum is an update to the 2009 Housing Element. It will update the element with current data and provide an overview of changes in housing needs and the housing market since 2009. It is intended to supplement the 2009 Housing Element, not to replace it.

B. 2015 Update to Existing Conditions

Summary of Trends

An overview of the trends in Gallup housing:

- Housing growth has not been as strong in Gallup as projected in 2009. Just 29% of the housing units outlined in the projected housing goals and objectives were built.
- Vacancy rates have fallen slightly, indicating that there is still unmet need in the city for rental units
- Household size continues to fall in the county and city, while in the city, population is growing. A growing population with a trend towards smaller household size will require more housing units to meet the needs of more households.
- Home sales in Gallup have been about equal across most neighborhoods and price points over the past few years.
 - Central Gallup has seen fewer house sales and houses that have sold in the last two years have included fewer mid-priced houses, and more high (\$200K+) and lower (less than \$100K) priced houses
- Income has fallen in the county, and while the population has grown in Gallup, the proportion of households with annual incomes below \$35,000 has remained at about 40% since 2000, indicating a growth in the actual number of households earning below \$35,000
- Virtually no public housing units are vacant in the city and no additional Section 8 vouchers are available
- A new multifamily development in downtown Gallup is scheduled to open in December with 45 units of affordable housing (for residents with low- to above-median income, not including extremely low income)
- Development in single-family and mixed use housing has been very slow since 2008

General Demographics and Economics Affecting Housing

Much of the demographic analysis in the *Existing Conditions* chapter relates directly or indirectly to housing. Following is a summary of some of the major points in this chapter that directly pertain to housing:

- Population Growth
 - Gallup has grown at an annual rate of 2.5% since 1910 and added 1,469

The U.S. Census Bureau American Community Survey 5-Year Estimates 2009-2013 (ACS 2009-2013) is a frequent information source for this Chapter.

- residents from 2000 to 2010.
- McKinley County is projected to grow by an average annual rate of 0.6% from 2010-2030 for the mid-range series, considered the most likely, and 1.4% for the high range.
- Births
 - Births have declined in both the Gallup urban area and McKinley County since 1990. In 1990, the urban area had 448 births and in 2013, it had 313 births.
 - The birth rate in the Gallup has been historically slightly higher than the national average and has also trended down, falling from a rate of 18 per 1,000 in 1990 to 12.5 in 2014.
 - McKinley County birth rates were historically much higher than birth rates in the state or the nation, almost twice as high at 30.4 than the national average of 16.6 births per 1,000 population in 1990. By 1997, however, the birth rate in the county had fallen to 18.6.
 - The decline in births and birth rates in both the urban area and county has contributed to lower population growth in both areas.
- Migration
 - Out-migration was the dominant trend in the county from 2000 to 2010, and estimates suggest the trend continued from 2010 through 2013.
 - In 2000, Native Americans became the largest ethnic group living in Gallup and the share continued to grow to 44% in 2010. This share is likely to continue to grow.
- Age of Population
 - The median age in the City of Gallup was 31.9 years in 2010. Both the county and the city of Gallup residents are younger than residents of the state or the U.S., and the median age in Gallup is rising more slowly than the national average.
- New Housing
 - Only 40 single-family residences and one multifamily project (43 units) were constructed in the city from 2009 to 2014. By 2014, the housing market had not begun to recover from the economic downturn in 2008.
- Household Size
 - The average household size declined in Gallup by 8% between 2000 and 2010. The implications of declining household size are that Gallup will need more households (housing units) to maintain its population level and more units to meet the needs of a growing population.

Economics

- Employment
 - Gallup is a major employment hub in McKinley County and the larger region. The Bureau of Economic Analysis, U.S. Commerce Department, estimated 29,325 jobs in McKinley County in 2006. BBER estimated 23,455 jobs in Gallup in 2006, using New Mexico Department of Labor Covered Employment Statistics. These numbers indicate that Gallup could have had as much as 80% of the county's employment, while at the time, the city had only 27% of the county's population. (Source: ACS 2005-2009)

- Based on the above statistics, for every resident of Gallup, 1.39 employees work in the city. (Source: ACS 2006-2010) This ratio is higher than for other comparably sized communities and reflects the fact that many workers commute from outside of Gallup to jobs in Gallup. A portion of the pool of workers who live outside Gallup might be interested in living in Gallup, if affordable housing were available. This statistic may also point to the transitional and homeless population who in Gallup but are not counted as city residents.
- Median Income
 - At \$47,934, Gallup's median household income is estimated to be \$3,005 higher than the state's and \$17,474 higher than McKinley County's. (Source: U.S. Census Bureau American Community Survey 5-Year Estimates 2009-2013 (ACS) 2009-2013)
 - Employment growth in McKinley County has declined at an average rate of -3% per year between 2007 and 2012. (Source: U.S. Bureau of Economic Analysis, 2015)
 - Household income in McKinley County has decreased since 2007 from \$33,475 to \$27,790 in 2013. (Source: U.S. Census Bureau, Data Integration Division, Small Area Estimates Branch, Small Area Income and Poverty Estimates (SAIPE))

Household Characteristics

Household Income Distribution

The City of Gallup has substantially higher household income than McKinley County; however, both city and county indicators are important because of the extensive interconnection among city and county residents. As discussed above, many county residents living outside of Gallup work in Gallup. As a regional trade and service center, most county residents do business and rely on medical and other services in Gallup.

The median household income in Gallup was \$47,934 in approximately 2013, compared to \$44,927 for the state, and \$30,458 for McKinley County, sixth lowest in the state. (Source: ACS 2009-2013) The distribution of household income in Gallup was very similar to New Mexico's in 2009-2013, but Gallup had a slightly higher percentage of middle-income households and lower percentage of low-income households than did the state. McKinley County had a substantially higher portion of households (43%) that earn under \$14,999, compared to Gallup (31%) and the state (29%).

In approximately 2013, an estimated 78% of McKinley County households with incomes above \$200,000 lived in Gallup, whereas just 25% of county households with incomes below \$25,000 lived in the city of Gallup. (Source: ACS 2009-2013)

Exhibit IX-1
Table of Average
Household Income

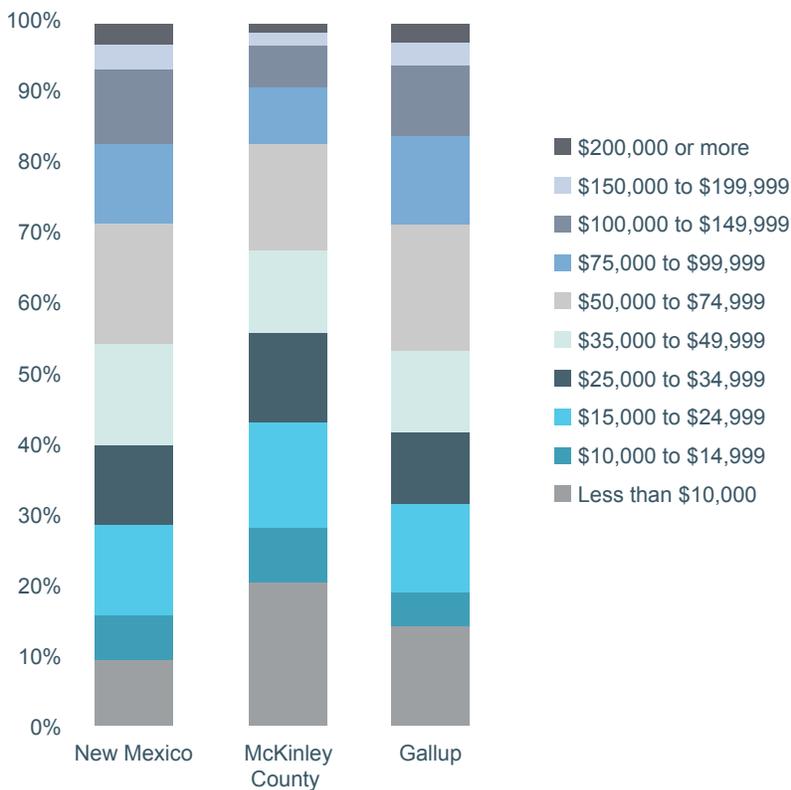
Household Income: 2009 to 2013 Average

	New Mexico	McKinley County	Gallup
Less than \$10,000	9.4%	20.4%	14.2%
\$10,000 to \$14,999	6.4%	7.7%	4.7%
\$15,000 to \$24,999	12.9%	15.0%	12.7%
\$25,000 to \$34,999	11.4%	12.8%	10.2%
\$35,000 to \$49,999	14.4%	11.8%	11.7%
\$50,000 to \$74,999	17.2%	15.0%	18.0%
\$75,000 to \$99,999	11.3%	8.1%	12.6%
\$100,000 to \$149,999	10.6%	6.0%	10.0%
\$150,000 to \$199,999	3.6%	1.9%	3.3%
\$200,000 or more	2.9%	1.1%	2.6%

Source: U.S. Census, ACS Estimates, 2009-2013

Exhibit IX-2
Chart of Average
Household Income

Household Income: 2009 to 2013 Average



Source: U.S. Census, ACS Estimates, 2009-2013

Poverty

At 35%, McKinley County had the highest estimated percentage of persons below poverty level in the state in 2009-2013. Gallup had 21.9%, just above the state average of 20.4%. (Source: ACS 5-Year Estimate 2009-2013 Averages)

Rent Burden

In 2009-2013, McKinley County had an estimated 3,973 occupied units, 2,069 or 52% of which were in Gallup. Renters are considered “cost-burdened” when more than 30% of their household income is spent on gross rent. In McKinley County, 36.9% of renters were cost-burdened and in Gallup, the rate was higher at 40.2%. Rates had declined slightly in both areas since 2010 and both areas have had lower cost-burden rates than the state or national averages, currently at 50.3% and 52.3% respectively.

Income Limits

To set household eligibility for subsidized housing, the U.S. Department of Housing (HUD) provides official income limits for the calculation of very low, extremely low, low and moderate incomes by county. The following are the 2015 income limits set by the U.S. Housing and Urban Development Department for McKinley County.

Exhibit IX-3
HUD Income
Limits for McKinley
County

HUD Income Limits for McKinley County, 2015

FY 2015 Income Limit Area	Median Income	FY 2015 Income Limit Category	Persons in Family							
			1	2	3	4	5	6	7	8
McKinley County	\$35,600	Very Low (50%) Income Limits (\$)	16,950	19,400	21,800	24,200	26,150	28,100	30,050	31,950
		Extremely Low Income Limits (\$)*	11,770	15,930	20,090	24,200*	26,150*	28,100*	30,050*	31,950*
		Low (80%) Income Limits (\$)	27,100	31,000	34,850	38,700	41,800	44,900	48,000	51,100

Source: U.S. Department of Housing and Urban Development, 2015

* The FY 2014 Consolidated Appropriations Act changed the definition of extremely low-income to be the greater of 30/50ths (60 percent) of the Section 8 very low-income limit or the poverty guideline as [established by the Department of Health and Human Services \(HHS\)](#), provided that this amount is not greater than the Section 8 50% very low-income limit. Consequently, the extremely low income limits may equal the very low (50%) income limits.

The table below shows the limits of cost burden for housing for different income levels. Beyond the burden payment level for each income level, monthly housing costs exceed 30% of household income and would be classified as cost burdened. The 30% limit calculates the mortgage value limit for monthly repayment at 30% of household income, assuming a 6% interest rate on a 30-year fixed loan.

Exhibit IX-4
Housing Cost
Burden Limits by
Income Category

Limits of Housing Cost Burden by Income Category in FY 2015 for McKinley County

	Median Family Income*	Income Limit	4 Person Family	Burden Payment per Month for Housing 4 Persons (inc. utilities)	30% Limit of Income Burden Payment per Month for Housing 4 Persons
McKinley County	\$35,600	Extremely Low Income Limit	\$24,200	\$605	\$95,000
		Very Low (50%) Income Limit	\$24,200	\$605	\$95,000
		Low (80%) Income Limit	\$38,700	\$968	\$150,000
		Moderate (120%) Income Limit	\$58,050	\$1,451	\$225,000

*HUD calculated median income, based on 2008-2012 ACS median income estimates, inflation adjusted

The table below shows the share of city and county households by income limit; 55.9% of county households and 41.8% of city households would be eligible for some level of affordable housing assistance.

Exhibit IX-5
Households by
Income

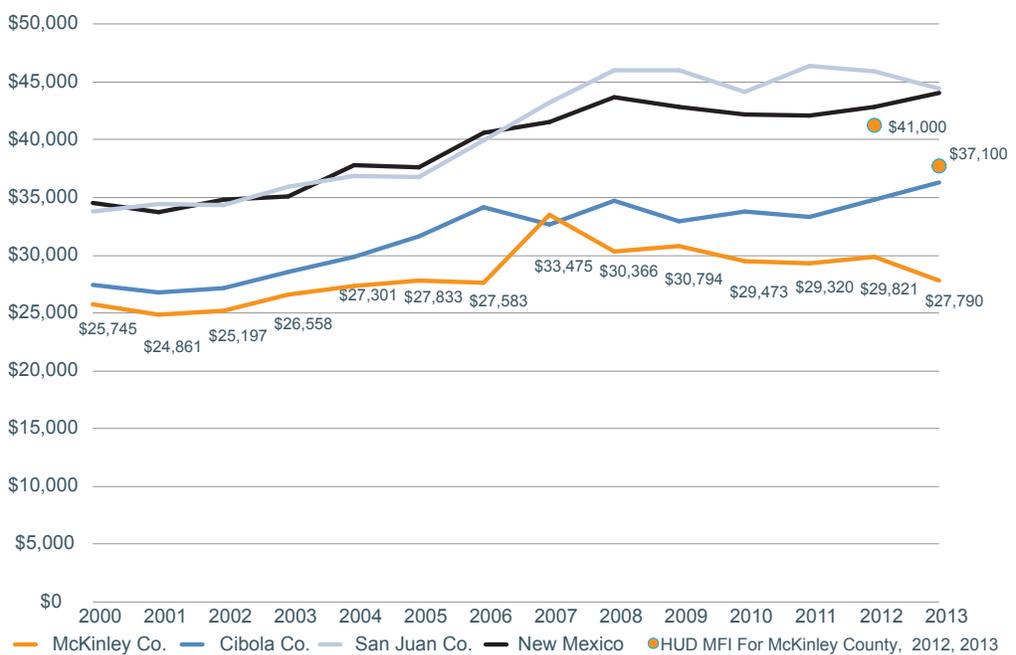
Households by Income Limit, McKinley County and Gallup, 2009-2013		
	McKinley County	Gallup
Extremely and Very Low Income Limit	43.1%	31.6%
Low Income Limit	12.80%	10.20%
Moderate Income Limit	11.80%	11.70%

Source: ACS 2009-2013 Estimates

McKinley County household income declined between 2007 and 2013, while household income in the state, San Juan County and Cibola County increased.

Exhibit IX-6
Median Household
Income

Median Household Income: 2000-2013



Source: U.S. Census Bureau, Data Integration Division, Small Area Estimates Branch, Small Area Income and Poverty Estimates (SAIPE).

Household Size

The average household size in the city of Gallup declined from 3.01 persons in 1990 to 2.79 in 2010, but remained higher than that of the state. The 8% decline was not unusual in the state, which also saw a 7% decrease in household size during the same time period.

Exhibit IX-7
Median Household
Income

Average Household Size				
Geographic Area	1990	2000	2010	Change 1990 to 2010
City of Gallup	3.01	2.85	2.79	-0.22
McKinley County	3.61	3.44	3.22	-0.39
Gallup-McKinley County Schools	3.46	3.38	3.14	-0.32
Zuni Reservation		4.16	3.99	
New Mexico	2.74	2.63	2.55	-0.19

Source: US Census 1990, 2000, 2010

Group Quarters

Group quarters residents dropped from 775 persons in 2000 to 499 in 2010. This decrease reflects the closing of some group home facilities.

Of the 21,678 Gallup residents in 2010, 21,179 lived in households and 499 individuals lived in group quarters, 188 of whom were noninstitutionalized. (Source: U.S. Census, 2010) The 188 noninstitutionalized residents of group quarters may live in accommodations such as halfway houses for drug and alcohol abuse, emergency and transitional shelters, and religious group quarters. The Census Bureau also includes in this category geographically identifiable locations for nonsheltered homeless people.

In 2000, 775 people lived in group quarters, 276 more than in 2010.

Housing Stock Characteristics

The city of Gallup had 7,349 housing units in 2000, and 8,097 housing units in 2010. Between 1990 and 2010, the housing inventory added 1,391 housing units. The vacancy rate dropped slightly from 2000 (7.3%) to 2010 (6.3%).

City of Gallup Selected Housing Statistics: 1990, 2000 and 2010

	1990	2000	2010	Change: 1990-2010
Total Population	19,154	20,209	21,678	2,524
Housing Units	6,706	7,318	8,097	1,391
Households	6,204	6,810	7,590	1,386
Vacant Housing Units	502	539	507	5
Rental Vacancy Rate	7.50%	7.30%	6.30%	-1.20%
Average Household Size (Persons Per Household)	3.01	2.85	2.79	-0.22
Population in Households	18,053	19,434	21,179	3,126
Population in Group Quarters	501	775	499	-2

Source: U.S. Census, 1990, 2000 and 2010

Age of Housing Stock

Gallup’s housing stock is relatively old, with an estimated 1,601 units, or 22% of the community’s total housing units, built prior to 1959. For comparison, the proportion of Flagstaff, Arizona’s housing built prior to 1959 is less than 10%, and in Farmington, the percentage is 17%. Just over 7% of Gallup’s housing units were built after 2000, while 24% of Flagstaff’s housing units were built in the same time period and 15% of Farmington’s housing stock was built after 2000.

Neighborhoods with older housing generally benefit from the generally desirable historic character of their architectural style and building materials, as well as lot size, block size and other features common in pre-World War II development. However, old houses require significant maintenance to retain a high standard of condition. The age of Gallup’s housing stock and the many housing units in fair and more deteriorated condition (see the windshield survey in the 2009 Gallup Growth Management Master Plan) make housing rehabilitation a very important strategy.

Exhibit IX-9
Table Comparing
Age of Housing
Stock

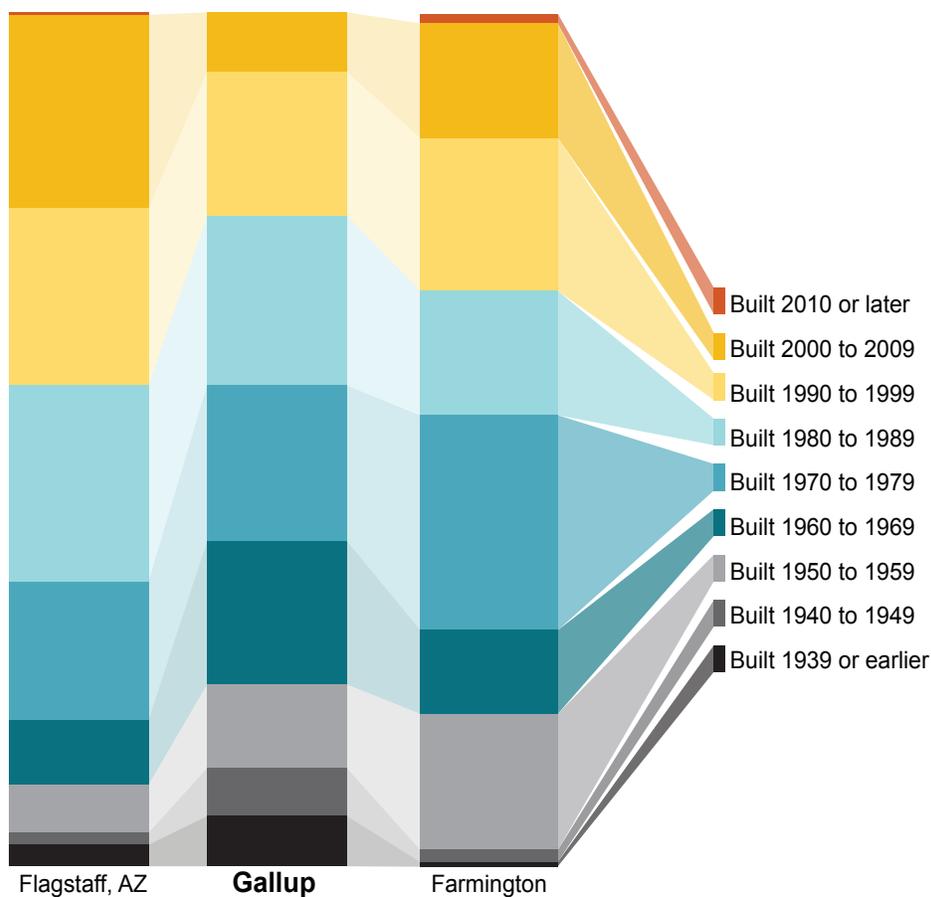
Age of Housing Stock: Gallup, Farmington and Flagstaff

	Flagstaff, AZ		Gallup		Farmington	
Total	26,340		7,491		17,756	
Built 2010 or later	137	1%	0	0%	204	1%
Built 2000 to 2009	5,970	23%	529	7%	2,410	14%
Built 1990 to 1999	5,443	21%	1,266	17%	3,176	18%
Built 1980 to 1989	6,039	23%	1,478	20%	2,594	15%
Built 1970 to 1979	4,284	16%	1,366	18%	4,447	25%
Built 1960 to 1969	1,946	7%	1,251	17%	1,732	10%
Built 1950 to 1959	1,496	6%	736	10%	2,864	16%
Built 1940 to 1949	364	1%	417	6%	248	1%
Built 1939 or earlier	661	3%	448	6%	81	0%

Source: U.S Census, ACS 2009-2013 Estimates

Exhibit IX-10
Chart Comparing
Age of Housing
Stock

Age of Housing Stock:
Gallup, Farmington and Flagstaff, 2009-2013



Source: U.S. Census, ACS 2009-2013 Estimates

City building permit data (included in the next section) show that 81 units were built in Gallup from 2010 to 2014, including 43 units of multifamily housing. These numbers are at variance with the above estimates from ACS, which show no new units after 2010 (ACS estimates are approximate).

Vacancy Rates

Vacancy rates in Gallup decreased between 2000 and 2010. The share of vacant housing for rent has also decreased. The numbers indicate that rental demand has increased since 2000.

The 2010 U.S. Census indicated a vacancy rate in Gallup of 6.5%. This rate was about half that of the state (12.2%) and Flagstaff (13%), and the same as that of Farmington. Gallup's low vacancy rate indicates especially strong housing demand, given that the housing inventory is relatively old and many houses are in poor or fair condition (as identified in the 2009 plan).

Of the vacant units in Gallup in 2010, 2.3%, or 185 units were for rent. This percentage is about the same as for New Mexico and Farmington, and slightly lower than for Flagstaff at 3.2%. In the city, 226 units were for rent in 2000, which at the time accounted for almost half (43%) of all vacant units. Units for rent comprised just over 1/3 of vacant units in 2010.

Another 2.3% of housing units in Gallup (184 units) in 2010 were identified as "other vacant," which often indicated abandoned houses. The rate was higher than in Flagstaff and Farmington, but lower than the state average of 4%.

Exhibit IX-11
Vacancy Status
Comparisons

Vacancy Status: Gallup Comparisons

	Gallup		Flagstaff		Farmington		New Mexico	
Vacant	507	6.3%	3,418	13.0%	1,102	6.3%	109,993	12.2%
For rent	185	2.3%	847	3.2%	428	2.4%	22,150	2.5%
Rented, not occupied	33	0.4%	37	0.1%	23	0.1%	1,303	0.1%
For sale only	48	0.6%	308	1.2%	201	1.1%	11,050	1.2%
Sold, not occupied	10	0.1%	29	0.1%	30	0.2%	2,143	0.2%
For seasonal, recreational,	47	0.6%	1,892	7.2%	124	0.7%	36,612	4.1%
For migrant workers	0	0.0%	0	0.0%	6	0.0%	229	0.0%
Other vacant	184	2.3%	305	1.2%	290	1.7%	36,506	4.0%
Total Housing Units	8,097	100%	26,254	100%	17,548	100%	901,388	100%

Source: U.S. Census, 2010

Owner-occupied and Rental Housing

Gallup's occupied housing consisted of 4,125 owner-occupied and 2,682 rented housing units in 2000. Gallup had a somewhat higher portion of rental housing compared to the state of New Mexico and Farmington, but much lower than resort-oriented Flagstaff.

Exhibit IX-12
Owner- and
Renter-Occupied
Housing

Owner Occupied and Renter Occupied Housing Units: 2010, 2000

	Gallup			Flagstaff			Farmington			New Mexico	
	Count	%: 2010	%: 2000	Count	%: 2010	%: 2000	Count	%: 2010	%: 2000	Count	%: 2000
Owner-occupied	4,215	55.5%	61.0%	10,842	47.5%	48.0%	10,836	65.9%	69.0%	542,122	68.5%
Renter-occupied	3,375	44.5%	39.0%	11,994	52.5%	52.0%	5,610	34.1%	31.0%	249,273	31.5%

Source: U.S. Census,

The share of renter-occupied units increased from 39% in 2000 to 45% in 2010. This percentage may support the speculation in the 2009 plan that more long-time residents have moved away from Gallup and rented their family houses.

Single Parent Families

Gallup had a higher proportion of single parent households (17.6% or 1,336) in 2010 compared to the state (11.2%), Farmington (12.5%), and Flagstaff (10%). The proportion of single parent households in Gallup has decreased from 24% in 2000, but the actual number has increased from 1,167 to 1,336.

Exhibit IX-13
Single Parent
Households

Single Parent Households: 2010

	Gallup		Flagstaff		Farmington		New Mexico	
Husband-wife family	3,042	40.1%	8,969	39.3%	8,064	49.0%	358,354	45.3%
Husband-Wife with own children under 18	1,399	18.4%	3,993	17.5%	3,443	20.9%	141,609	17.9%
All single parent households with children under 18	1,336	17.6%	2,440	10.7%	2,045	12.4%	89,003	11.2%
Single male with children under 18 years	345	4.5%	704	3.1%	740	4.5%	26,924	3.4%
Single female with children under 18 years	991	13.1%	1,736	7.6%	1,305	7.9%	62,079	7.8%

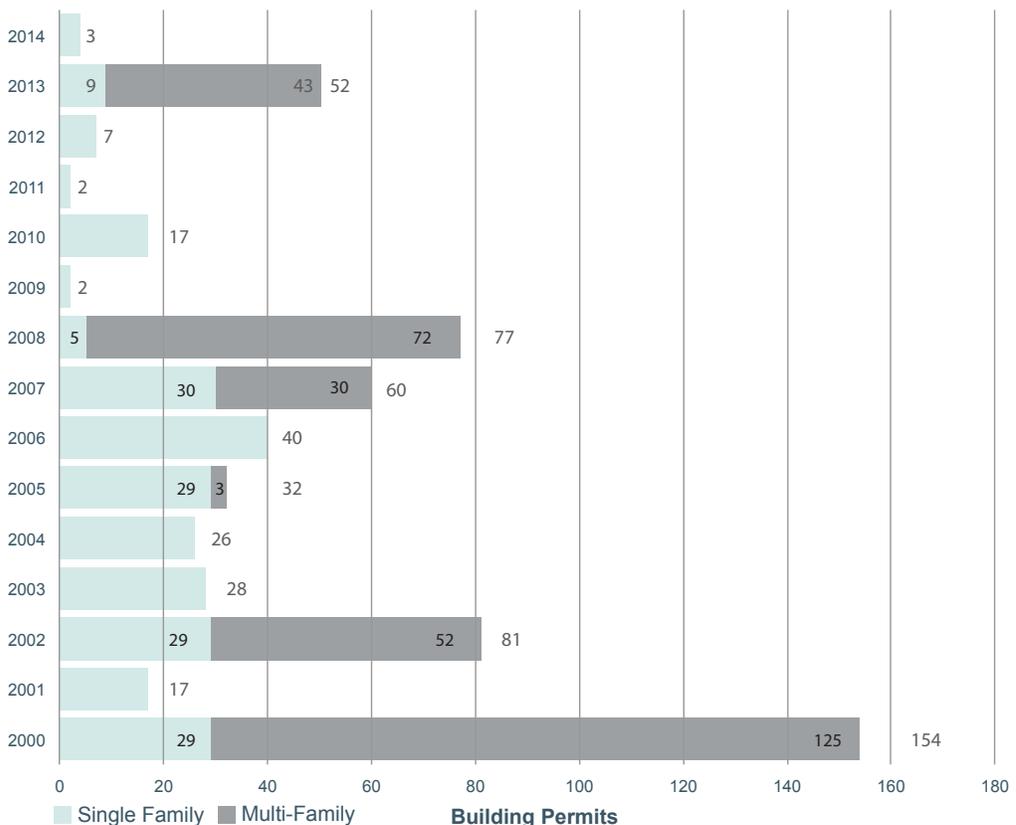
Source: U.S. Census, 2010

Housing Growth

Gallup added 599 housing units (7%) between 2000 and 2014; 54% of new units were multifamily. Gallup added 612 housing units (9%) to its inventory between 1990 and 2000. During that period, most of the new housing consisted of single family houses and mobile homes.

Exhibit IX-14
New Residential
Units

City of Gallup: New Residential Units: 2000-2014



Note: City permit data do not include mobile homes.

Source: City of Gallup Planning Department

After the economic downturn in 2008, house building in Gallup decreased dramatically and had not recovered by 2014.

Exhibit IX-15
Gallup Housing
Type Changes
Table

Gallup Housing Type, 1990-2013

	1990		2000		2013*		Change 1990-2013
Total Housing Units	6,706	100%	7,318	100%	7,491	100%	785
Single Family	3,836	57%	4,263	58%	4,603	61%	767
Duplex	451	7%	470	6%	575	8%	124
Multifamily	1,164	17%	1,230	17%	1,088	15%	-76
Mobile Home	1,176	18%	1,347	18%	1,225	16%	49
RV, Vans or Other	79	1%	8	0%	0	0%	-79

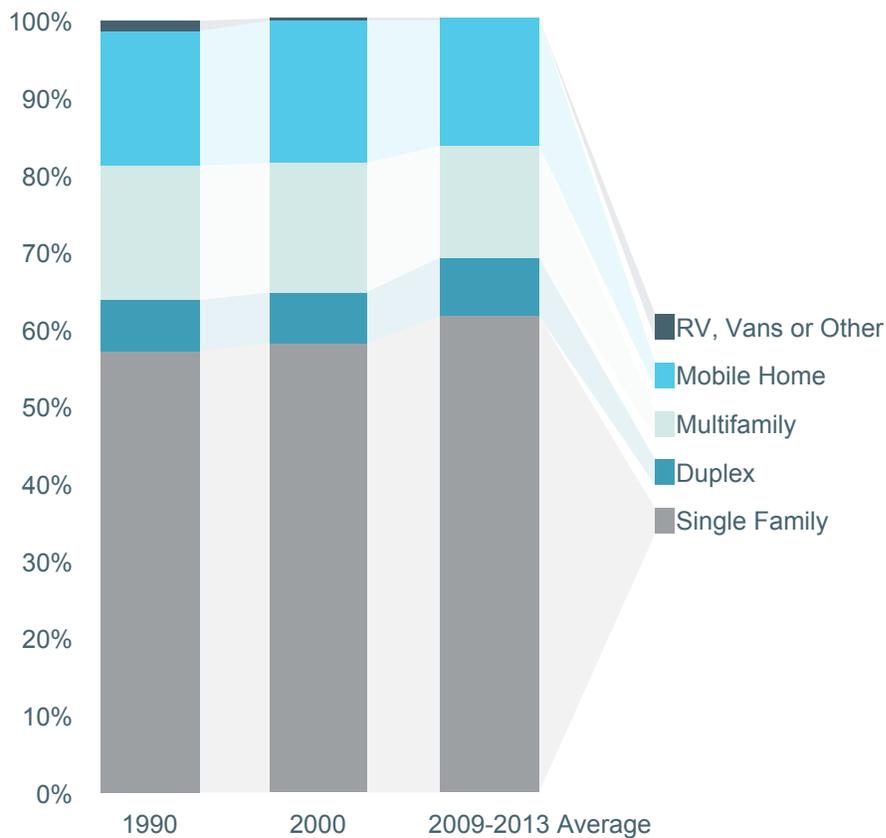
Sources, U.S. Census 1990, 2000, 2009-2013 ACS Estimates*

*Decadal Census numbers for Units in Structure unavailable for 2010, total units vary slightly between ACS and Decadal Census totals

The majority (63%) of housing units in Gallup in 2010 were single family. The second largest category was mobile homes (18%). Multifamily units accounted for 15% of units at 1,088. Since 2010 the city has added 43 more units of multifamily housing for a total of 1,131. The share of Gallup’s single-family housing has grown since 1990.

Exhibit IX-16
Gallup Housing
Type Changes Chart

Gallup Housing Type, Change in Make-up, 1990 to 2013



Note: The 2009-2013 ACS estimate appears to undercount multifamily units, with fewer units than in 2000 or 1990 census counts, while building permits show growth.

Source: U.S. Census Counts in 1990 and 2000, and ACS 2009-2013

Since 2009, Gallup has built the Hooghan Hózhó apartment complex.

Apartment buildings in Gallup include:

- Casamera Apartments, 350 Basillo Drive
- Casitas Del Sol Apartments, 212 Cedar Hills Drive
- Cedar Crest Apartments, 220 Nizhoni Boulevard
- Cedar Hills Apartments, 1710 Elm Circle
- Cliffside Apartments, 601 Dani Drive
- Chuska Apartments, 2534 East Aztec Avenue
- Hidden Valley Apartments, 810 Patton Drive
- Hooghan Hózhó Apartments, 201 E. Coal Avenue - new since 2009
- Nizhoni Terrace Apartments, 222 East Nizhoni Boulevard
- Orleans Manor Apartments, 900 South Boardman Avenue
- Park Apartments, 915 East Buena Vista Avenue
- Piñon Hills Apartments, 2811 Dairy Drive
- Sage Apartments, 110 Rudy Drive
- Sagebrush Apartments, 650 Dani Drive.
- Summer Properties, 218 Verdi Drive
- Sunset Hills Apartments, 200 Rudy Drive
- The Terrace Apartments, 201 Montoya Boulevard
- Villa De Gallup, 325 Klagetoh Street
- Villa de Mentmore, 3420 Sanostee Drive
- Vista Del Sol Apartments, 800 South Third Street

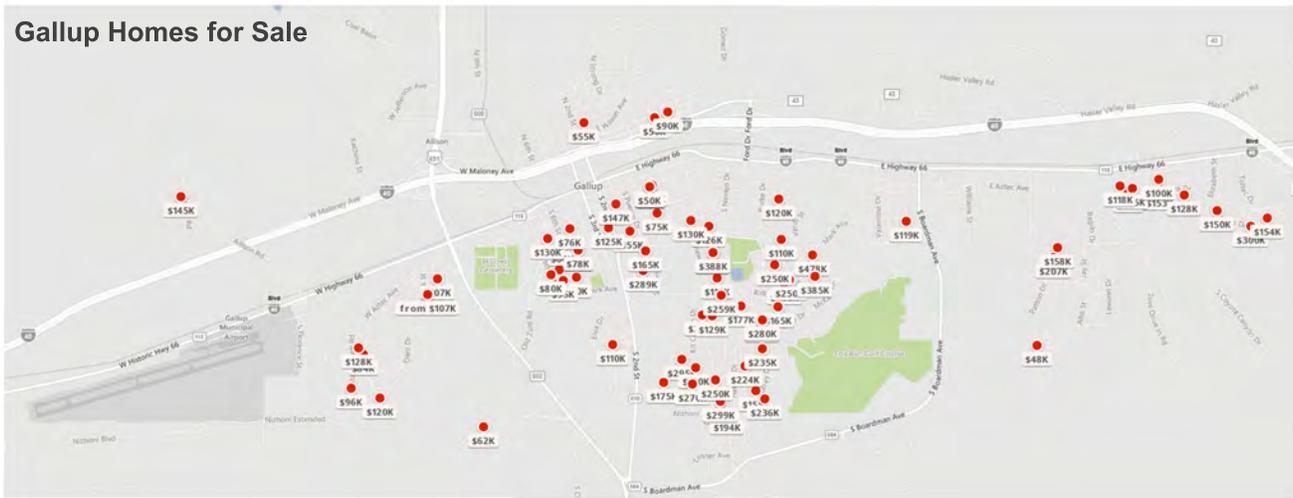
(Source: Gallup Chamber of Commerce Web site, New Mexico Mortgage Finance Authority Housing Services Directory and updates by ARC)

From 1990 to 2000, Gallup saw an average of 61 new housing units per year, while from 2000 to 2010, the city had an average of 78 new housing units added per year. (Source: based on U.S. Census counts) From 2000 until the drop off in new housing after 2008, Gallup added an average 57 new units annually (31 mixed use and 25 single family). From 2009 to 2014, that average fell to just 14 total units (7 multifamily and 6 single family).

Housing Market

According to Trulia.com, on November 9, 2015, "...127 resale and new houses listed for sale in Gallup on Trulia. The average listing price for houses for sale in Gallup NM was \$147,261 for the week ending Oct 28." Zillow.com maps listed houses for sale, for rent and recently sold.

Exhibit IX-17
 Map of Gallup
 Homes for Sale

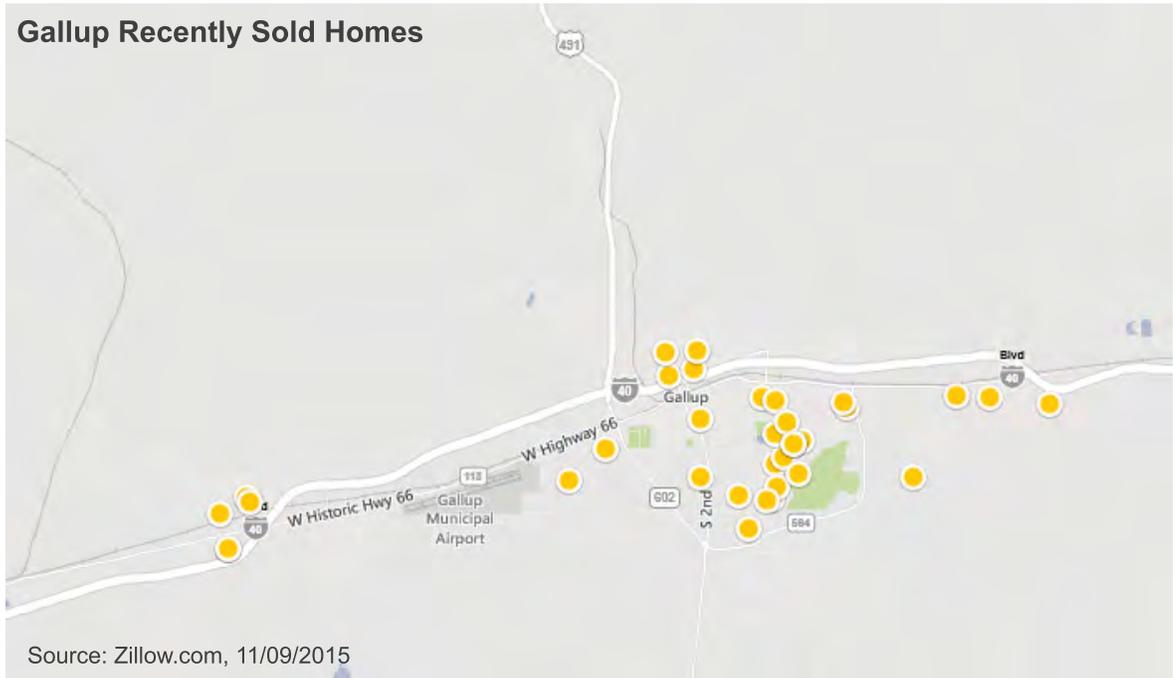


Source: Zillow.com, 11/09/2015

The map of houses listed for sale shows a concentration south of the Interstate. Houses priced between \$50K and \$100K are generally concentrated near downtown; only two houses in this price range are for sale north of I-40. Houses listed between \$100K and \$200K are scattered across the area and those priced above \$200K show definitive clustering northwest of the golf course.

Zillow lists 25 houses sold between December 2013 and November 2015. They are dispersed around the city and follow a pricing pattern similar to those currently listed. Downtown and central Gallup show just one house sold; the majority of house sales were north and west of the golf course.

Exhibit IX-18
 Recently Sold
 Homes, Gallup,
 Nov. 2015



Cost of Housing in Gallup

Of the 91 houses listed for sale on Zillow on November 10, 2015, 23 were listed above \$200K, 19 were between \$150K and \$200K, 23 were between \$100K and \$150K, and 26 were less than \$100K.

Exhibit IX-19
 Gallup Houses for
 Sale by Price

Homes for Sale in Gallup by Price Nov., 2015

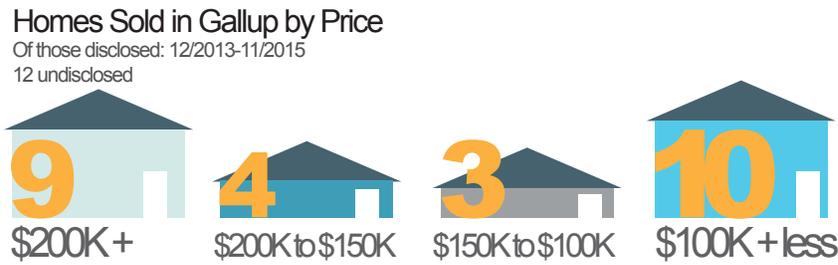


Source: Zillow.com, 11/10/2015

Listing prices for houses in Gallup are evenly dispersed across price ranges, but published sale prices are clustered in the high and low ends.

Twelve of the 38 houses that Zillow listed as sold between December 2013 and November, 2015 do not disclose a sale price. The 26 houses that disclosed a sale price had a less even distribution of prices than the distribution of list prices. Most house sale prices were above \$200K or below \$100K. Sale prices below \$100K were lower than listed price; some were as low as \$25K and \$30K.

Exhibit IX-20
Gallup Houses Sold
by Price



Source: Zillow.com, 11/10/2015

Gallup rent and mortgage cost burden is low.

The cost of owning a home in Gallup is average to low. The percentage of cost-burdened homeowners in Gallup is near or below state and national averages, indicating that the cost of owning a home in Gallup is average to low. “Rent or cost burdened” is defined as spending 30% or more of household income on housing costs, including utilities.

Exhibit IX-21
Housing Cost-Burdened Households

**Housing Cost Burdened Households (% of total):
2009-2013 Average**

	Gallup	New Mexico	U.S.
Home Owners			
With a mortgage	35%	34%	35.60%
Without a mortgage	7%	11.50%	15.20%
Renters	40%	50.50%	53.30%

Source: ACS 2009-2013 5-year Estimates

Rental Costs

The average weighted vacancy rate in McKinley County in 2012 was reported at 3% in BBER’s 2012 Mid-May Apartment Report. This was below the study area (NM) average of 4.5%. The average weighted monthly rent was reported at \$571, just above the study area average of \$569.

The ACS estimated that from 2009 to 2013, the city had 2,222 occupied units paying rent. The largest share (38.4%) paid between \$500 and \$749; 22% paid between \$300 and \$499. The ACS also estimated that in 2009-2013, 40% of renters were cost-burdened and another 11% spent 25% to 29% of their household income on housing. The share of cost-burdened renters in Gallup (40%) is higher than in McKinley County (36.9%), but lower than in the state (50.3%) or compared to the national average (52.3%).

From 2009 to 2013, Gallup had a reported 20 apartment properties with a total of 1,048 units. The number of efficiencies and four-bedroom apartments was undisclosed, but the city had 182 one-bedroom units, 570 two-bedroom units and 252 three-bedroom units. The vacancy rates by type were 1.6% for one-bedroom units with just three vacant units, 3.7% for two-bedroom and 2.0% for three-bedroom units. (Source: BBER, 2012 Mid-May Apartment Report)

Since 2009, the Gallup Housing Authority has increased occupancy, because it has more renovated and available units.

Public Housing

The Gallup Housing Authority owns and manages six properties with a total of 267 housing units. The six properties are grouped into three asset-based management properties.

1. **Sunshine Canyon** consists of 46 single-family houses on individual lots. All houses have three bedrooms. The project mainly serves low- and medium-income residents. The houses were built in 1968. Of the 46 houses, three were vacant at the time of this report. GHA is actively remodeling two of the vacant units, and the other is listed as “unable to rent.” Lots vary in size from 5,000 to 10,000 square feet.
2. **Ford Canyon** contains 29 attached housing units for senior residents. The development is located on Ford Drive north of the Ford Canyon Recreational Complex and adjacent to the Southside Senior Center. Several of the units are ADA-accessible. The units were built in 1972-74.
3. **South Marce Lane** has a total of 30 housing units, mostly in duplexes. It was built in 1972. All units are restricted to very low-income residents and approximately four units are vacant. All four need maintenance to be rentable. The GHA’s offices on Debra Drive off of South Second Street are adjacent to this development.
4. **Arnold Circle** consists of 66 housing units, mostly in duplexes. The development is located south of West Aztec Avenue and was built in 1964. Two units are vacant and not rentable.
5. **The Romero Area** has a total of 30 housing units, mostly in duplexes. It was built in 1972. All units are restricted to low-income residents. Four units are vacant, two are not rentable and one needs maintenance.
6. **Sky City** contains 66 housing units, built in 1964-1965. The development is located north of East Vega Avenue along North Strong Drive. It has 11 vacant units: six are not rentable, four need maintenance and one is vacant and available to lease.

Public Housing Funding

GHA receives capital funds from the U.S. Department of Housing and Urban Development (HUD) to remodel housing units. This program was formerly focused on modernization, with somewhat different rules. The current approach is “asset based” rather than limited to modernization, which allows more flexibility in types of projects, including landscaping, concrete work and beautification. HUD also provides an operating subsidy for day-to-day maintenance and operations.

GHA’s operating grant has been approximately \$1.5M for the last few years, according to the GHA. Federal funding is based on the number of units and vacancy rate. The operating subsidy usually covers about half of the operating grant and rents cover the remaining half.

Public Housing Availability and Demand

Gallup has had no new public housing units since 2009, and none are reportedly in the works. Vacancy rates at all public housing projects have decreased since 2009.

In 2015, 251 people were on the waiting list, and the average wait is 18 months. The wait time for seniors is the shortest, at about 10 months, and longest for a larger family unit with 3 to 4 bedrooms. Finding houses for families in Gallup is an issue.

Congressional funding determines the number of HUD Section 8 housing vouchers units that a local housing authority can issue. GHA reported that not all units were funded in Gallup. It is also reportedly difficult to find units that comply with condition standards. These factors have constricted the full use of allotted HUD vouchers in Gallup.

Thirty-eight Section 8 vouchers are authorized for Gallup. As of June 2015, Gallup had issued 17 of vouchers. At the time, GHA was almost at its budget limit, and it projected that it could issue just one or two more vouchers. Eighty-six people were on the waiting list for Section 8 vouchers, and the average wait was about 18 months. In 2009, GHA had intended to expand the Section 8 program in Gallup, but HUD had issued no new vouchers to the agency since 2009.

Gallup had 25 veteran vouchers with 23 issued as of June, 2015. It had eight single-room occupancy vouchers, all of which had been issued.

For additional information on housing assistance programs in Gallup, see the Gallup Growth Management Master Plan, 2009.

Affordable and subsidized public housing demand remains high in Gallup.

Affordable Housing

Since the 2009 plan, CARE 66 has developed the Hoogan Hozho apartment complex with 45 housing units. Eligible incomes range from low (80% AMI) to above moderate (115% AMI). The complex is expected to open in December of 2015. To date over 90 applications have been submitted for the 45 units. In 2009, the Chuska apartments received 500 applications for 30 units of new affordable housing. The rents at Hoogan Hozho are significantly higher than at the Chuska, due to lower subsidies, which likely limits the number of applications.

A market analysis produced for the Hoogan Hozho development found rental housing gaps in Gallup for all income ranges except the 60% AMI range, indicating gaps for both market-rate and affordable rental inventory for workforce residents. The analysis report outlines existing affordable housing in Gallup in the table below.

Affordable Housing in Gallup

	0 Bedroom	1 Bedroom	2 Bedroom	3 Bedroom	4 Bedroom	Total	% of Total, 60% AMI
30% AMI	0	1	25	15	0	41	9.50%
40% AMI	0	0	59	6	0	65	15.00%
50% AMI	0	3	52	30	0	85	19.70%
60% AMI	0	18	123	100	0	241	55.80%
Market	0	0	128	96	0	224	
Total	0	22	387	247	0	656	
Restricted <60% AMI	0	22	259	151	0	432	

Source: Vogt Santer Insights, NMMFA, CSI

The report concluded that by 2018, Gallup will need 70 more affordable housing units (at or below 60% AMI) and 300 market-rate units (above 80% AMI). (Source, Community Strategies Institute, Gallup Rental Market Demand, 2013)

C. Issues and Opportunities Updated to 2015

One of Gallup's biggest challenges is providing the range and amount of needed housing. Various housing issues in Gallup have troubled the community for a long time.

Demand for New Housing

Although by 2014 the Gallup housing market had not recovered from the earlier market downturn, many markets in the U.S. are now nearly or fully recovered and, in 2015, the New Mexico housing market saw its strongest summer since 2008. (Source: Albuquerque Journal, "New Mexico Real Estate Market Sees Strong Summer, Increasing Prices." <http://krqe.com/2015/07/29/new-mexico-real-estate-market-sees-strong-summer-increasing-prices/>). With a growing population and stable economy, Gallup should plan for growth in its housing market.

Rental Demand

Several factors indicate that Gallup currently has a high demand for housing. The rate of vacant housing units has been low and even has decreased since 2000, although the housing condition inventory indicates that many houses are not in good condition. Fewer units were available for rent in 2010 than in 2000 to meet the needs of a larger population and shrinking household size. An increase in the total share of renter-occupied units may have absorbed some of the housing needs during that period. But vacancy rates indicate that Gallup is not meeting the demand for rental housing at various price points.

Market Rate Housing

The lack of recent market-rate housing development may indicate that demand has not yet reached a threshold that would support market-rate development, but may also indicate the need for well-planned and backed development projects.

Market-rate rental housing is one of the housing niches that has significant demand in Gallup. To meet existing and projected demand and attract a skilled workforce, developing attractive, market-rate single- and multifamily housing is a priority and an important element of economic development overall.

Affordable Housing

The number of employees who work in Gallup is estimated to exceed the city's population by over 8,200 people. A portion of employees who do not live permanently in Gallup would likely live in the city if they could find suitable affordable housing.

The City should consider whether to allow new housing types: micro-units and "tiny" houses. If so, it will need a zoning map and code changes.

Recent innovations and trends in housing, such as micro-units and "tiny" houses, may provide new approaches to developing affordable housing solutions in Gallup. The regulatory limitations and opportunities to accommodate nontraditional housing in Gallup would require careful consideration.

Gallup Housing Authority - Opportunities to Increase Capacity for Managing Public Housing and Coordination of Other Housing Services

The New Mexico Mortgage Finance Authority (NMMFA) supports consolidation of local housing authorities into regional housing authorities to achieve higher fiscal accountability and increase professional capacity. As part of increased professional capacity, the regional housing authority may have added ability in grant-writing and packaging of funding.

The following characteristics demonstrate the need for affordable housing in Gallup:

- Gallup Housing Authority maintains a waiting list of over 250 applications for their units, with an average waiting period of 18 months
 - When applicants reach the end of their waiting period, they often cannot pay the deposit and reapply to begin another waiting period.
- Affordable housing projects receive more applications than they have available units.
- The total share of households with incomes below \$35,000 remained at about 40% from 2004-2009 to 2009-2013, while the number of households grew, indicating that there are more families in Gallup who may be eligible for affordable housing.

In addition, the City should seek professional services through the local or regional housing authority or through a request for proposals open for parties to apply to:

- Deliver financial literacy programs in the community
- Move housing initiatives forward, including coordinating with local and regional banks, NMMFA, U.S. Department of Agriculture Rural Development loans and grants, and U.S. Housing and Urban Development loans and grants for increased housing rehabilitation and new housing development
 - Promote energy-conservation and solar energy
 - Possibly create a local or countywide housing trust fund
 - » Falling income in the county will increase the number of families who

need affordable housing options.

- Providing affordable housing options for these families would allow them to devote more of their income to goods and services, which would have immediate impact on the local economy.

2009 Quantified New Construction and Rehabilitated Housing Objectives

Exhibit IX-23
Gallup Quantified
Housing
Objectives

The 2009 plan outlined quantified objectives for the five-year period from 2009 to 2014. The success of accomplishing those goals are outlined below.

	Income Levels					Total	Portion of Total
	Extremely Low Income	Very Low Income	Low Income	Moderate Income	Above Moderate Income		
New Construction							
Single Family							
Site built			30	35	40	105	37%
Mobile homes/Manufactured housing		4	15	5	10	34	12%
Accessory dwellings (single family-related)	10	2	5			17	6%
Multi-family	52	15	29	15	18	129	45%
Total New Housing Units in 5 Year Period (2009-2014)	62	21	79	55	68	285	100%
New Housing Units Completed, 2009-2015:	0	43			40	83	

This analysis does not include current mobile home data, which was unavailable at the time of the report.

Since 2009, Gallup has developed 29% of the new units outlined in the 2009 plan, not including mobile homes. While Gallup built no extremely low-income housing, it built 83 very-low-income to above-moderate-income housing, meaningfully expanding the base of affordable housing in the city.

City Incentives for Developing Affordable Housing

Development of the housing element in the 2009 Gallup Growth Management Master Plan followed the guidance of the New Mexico Mortgage Finance Authority. The plan was approved and supports the use of the City's Affordable Housing Ordinance. This addendum, together with the 2009 housing element, will serve as the City's Affordable Housing Plan in compliance with the intent of the New Mexico Affordable Housing Act.

The City is enabled to use its affordable housing ordinance to support the development of affordable housing projects with public donations of land, infrastructure, loans, professional services, etc.

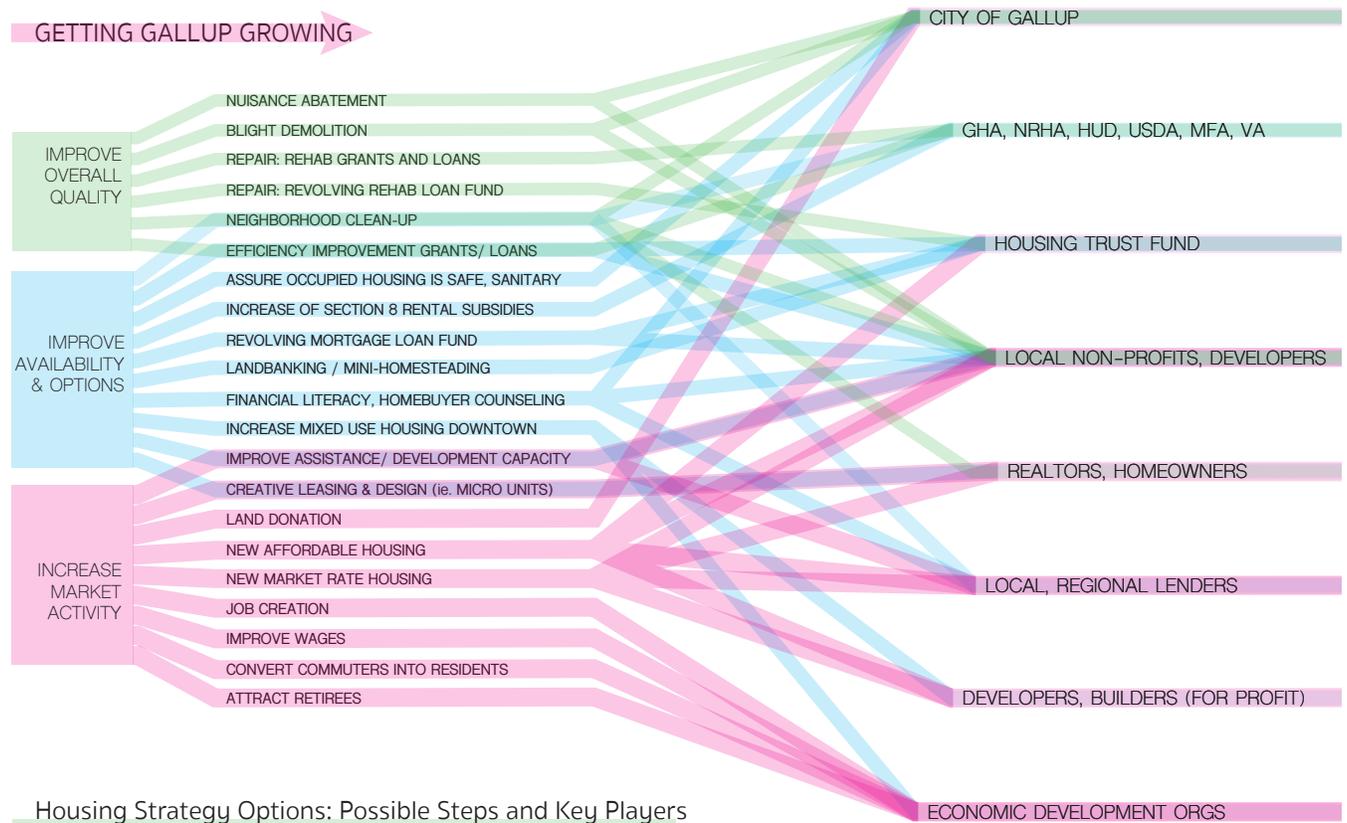
GHA indicated that they felt that it could access HUD funding and use it to fund the development of affordable housing if land were donated.

Energy Conservation

Increasing energy conservation is a growing issue for the global community, and also for local communities, especially those like Gallup with aging housing stock. Many programs are available to aid homeowners with energy conservation investments, including the City's residential rebate program for high-efficiency refrigerators. Incentives for energy conservation in new development will be another important step to ensure sustainability and move Gallup forward.

The following chart describes a scenario for the coordinated assignment of housing initiatives to various public and non-public entities interested in promoting and building housing in Gallup.

Exhibit IX-24
Housing Strategy
Options



D. Goals, Objectives and Policies

Please see the Introduction to this 2016 City of Growth Management Master Plan Update for a description of the goals, objectives and policies for this element.

X. Facilities and Parks Element

The Facilities and Parks Element is intended to guide improvements to city-occupied facilities and city-operated parks and playfields.

This element lists capital improvement projects by individual facility. Please note that regular revisiting of projects will probably result in project changes if projects are redefined and/or reprioritized.

A. Introduction

The purpose of the Facilities and Parks Element is to assess the condition of facilities and parks and guide short - and long-term strategies that will result in high quality, well-maintained facilities and parks for the city of Gallup. This element first presents information about city facilities and then about city parks.

B. City Facilities

City facilities provide essential governmental services and amenities to residents and businesses of the community. Because of their important function in the community, civic buildings and grounds for public use are often highly accessible, prominently sited, and have attractive architectural features.

To guide improvements, the City of Gallup conducted an assessment of the conditions and usability of the facilities that house City employees and public services, and that citizens visit for various functions. The conditions assessment activity followed the development of the City's Community Improvement Plan (CIP) for F.Y. 2015, a five-year compendium of capital improvement projects. The CIP has been integrated into this element. Cost estimates outlined in the CIP are conceptual, not engineering estimates. The City's conditions assessment coincided with the first phase of an assets management planning process being conducted by CDM Smith. The assets management master plan will feed into the CIP with quantification of estimates.

Locations

The city has 44 locations with building facilities and 21 parks, including Fox Run Golf Course and Red Rock Park. Some of the sites house more than one facility. City facilities contain over 520,000 square feet of building space. Facilities and parks occupy approximately 1,259 acres. The map on the following page shows the locations of City-owned properties used for facilities in Gallup. A more detailed map and listing of parks is in the Issues and Opportunities Section of this element.

Exhibit X-1
City-Owned Land

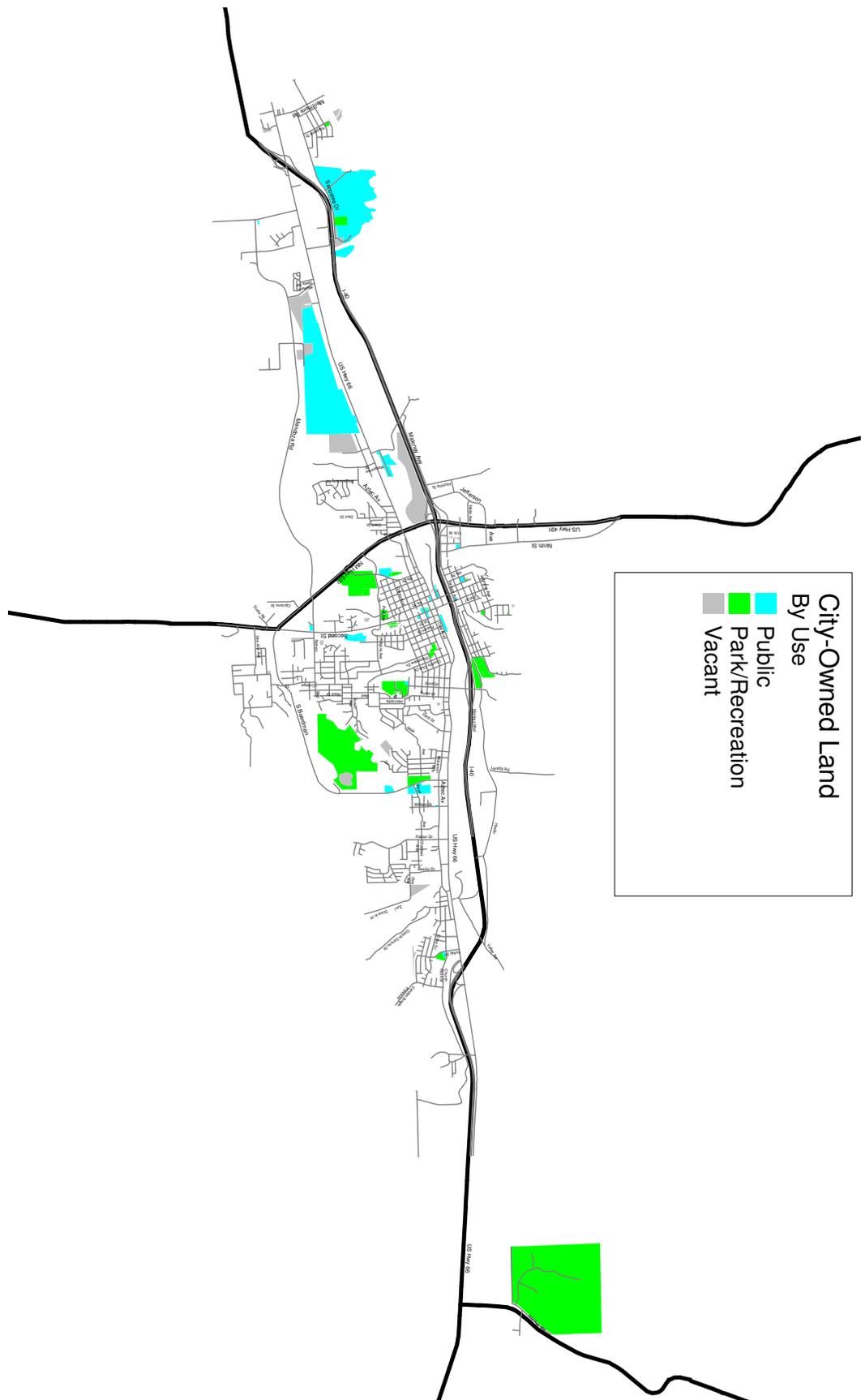
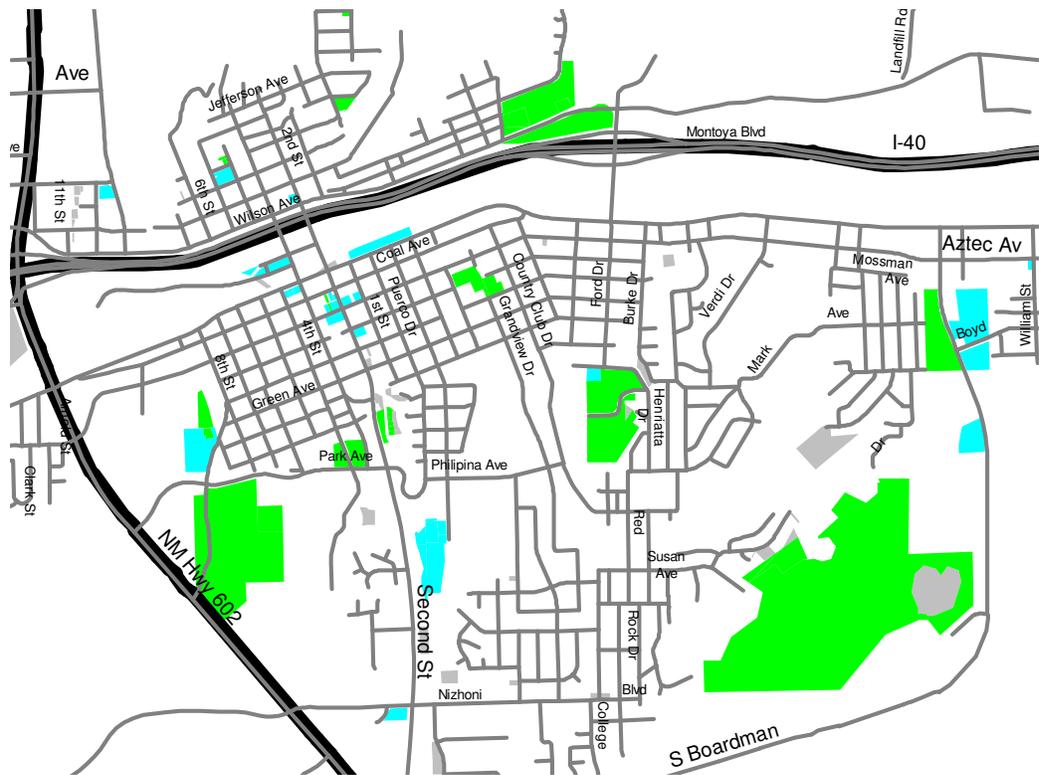


Exhibit X-2
City-Owned Land
in Central Area



City Facilities Condition Assessment

Between July and September, 2015, the Gallup general services and public works departments conducted a survey of facilities to identify general conditions. The analyst ranked overall condition from “very poor” to “excellent” based on staff interviews and visual inspections. The following summary tables and narrative descriptions address overall conditions, major facility issues and needs. The average score of all facilities was 2.9, or fair.

Six facilities earned a 1, poor: Larry Brian Mitchell Recreation Center’s Maxwell Street garage, Red Rock General Store, Gallup Municipal Airport’s administration/flight service building, and two currently vacant buildings — Battered Families Services, Inc.’s additional building and Kachina Packing Co. Two facilities rated 5, or excellent: Second Street Events Center and Boys & Girls Club of Gallup, both new buildings.

City of Gallup Growth Management Master Plan: Facilities and Parks Inventory

	Facility Name	Address	Building Square Footage	Site Acres	Number of Staff	Overall Condition*
Administrative Buildings						
1	Municipal Building	110 W Aztec Avenue	15,700	0.49	66	3
2	Municipal Annex / Gallup Joint Utilities	230 S 2nd Street	4,500	0.23	9	3
	Gallup Joint Utilities - basement		4,330		2	3
Public Safety and Courts						
3	Municipal Court	285 Boardman Ave	see Public Safety	10.38	5	2
4	Public Safety Building/Municipal Court	451 State Road 564 (Boardman Drive)	51,678	3.88	9	2
5	Police Dept. Downtown/Rex Museum	301 W Historic Highway 66	7,398	0.28	0	3
6	Police Training Center	2220 Boyd Avenue	1,104	0	0	3
7	Fire Station #1	1800 S 2nd Street	12,500	1.50	20	3
8	Fire Station #2	911 W Lincoln Avenue	6,272	1.12	4	4
9	Fire Station #3	3700 Churchrock Street	6,272	1.17	3	4
10	Fire Station #4	707 Rico Street	6,272	0.53	10	4
11	Fire Station #5 (Airport)	2139 W Historic Highway 66	2,800		0	2
12	Fire Station #6 (old)	2442 E Aztec Avenue	2,600	0.24	0	2
13	Fire Prevention/Fire Marshall Office	827 East J M Montoya Boulevard	UNKNOWN		2	3
Operations and Maintenance						
14	Municipal Warehouse	1900 West Warehouse Lane	12,800	2.43	3	3
	Vehicle Service Center	1940 Warehouse Lane	11,424		9	3
15	Street Department	1830 Warehouse Lane	7,200	5.06	6	3
16	Solid Waste Department	1820 Warehouse Lane	1,600		15	3
17	Street Department Shop	1834 Warehouse Lane	0		4	3
18	Street Sweeper Shop	1840 Warehouse Lane	0		21	2
19	Construction Maintenance	1802 Warehouse Lane	12,800	3.06	4	2
20	Electric Department	1898 Warehouse Lane	6,000	4.54	21	3
21	Gallup Express	1898 Warehouse Lane			0	
22	Water & Welding Departments	1920 Warehouse Lane	4,800		23	3
23	Wastewater Office/Lab	800 Sweetwater Place	9,203	35.37	6	4
25	Wastewater Garage/workshop	800 Sweetwater Place	UNKNOWN		3	2
26	Maxwell Street Garage	404 W Maxwell Avenue	5,058	0.778375	3	1

5	Excellent
4	Good
3	Fair
2	Poor
1	Very poor

City of Gallup Growth Management Master Plan: Facilities and Parks Inventory

	Facility Name	Address	Building Square Footage	Site Acres	Number of Staff	Overall Condition*
Cultural Facilities						
27	Octavia Fellin Library	115 W Hill Street	15,638	0.59	13	3
28	Children's Library	200 W Aztec Avenue	5,000	0.22	3	3
	Children's Library - Basement		4,094		0	
29	El Morro Theatre	207 W Coal Avenue	8,409	0.19	4	3
	BID Office	205 West Coal Avenue	625 est.		1	3
	Second Street Events Center					5
30	Cultural Center (Train Station)	205 E Historic Highway 66	27,112	3.44	5	3
Parks -Buildings						
31	Fox Run Golf Course Pro Shop	1109 Susan Avenue	1,440	168.21	4	4
	Fox Run Golf Course Maint. Bldg.	1109 Susan Avenue	8,764		7	2
32	Red Rock Park Ofc/Concession	5757 Red Rock Park Drive	10,488	570.02	10	3
	Red Rock Park Restrooms	5650 Red Rock Park Drive	5,139		0	4
	Red Rock Ticket Office	5707 Red Rock Park Drive	9,600		7	3
	Red Rock Convention Center	5757 Red Rock Park Drive	26,364		5	3
	Red Rock Ars & Crafts	5757 Red Rock Park Drive	11,136		2	3
	Red Rock General Store		UNKNOWN		0	1
33	Sports Complex Concession	925 Park Avenue	3,120	61.88	6	4
	Sports Complex Ball Parks	925 Park Avenue			N/A	4
34	Ford Canyon Parks Administration Building	906 Tafoya Drive		10.20	3	3
Recreation Centers						
48	Aquatic Center	500 Boardman Drive	45,125	4.49	14	4
49	Harold Runnels Recreation Center	720 E Wilson Avenue/720 J M Montoya Blvd.	20,956	12.84	3	3
50	Larry Brian Mitchell Rec Center	700 J M Montoya Boulevard	19,300		2	1
51	The Fitness Center	700 Old Zuni Road	15,200	7.09	6	2
Senior and Community Centers						
52	Ford Canyon Senior Cntr	908 E Buena Vista Avenue	8,200	1.06	3	4
53	Veterans Center	204 W Maloney Avenue	4,214	0.41	0	3
54	North Side Senior Center & Gym	607 N. Fourth Street	17,509	1.45	10	3
55	Boys & Girls Club	416 W Princeton Avenue	7,122		4	5
56	PMS Building	610 North Fifth Street	UNKNOWN		8	3
57	Western NM Medical Group	610 N 5th Street	3,388		5	3
Other Special Facilities						
58	Gallup Detox Center	2205 Boyd Avenue	26,500		18	3
59	Battered Families Additional Bldg	127 DeeAnn Street	UNKNOWN		0	1
60	Kachina Packing	Navajo Star Route 2	UNKNOWN	0.00	0	1
Airport						
61	Airport Admin/Flight Service	2111 West Historic Highway 66	9,165	278.34	5	1
Total			524,309	381.2	404	2.9

5	Excellent
4	Good
3	Fair
2	Poor
1	Very poor

Administrative Buildings

Municipal Building

Condition: Fair
110 W. Aztec Ave.
Square footage: 15,700
Number of staff: 66



Purpose/ Services Offered

The building houses City of Gallup administrative offices and Council Chambers.

Description of Facility

Two-story building with basement, U-shaped with courtyard facing Aztec Avenue.

Issues and Needs

The building foundation is settling, which can be seen in the basement floor and in the Purchasing Department where the floor slopes. The building's ductwork is very tight and complicated, making improvements and repairs difficult. The stucco needs repair. The plumbing needs repair to address odor issues.

Projects in CIP

- Install City Hall automatic ADA doors: \$65,000
- City Hall exterior repairs: \$379,000

Facility Adequacy

Space is limited and the building is nearly at capacity. Future additional city offices would have to be housed in a different facility or the current facility would have to be expanded or replaced.

Municipal Annex: Gallup Joint Utilities

Condition: Fair
230 S. 2nd St.
Square footage: 4,500 (upstairs) and 4,330 (basement)
Number of staff: 9



Purpose/ Services Offered

Houses Gallup Joint Utilities offices. The basement houses two offices for Care 66.

Description of Facility

Two-story building with basement. The building is connected to the Gallup Children's Library.

Overall Conditions Legend

-  Excellent
-  Good
-  Fair
-  Poor
-  Very Poor

Issues and Needs

The building is not ADA-compliant and stairs are the only means to access the utilities offices on the second floor or the basement. The building has serious plumbing issues stemming from old, cast iron pipes. It has some parking spaces along its north side, but parking it is limited. The lighting needs replacement.

Projects in CIP

- Install Municipal Annex ADA elevators: \$750,000
- Municipal Annex exterior repairs: \$50,000
- Remodel customer service window: \$50,000

Public Safety and Courts

■ Municipal Court & Public

Safety Building

Condition: Poor
 285 Boardman Ave
 Square footage: 51,678
 Number of staff: 9



Purpose/ Services Offered

Serves as a court facility, office space, and storage.

The Public Safety building houses offices, storage, the police gym and quartermaster who issues law enforcement equipment.

Description of Facility

The facility is attached to the Public Safety building. It has a courtroom, two private offices, communal office space, limited storage, and two waiting rooms.

Issues and Needs

Requires more customer service space in the front because the window service desk has no privacy. Also at the window service desk, the fines are paid to the court in plain sight without any security measures. The front desk window and speakers need replacing. The building lacks office space for the additional workers in the communal space. Lighting in the courtroom needs to be replaced. The courtroom layout needs improvement and needs more chairs for the public. The layout provides no separation between inmates and the public during hearings. A police officer is present, but defendants are usually seated with the public. The issue of better security was raised because the entrance has no metal detector.

The roof for the courtroom needs to be replaced. The current roof is tar and paper, whereas the rest of the building has a single-membrane system. The building needs plumbing and pipes replacement. Facility lighting, windows and

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

boiler also need replacement. Substantial portions of the building are neglected and used only for storage. The facility recently had a heating, venting and air conditioning update.

Projects in CIP

- Patrol Building parking lot repavement: \$50,000
- HVAC replacement: \$60,000
- Fire sprinkler system: \$100,000
- Shooting range improvements: \$250,000 (*not on site*)

Facility Adequacy

The facility needs an impound lot.

 Police Department/Rex Hotel

Condition: Fair

301 W. Historic Highway 66

Square footage: 7,398

Number of staff: 0

Purpose/ Services Offered

Periodically used as an office for police officers.

Description of Facility

The facility is a historic building and is open only occasionally.

Projects in CIP

None identified.

 Police Training Center

Condition: Fair

2220 Boyd Avenue

Square footage: 1,104

Number of staff: 0



Purpose/ Services Offered

Office space for police officers to fill out reports.

Description of Facility

Former City Animal Control Center. The building was renovated as a single building with cubicles.

Overall Conditions Legend

-  Excellent
-  Good
-  Fair
-  Poor
-  Very Poor

Issues and Needs

Fair overall condition. The linoleum in the addition has some cracks.

Projects in CIP

None identified.

■ Fire Station 1

Condition: Good

1800 S. 2nd St.

Square footage: 12,500

Number of staff: 20



Purpose/ Services Offered

Fire Station 1 is Gallup’s main fire station. It houses the Fire Chief’s office, living quarters for fire fighters on duty and space for training.

Description of Facility

Fire station 1 is one of Gallup’s older stations. The building is in good condition. The living quarters have had recent renovations and the roof was replaced.

Issues and Needs

The roof reportedly needs replacement. The fluorescent lighting is outdated. The facility needs additional storage space.

Facility Adequacy

The size of the bays is sufficient; the training space is large enough. The station has a large parking lot.

Projects in CIP

Renovate Fire Station #1: \$710,000

Install Parking Lot Security Gates At Each Fire Station: \$40,000

■ Fire Station 2

Condition: Fair

911 W. Lincoln Ave.

Square footage: 6,272

Number of staff: 4



Purpose/ Services Offered

Gallup’s north side fire station

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

Description of Facility

The facility was built in 2004, and is one of Gallup’s newer fire stations. It is a single-story building with 3 bay doors and off-street parking. The bay doors are glass.

Issues and Needs

The boiler is not functional. The facility has some cosmetic issues. It is in overall good condition with recent repairs to drainage, and replacement of shower stalls and glass panes on bay door.

Facility Adequacy

The facility is adequate. It had some drainage problems that have been fixed. The boiler needs repair.

■ Fire Station 3

Condition: Good
3700 Church Rock St.
Square footage: 6,272
Number of staff: 3

Purpose/ Services Offered

Gallup’s east side fire station



Description of Facility

The facility is a single-story building with 3 bay doors and off-street parking.

Issues and Needs

The facility, built in 2013, is in good condition, with no reported issues or needs.

Facility Adequacy

The facility is adequate.

■ Fire Station 4

Condition: Good
707 Rico St.
Square footage: 6,272
Number of staff: 10

Purpose/ Services Offered:

Gallup’s west side fire station



Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Description of Facility

The facility is a single-story building with 3 bay doors and off-street parking.

Issues and Needs

Fire Station 4 is a newer facility in good condition, but electrical issues prevent 6 of the bay lights from functioning. The roof leaks.

Facility Adequacy

The facility is adequate.

■ Fire Station 5

Condition: Poor

West Historic, 2139 Rte 66

Square footage: 2,800

Number of staff: 0



Purpose/ Services Offered

Gallup's airport fire station. The facility is unmanned and used mainly for storage. It has office space, but the living space is vacant. The building houses the city's airport fire truck with a foam tank.

Description of Facility

The facility is a single-story building with 2 bay doors. Located on airport grounds.

Issues and Needs

Storm water from airport runway drains into the fire station bay.

Projects in CIP

- Renovate the Airport Fire Station: \$350,000

Facility Adequacy

The facility is adequate.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

■ Fire Station 6

Condition: Poor

2442 E. Aztec Avenue

Square footage: 2,600

Number of staff: 0

Purpose/ Services Offered

Surplus building that stores one fire truck.



Description of Facility

This building is older and has plumbing problems, and problems with the bay doors.

Issues and Needs

The building has plumbing leaks and the bay doors cannot retain heat, so the facility is very cold in winter.

Facility Adequacy

As a surplus building, it does not need to be fully maintained.

■ Fire Prevention/Fire Marshal Office

Condition: Fair

827 East J M Montoya Blvd.

Square footage: UNK

Number of staff: 2



Purpose/ Services Offered

Primarily serves as an office and storage space for the Fire Prevention program and Fire Marshal.

Description of Facility

This is a one-story stucco building that was formerly used as a bus stop. It has display cases in the front and offices in the rear.

Issues and Needs

The building has undergone renovation and the roof was replaced. The lighting needs to be replaced.

Projects in CIP

None identified.

Facility Adequacy

The facility is adequate for its intended use.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Operations and Maintenance

■ Municipal Warehouse

Condition: Good

1900 Warehouse Lane

Square footage: 12,800

Number of staff: 3



Purpose/ Services Offered:

As a section of the City’s Purchasing Division, the Municipal Warehouse is responsible for receiving the city’s goods shipments. The warehouse provides inventory services, stocks frequently used commodities and fills supply requisitions for utility crews. It stores supplies for electricity, water, servicing vehicles, welding, construction and roads. The staff also provide long-term records management services for all City departments.

The City property on Warehouse Lane also houses Street Maintenance, Solid Waste Department, Street Sweeper Shop, Construction Maintenance, Electric Department, Gallup Express, Water and Welding Departments.

Description of Facility

The main warehouse was built in 1960s or 1970s. It is aluminum-sided with steel supporting beams.

The facility has several supporting structures, including the Street Maintenance garage, which has four bay doors.

Issues and Needs

The facility has ventilation problems. It is size-limited and will need to be expanded to accommodate larger vehicles and equipment.

Outdoor storage needs to be cleaned up and organized. The current practice of hosing out dumpsters and dump trucks in yard causes unremediated runoff into the Rio Puerco and needs to be evaluated and redesigned.

The Gallup Express area needs the windows replaced, and the drains have odor issues from sewage.

Facility Adequacy

The current Street Maintenance garage is not large enough to accommodate larger vehicles, especially for the attachment to vehicles of accessories such as ploughs and hoppers. Staff have difficulty closing the bay doors on these occasions and often leave them open to the cold, which limits usable hours in cold months.

Due to the size limitations of current facility, the City plans a new, larger stop shop for water, electrical, welding, vehicle services, construction, solid waste and street departments on the same site. New warehouse development will require site master planning.

Projects in CIP

- Warehouse Lane master plan (Solid Waste): \$175,000
- New electric department equipment bays
- Material storage: \$750,000

Overall Conditions Legend

-  Excellent
-  Good
-  Fair
-  Poor
-  Very Poor

- Impound yard improvements: \$250,000
- New Solid Waste administrative facility: \$2,500,000

Street Department

Condition: Fair
 1830 Warehouse Lane
 Square footage: 7,200
 Number of staff: 6

Purpose/ Services Offered

Lane painting vehicle garage/workshop and office space



Description of Facility

The facility is a two-story height metal building with a garage and workshop area. The building also has two offices for administration.

Issues and Needs

The building has no major issues, but it is old and dated. Noticeable issues were lack of cooling/heating in the bay, poor lighting, and holes in the ceiling.

Projects in CIP

See projects listed for the Municipal Warehouse, above.

Facility Adequacy

The facility is in use due to the nature of the department duties.

Solid Waste Department

Condition: Fair
 1820 Warehouse Lane
 Square footage: 1,600
 Number of staff: 15

Purpose/ Services Offered

Office space and garage area for disposal vehicles

Description of Facility

The facility is a two-story metal building with a break room, garage, and workshop area. The building also has two offices for administration.



Issues and Needs

Building is old and dated. Issues noted include: lack of office space, poor heating in the vehicle bay area, lack of storage for washers in the winter because they occupy

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

the whole vehicle bay for storage, poor lighting in the building and in the parking yard, lack of a chemicals storage point, and no wash area for cleaning the disposal trucks. Runoff from washing the trucks likely enters the Rio Puerco. The parking yard is dirt and gravel.

Projects in CIP

Listed under Municipal Warehouse above.

Facility Adequacy

Facility is in use due to the nature of the department duties.

■ Street Department Shop

Condition: Fair

1834 Warehouse Lane

Square footage:

Number of staff:



■ Street Sweeper Shop

Condition: Poor

1840 Warehouse Lane

Square footage:

Number of staff: 21

Purpose/ Services Offered

Vehicle repair garage, workshop, and office space



Description of Facility

The facility is a metal building with a break room, four-bay garage, and workshop area. The building also has an open office area for administration and a tool storage area.

Issues and Needs

The building's size is major issue. The bay area does not have capacity to house salt trucks during the winter if repairs are needed. The bay can accommodate half of the truck, leaving the other half outside of the building with the bay door open during extremely cold weather. This issue causes difficulty in servicing the vehicle because of lack of heat in the bay. The shop also has very poor lighting. The shop is still difficult to work in during colder months, even with the bay doors closed, because of poor overhead heating. The building is corroded through at the wash rack—rodents and snakes enter the building through the holes.

Projects in CIP

Listed under Municipal Warehouse above.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Facility Adequacy

The facility is in use because of necessity.

■ Construction Maintenance

Condition: Poor

1802 Warehouse Lane

Square footage: 12,800

Number of staff: 4

Purpose/ Services Offered

Workshop and office space



Description of Facility

The facility is a single-story stucco building.

Issues and Needs

The building will be demolished in the future.

Projects in CIP

Listed under Municipal Warehouse, above.

Facility Adequacy

The facility is in use because of necessity.

■ Electric Department

Condition: Fair

1898 Warehouse Lane

Square footage: 6000

Number of staff: 21

Purpose/ Services Offered

Office space



Description of Facility

The facility is a metal building with offices, locker room, and break room.

Issues and Needs

No major issues were noted. The break room occasionally has a sewage smell, due to the floor drain. The windows should be replaced.

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

Projects in CIP

Listed under Municipal Warehouse above.

Facility Adequacy

The facility is adequate.

■ Water and Welding Departments

Condition: Fair

1920 Warehouse Lane

Square footage: 4800

Number of staff: 23

Purpose/ Services Offered

Office space, workshop, and welding bay garage



Description of Facility

The facility is a metal building with a bay garage, workshop area, and offices.

Issues and Needs

A major issue is the size of the bay area—it does not have capacity to house larger vehicles if repairs are needed. Lighting in the welding shop is poor—visibility is low during the afternoon. The building also lacks storage space.

Projects in CIP

Listed under Municipal Warehouse above.

Facility Adequacy

The facility is in use because of necessity.

■ Wastewater Office/Lab

Condition: Good

800 Sweetwater Place

Square footage: 9203

Number of staff: 6

Purpose/ Services Offered

Offices and lab



Description of Facility

The facility is a single-story concrete block building with offices and lab.

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

Issues and Needs

The air conditioner needs replacement in the lab area. The parking lot has a drainage problem.

Projects in CIP

None identified.

Facility Adequacy

The facility is adequate for its intended use.

Wastewater Garage/Workshop

Condition: Poor

800 Sweetwater Place

Square footage:

Number of staff: 3

Purpose/ Services Offered

Workshop and locker room



Description of Facility

The facility is a single-story metal building that serves as the workshop and locker room.

Issues and Needs

The lighting needs to be replaced. The building has little to no storage for equipment.

Projects in CIP

None identified.

Facility Adequacy

Facility is adequate for its intended use.

Vehicle Service Center

Condition: Fair

1940 Warehouse Lane

Square footage: 11424

Number of staff: 9

Purpose/ Services Offered

Service center for city rolling stock and vehicles.

Overall Conditions Legend

Excellent

Good

Fair

Poor

Very Poor

Description of Facility

The facility is two-story metal building with 12 bays for vehicle repairs, two offices, locker/restroom, in-house petroleum/oils/lubricants storage, and repair parts storage.

Issues and Needs

The roof needs to be replaced. It has a large leak above the bay closest to the office that is not used during inclement weather due to the volume of water that enters the building. Two smaller leaks are on the north end of the building. The recommendation from Robert Hamblen, construction crew Leader, is to have the same treatment applied as was applied to the street sweeper garage building. Heating could be a problem during the colder months.

Projects in CIP

None identified.

Facility Adequacy

The facility is in use due to the its function and number of vehicles serviced.

■ Ya Ta Hey Booster Station

Condition: Poor

South Hwy 491, Ya Ta Hey, NM

Square footage:

Number of staff: 1

Purpose/ Services Offered

Housing for mechanical pumps



Description of Facility

The facility is a single-story metal building that houses mechanical pumps.

Issues and Needs

It has no stated issues.

Projects in CIP

None identified.

Facility Adequacy

The facility is adequate for intended use.

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

■ Maxwell Street Garage

Condition: Very Poor

404 W. Maxwell Avenue
Square footage: 5058
Number of staff: 3

Purpose/ Services Offered

Maintenance and storage area

Description of Facility

The building is two-story brick with a large open bay garage. It has a break room and two offices. It is at capacity for storage. The facility likely needs to be demolished.

Issues and Needs

Numerous issues.

Projects in CIP

None identified.

Facility Adequacy

The facility is used by necessity and for storage.

Cultural Facilities

■ Octavia Fellin Library

Condition: Fair

115 W. Hill Street
Square footage: 5,000
Number of staff: 13

Purpose/ Services Offered:

This facility is the principal library for mostly adult residents of the city and by county residents, as well.



Description of Facility

Single story building

Issues and Needs

Structural issues include building settlement, the need to replace lighting, and the need to replace single-pane windows. The structure is affected by close proximity to the underground Little Puerco Wash, which may have contributed to foundation problems. The building has no on-site parking and on-street parking is somewhat limited. It is limited in size and cannot accommodate a second story. Separation of the Octavia Fellin Library from the Children’s Library creates

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

functional problems for both staff and patrons . A single library would better serve the community. Its central location and its community history make the library one of the nicest and most heavily used public buildings in the city.

The sewer lines under the building are insulated with asbestos and the roof needs replacing.

Projects in CIP

- The CIP identifies construction of a new library building for a total of \$18,242,000. This project is the largest in the CIP but has no identified funding and or determined year.
- Reconstruct Main Library entrance: \$50,000
- Reconstruct Main Library parking lot: \$50,000

Facility Adequacy

The facility is not adequate in size, limiting the desired expansion of functions in the future.

■ Gallup Children's Library

Condition: Good

200 W. Aztec St.

Square footage: 5,000 (upstairs) and 4,094 (basement)

Number of staff: 3

Purpose/ Services Offered

Houses the Gallup Children's Library. The basement is unoccupied



Description of Facility

Single-story building with a basement. It has been newly renovated.

Issues and Needs

Access to the unused basement is restricted to stairs, so it is not ADA compliant. Overall, it is in good condition, with some minor cooling problems in the main area. Some basement walls have been taken down, but future plans are not clear.

Facility Adequacy

The facility is adequate for current use, however, it does not have the space or the structural capacity to house both the children's and adult libraries.

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

El Morro Theatre and BID

(Business Improvement District) Office

Condition: Fair

207 W. Coal

Square footage: Theatre: 8,209, BID office: ~625

Number of staff: Theatre: 0, BID office: 1



Purpose/ Services Offered:

Movie and concert venue. The BID office houses the BID program director.

Description of Facility

The facility is a historic, 460-seat Spanish Colonial Revival style building theatre that opened in 1928. The building was restored in 1991 and renovated and expanded in 2014. The BID office is a one-room office attached, on the west, to the El Morro theatre.

Issues and Needs

The theatre itself is in good condition with several recent improvements and acquisitions, including: new seats, new piano lift, additional alarm sensors, upgraded sound system and projector and an upcoming Local Economic Development Act project to replace the stage curtains. The building's façade needs some work, as do the spires and decorative elements.



The kitchen and bathroom in the apartment living space upstairs from the theatre need renovation. Because the facility is on the historic registry, the New Mexico State Historic Preservation Division must approve repairs and improvements.

The BID building is attached to the El Morro Theatre and has issues. The age of the office is comparable to that of El Morro Theatre. At one point, the two were attached by a doorway. The space has no air conditioning, the windows are single pane and need replacement, and the heater is insufficient. The exposed breaker box may possibly have an issue.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Projects in CIP

- Performer's quarters improvements: \$345,000

Facility Adequacy

The facility is adequate.

■ Second Street Events Center (addition to El Morro Theatre)

Condition: Excellent

Number of staff: 0

Purpose/ Services Offered

The Center is a meeting space that can be divided; it is large enough for small conferences. It has a small kitchen unit for food preparation. The back of the El Morro Theatre opens, so it can use the Center for staging performances.



Issues and Needs

None. Opened in 2015, it is the newest city building and is in excellent condition.

Facility Adequacy

The facility is adequate.

■ Cultural Center

Condition: Fair

205 E Historic Highway 66

Square footage: 27,112

Number of staff: 5

Purpose/ Services Offered:

Houses the Southwest Indian Foundation and an art gallery, Angela's Café, music store, and serves as a waiting room for Amtrak Railroad service.



Description of Facility

The facility is a two-story building facing historic Highway 66.

Issues and Needs

Current tenants have expressed no issues.

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

Senior and Community Centers

■ Veteran's Center

Condition: Fair

204 W. Maloney

Square footage: 4,214

Number of staff: 0



Purpose/ Services Offered

Former fire station and fire prevention office, currently used by Veterans Helping Veterans. The facility has no regular hours, and is used mainly for scheduled meetings and events. Showers in former living quarters are sometimes used. The facility may provide some fire department storage.

Issues and Needs

Lighting needs to be replaced.

Facility Adequacy

Facility is adequate.

 North Side Senior Center & Gym

Condition: Fair

607 N. Fourth Street
Square footage: 17,509
Number of staff: 10



Purpose/ Services Offered

Primarily serves as a location for congregate meals and senior recreational activities.

Description of Facility

This building is an old, single-story stucco that has been renovated within the past 10 years. It has a large dining room, full kitchen, pantry, five offices, several storage rooms, pool table area, exercise/pottery room, coffee bar/kitchenette, and shares a full-size gym with the Boys and Girls Club.

Issues and Needs

The building roof needs repairs: flashing at the termination of the roofing membrane, capping of parapets, and repair of parapet walls. The front of the building by the main entrance has a drainage problem where water pools and freezes during the winter months. The wheelchair access ramp also needs modification to allow proper drainage. A number of cosmetic and desired changes have been submitted. The stucco walls have several large cracks that also need to be addressed, but are in the CIP listing.

Projects in CIP

- Stucco the north side of the Neighborhood Center Exterior: \$100,000

Facility Adequacy

The facility is still in operation due to the volume of clients served.

Overall Conditions Legend

-  Excellent
-  Good
-  Fair
-  Poor
-  Very Poor

■ Boys & Girls Club

Condition: Excellent
416 W. Princeton Avenue
Square footage: 7,122
Number of staff: 4



Purpose/ Services Offered

Primarily serves as a location for children’s indoor recreational activities.

Description of Facility

This facility is single-story. It has three separate enclosed recreational spaces, a small kitchen, one office, and a large open-area space for use. It shares use of the full gym with the Neighborhood Senior Center. The building is less than 5 years old.

Issues and Needs

Building is relatively new and has no major issues. Recently, however, the laid bricks in the shared courtyard between the Boys & Girls Club and the Senior Center have been sinking. Water drainage may be removing the supporting underlayment. The area may need to be dug out and have lost filler replaced.

Projects in CIP

None identified.

Facility Adequacy

The facility is adequate for the number of clients served.

■ Ford Canyon Senior Center

Condition: Good
908 East Buena Vista Avenue
Square footage: 8,200
Number of staff: 3



Purpose/ Services Offered

Primarily as location for congregate meals and senior recreational activities.

Description of Facility

The single-story brick building has a kitchen, large dining room, pool table room, library, two offices, and storage rooms.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Issues and Needs

The building needs repairs to the roof, wheelchair access ramp and stair entrance, and increased ADA parking. The rear of the building has a serious flooding problem during heavy rainfall. The issues have been assessed and submitted for repairs with ALTDS grants.

Projects in CIP

- Repair Ford Canyon Senior Center building: \$100,000

Facility Adequacy

The facility is still in operation due to the number of clients served.

Parks and Golf Course

■ Fox Run Golf Course Pro Shop

Condition: Good

1109 Susan Ave.

Square footage: 1,440

Number of staff: 4



Purpose/ Services Offered

Houses the Pro Shop, concession, and locker room.

Description of Facility

The facility is a two-story building with metal siding.

Issues and Needs

The building needs the roof and windows replaced. Lighting is poor in the storage areas and the storage areas/workshop area lack ventilation. The showroom needs a new heater, as the current one provides insufficient heating.

Facility Adequacy

The space is adequate for current needs.

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

■ Fox Run Golf Course Maintenance Building

Condition: Poor

1109 Susan Ave.

Square footage: 8,764

Number of staff: 7

Purpose/ Services Offered

Houses the maintenance shop, grounds-keeping



equipment, and golf cart storage/charging.

Description of Facility

The facility is a corrugated metal building.

Issues and Needs

The building roof needs repair. It has obvious penetrations and is rusting. The workshop area has poor lighting throughout. The building is not insulated and has heating except in shop break room.

Fox Run Golf Course CIP Projects

- Back 9 fairway and greens rehabilitation: \$977,500
- Front 9 fairway and greens rehabilitation: \$977,500
- Back 9 irrigation system reconstruction: \$1,000,000
- Front 9 irrigation system reconstruction: \$1,287,500

 Red Rock Park Office/Concession

Condition: Fair

5757 Red Rock Park Drive

Square footage: 10,488

Number of staff: 10

Purpose/ Services Offered

The facility primarily serves as a concession/food prep area, and as an event space/dressing rooms/ prep area.



Description of Facility

This building is two-story stucco with the concession on the second floor. The first floor has meeting spaces and dressing rooms. The second floor also has smaller dressing rooms and storage space.

Issues and Needs

The building roof needs repair. There is poor lighting throughout the workshop area. The building is not insulated and has no form of heating except in the shop break room.

Overall Conditions Legend

 Excellent

 Good

 Fair

 Poor

 Very Poor

 Red Rock Park Restrooms

Condition: Good

5750 Red Rock Park Drive

Square footage: 5139

Number of staff: 0



Purpose/ Services Offered

The park complex has three public restrooms: one near the concession stand, one on the north side of the arena, and one near the sleep pavilion. Two other separate restrooms are located on the grounds in the camping area.

Description of Facility

The restrooms near the concession area were recently renovated with motion activated toilets and wash station. The restrooms on the north of the arena are adequate. The pavilion restrooms also have showers and are adequate. Camping area restrooms were not visited during site tour.

Issues and Needs

Needs were not discussed.

The park campground restrooms are sometimes locked and unavailable to campers. Campground facilities and landscaping need improvements.

■ Red Rock Park Ticket Office

Condition: Fair
5707 Red Rock Park Drive
Square footage: 9600
Number of staff: 7



Purpose/ Services Offered

Primarily serves as a sales and entrance point for the public during events.

Description of Facility

The facility has one room area that has counters for sales. An attached small storage area is also part of the ticket office. The office is attached to the Arts and Crafts building, but does not have through-access to the main structure.

Issues and Needs

The facility lacks adequate storage space for additional tables and equipment.

■ Red Rock Park Convention Center

Condition: Fair
5757 Red Rock Park Drive
Square footage: 26364
Number of staff: 5



Purpose/ Services Offered

Primarily serves as hospitality center for the park. The center has three separate ballrooms and one small office.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Description of Facility

This convention center has three separate ballrooms, an in-house kitchen facility, enclosed patio area, and one office. The largest room has stage lighting and sound capability, and also has a removable stage and backstage area. The backstage area also serves as storage space for the center.

Issues and Needs

The building roof needs to be replaced. The Center has no fire alarm or burglar alarm. It has an outdated system that has been nonoperational for a number of years. The building has one small office. Parapets on the roof need to be repaired and capped.

Red Rock Park Arts and Crafts

Condition: Fair

5757 Red Rock Park Drive

Square footage: 11,136

Number of staff: 2

Purpose/ Services Offered

Primarily serves as a museum for artwork, and has one office.



Description of Facility

The facility is a single-story stucco building that houses art displays. The building is C-shaped and has three points of exit. The primary entrance/exit is on the north side of the building. The building has skylights that are protected by welded rebar to prevent roof top entry.

Issues and Needs

The building roof needs to be replaced. It currently has tar and roofing paper. It does not have air conditioning, which could affect art work. The building has no alarm system, cameras for monitoring, or sensors to prevent damage or theft of art work attached to the walls. The two additional entrances/exits are locked and could present a safety hazard.

Overall Conditions Legend

Excellent

Good

Fair

Poor

Very Poor

Red Rock Park General Store

Condition: Very Poor

5757 Red Rock Park Drive

Square footage:

Number of staff: 0

Purpose/ Services Offered

Serves as storage area and living quarters for a City



employee.

Description of Facility

The facility is a two-story stone building with an attached ground floor apartment which is currently occupied by a city employee.

Issues and Needs

The building is very old and likely requires complete renovation. The electrical is outdated, the wood floor sags and the roof and plumbing are aging.

Red Rock Park Items in CIP

- Red Rock Park ADA area improvements: \$575,000
- Red Rock Park campgrounds reconstruction:\$862,500
- Red Rock Park concession stand reroof: \$115,000
- Red Rock Park museum reroof: \$460,00

■ Aquatic Center

Condition: Good
500 Boardman Drive
Square footage: 45125
Number of staff: 14

Purpose/ Services Offered

Primarily serves as a recreational indoor pool.



Description of Facility

The building is two-story stucco with four swimming areas, female/male locker rooms and a water slide. It also has one classroom and one main office.

Issues and Needs

The classroom roof and wall need to be repaired due to a rain leak. Attempts to determine the cause or location of the leak have been unsuccessful. The building has no major issues besides the leak. At less than 10 years old, it is relatively new.

Projects in CIP

None identified.

Facility Adequacy

The facility is adequate for use.

■ Harold Runnels Recreation Center

Condition: Fair
720 E Wilson Avenue/720 J M Montoya Blvd.



Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Square footage: 20,956
Number of staff: 3

Purpose/ Services Offered

Primarily serves as an indoor recreation area.

Description of Facility

The facility has an indoor track and open court with two locker rooms, a small weight-lifting room, three offices, and abandoned basement that houses plumbing for an old swimming pool and steam room. The recently installed rubber-surfaced court is used for various activities. The area can be sectioned off into two courts while maintaining a walking track on the perimeter with drop netting from the ceiling.

Issues and Needs

Building roof needs replacement, which is currently under assessment for cost. The plumbing and air moving systems have been abandoned in place in the basement. It is advisable to pump out the remaining water in the system before the pipes rupture and flood the basement. Some parts of the plumbing system were salvaged to repair sections at the Aquatic Center. The front part of the building has no air conditioning, so the front door is kept open.

Projects in CIP

- Harold Runnels Building roof replacement: \$350,000

Facility Adequacy

The facility has capacity for use as an indoor playing facility or indoor event venue, but may not have restrooms to accommodate all.

■ Larry Brian Mitchell Recreation Center

Condition: Very Poor

700 J M Montoya Blvd.
Square footage: 19300
Number of staff: 2

Purpose/ Services Offered

Primarily serves as an indoor recreation area.

Description of Facility

This building is a very old brick structure that was formerly used as an armory by the National Guard. It has an indoor basketball court facility that also has a weight-lifting room, pottery/painting room, sewing room, two offices, and a large abandoned basement used for storage. The basement houses an old shooting range. The east side of the building has a large garage used to store bicycles and



Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

other equipment. One apartment on the second floor is currently occupied by a city employee.

Issues and Needs

The building needs major repairs and renovation. A very large fracture, approximately 30' long, is visible in the cement ceiling of the basement. The crack also crosses in a load-bearing beam. Cooling and heating are inadequate for the building, walls leak and there is no hot water. The roof condition was not assessed during the site visit, but likely needs replacement.

Projects in CIP

- Larry Brian Mitchell Recreation Center Renovation: \$900,000

Facility Adequacy

The facility is still in operation due to the number of clients served.

 Sports Complex Concession

Condition: Good
925 Park Avenue
Square footage: 3,120
Number of staff: 6



Purpose/ Services Offered

Primarily serves as a food prep area and concession.

Description of Facility

The building is a relatively new and metal-sided. It houses the concession stand for the ball park.

Issues and Needs

No serious issues. Security measures installed to prevent burglary.

Facility Adequacy

The facility is adequate for use.

Overall Conditions Legend

-  Excellent
-  Good
-  Fair
-  Poor
-  Very Poor

 Sports Complex Ball Parks

Condition: Good
925 Park Avenue
Square footage:
Number of staff:



Purpose/ Services Offered

Serves as a recreation area for ball games.

Description of Facility

The complex has synthetic turf playing fields. New turf was installed in 2012.

Issues and Needs

The complex has lighting issues and problems with the dirt field. The parking lot should be paved.

Sports Complex Projects in CIP

- New Sport’s Complex artificial turf field installation: \$1,115,000
- Sports Complex parking lot pavement and lighting construction: \$287,500
- New sports complex artificial turf field installation: \$1,115,000

Facility Adequacy

The facility is adequate for use.

■ The Fitness Center

Condition: Poor

1940 Warehouse Lane

Square footage: 15,200

Number of staff: 6



Purpose/ Services Offered

Recreation and fitness center for public use for a fee.

Description of Facility

The facility is a two-story metal building with an open court gym, weight room, aerobic room, two racquet ball courts, two locker rooms with showers, one steam room, an office space, and storage.

Issues and Needs

Roof replacement is the major required repair. Leaks have visibly impacted the exposed insulation in the ceiling. The building also lacks storage space and requires more showers. The steam room and locker rooms, especially the women’s locker room, are outdated and small for the number of clients served. The facility needs HVAC.

Projects in CIP

- The Fitness Center addition and renovation: \$1,750,000

Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

Facility Adequacy

The facility is in use due to nature of its business and number of clients served.

■ Ford Canyon Parks Administration Building

Condition: Fair
906 Tafoya Drive
Square footage:
Number of staff:



Purpose/ Services Offered

Office space and workshop/garage.

Description of Facility

The facility is a single-story stucco building that houses an open office area, two private offices, and a garage/workshop.

Issues and Needs

No stated issues, but lighting in office area could be improved.

Facility Adequacy

The facility is adequate for intended use.

■ Western NM Medical Group/PMS Building

Condition: Fair
610 N 5th Street
Square footage: 3388
Number of staff: 5



Purpose/ Services Offered

Houses offices and exam rooms.

Description of Facility

The facility is a single-story building with offices and exam rooms. The building space is attached to the Boys & Girls Club, but without walk-through access.

Issues and Needs

No noted issues.

Projects in CIP

None identified.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Facility Adequacy

The facility is adequate for intended use.

Airport

■ Airport Administration/Flight Service

Condition: Very Poor

2111 West Historic Highway 66

Square footage: 9165

Number of staff: 0



Purpose/ Services Offered

Office space and waiting terminal.

Description of Facility

The facility is a single-story stucco building that houses offices, waiting rooms, and a small garage.

Issues and Needs

The roof needs replacement. It is currently tar and paper with multiple penetrations and leaking joints. The parapets need to be capped. The building lacks storage. The utilities are old, and the water and sewer lines need to be replaced. Drainage at the site is inadequate and causes flooding.

Facility Adequacy

The facility is adequate.

■ Airport Hangars (ALL)

Condition: Good

2111 West Historic Highway 66

Square footage: various

Number of staff:

Purpose/ Services Offered

Plane storage

Description of Facility

All hangars are metal-sided with metal roofs.

Issues and Needs

No major issues noted.

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Facility Adequacy

The facilities are adequate.

Airport Projects in CIP

- Update the Airport Master Plan: \$75,000
- Airport storm drainage improvements, Phase 1B: \$1,265,000
- Construct new airport terminal: \$2,875,000
- Reconstruct airport parking lot: \$110,000
- Reconstruct airport runway 24: \$2,300,000

Other Special Facilities

■ Gallup Detox Center

Condition: Fair

2205 Boyd Avenue

Square footage: 26500

Number of staff: 18

Purpose/ Services Offered

Detention and office space.



Description of Facility

The building is a two-story, concrete block structure with four open space detention cells, numerous offices, open treatment areas, kitchen, and cafeteria/ gym.

Issues and Needs

The plumbing was recently cleaned out to remove a grease build-up. The foundation was recently fixed and spiral piers were installed. HVAC was recently installed and is projected to last up to 20 years. Security continues to be a problem within the facility.

Projects in CIP

- Reconstruct Detox Center parking lot: \$135,000

Overall Conditions Legend

- Excellent
- Good
- Fair
- Poor
- Very Poor

Facility Adequacy

The facility is used by necessity.

■ Battered Families Additional Buildings

Condition: Very Poor

127 DeeAnn Street

Square footage:

Number of staff: 0



Purpose/ Services Offered

N/A. The property is abandoned.

Description of Facility

The facility is a metal building with a large two-bay garage. Additional metal storage buildings are on the lot.



Issues and Needs

The facility is not in use. Current work is underway with State of New Mexico legislature to convert the facility into a dog shelter.

■ Kachina Packing

Condition: Very Poor

Navajo Star Route 2

Square footage:

Number of staff: 0

Purpose/ Services Offered

N/A. The property is abandoned.

Description of Facility

The building is concrete block.



Issues and Needs

N/A. The property is abandoned.

Parks

■ ■ Ball Parks(ALL)

Condition: Fair to Poor

VARIOUS LOCATIONS

Square footage:

Number of staff:

Purpose/ Services Offered

Ball parks, concession stands, and restrooms.

Description of Facility

Most fields are natural turf in fair condition. Most concessions are metal-sided buildings that house both concession and restrooms. Three of the ball parks, Jenny Finch, Father Dunstan and Tee Ball Park, have stucco concessions and restrooms.



Overall Conditions Legend

■ Excellent

■ Good

■ Fair

■ Poor

■ Very Poor

Issues and Needs

The major issue at the time of site visits was security, but metal bars have been installed to prevent burglary. Other issues include occasional servicing of air conditioners.

Facility Adequacy

The facilities are adequate for intended uses.

Various Parks Projects in CIP

- Father Dunstan Park restroom reconstruction: \$230,000
- Courthouse Square trip hazard mitigation: \$575,000
- New Northside concrete skate park: \$400,000
- New Rocky View park and playground: \$575,000
- Washington Park (TDFL) parking lot paving and lighting construction: \$345,000
- Washington Park (TDFL) storm drainage improvements: \$287,500
- TDFL track reconstruction: \$150,000
- City landscaping and right-of-way drainage improvements: \$300,000

C. Issues and Opportunities

Parks and Recreational Facilities

The City currently has 21 parks, as classified in the table below.

Exhibit X-4
Inventory of Gallup
Parks

Inventory of Gallup Parks

Park	Acreage	Proposed Classification
Fox Run Golf Course	168.21	Regional
Red Rock Park	570.02	Regional
Sports Complex	61.98	Regional Sports Fields
Ford Canyon	23.19	Regional Sports Fields
Soccer Complex	8.94	Regional Sports Fields
Indian Hills Ball Park	3.62	Regional Sports Fields
Sammy Chioda TDFL Park	6.90	Regional Sports Fields
We the People	10.63	Special Use
Brickyard Bike Park	4.94	Special Use
Dog Park	3.90	Special Use
Golden Age	0.40	Special Use
Playground of Dreams	0.88	Community
Bubany Park	0.80	Neighborhood
Father Dunstan Park	2.90	Neighborhood
Hadden Park (Mentmore)	1.25	Neighborhood
Indian Hills Park	1.88	Neighborhood
Mossman Park	11.34	Neighborhood
John B. Romero Park*	2.41	Neighborhood
Rocky View Park	2.37	Neighborhood
Sky City Park	1.22	Neighborhood
Stagecoach Mini-Park	0.14	Neighborhood
Viro Circle Park	1.50	Neighborhood
Total	889.42	

TDFL - Touchdown Football League

* John B. Romero Park is school district property currently maintained by the City of Gallup. The school district plans to demolish the existing Lincoln Elementary School building and replace it on the site of the park. The district will likely create a multiuse park in the front of the property (S. 9th Street), and is expected to maintain this new replacement park.

The City maintains these parks on school district property all or in part:

- Sammy Chioda Park
- Rocky View Park
- John B. Romero Park

Challenge of Maintaining Parks and Recreational Facilities

Parks and recreation facilities are considered some of the major amenities offered to city as well as many county residents. The City is proud to have a diversity of facilities, most of which receive considerable use. However, funding maintenance for the existing parks and recreational facilities is difficult; and consequently, some parks and recreational facilities are not in excellent condition. The Parks and Recreation Department consists of 11 full-time and 14 part-time employees. The Department also has volunteer involvement on limited basis. In past periods, more volunteers had helped with parks, such as Lions and Kiwanis service groups, and at times, trustees in the Detention Center. The Parks program had youth employment during the summer, which was discontinued due to funding cuts.

Recently, the City decommissioned some of the small parks to better prioritize efforts on higher use parks. The City has also returned maintenance responsibility for several parks to Gallup-McKinley County Schools. However, maintaining parks is also difficult for the school district.

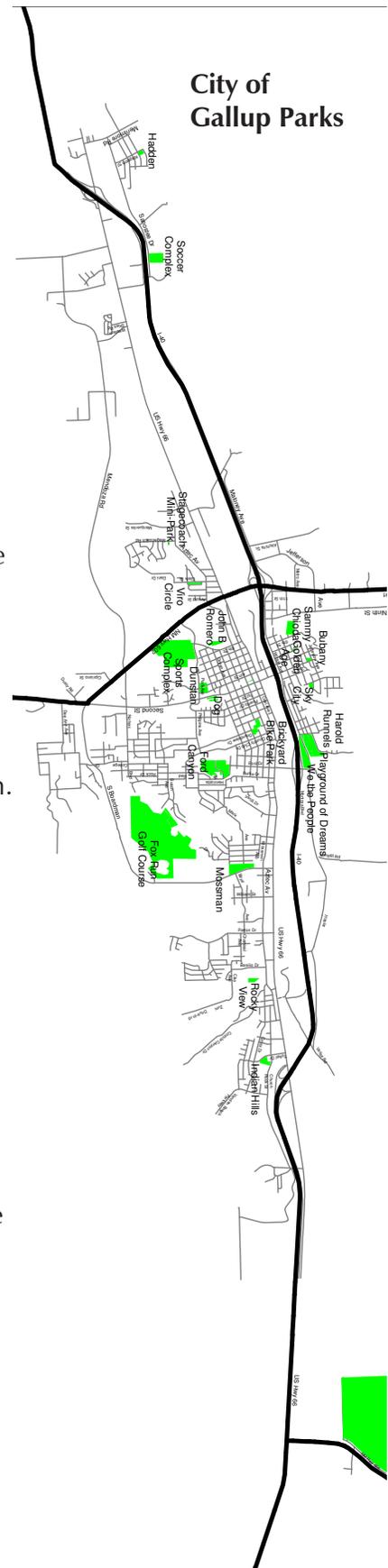
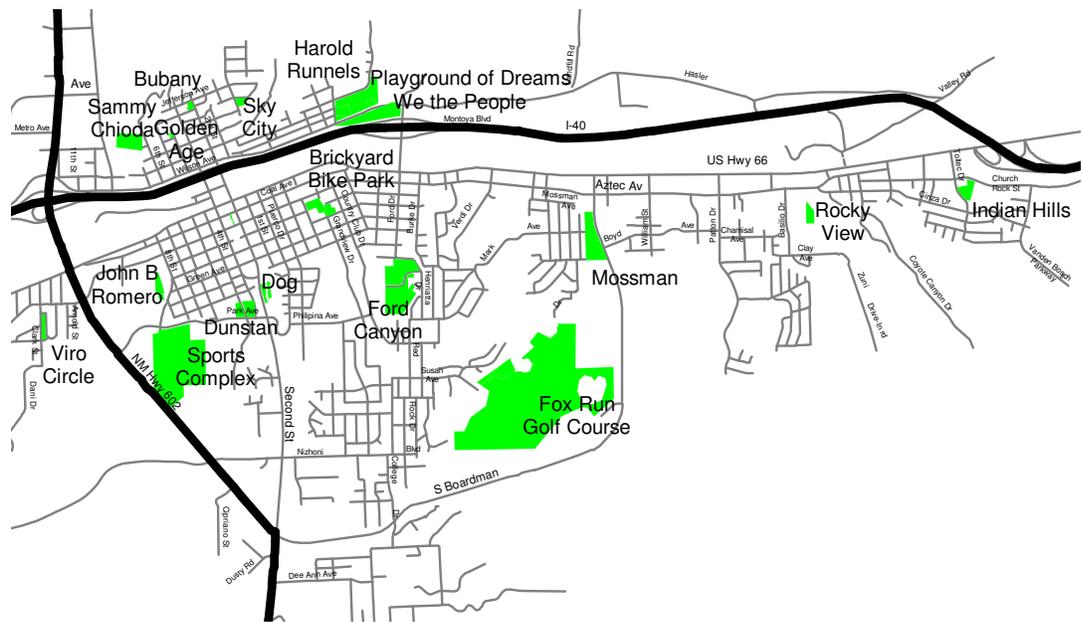


Exhibit X-6
Parks in Central
Area of the City



Parks and Recreation Service Area

As the largest community in McKinley County and a regional hub, Gallup's parks and recreational facilities serve residents of Gallup and many residents and visitors from the larger area coming to Gallup. Gallup embraces the mission to provide these services to residents of the larger area. These amenities contribute healthy activities and enhance the quality of life for all parks and recreation users. Parks and recreation contribute to Gallup's overall value as a regional trade and service center. In turn, Gallup benefits from sales activities and gross receipts taxes indirectly associated with the activities.

The City must continue to work with the County and school district in establishing a sound fiscal basis for funding parks and recreational facility development and operations. It may need to consider changes in user fees and other funding mechanisms to pay for facilities used by a larger population.

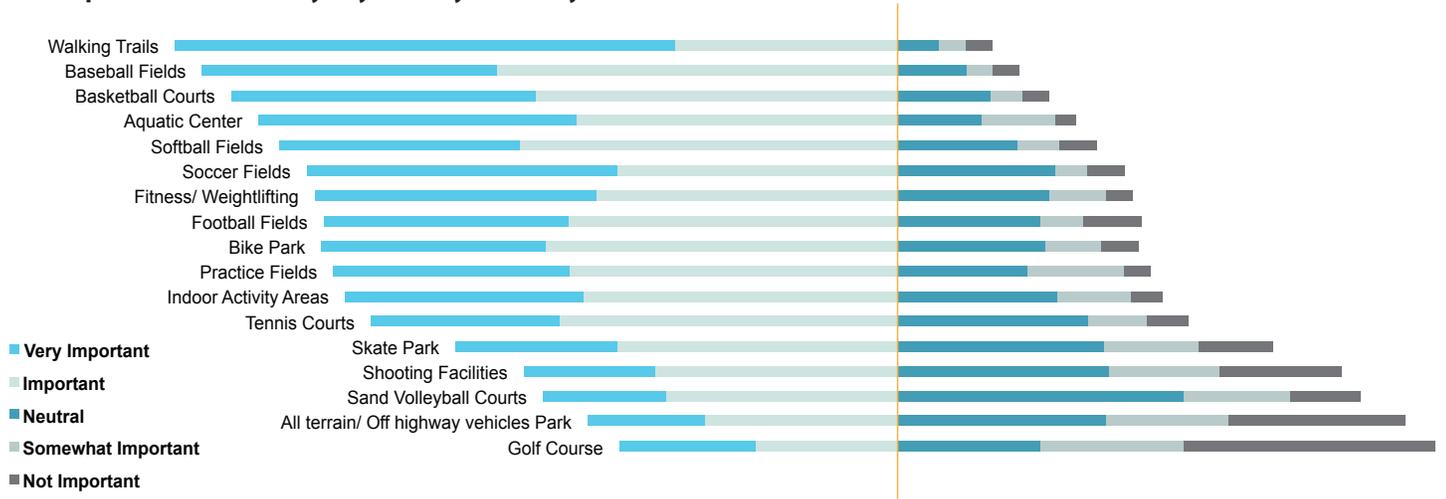
Community Parks and Recreation Survey

The City of Gallup conducted a community survey regarding parks and recreational facilities in August-September 2015 as part of the Growth Management Master Plan update. It distributed and collected paper surveys at the city's recreational facilities and an online survey was published on the City's web site and Facebook page. In total, 219 surveys responses were received (39 paper and 180 online) by the end of September 2015.

The following is a summary of the survey results. A more detailed report is contained in the Appendix to this chapter. Respondents ranked walking trails most important. Baseball fields and basketball courts ranked second and third highest. The golf course, all-terrain vehicle (ATV) park and sand volleyball courts ranked low for respondents.

Exhibit X-7
Park and Recreation
Facility Importance
Ranking

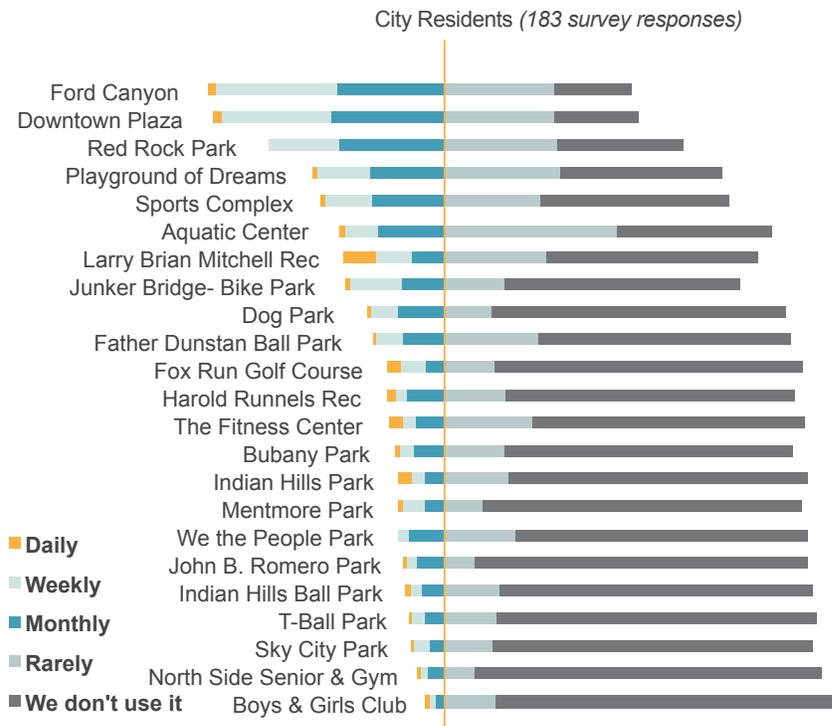
How important is this facility to you and your family?



For city residents responding to the survey, the most frequently visited park was Ford Canyon Park. The Downtown (Courthouse) Plaza ranked second. Larry Brian Mitchell Rec Center has the most daily visitors. City respondents use the Boy's and Girl's Club and Northside Senior Center least.

Exhibit X-8
Frequency of City
Resident Visits

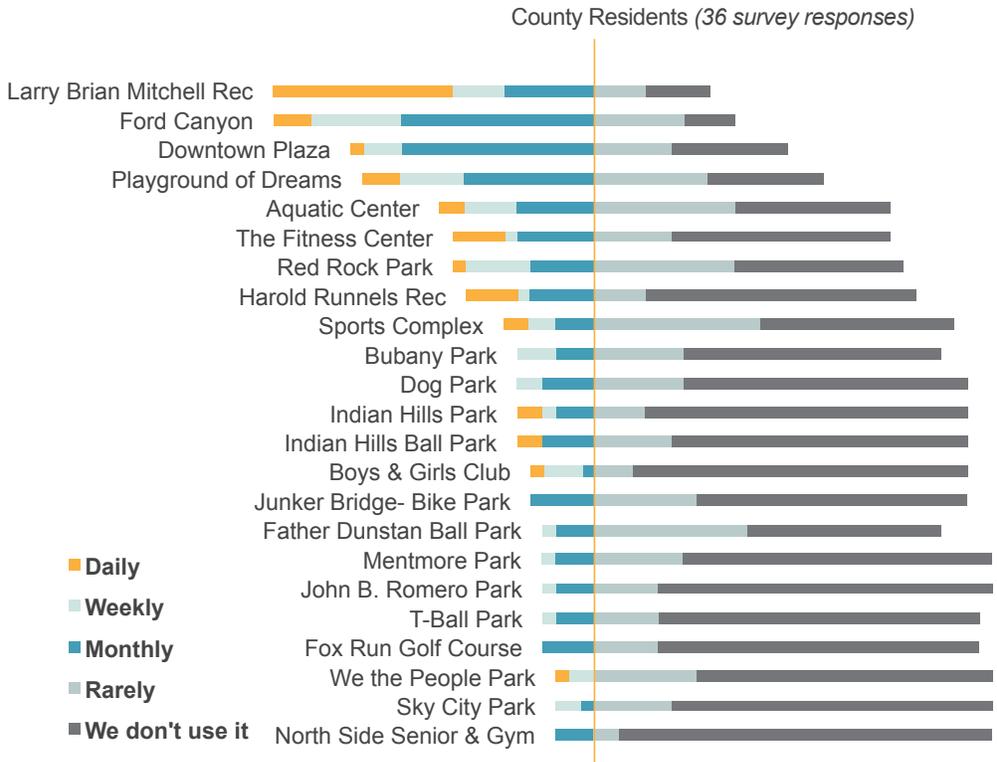
How Often do you and your family visit this facility?



County residents responding to the survey use the Larry Brian Mitchell Rec Center the most; 14 of the 36 respondents reported using the facility daily. Ford Canyon Park also ranked very high, but received fewer frequent visits. Overall, county residents reported more daily visits than did city residents.

Exhibit X-9
Frequency of
County Resident
Visits

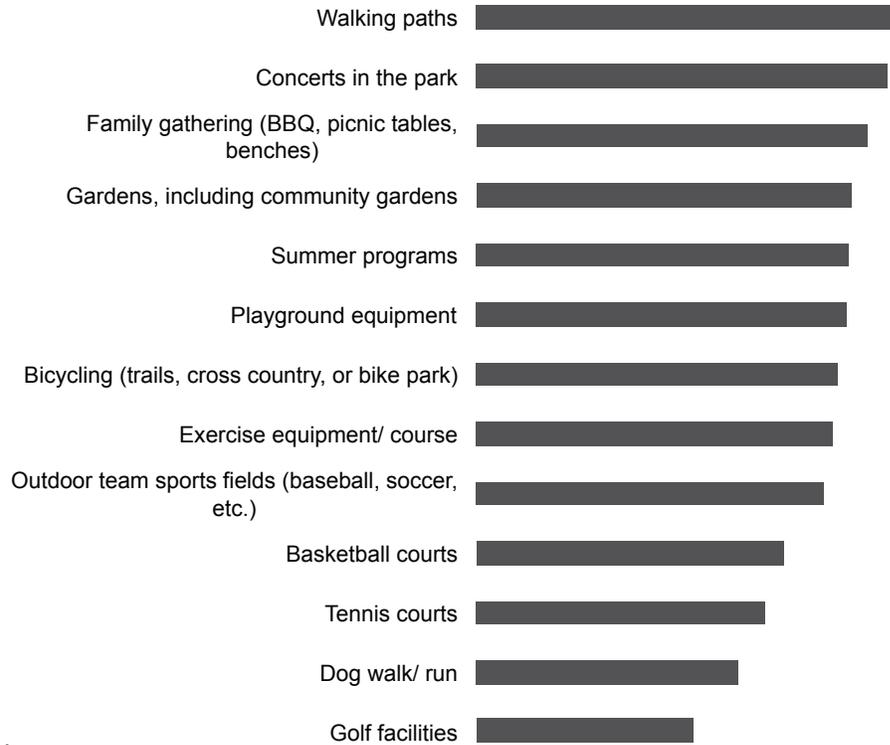
How Often do you and your family visit this facility?



Respondents were asked, “If your park had [this] feature, how frequently would you and your family use it?” Walking paths received the highest rated response. Concerts in the park were also a very popular idea. Other ideas that garnered a high number of responses were family gathering facilities, gardens and summer programs.

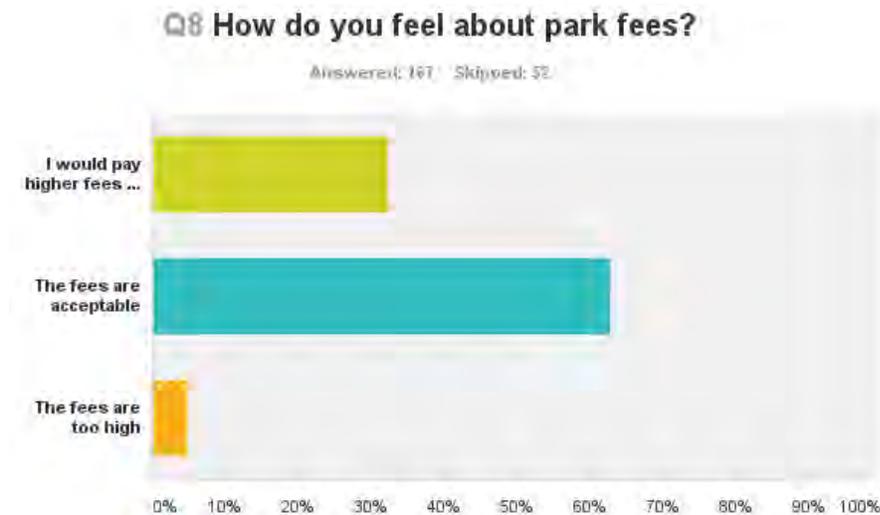
Exhibit X-10
Highest Facility Use
Frequency

Weighted Average to Indicate Highest Use Frequency



Overall, fees were viewed as acceptable. Over 30% of respondents would accept higher fees.

Exhibit X-11
Park Fee
Acceptability



Park Adequacy Standards

Some cities develop and adopt park standards to respond to community demands and needs for parks of various types, and to ensure that facilities are equitably distributed throughout the community. Assignment of park classifications is by use type or size that may include: neighborhood parks, community parks, recreation complexes, special use parks and others. Classifying park spaces helps the

community to assess whether the numbers, sizes and amenities meet local needs.

Gallup has a total of approximately 878 acres of mostly developed park areas. However, some parks have hillside slopes that reduce the usability of some acreage, and land in several parks has unimproved dirt areas that serve limited field activities. A preliminary analysis identified standards that may be appropriate for Gallup. As a starting point, we derived the following standards from two sources: National Recreation and Park Association (NRPA) Recreation, Park and Open Space Standards and Guidelines (1983 and 1995), and planning standards in the Town of Flower Mound Parks and Trails Master Plan Update, 2010. For Gallup, we customized their classification systems with slightly smaller park sizes:

- Community park sizes of 20 or more acres for a population of 15,000 to 20,000 persons
- Neighborhood parks of 5 acres or somewhat less for a population up to 1,000 persons

Other community general park standards show:

- 14 acres per 1,000 population in Pinellas County and Collier County, FL
- Lakeland, FL uses 4 acres per 1,000 population for community parks and 1 acre per 1,000 population in neighborhood parks
- Las Cruces, NM uses 3 acres per 1,000 population for community parks, 1 acre per 1,000 population for neighborhood parks, and 0.25 miles of trails per 1,000 population.

Another guide, the State of Colorado Small Community Park & Recreation Planning Standards (2003) sets out the following requirements:

- Sports Fields: 4.4 acres per 1,000 population
- Courts: 3 acres per 1,000 population
- Outdoor recreation: 8.5 acre per 1,000 population
- Leisure (playgrounds, picnic, general park land): 0.8 acres per 1,000 population
- Other recreation facilities (swimming pool, outdoor events venue): 1.5 acres per 1,000 population
- General Park Land Planning: 14 acres per 1,000 population

According to the modified NRPA methodology, Gallup has 69 acres in excess for community parks and a deficit of 0.5 acres for neighborhood parks. If the calculation included the entire county population, Gallup community parks have a deficit of only 0.2 acres. Using the Colorado methodology, Gallup has a deficit of 1.1 acres for sports fields, and an excess of 24.4 acres for leisure parks. The other categories were difficult to use. For general park land, Gallup's 889 acres exceed the minimum acreage of 315 acres for a city of Gallup's size by 574 acres.

Over the past 20 years, communities have moved away from national standards and currently, standards vary considerably among them. Planners recommend that Gallup develop its own standards. One of the factors that the City must determine in quantitative standards is the population of the community served, since Gallup parks receive many users who live outside the city. While the city had an estimated 22,469 residents in 2014, the Gallup metro area had approximately 25,500 residents, and McKinley County had over 74,000 residents.

To determine Gallup's own standards, the City should consider:

- Periodic citywide surveys of park use to determine trends and demand levels for facilities
- Locational analysis and planning for new parks to ensure distribution that conveniently meets citizens' needs

- Analysis of community demographic trends, e.g., growth areas or age data to locate specific facility types to meet future needs

Parks Commission and Parks Planning

The City should create a parks commission or delegate the role of such to an existing commission, such as the Planning and Zoning Commission. The purpose of a parks commission is to develop and implement plans for parks, recreational facilities and possibly trails and open space. The commission is responsible for public engagement to facilitate public dialog regarding marshaling resources to address the community's parks needs.

The survey indicates that residents very much appreciate the parks and recreational facilities, while some are critical of conditions. The extensive comments submitted in the survey demonstrate a level of public interest in the parks.

The City should consider developing a parks master plan which creates more detailed recommendations for parks improvements. Gallup prepared the last Parks and Recreation Master Plan in 2004. It acted on many of the recommendations. Many of the issues raised in the survey require follow-up planning.

Consideration of Other Parks and Parks Improvements: The parks master plan could evaluate the feasibility for obtaining additional Navajo-Gallup water or treated effluent water to irrigate a verdant gathering place in the downtown area or Highway 491 commercial district, and to additional existing or new parks. The master plan could also examine the feasibility of a gateway park near the cluster of hotels at the eastern I-40 interchange that gives visitors a place near their lodging to enjoy Gallup outdoors, and creates a trailhead for hogback trails or a Rio Puerco trail.

Effects of Population Trends and Possible Changes to Municipal Functions

Population projections show steady, slow growth in the city, adding 4,300 persons during the next 30-year period or 20% above the 2010 population. Certain administrative functions will likely need additional staff and associated space due to accommodate expected growth. Municipal functions may also change.

As the city grows, it should maintain appropriate community access to existing public-oriented facilities. The desirable locations of municipal facilities should promote goals such as revitalization of downtown, enhancement of economic development opportunities, appropriateness of density, adjacency to other destinations, and availability of land or buildings of required size.

Recommendations for Facilities Improvements to Meet Standards, Maintenance, Repair and Replacement

Asset Management Planning and Facilities Master Planning

In the CIP, The City has budgeted \$300,000 for the second phase of asset

management planning. The City should be sure to retain trained professionals to perform evaluations and advise on facilities improvements, such as architects advising on buildings, and engineers or landscape architects on site conditions.

The topics below should be addressed in this or subsequent phases of asset management planning and any specific facilities master planning.

Universal Access: Survey and Plan of Action

The Americans with Disabilities Act (ADA) is a civil rights law that applies to all state and local government facilities. To ensure that all buildings and facilities are accessible to and usable by people with disabilities, the ADA established requirements for state and government facilities. Effective March 15, 2012, all public facilities must comply with the accessibility guidelines under Title II of the ADA. In addition, the New Mexico building code adopted the 2009 International Building Code, which requires compliance with ADA and with ICC A117.1 Accessible and Usable Buildings and Facilities Standard. This plan recommends an ADA survey and plan of action to demonstrate compliance with the law.

Aging Building Systems: Building Systems Database for Replacement Planning

With an inventory of facilities spanning several generations, the City is faced with a variety of older building systems to maintain or replace. Some facility components are facing the end of their useful lives. A database of building systems and ages is a useful financial planning tool for cyclical renewal or replacement.

A central database of all warranties, repairs, and requests for repairs and improvements is also valuable.

Facility Maintenance Plan

The City could develop a similar database for each facility to track interior and exterior building maintenance needs, including building system maintenance, painting, cleaning of interior and exterior finishes, replacement of light bulbs, filters and batteries, and upkeep of roofs and pavement.

Maintenance and Operations Manuals For Building Users

Inappropriate operation of building systems can diminish the life cycle or efficiency of the systems or materials. Provide maintenance and operations manuals at each facility.

Energy Conservation

The City should evaluate opportunities and implement measures to conserve energy and improve energy and water efficiency in all its buildings. The City is aware of energy efficiency problems in several buildings, as described in the condition assessments. An energy audit would be a next step to systematically help identify which facilities are cost-effective to operate, and which are not. The audit recommends ways to increase the energy effectiveness at each facility which can be incorporated into future facility improvements.

The City should also establish minimum levels of energy efficiency and green building standards for future city buildings. Leadership in Energy and Environmental Design (LEED) certification is one of the most highly regarded third-party verifications of a building's energy efficiency.

Protect Your Assets: Fire Safety and Other Improvements

To keep City facilities, personnel and equipment safe and extend the useful life of property, consider the following preventative measures:

- Update old electrical systems, including dated electrical panels and breaker boxes
- Install fire alarm systems with smoke detectors at all properties
- Post emergency egress maps in all occupied building areas
- Replace batteries and bulbs at lighted exit signs, smoke detectors and emergency exit lights
- Install fire suppression systems at facilities with kitchens
- Provide covered parking for city-owned vehicles

The CIP and the conditions assessment identify many such needs.

Tracking Public Usership

The City should regularly track the number of users of various cultural facilities, recreational facilities, and parks. Tracking will allow the City to better prioritize capital expenditures as well as operations and maintenance.

Surveying parks and facilities users is an important tool for the City in evaluating use level and user profiles. The on-line survey conducted for this plan provides a general indication of current park usership and should not be interpreted as a statistically valid or comprehensive picture of park use. In the future, the City should conduct a statistically valid and more comprehensive surveying effort that would provide more detailed and reliable data. Such a survey may include questions that measure public priorities and the willingness to support those priorities with increased taxes and fees. The City can analyze data provided by such a survey in combination with existing park user data collected by the Northwest New Mexico Council of Governments.

Priorities in Capital Improvements

The City should prioritize capital projects according to goals. The City generally considers health and safety issues more important than addressing needs for increasing or reorganizing spaces. Energy efficiency is very important. But in addition, quality-of-life improvements such as parks improvements, and trail development are very high priorities for the City. Investing in these improvements has been a prominent theme in recent planning meetings.

Capital Improvements Plan (CIP)

The City developed a detailed CIP in 2015 to identify real needs of the City for

facilities and infrastructure improvements. Many projects show a funding source, while the funding sources for a number of projects have yet to be identified. Unfortunately, carrying out all of these projects is unlikely within a five-year time frame. However, the comprehensive multi-departmental process will enable the City to periodically revisit its priorities and better target efforts in grant writing and other means to fund projects.

Infrastructure Capital Improvements Plan (ICIP)

The purpose of an annual ICIP is to establish and prioritize unmet facility and infrastructure needs through public improvement projects during a revolving six-year period, and to identify potential funding sources for implementing those projects. The City identifies and ranks the need for projects in its ICIP, a requirement for eligibility for certain public funding resources. In particular, the State Legislature and various departments rely upon the priorities set for projects in the ICIP.

The CIP and the ICIP should be tied to the recommendations of the Growth Management Master Plan.

Historic Buildings

Two City buildings are listed on the New Mexico Register of Cultural Properties and the National Register of Historic Places: El Morro Theater and the Rex Hotel. The City should follow historic preservation guidelines and work with the State Historic Preservation Officer in listed building renovation and restoration. Other municipal buildings may also be eligible for historic listing.

Municipal Facilities' Contribution to Economic Development

Enhancing and expanding the economic development potential in Gallup is an established goal for the municipal government. The City's investment in administrative facilities for various City functions can support this goal by contributing to the establishment of occupied and maintained properties in the downtown, the presence of pedestrian and vehicular traffic, and the synergistic relationship between municipal and private spin-off functions.

The Metropolitan Redevelopment Plan (November 6, 2015 draft) makes several recommendations relevant to City facilities and parks, including:

- New library downtown, possibly on the site of the current Children's Library (razed) on existing west parking lot and over the walkway
- New museums or centers for Youth Arts/Performance, Native American Community Center, and Multi-Cultural Event Center
 - » Reuse of Octavia Fellin Library for a museum
 - » Conversion of the historic post office (currently Comcast) to a museum
- Skate park on the east end of the Gallup Cultural Center parking lot planned for 2016
- Shade structure for Courthouse Square
- Railroad Observation Deck
- Little Puerco Wash Observation

Some of these projects may be City projects, while others may be investments by non-City entities, including McKinley County and private organizations.

D. Goals, Objectives and Policies

Text legend:

Rust - new language

Black - language from 2009 Growth Management Plan

Goal 1: Maintain existing City facilities and develop new City facilities to meet the needs of the community, including the enhancement of the quality, safety and convenience of City services, preservation of historic properties, and support for economic development.

1. Maintain and update existing municipal buildings
 - a. Use the facilities condition assessments in the growth management plan to help identify and prioritize maintenance activities.
 - b. Continue the facilities planning effort into the second phase of an asset management plan or facilities master plan.
 - c. Conduct an ADA survey and plan of action to demonstrate compliance with the law.
 - d. Maintain a central database of all warranties, repairs and requests for repairs and improvements.
 - e. Invest in improvements in the energy efficiency of city buildings to use less energy and save money.
Conduct an energy audit of municipal buildings.
 - f. Provide maintenance and operations (M&O) manuals at each facility.
 - g. Implement fire protection and other building safety improvements.
 - h. Conduct an energy audit of existing buildings to identify energy and water efficiency measures that have cost-effective implementation.
 - i. Develop energy-efficiency standards for all new municipal buildings
2. Plan for capital facilities needs due to growth or programmatic changes
 - a. Conduct a space needs assessment of City facilities that identifies the need for renovated, repurposed or additional facilities space based on projected community growth and changes in functions.
3. Use municipal facilities improvements to support and expand economic development
 - a. Continue to locate administrative and cultural facilities in downtown.
 - b. Consider development of facilities recommended in the Metropolitan Redevelopment Plan, including but not limited to:
New library downtown
New museums or centers for Youth Arts/Performance, Native American Community Center, and Multi-Cultural Event Center, possibly using existing buildings
Skate park on the east end of the Gallup Cultural Center parking lot
 - c. Consider developing a trailhead park at a Rio Puerco trail south of the river.
4. Preserve and maintain historic municipal buildings

- a. Continue the use and upkeep of historic municipal buildings, such as the Rex Hotel, to preserve their structural integrity.
 - b. When making alterations, consider retaining valued architectural features of old buildings that are not listed on the state or national registers.
 - c. Consider nominating additional buildings that have historic integrity to the state or national registers of historic places.
5. Maintain the Infrastructure Capital Improvements Plan (ICIP) and the CIP consistent with the Gallup Growth Management Master Plan
 - a. Update the City's ICIP annually
 - b. Tie the ICIP to the needs and approaches identified in the Facilities Element of the Growth Management Master Plan.
 - c. Prioritize capital improvements according to the City's goals, generally addressing health and safety before needs for increasing or reorganizing space.
 - d. Secure funds from the City's general budget and other sources that are sufficient to maintain and repair the City-owned building facilities.
 6. Employ City staff with expertise in specialized facilities operation and maintenance
 - a. Train, hire or contract staff with specialized qualifications in roofing, historic preservation, energy efficiency and facility database management.

Goal 2: Develop and maintain a variety of parks and recreational facilities serving the range of recreational needs of Gallup residents

1. Consider development of a parks master plan to guide future improvements to both existing parks and any new facilities
2. Maintain grounds, equipment and structures in parks
 - a. Improve the upkeep of turf on playing fields.
 - b. Continue regular trash pick-up.
 - c. Repair and replace equipment as necessary to ensure that it functions safely.
 - d. Where appropriate, develop sidewalks and walking and bicycling trails within parks, linking them to nearby neighborhoods, and to key pedestrian and bicycling destinations in the rest of the city.
 - e. Address the maintenance and upkeep of restrooms.
3. Develop new parks and recreational facilities to serve the community and its visitors
 - a. Develop adequacy standards for park and recreational facilities appropriate for Gallup, and use them to assess the location and size for new parks and recreational facilities needed to accommodate growth through population expansion or annexation.

- b. Build new neighborhood parks to conveniently serve residents in developing areas.
- 4. Assure that parks and recreational buildings continue to provide needed recreational opportunities and aesthetic qualities appreciated by residents and visitors
 - a. Periodically survey residents to determine wants and desires, usage, changes in demographics and in activities trends, and priorities to guide park investments.
 - b. Count park, recreational facility and cultural facility users to establish empirical information and periodically update the count.
 - c. Develop detailed park master plans to identify and fund facilities and programs that respond to the identified needs of residents.
Where possible, consider opportunities to generate income for the City.

Goal 3: Collaborate and coordinate with other entities to create joint-use facilities and parks

- 1. Continue to engage Gallup-McKinley County Schools and, where possible, collaborate to plan joint-use projects
- 2. Continue to collaborate with McKinley County on joint-use projects, such as the current Courthouse Square, and possible future cultural facilities

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XI. Water Element

A. Introduction

This element presents information about the condition of groundwater resources and well fields, including anticipated yields, and quantifies existing water demand.

Water is the most essential of resources for a community. Consequently, water is relevant to the other elements of the Growth Management Master Plan. Communities need water to support growth in population, economic development, and housing. Urban land uses are most readily and efficiently organized when located near water resources, although watershed management and wellhead protection should constrain aspects of land use to help ensure continued water quality. This element is most closely associated with the Utilities Element, as the utility systems develop and make use of the water resource.

Gallup is currently engaged in two major and long-range water resource development projects: participation in the Navajo-Gallup Water System Project (NGWSP) and development of the new G-22 wellfields.

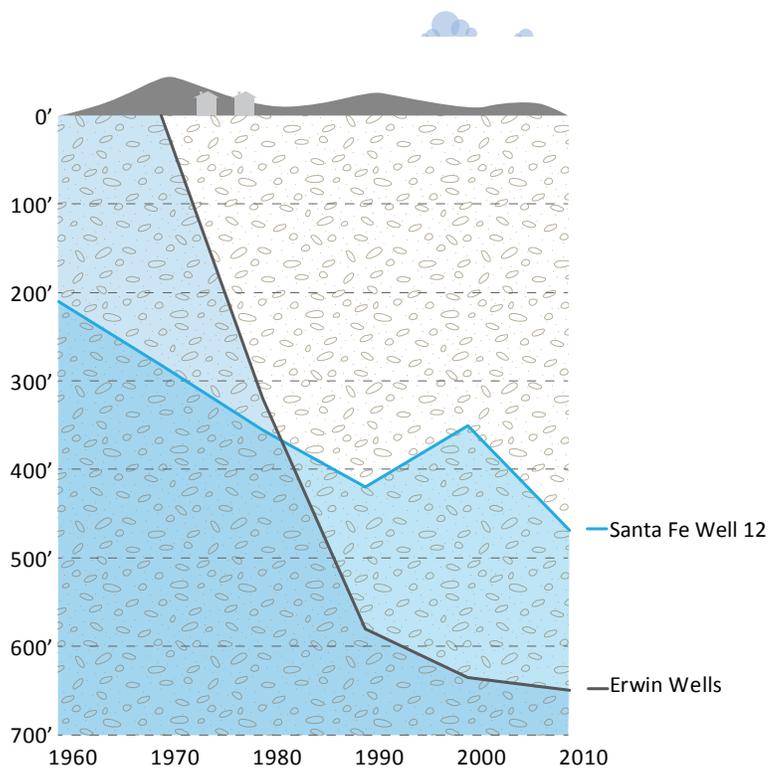
B. Existing Conditions

Currently, all of Gallup's municipal water comes from the Gallup Sandstone and Dakota-Westwater aquifers. They were originally artesian aquifers, but due to historic declines in water levels, the static water levels in the aquifers are commonly at a 500' to 1,000' depth or more below surface. The city will need to develop alternative sources to allow these aquifers to rest and recharge.

Exhibit XI-1
Gallup Well Field
Depths

Gallup is in the Lower Colorado Watershed, which covers most of Arizona and some parts of its surrounding states including western New Mexico. The city has no perennial streams, but the Rio Puerco, an ephemeral drainage, is a tributary to the Little Colorado River and drains all of the Gallup area.

Gallup Static Well Fields Depth (feet): 1960 to 2010



Source: Gallup 40 Year Water Plan, 2013

Gallup Well Fields

Gallup currently has two well fields: the Santa Fe Well Field, primarily within city limits, and the Yah-Ta-Hey Well Field, located several miles north of the city. Santa Fe was developed in 1917 and Yah-Ta-Hey in the late 1960s. The Yah-Ta-Hey Well Field currently serves about two-thirds of the Gallup area water demand.

Both have declined significantly since their inceptions. A 1998 report for the Gallup Joint Utility described annual declines of 10' in the Santa Fe Well Field and 25' in the Yah-Ta-Hey Well Field. (Source: Sterling and Mataya, 1998) More recently, water level declines have slowed somewhat, but levels are still dropping. Well depths range from about 1,100 ft. (Well 10) to 3,500 ft. (Allen Well). "Very few of the existing wells, if any, can maintain existing pumping rates for 40 years." "GJU's current use of groundwater from the Gallup and Dakota sandstone formations is not sustainable." (Source: City of Gallup, Gallup Joint Utilities Forty Year Water Development Plan, Lee Wilson, 2014)

Water Rights

In total, Gallup currently holds the rights to 8,640 acre-feet per year (AFY), based on water rights in the Gallup Underground Water Basin (6,900 AFY), Dakota sandstone and Westwater Canyon member of Morrison formation (492 AFY) and San Juan Underground Basin (1,269 AFY). As is not uncommon with paper water rights, current wells cannot yield the total volume of water. Aquifer declines and the small to moderate yields of some wells limit the production capacity. (Source: Gallup Joint Utilities Forty Year Water Development Plan)

Demand

The Gallup Joint Utilities Forty Year Water Development Plan (2014) reports that Gallup's 2013 service area population has an estimated 23,560 persons. In recent years, Gallup Joint Utilities has supplied its customers with approximately 3,200 AFY, with a peak demand of 6 million gallons per day (MGD), and a nominal demand for the city's population of 129 gallons per capita per day (GPCD). In total, commercial and industrial uses consumed 65% of the city's water.

The Forty Year Water Development Plan predicts that future development may increase projected GPCD to between high (160) and low (129) projections. The U.S. Bureau of Reclamation's Navajo-Gallup Water Supply Project Planning Report/Final Environmental Impact Statement (NGWSP PR/FEIS, 2009) estimates that water demand for the Gallup area will be 19,213 AFY in 2050. A more cautious projection of future system demand is 10,000 AFY, based on regional expansion, anticipated growth in the existing service area population, and maintenance of a moderate per capita demand. (Forty Year Water Development Plan, 2014).

Recent Water Planning

Gallup has several substantial planning efforts for water, including the Navajo-Gallup Water Supply Project (NGWSP). Most recently, the City published its updated Forty Year Water Plan which outlines the city's approach to developing

additional water resources to meet future demand. The New Mexico Water Planning Region 6 Cibola/McKinley Regional Water Plan, 2004 outlines the regional water system's approach and "... identif[ies] areas where there is a strong potential for collaborative effort on a regional or subregional basis..." and recommends the "...development of Gallup Regional Water System [that] ties Gallup and neighboring Navajo communities into a single groundwater production and water delivery system." New Mexico state funding agencies prioritize regional water systems.

Current efforts for asset management planning will prepare an inventory and conditions report on water facilities, as well as a plan to allocate utility department resources.

Water Conservation Efforts

Water conservation efforts in Gallup have been highly successful.

The City's water conservation program has been successful in reducing per capita demand by nearly 40 gallons per day since 2000 through improving efficiency and encouraging conservation measures.

From a 1983 water conservation plan, the City accelerated conservation efforts beginning in 2000 and initiated the following conservation measures:

- Hired a water conservation coordinator
- Scheduled progressive water rates
- Began efficient toilet and washing machine rebates
 - » By 2010, use of efficient toilets alone conserved 5.25 million gallons per year
- Offered free water audits to restaurants
- Improves the park irrigation system
- Reuses treated effluent for golf and sports fields
- Replaces grass with turf in recreational areas (\$7M cost)
 - » Saves 100,000 gallons a day in summer
- Replaced water meters (residential and commercial) with automatic meter-reading technology

The City's conservation efforts have been so successful that over the past five years, diversions from the City's water system have decreased from 4,300 AFY in 2000 to an average of 3,200 AFY from 2010 to 2012.

Future conservation efforts include expanding and strengthening current efforts, in particular, expanding commercial audits to include laundromats. Parks will also be a focus, with efforts to meter all park water use, upgrade systems to improve efficiency and expand use of treated effluent.

The Gallup Joint Utilities Water Conservation Plan includes recommendations to:

- Strengthen the municipal water conservation ordinance to include increased enforcement and a water-waste hotline
- Conduct an ongoing meter-testing program after completion of the meter replacement program
- Consider a water rate increase to encourage more conservation
- Improve water-use accounting methods to reduce nonrevenue water

C. Issues and Opportunities

Developing Alternative Water Sources

G-22 Well Field

The City has applied to the Office of the State Engineer for water rights to develop the G-22 well field, sourcing a deeper aquifer (San Andres- Glorieta) to supply 5,000 AFY. The well field is located just east of Continental Divide. Initiation of the project will proceed upon approval, beginning its infrastructure development. G-22 is a new source of groundwater that will not stress the Gallup or Dakota aquifers and will serve as a back-up water source if NGWSP is not built.

Navajo-Gallup Water System Project (NGWSP) and Gallup Regional Water System (GRWS)

The Navajo-Gallup Water System Project is under construction and has an expected completion date of 2024. It will pipe water from the San Juan River to Gallup and surrounding communities.

Gallup Joint Utilities is simultaneously in the process of expanding its water system into the Gallup Regional Water System. The City and McKinley County have a Joint Powers Agreement for the planning and delivery of water in unincorporated areas of the county. Gallup plans to transport and deliver water (wheeling) to surrounding communities. The Gallup Regional Water System will use NGWSP water, and be operated collaboratively by the City and Navajo Tribal Utility Authority (NTUA).

Gallup Joint Utilities provides water to the City and to a number of customers outside the City, some through wheeling agreements.

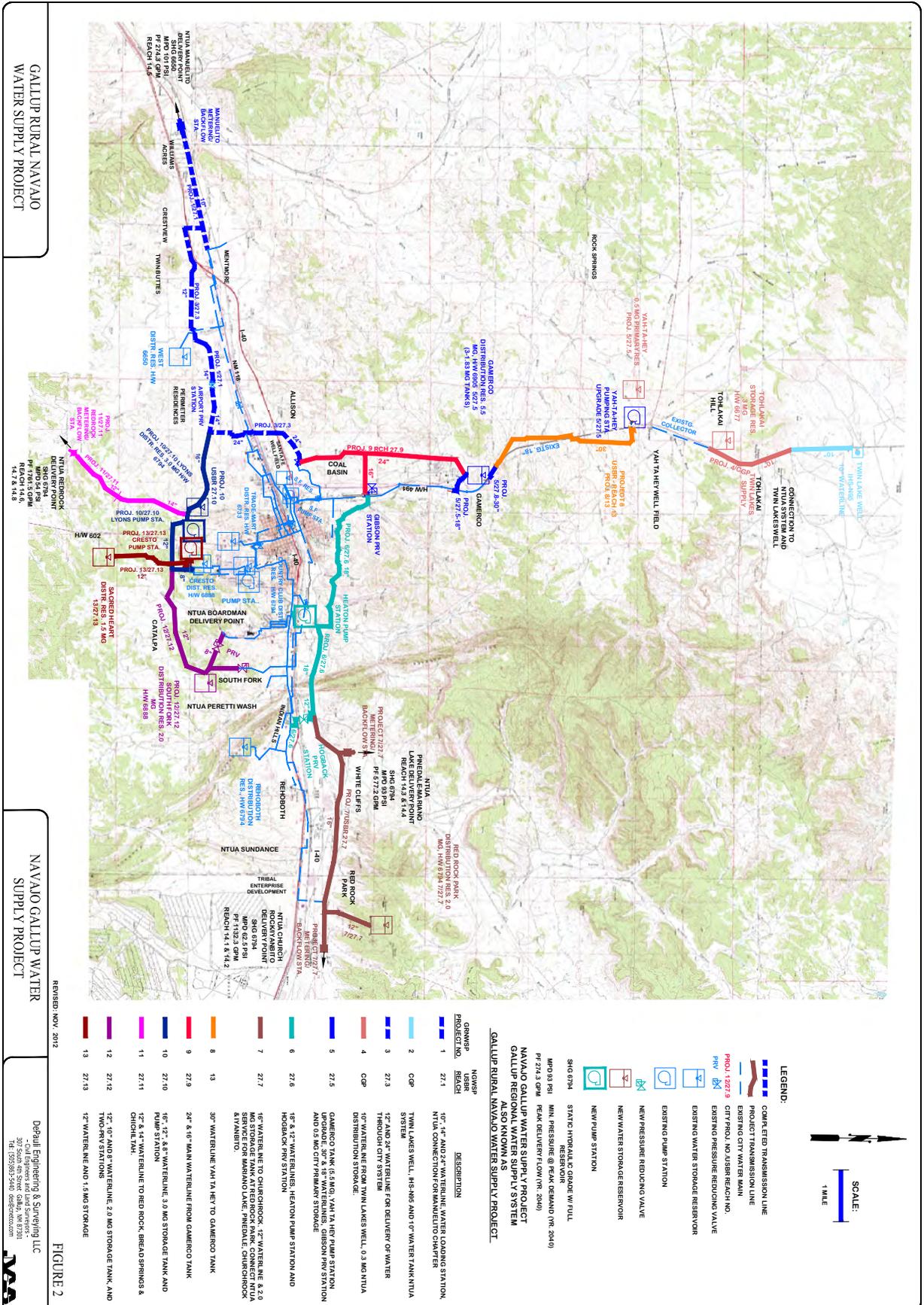
The map on the opposite page shows the planned regional water infrastructure for the NGWSP and Gallup Regional Water System.

Water Rights

Currently, Gallup holds water rights to draw 8,640 AFY from the Gallup sandstone and Dakota aquifers. While this acre-feet allowance is currently much higher than demand, the total permitted amount is not practically available and because of extensive declines in area water levels, the city is actively seeking additional water sources.

The most significant water development project is the Navajo-Gallup Water Supply Project. The federal government is allocating 4,646 AFY to the Navajo Nation for the NGWSP water that will extend through the Gallup system. The City of Gallup is contracting with the Jicarilla Apache Tribe to lease 7,500 AFY for Gallup's share of the NGWSP. G-22 water will serve as a back-up to NGWSP water, providing redundancy in the event that NGWSP water supply is jeopardized or temporarily unavailable.

The City has two additional, back-up applications for well development that would be withdrawn or put on hold if the G-22 project and NGWSP proceed as planned.



Rates and Capital Costs

The NGWSP capital repayment responsibility of the City was set in 2011 at \$54 million. City officials understand that this amount can adjust up with inflation in the proceeding years until the project is completed. The uncertainty of inflation and possible added costs to such a complex regional project places the City in a vulnerable position to absorb additional costs. A federal cost cap would lock Gallup's repayment responsibility and protect the city from future cost increases.

Regional Coordination

It will be very important for Gallup to actively coordinate with the Navajo Tribal Utility Authority in the development and implementation of the regional water system. The City and NTUA should develop a memorandum of understanding as soon as possible to outline and map the distribution of future water customers to each entity, based on empirical and quantifiable water engineering data. These entities should work together at the state legislature level to ensure that all future customers in the regional water plan's service area receive service from this high quality and reliable water source.

As the Gallup Regional Water System customer base grows, Gallup Joint Utilities can begin to fund deferred construction funds and the pipeline replacement fund, as well as the underlying costs of GRWS. A stand-alone charge is currently in place to mitigate the cost of the project, but concerns persist that the City will not be able to cover the costs. The city has no plant expansion or impact fee mechanism in place, and the water connection fee is currently only \$3.00. The City should conduct a fee study of comparative rates, capital costs, operations and maintenance costs, and evaluate alternative funding mechanisms to recover capital and operations and maintenance costs.

Water Conservation

Water conservation has been very successful in Gallup. The City should continue these efforts and expand the program where possible. Employing native and drought tolerant species in both public and private landscaping will save in irrigation and will provide habitat and other ecological benefits including erosion reduction. Addressing erosion problems, especially along roads, will improve groundwater recharge and runoff quality. Threat of erosion increases during times of drought, with less understory to anchor soils. Developing waterwise landscaping guidelines will address the issue of drought landscaping. Developing a drought plan will provide the City with emergency water conservation measures when water availability becomes limited.

D. Goals, Objectives and Policies

Goal 1: Increase the long-range reliability of the city's water supply

1. Continue efforts to develop new water sources for the city
 - a. Initiate development of a G-22 well project upon approval from the State Engineer.

Text legend:

Rust - new language

Black - language from 2009 Growth Management Plan

- Pursue approval of a G-22 waterfield development, including water rights.
- Develop G-22 wells, treatment and transmission lines.
- b. Continue working with the Navajo Tribal Utility Authority and others in moving forward with the Navajo-Gallup Water Supply (NGWS) project.
- c. Continue the drive to construct city infrastructure as part of the NGWS project.
- d. Support the recommendations of the City of Gallup 40-Year Water Plan (2014) and the New Mexico Water Planning Region 6 Cibola/ McKinley Regional Water Plan (2004).
 - Minimize pumping that contributes to the decline in the aquifer under Gallup.
- 2. Establish measures to ensure the success of the Navajo-Gallup Water System project to meet Gallup's needs without an undue cost burden
 - a. Seek a congressional cap at the current level of Gallup's contribution to the capital costs of the NGWS project.
- 3. Develop a long-term plan that addresses Navajo-Gallup Water Supply Program repayment funding sources.

Goal 2: Provide reliable water to the smaller communities in the region

- 1. Develop the Regional Gallup Water System in conjunction with Navajo Tribal Utilities Authority (NTUA)
 - a. Participate with the US. Bureau of Reclamation, McKinley County, Northwest New Mexico Council of Governments and small community purveyors of water and wastewater services to establish Regional Gallup and NTUA tie-ins for those small systems.
 - b. Negotiate an intergovernmental agreement with NTUA to define the City's and NTUA's relationship regarding water/wastewater service and how service will be provided to future customers.
 - c. Lobby the New Mexico Legislature to mandate Navajo-Gallup Water System project participation from smaller water systems.

Goal 3: Promote water conservation

- 1. Continue to improve the City's proactive water conservation programs
 - a. Continue existing water conservation programs and incentives.
 - b. Develop additional water conservation and sustainability actions to improve surface and ground water in the Gallup area.
 - c. Develop a drought management plan.
 - d. Develop waterwise landscaping guidelines for City landscaping design based on the methods and species described in the *Xeriscaping, the Complete How-To Guide* published by the New Mexico Office of the State Engineer.
 - Encourage local citizens and businesses to employ xeric landscaping to minimize water use

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XII. Utilities Element

This element is intended to provide an overview of Gallup utilities as a necessary component to accommodating growth

A. Introduction

Many public and private utilities serve Gallup, including private electric transmission providers, natural gas services, telephone and commercial broadband services, and City-owned utility services. City of Gallup public utilities departments include potable water, wastewater, treated effluent, electric, solid waste and a broadband system internal to City facilities. This element focuses on public utilities. The purpose of the element is to present an overview of Gallup utilities and how they may accommodate, limit or guide the location of growth.

B. Existing Conditions

Water Utility

Gallup Joint Utilities serves all city residents and businesses, as well as more than 1,500 residents outside the city limits, including the Gamarco Water and Sanitation District, as well as water haulers who purchase up to 1 million gallons per month. The City is also contractually obligated to supply emergency water for Coal Basin Mutual Domestic Water Users Association and the Yah-Ta-Hey Water and Sanitation District. According to the Gallup Joint Utilities 40-Year Water Plan, DePauli Engineering & Surveying estimated the 2013 service population to be 23,560, compared to the Gallup population in 2010 of 21,678.

The City serves all potable water needs within the city limits; private wells are not allowed within city limits. The city has allowed some water customers outside the city limits to retain wells, and some public entities have private wells and emergency back-up connections to City water.

Potable Water Capacity and Demand

The City's capacity to pump and treat water exceeds current demand. However, as discussed in the Water Element, existing wells are being depleted. To increase capacity, the City is participating in the Navajo-Gallup Water Supply Project, and in an application for developing the G-22 well field. Meanwhile, demand is projected to increase. Gallup presently has a production capacity of 7 million gallons on peak days. In recent years, water supplied by the Gallup water system has produced approximately 3,200 acre feet per year (AFY). This capacity exceeds current demand only slightly and capacity is declining. The Yah-Ta-Hey well field capacity has declined by almost half from around 1,000 gallons per minute (gpm) to around 600 gpm. (Source, Gallup Joint Utilities 40 year Water Plan, 2014)

From 2000 to 2010, water use in the Gallup area fell from 167 to 129 gallons per capita per day (GPCD). Still, total demand is projected to rise; total water withdrawal in 2010 was 1.02 million gallons, or 3,132.72 AFY. Water demand is projected to rise to between 10,258 AFY and 19,213 AFY by 2050 (Source: Gallup 40-year Water Plan, 2014).

Currently, 65% of Gallup water use is for commercial and industrial purposes. Future development in these areas may increase projected GPCD to between high (160) and low (129) projections, according to the Gallup Joint Utilities 40 year Water Plan.

Water Utility Infrastructure

City water infrastructure is based on a trunk and lateral line layout linked to a system of tanks and fed by well fields. Water is collected from underground supplies at the City's well stations and then pumped to eight storage tanks. Gravity and pumps then move water through the city's potable water trunk and lateral pipe network to homes and businesses. (Source: City of Gallup Water Quality Report, 2013)

Water Utility Infrastructure Condition

Due to the age and original construction methods used to build Gallup's water system, condition issues are frequent, including limited capacity, odor and leaking. The City is actively investing in improving and expanding the capacity, quality and efficiency of the system. In preparation for the Navajo-Gallup Water Project, the City is working on developing a pipe, tank and booster system that will loop around the city and include fiber optic monitoring technology to monitor system functions.

Water CIP Projects

Gallup's Five-Year Capital Improvement Plan (2015) identified the following projects:

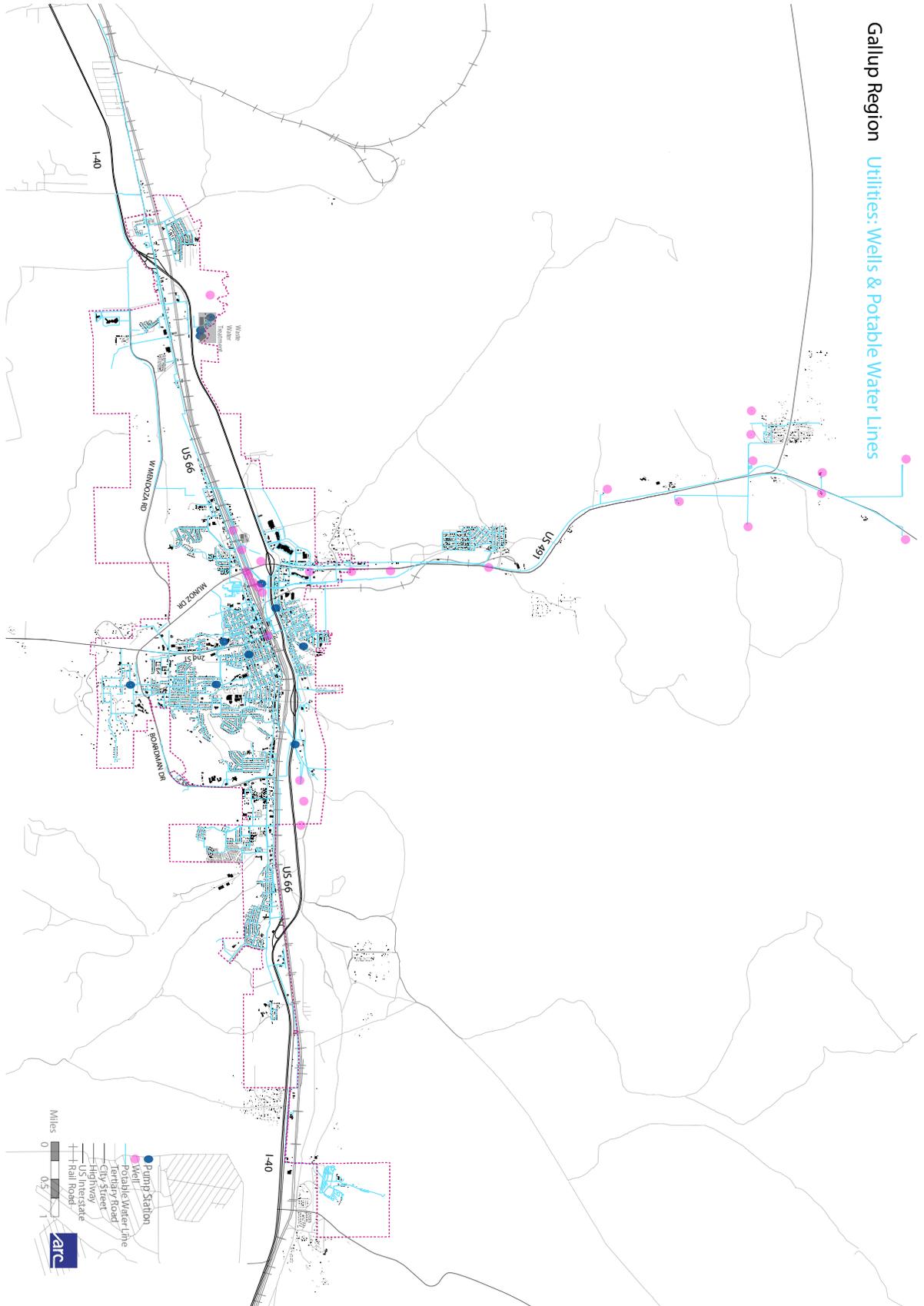
- Well field feeder #75 line reconstruction: \$250,000
- Wastewater treatment plant Improvements: \$8,125,000
- Water distribution rehabilitation projects: \$2,080,000
- Water well #11 rehabilitation: \$458,946
- Water well #12 rehabilitation: \$230,000
- Water tank rehabilitation (Rehoboth): \$1,300,000
- Water tank rehabilitation (Southwest): \$287,500
- Boardman Ave. water line replacement: \$300,000
- Ridgecrest water line from Caesar Ave. to Boggio Dr.: \$111,878
- SCADA system upgrades: \$345,000

The map on the opposite page shows the Wells and Potable Water Lines.

Wastewater Utility Infrastructure

The City's wastewater treatment plant is located on the west side of town and treats 3 million gallons per day. According to the National Pollutant Discharge Elimination System permit and other documents, the wastewater treatment plant design capacity is 3.5 million gallons per day. However, City officials report that actual capacity is close to 5 million gallons per day. While some components of the plant are underscaled for future capacity, the facility currently functions well and is not close to service capacity.

Exhibit XII-1
Map of Wells and Potable Water Lines



Gallup Region Utilities: Wells & Potable Water Lines

The City is currently working with a state grant to design the solids-handling via headworks to lift sewage, trash and other solids into the treatment plant. The headworks will eventually serve as the initial treatment process at the existing water treatment facility in Gallup

Wastewater was originally treated at a location close to downtown Gallup. In the 1950s, a trickling filter plant was constructed at the current location (Gallup CP) and the old plant was demolished. In the 1970s, the plant removed the trickling filters and installed an activated sludge plant, including primary clarifiers, an oxidation oval and secondary clarifiers. In 2000, the plant installed a large aeration basin with diffused air to increase its capacity to 2.6 million of gallons per day (mgd). The most recent improvements, completed in 2008, increased capacity to 3.5 mgd and consisted of additional primary and secondary clarifiers, mechanical sludge thickener, sludge dewatering and drying facility, and effluent filtration. Waste sludge is gravity thickened and shallow land applied as slurry to an area west of the plant; or dewatered with a belt-filter pressed and hauled to the landfill. (Source: Gallup Regional Wastewater Management Planning Report, 2013)

Wastewater CIP Projects

Gallup's Five-Year Capital Improvement Plan (2015) identified the following projects:

- New 21" sewer from Shalimar to Applebee's: \$2,483,687
- New 21" sewer from WWTP to Airport Wash: \$1,592,674
- New east side wastewater interceptor main construction: \$8,290,000
- Sewer collection system improvements: \$2,080,000
- Wastewater treatment plant improvements: \$8,125,000

Treated Effluent System

A nearby coal mine and the City's golf course reuse treated wastewater effluent. Overflow is discharged to the Puerco River. The contractual obligation for summer reuse is 1.0 mgd, primarily for landscape irrigation. (Source: Gallup Regional Wastewater Management Planning Report, 2013)

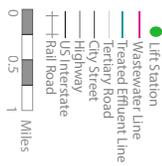
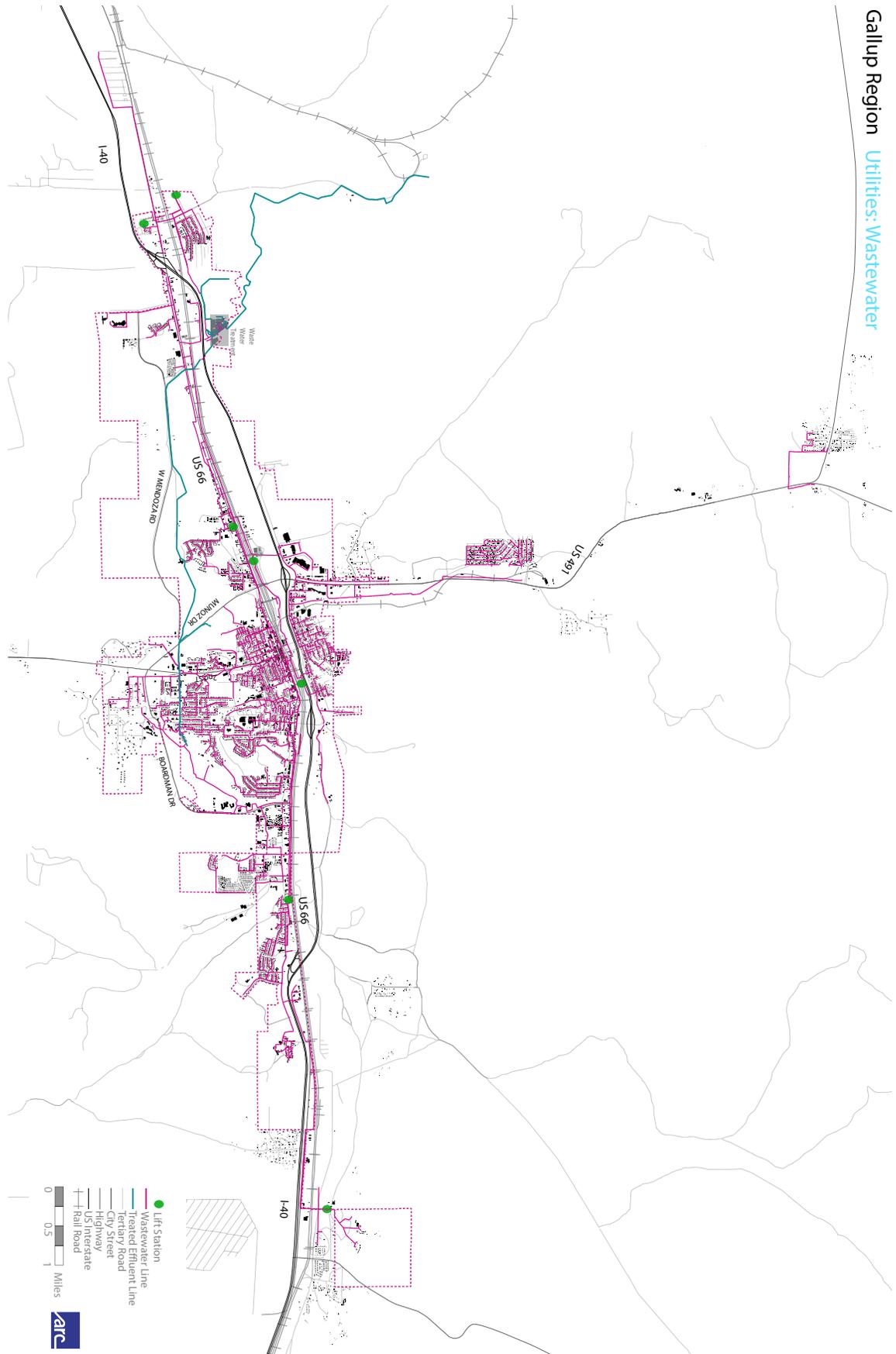
The map on the opposite page shows the Gallup wastewater system.

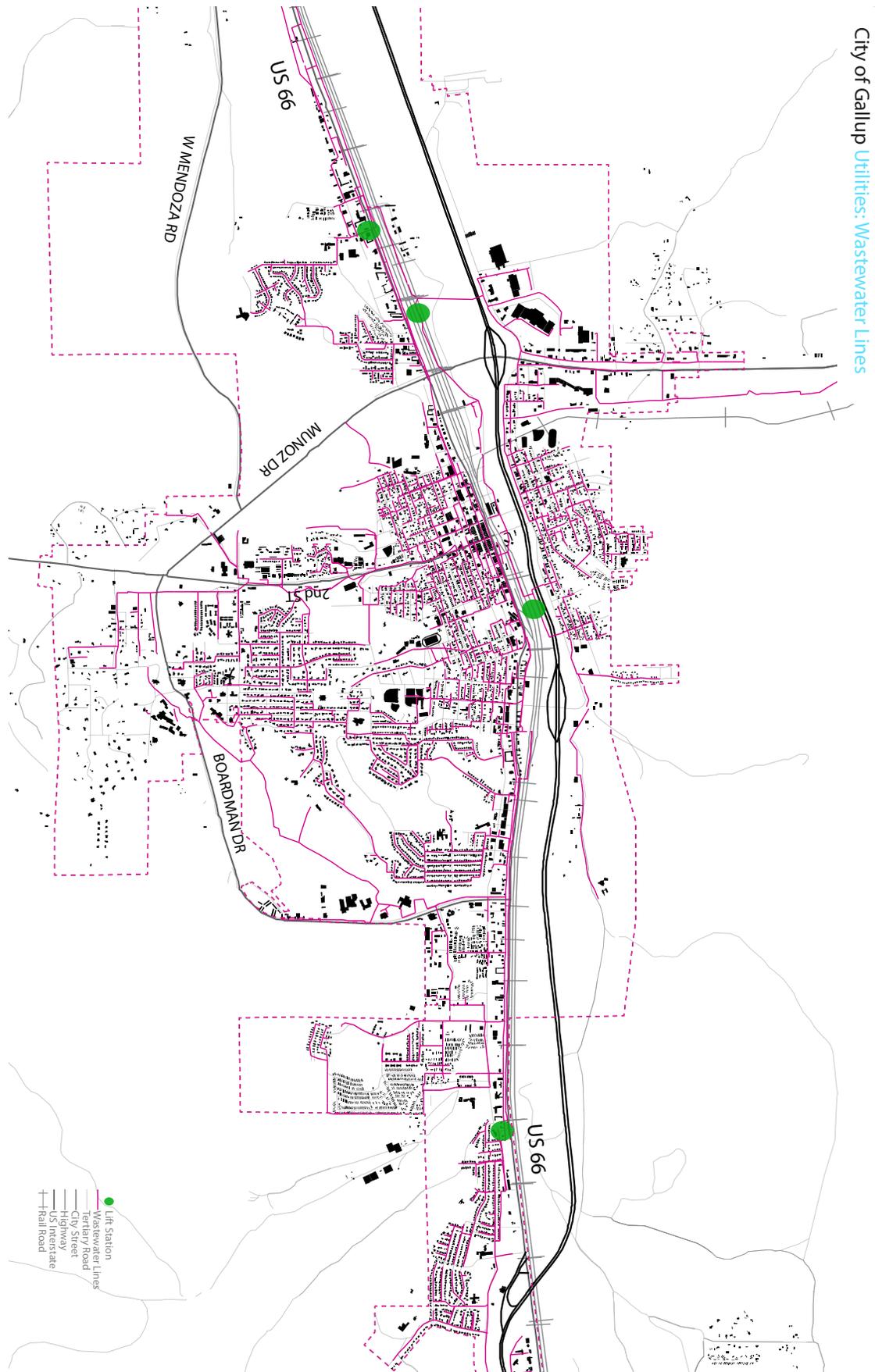
Electric Utility

The Gallup Electric Department within Gallup Joint Utilities provides power through a network of above- and underground primary and secondary lines and five transformers. Primary lines carry 13,000 volts (v) that are dropped down at transformer sites to a user voltage and transmitted to users via secondary lines.

Primary lines carry a voltage of 13,200v and have a greater capacity than secondary lines. At five transformer stations located close to users, the voltage is stepped down to 115,000v for customer use.

The City obtains power from Continental Divide Electric Cooperative, a billing agent for Tri-State Generation and Transmission Association, where the power

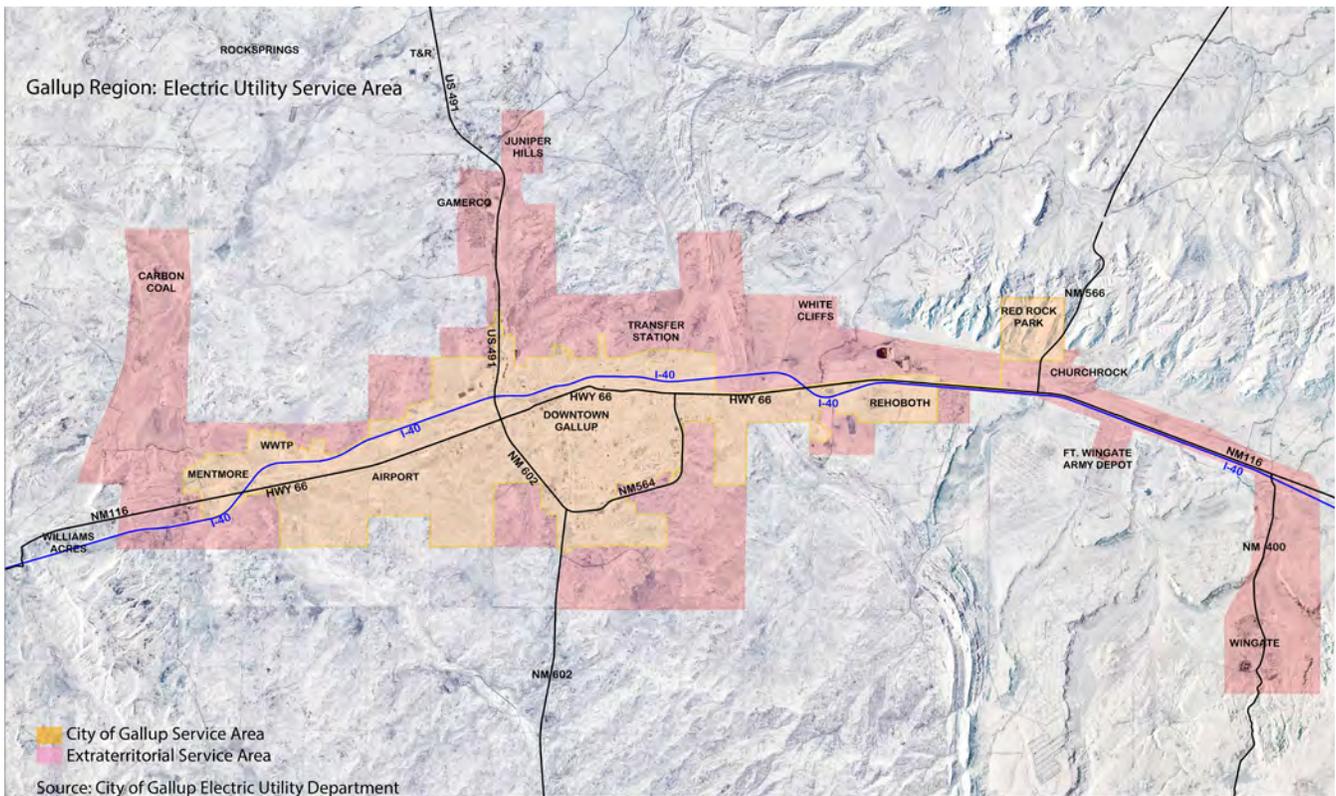




originates. Continental Divide won the contract as one of five bidders. The city obtains a small amount of power (8% of the city's total usage) from Western Area Power Administration. All power delivery to the city is via five transmission lines. Public Service Company of New Mexico owns three and Tri-State owns two. Both transmission systems have connections at both ends of the system.

The Electric Department's service area extends beyond the city limits and encompasses the Pilot Truck Stop and Wingate east of town, and to Gamercro, Ya-Ta-Hey and the Carbon Coal area north of Gallup. Primary lines run to the Carbon Coal area and Gamercro, as well as several other locations north and south of the city limits.

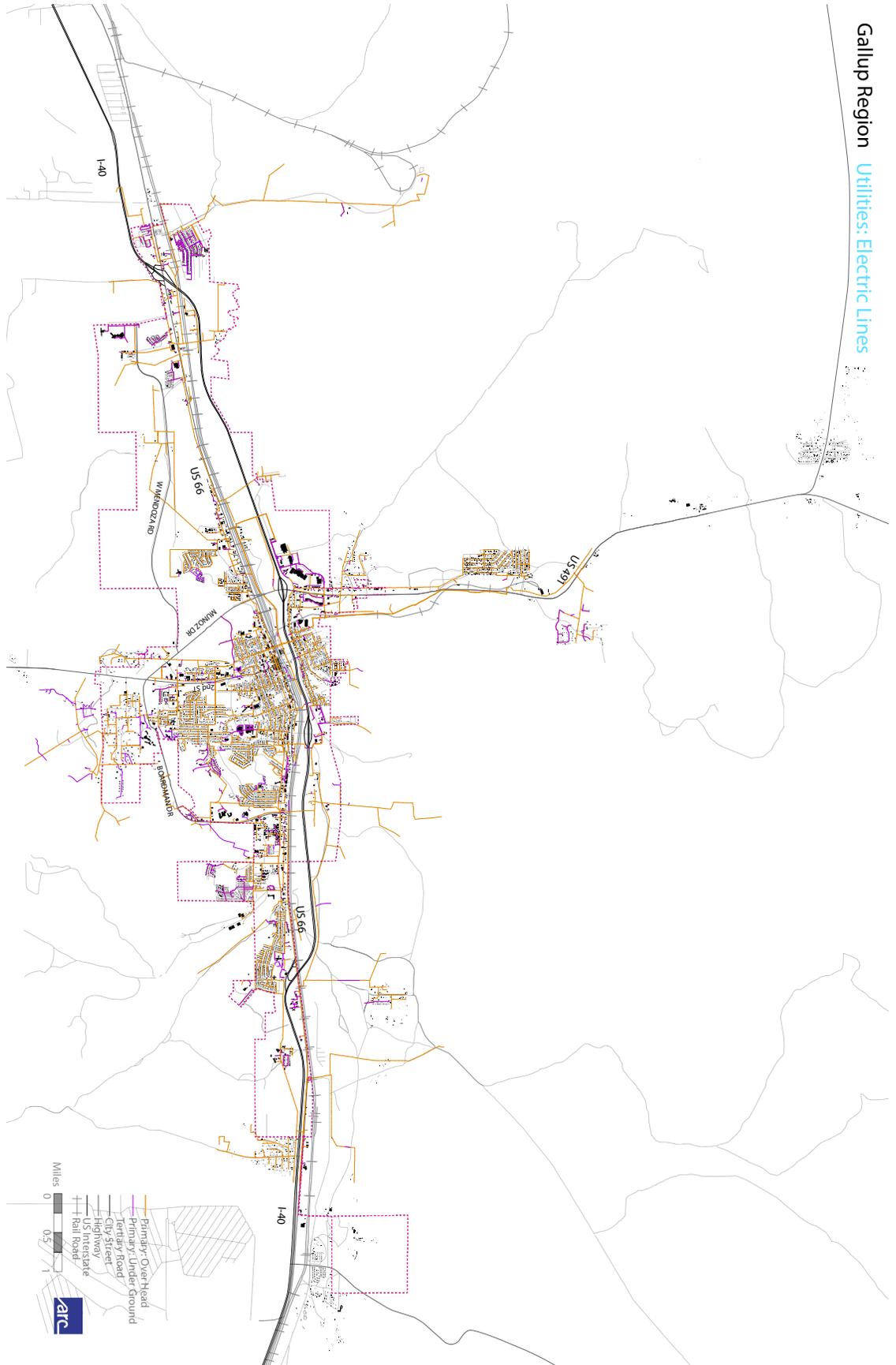
Exhibit XII-4
Electric Utility
Service Area Map

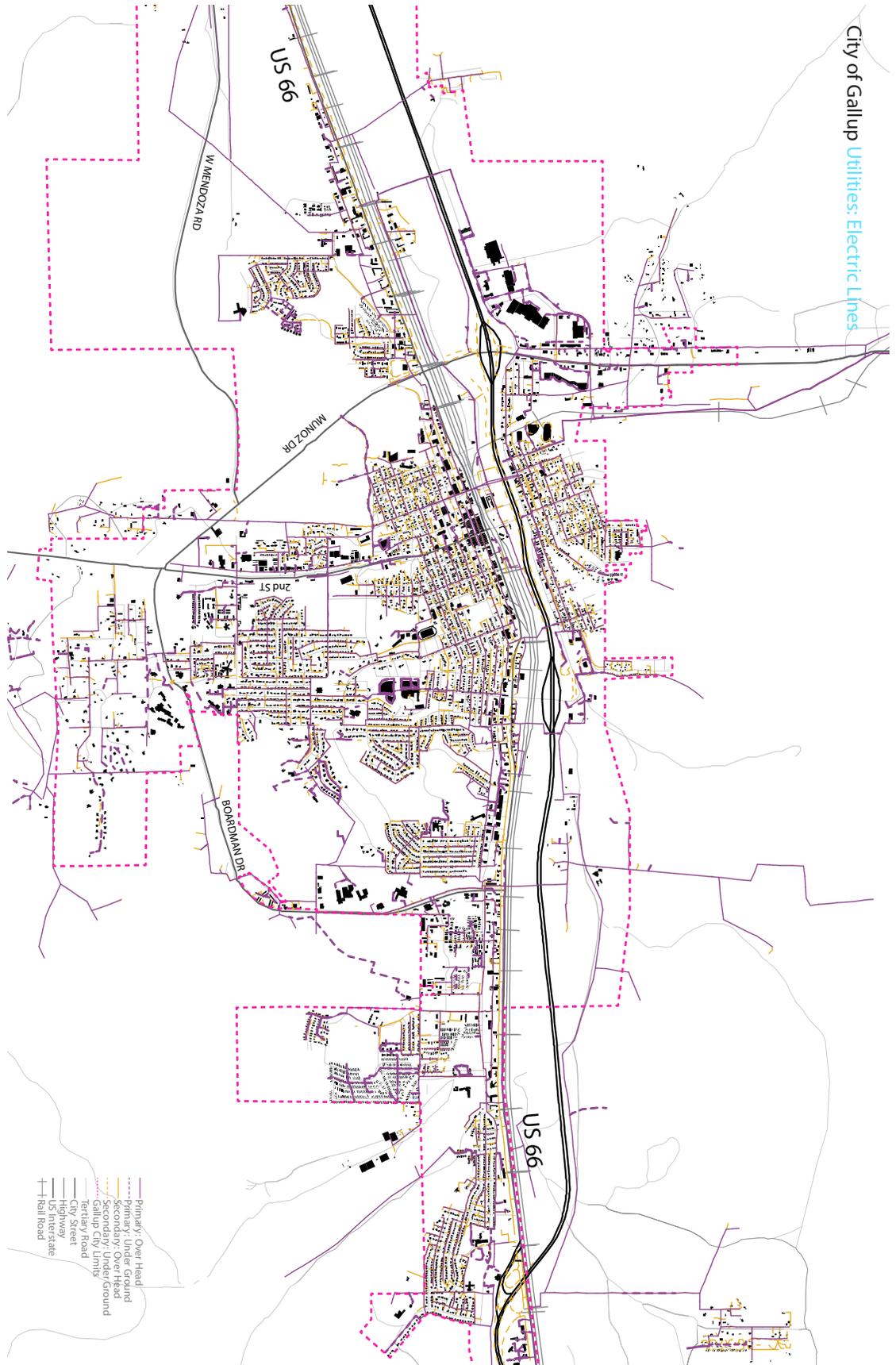


Electric Utility Ownership

Because the Electric Department is publicly owned, it has no obligation to stockholders and is able to provide service to its customers at a lower rate, as well as implement price changes quickly and locally.

The maps on the following page show Gallup's electric line systems.





Solid Waste

The City of Gallup Solid Waste Division serves the community's solid waste disposal needs and collects over 180,000 pounds of waste daily. (Source: <http://www.thegallupchamber.com/>, 2015) The City also has a registered compost facility and the Northwest New Mexico Regional Solid Waste Authority transfer station located one mile northeast of Gallup handles the area's recycling and dumping.

The Gallup Solid Waste Department manages solid waste and cardboard recycling in the city. Solid waste is taken to the Northwest Regional Solid Waste Transfer Station (NRSWTS), which transfers the waste to the Northwest Regional Waste Landfill facility in Thoreau, NM. Gallup pays fees to NRSWTS for the service. The city has conducted a cardboard recycling program since May of 2011. Since its inception until November, 2015, the program has collected 1,854.5 tons of cardboard, which is collected and taken to the NRSWTS for recycling. There are currently 37 cardboard collection bins at 30 locations including schools, malls, plazas and truck stops.

The City is currently debating the addition of curbside recycling to its solid waste services. The recycling service would include a wide range of recyclables, but the proposal is in its early stages and details about collection, sorting and transportation have not been resolved.

The City has approved a new solid waste facility located on Hassler Valley Road, near the NRSWTS. The project has been funded for \$2.5M, property has been purchased and the project is in the design phase. The new facility will house administration as well as equipment. The solid waste department reported that it requested 15 bays total, with two enclosed for truck maintenance. The new design may include an auto-wash bay for trucks, which would alleviate the current practice of washing trucks in the yard of the current solid waste facility and runoff likely enters the Rio Puerco River.

Solid Waste CIP Projects

The City's Five-Year Capital Improvement Plan (2015) identified the following project:

CIP Projects

- New Solid Waste Administrative Facility: \$2,500,000

Broadband/ Fiber Optic

Existing Fiber Optic Lines

The Gallup area has several broadband service providers:

CenturyLink provides broadband service in Gallup. The CenturyLink fiber optic cable runs along I-40 between Albuquerque and Gallup and continues west into Arizona.

GigaPoP is an aggregation point of broadband networks from across the state. These networks connect ABQG to high-speed national networks.

UNM-Gallup also connects to the CenturyLink line and a leg of UNM's Albuquerque GigaPoP (ABQG) network. The GigaPop is the "on-ramp" for high-speed national networks, Western Regional Network and Internet2. (Source: <http://abqg.unm.edu/>)

ABQG provides broadband service to Navajo Technical University (NTU) in Crownpoint via microwave rather than physical lines to directly connect to the network in Rio Rancho at 150 megabytes. The system is independent of the CenturyLink network.

Comcast and Sacred Wind Communications are other providers for business and residential broadband service in the area. Comcast is connected to the CenturyLink line, but Sacred Wind is an independent network. According to a 2012 company press release:

Sacred Wind has constructed a fixed wireless telecommunications network, reputed to be the largest for voice and broadband in the country, hooking up customers' homes by way of a small roof-mounted antenna. Sacred Wind's system has served as a model for expansion in other remote tribal areas. "Our mission to provide telephone and broadband access to those most in need continues to be realized," said John Badal, president of Sacred Wind.

("Sacred Wind Connects Its 1,300 New Customer," Sacred Wind press release, 09/05/2012)

Gallup City Hall and other municipal facilities are connected to broadband via CenturyLink. The City is not currently connected to ABQG, but is working on a plan to connect various City facilities to the UNM-Gallup GigaPoP line as part of a citywide network running 96 lines in a loop network around the city to improve bandwidth and affordability. The city is also working to develop additional outside connectivity through linkages to surrounding larger networks such as in Farmington and Flagstaff. (Source: Gallup GIS Coordinator and other City staff, 2015)

Redundancy

Since Gallup's only broadband connection is to Albuquerque via CenturyLink, the city has no built-in redundancy. The fiber optic connection along I-40 to Albuquerque is a "single point of failure" whose malfunction would affect CenturyLink customers across a wide region, including Gallup. Failure reportedly occurs relatively frequently. For example, in April, 2015, a vehicle struck an aboveground fiber-optic cable and disrupted service for approximately eight hours. (Source: Department of Homeland Security Daily Open Source Infrastructure Report, April 7, 2015)

C. Issues and Opportunities

Planned Improvements to Accommodate Growth and Meet Changing Needs

Gallup has several large projects in process to accommodate growth, address challenges and adapt to changing needs. Chief among these is the Navajo-Gallup Water Project and the development of the Gallup Regional Water System (GRS).

Navajo-Gallup Water Supply Project

This massive project will have the most significant effect on Gallup of any project in decades. As part of a collaborative regional effort, the Gallup Regional Water System will tie Gallup and neighboring Navajo communities into a single regional groundwater production and delivery system. With this structure, Gallup's water system will anchor the regional NGWSP system.

The Navajo Tribal Utility Authority (NTUA) will partner with the City of Gallup in the NGWSP. The project will allocate 29,060 AFY to NTUA and will serve customers in the Navajo Nation area and other areas that do not receive water from the City of Gallup water utility. Prior to NGWSP water delivery, the City should carefully designate service areas for NTUA and Gallup's water utility, based on sound engineering logic.

The NGWSP will enable growth opportunities in and around the city, especially to the north. The project will also endow the city with a reliable and long-term water supply into the foreseeable future, an invaluable asset in the arid Southwest.

The project is not without its costs and challenges. The city's \$54M repayment responsibility and \$30,000 in annual water rights lease cost will require nimble management of the utility service area and fees. The water utility will actively seek to expand its customer base well beyond the city limits, which will require careful evaluation of the city's annexation policies.

The City should conduct a fee study to address these costs and develop a fair fee schedule for local City water and wastewater users, customers outside the city limits and new customers reached by the NGWSP. With this study, the City will have a sound fee-rate strategy to enact future fee changes or develop fee tables for new users without costly delays.

The study should investigate the following:

- Comparative rates in peer communities for city and unincorporated area users
- Capital costs of serving current utility users and associated with growth, such as:
 - » Navajo-Gallup Water Project payments
 - » Plant improvements and expansions
 - » Pump stations
 - » Lift stations
 - » Water rights

- Operations and maintenance costs
- Evaluation of alternative funding mechanisms to recover capital and operations and maintenance costs

Utilities System Improvements

The City is making various improvements to maintain the sewer system. It is installing two miles of sewer lines at this time. The City's CIP lists these projects.

Regional Water and Wastewater

Gallup Utilities provides water to the City and to a number of third party customers outside the City, some through wheeling agreements.

A key strategy in securing a sustainable, quality water supply will be the development of the Gallup Regional Water System to anchor the water distribution system for the NGWSP in the Gallup area. The GRS will also create local water management flexibility by distributing groundwater to third parties such as other water districts through Gallup to the neighboring Navajo Chapters. The Navajo Tribal Utility Authority, the Indian Health Service, the City of Gallup and the Northwest New Mexico Council of Governments have been jointly developing the GRS, with the result that the project has received funding from the State of New Mexico to begin building the first phases of the system. (Source: Region 6 - Northwest New Mexico Regional Water Plan, 2004)

As the GRS and Navajo-Gallup Water Projects progress, the City will weigh the decision to expand its current treatment capacity in its existing plant or, in partnership with the NTUA, develop a new regional wastewater treatment plant west of Gallup that would promote growth in Defiance, NM. In either case, the existing Gallup facility would still provide initial wastewater treatment. If the City decides to expand the existing facility, new technology would allow modular expansion to meet the increasing capacity with little expansion of the facility's footprint. If the final stages of wastewater treatment are relocated to a regional treatment facility, wastewater service to the proposed Gallup Land Partners Energy Logistics park would be more cost-effective and the service area reach would expand. The eventual use of treated effluent also will be a consideration in this decision-making process.

The planned headworks will eventually provide initial treatment at the existing water treatment facility in Gallup, regardless of the location of the secondary treatment process.

Carbon Coal Area Development

The Utilities Department anticipates providing the Carbon Coal area with service. There will be a 10-year period to take over the Continental Divide Electric Cooperative equipment there currently. The area currently has very limited capacity and very little surplus. However, surplus capacity could be built.

Electric Utility

Efficiency

Improving the efficiency and sustainability of electricity in Gallup is a priority. The

City plans to develop solar-energy fields in the area and has begun to implement some energy-saving measures such as replacing traditional street lamp bulbs with higher efficiency LED bulbs as the lamps are repaired. Water-saving efforts have been highly successful in the city. Energy-conservation programs and overall sustainability efforts would position Gallup well to meet future resource demands and challenges.

Alternative Energy

The City plans to contract some solar power in the future to offset power currently obtained from Western Area Power Administration, which gets most of its power from hydroelectric plants. The City Council has appointed a Solar Power Board, that is working to provide recommendations for various solar projects around the city.

Broadband: Building Redundancy

Building redundancy is a top priority for the City. While it would be ideal to approach the issue as a regional one, such an undertaking would be complex and long-term. Therefore, the City is working to find point solutions to the redundancy issue. Farmington has redundancy in connections both to Durango and Albuquerque, and access to that network for Gallup would provide a good level of redundancy. However, the City would be required to secure easements to cross the jurisdictional borders between Gallup and Farmington. Another option for the City would be to connect south to Socorro through the UNM Gallup Zuni campus.

The most immediate and feasible redundancy improvement would be a connection to Navajo Technical University, which connects via microwave to the UNM GigaPop line in Albuquerque. One benefit of connecting to the ABQG would be its lower cost compared to connecting to broadband out of state.

An upgrade of the microwave capacity at Navajo Technical University would increase the reach and speed of its broadband by a factor of 10, making that a viable option for the City's ABQG connection. The estimated cost for such an upgrade is \$1M. Gallup is currently working with NTUA to secure capital outlay funding for the upgrade as a higher education project and NTUA has currently obtained approximately \$300K for the project.

Current Broadband Projects

The City is currently working on building a fiber optic connection along Warehouse Lane to the City's workshop facility. All permitting is reportedly complete and the project will be complete when the Electric Department runs the lines.

In 2014, when the PNM Energy Supply Agreement expired, the City had to purchase PNM's five substations and transmission lines that feed Gallup and upgrade the metering equipment. Using this network as a hub, the city plans to run 96 lines in a loop around Boardman Drive, up 2nd Street and back to Boardman along Route 66. This system would service the many facilities and schools located

along Boardman. The network would be linked to the broadband connection at UNM-Gallup.

UNM-Gallup is connected to the GigaPoP via CenturyLink and would not provide redundancy, but would provide the connection that the City needs to build its own internal network. A City network would provide City facilities with more bandwidth at a lower cost than current service through CenturyLink. Plans for this connection are underway. Once connected, the City plans to share facilities with UNM-Gallup to store equipment. The City considers the project a good proof of concept that would be an example for other institutions such as the Rehoboth McKinley County Hospital, which has expressed a desire to build redundancy independently by connecting to UNM-G GigaPoP.

Building a connection to UNM-Gallup would require running a line from city hall south to the university. Gallup's Electric Department has existing plans to extend fiber optic halfway to the Noe Substation. Funding for the other half of the line would come out from the utilities department. The City has contracted with Columbia Telecommunications Consultants as technical and engineering advisers about constructing the broadband links. The firm is working with the City to design the proposed Boardman connection to UNM-Gallup, which might cross or circumvent the golf course.

The city would install a 96-line fiber optic cable in this loop. Although it currently needs only four lines, it can install the additional lines at no extra cost. With the extra lines, the city can provide plug-in points to third party providers who could provide retail broadband service. The City is currently not considering providing retail broadband connections directly. It will need to develop a policy regarding access and fees for covering maintenance costs.

Regional Broadband Developments

The broadband market in western New Mexico and northern Arizona is fast developing. Providers beyond the Gallup are positioning themselves to build network capacity across Gallup between points north and south, and east and west of the city. The City hopes that the development of its internal network will encourage such regional private development to build redundancy and improve broadband access to Gallup residents. The City should be mindful of these private developments to avoid capital investment in building redundancy that might later be developed by private interests.

Building redundancy and improving broadband capacity is a priority that will be an important step not just in improving the reliability of service in Gallup but also for economic development, education and healthcare.

Environmental Surcharge

In 1995, the City of Gallup passed Ordinance No. C95-8 enacting a 4% consumer price index and surcharge to utility services "... to finance environmental issues and mandates of the municipal code of the City of Gallup." The surcharge is

known as the environmental surcharge and in November 2015, and generated a fund of over \$14 million. The City recently allocated \$3.5 million from the fund to pay for irrigation improvements at the Fox Run Golf Course and has approved \$500,000 annually for a new program dedicated to curb and gutter improvements. Environmental surcharge funds are also being used to mitigate the odor issue at the City's wastewater treatment plant. The City's Sustainable Gallup advisory board is working to develop recycling and solar energy recommendations to use the funds. Gallup is also currently working on a request for proposals for a solar farm west of town and plans to develop smaller solar installation projects around the city.

Utility Connection Policy

Outside City Limits

With the proposed expansion of the Gallup water utility's customer base well beyond city limits, the city will need to reexamine its current policy that requires annexation to receive service beyond city limits. The City will need to accommodate the expansion of the water utility's customer base while it protects its broader interests of governance and consistency in development standards in areas close enough for annexation. The City should delineate a geographic area around the city limits within which annexation would be required for utility connection and beyond which annexation will not be required.

Broadband

As Gallup constructs its internal fiber optic network, it will install a 96-line cable. It is projected that the City will only need a few of these lines, which affords the opportunity to connect additional public, private and nonprofit customers to the network. The City will need to develop a policy and protocol governing the distribution of city-owned fiber optic lines to private, public and nonprofit parties; clarify which entities will be eligible to receive fiber optic service from City lines; and determine the fee structure.

D. Goals, Objectives and Policies

Text legend:

Rust - new language

Black - language
from 2009 Growth
Management Plan

Goal 1: Provide Gallup utility customers with high quality, reliable water

1. Continue work to improve the aging water system including storage tanks, water lines, pump stations and treatment plant components.
2. Implement improvements in the water system to accommodate water from the Navajo Gallup Water Supply Project (NGWSP) and G-22 wellfield development.
3. Amend the City's utility extension policy that requires annexation to apply within a defined area near Gallup (mapped), but outside this area the City allows providing regional utility service without annexation.
4. Actively develop Gallup's customer base for Navajo Gallup Water Supply Project and Regional Gallup Water System water.

Goal 2: Operate wastewater collection and treatment to meet high health

and safety standards

1. Continue work to improve the aging wastewater system including lines, lift stations, and treatment plant components.
2. Develop new headworks facility for the wastewater treatment plant according to the design currently under development.
3. Evaluate the pros and cons in options for a regional wastewater treatment facility west and downstream of Gallup.
4. Continue work to remedy the odor issue at the wastewater treatment plant.

Goal 3: Develop equitable means to pay for utility infrastructure development, operations and maintenance

1. Conduct a study of water and wastewater rates and financing that considers:
 - a. Comparative rates in peer communities for city and unincorporated area users
 - b. Capital costs of serving current utility users and associated with growth such as NGWSP payments, plant improvements and expansions, pump stations, lift stations, and water rights
 - c. Operations and maintenance costs
 - d. Evaluation of alternative funding mechanisms to recover capital and operations and maintenance costs

Goal 4: Fully utilize water resources

1. Expand the current treated effluent reuse system
 - a. Consider utilizing additional treated effluent to water landscaping at parks downtown or in the U.S. 491 commercial district
 - b. Consider supplying treated effluent water for municipal, industrial and agricultural uses

Goal 5: Provide electricity to Gallup and customers within Gallup's electric service area that is reliable, low cost, and environmentally sustainable

1. Continue work to improve electric transmission and service lines.
2. Promote energy conservation and more extensive use of alternative energy sources.
 - a. Promote increased integration of conservation measures and alternative energy.
 - b. Continue LED street lamp upgrades as units are replaced.
 - c. Support contracting local solar power to supplement the existing power supply.
 - d. Promote solar upgrades for businesses and residents.
 - e. Consider establishing incentives for efficiency upgrades.

Goal 6: Enhance the availability, reliability and speed of broadband service in Gallup

1. Establish redundancy in the fiber optic system to improve reliability and service quality

- a. Work with outside interests to promote the development of a secondary fiber optic connection in the area.
- b. Encourage use of broadband in the City and surrounding area for such activities as economic development, health care accessibility, public safety, education, cultural development and personal communication.
2. Expand the City's internal fiber optic network to provide City facilities with reliable, high-speed broadband connectivity
 - a. Move forward with the proposed plan to develop a citywide network of fiber optic.
 - Complete the first leg of the network to Warehouse Lane
 - b. Engage UNM-Gallup to develop a partnership to connect to UNM's gigapop network.
 - c. Develop a City policy and protocol for governing the distribution of city-owned fiber optic lines to private, public or nonprofit parties.
 - Outline the City's policy on leasing or trading access to municipal fiber optic lines to third party commercial broadband distributors, to non-municipal public institutions, and to nonprofit organizations
 - Work with area hospitals to identify potential partnerships and mutually beneficial fiber optic network developments
 - d. Consider alternative approaches to further expanding reliability and availability, including partnering with area schools and supporting upgrades of systems required to improve service.

Goal 7: Manage solid waste collection to provide an efficient public service, discourage illegal dumping, and reduce the stream of waste into landfills

1. Continue to provide curbside pick-up of general solid waste
2. Promote and develop programs to increase recycling of materials
 - Work towards developing a curbside recycling pick-up program
3. Promote composting and waste reduction efforts in Gallup
4. Continue the City's biannual pick up of "white goods" (refrigerators and other large appliances) and other items to be discarded
5. Establish an educational outreach program for school children to promote sustainable waste management

XIII. Hazards Mitigation Element

A. Introduction

Hazards mitigation is defined as “... any action taken to reduce or eliminate the long-term risk to human life and property from natural and man-made hazards...” The emphasis on long-term risk distinguishes mitigation from actions geared primarily to emergency preparedness and short-term recovery. Examples of mitigating hazards are reduction of wildfire and flooding risk, damage from acts of terrorism, and traffic or railroad accidents. Since some hazards are ongoing, hazards mitigation often focuses on reducing repetitive loss.

The purpose of the Hazards Mitigation Element is to identify hazards that could potentially harm the city of Gallup and to identify methods of prevention and mitigation in advance. This plan element is a broad look at hazards mitigation for Gallup. It identifies the major issues that the community may face.

Hazards Mitigation Overview

Hazards that affect the City of Gallup are addressed in the Gallup Multi-Jurisdictional Natural Hazard Mitigation Plan, prepared by a joint effort between the City, McKinley County, and various state and public and private entities. Gallup adopted the plan in 2014 by Resolution R2014-40. The Federal Emergency Management Agency (FEMA) approved the plan. That plan contributed much of the information in this element.

Purpose of Hazards Mitigation Planning

- Enhance public awareness and understanding — help residents of the county to better understand the natural and human-caused hazards that threaten public health, safety and welfare; economic vitality; and the operational capability of important institutions
- Create a decision tool for management — provide information that managers and leaders of City government and other key institutions and organizations need to take action to address vulnerabilities to future disasters
- Promote compliance with grant and program requirements — ensure that the City can take full advantage of state and federal grant programs, policies, and regulations that encourage or mandate that local governments develop comprehensive hazard mitigation plans
- Enhance local policies for hazard mitigation capability — provide the policy basis for mitigation actions that the City should promote to create a more disaster-resistant future

Benefits of Hazard Mitigation Planning

- Saves lives and reduces property damage
- Protects critical facilities and services
- Reduces long-term hazard vulnerability
- Contributes to the resilience of the city
- Fosters the city of Gallup as an environmentally sound, economically viable and disaster-resistant area

- While most of the focus of hazard mitigation is on natural conditions, examine additional concerns including possible terrorism and accidents such as hazardous chemical spills.

Federal Requirements for Hazard Mitigation Planning

In 2000, the U.S. Congress passed the Disaster Mitigation Act, which requires local mitigation plans in order to receive federal hazard mitigation grants. The Act includes protection of utilities. After the attacks of 9/11, Congress added federal requirements for the increased security of some government buildings as protective measures required on the part of communities, no matter their size. Funds were made available to the City to develop a detailed plan and may be made available for other needed processes and documents.

Examples of Hazard Combinations

Hazard types are not always separate. Several examples are:

- Flooding — can cause property damage, collapse of steep slopes, and/or flotation of underground storage tanks that might leach fuel into groundwater. Flooding can also cripple vital transportation routes.
- Drought — can make flooding more severe because soils can no longer absorb heavy rains
- Wildland and structural fires — cause not only physical damage, but create smoke that pollutes the air and affects health
- Road and railroad accidents — can negatively affect the city’s internal transportation access and residents’ health and safety because of incidents such as hazardous spills that affect air quality
- Winds — can cause power and communications outages, or displace mobile homes if not anchored.

Relationship between Hazard Mitigation Planning and Emergency Preparedness

Hazards mitigation planning and emergency preparedness identify the hazards of extreme weather events (e.g., to remove activities from “...harm’s way to the extent possible or devise protective measures that lessen risks of harm.”) and certain man-made hazards such as road and railroad accidents. Emergency preparedness typically involves emergency operation manuals and procedures, and coordination.

Gallup community members may identify potential disasters that are not considered hazards under the definition in this element. However, the disasters could be concerns that the City may wish to consider for emergency preparedness. Such concerns could include:

- Pandemic flu
- Plane crashes in mountains
- Active shooters in public places
- Loss of utility service (natural gas, electricity and potable water)
- Loss of communications (cell phone communication towers, land line telephone connections and radio)

B. Existing Conditions

The hazards mitigation element considers hazards that the city faces or could face in the future. Risks identified in this element are:

- Wildland/ urban interface
- Severe weather (thunderstorms, hail, lightning, extreme heat, snow storms, high wind(s))
- Flooding, flash floods
- Drought
- Man-made hazards including terrorism and hazmat incidents
- Rock slides

Climate

The city of Gallup is located on arid high-plateau range land with grasses, shrubs and scattered trees. With some variation for microclimates, annual rainfall averages about 12". Snowfall in McKinley County ranges from an average of 10" to 15", to 82" at McGaffey. Gallup averages 35" of snowfall annually. (Source: U.S. Climate Data.com) The first frost arrives in western McKinley County in mid-October, and the last frost occurs in mid-May.

McKinley County winters are cold, but with low humidity and lots of sunshine, they are pleasant and seldom onerous. Summer temperatures are moderated by low humidity and high elevation. Evenings are cool and daytime temperatures are comfortable. The average minimum and maximum temperature range is 31.7° to 64.6° F. (Source: Gallup Multi-Jurisdictional Natural Hazard Mitigation Plan)

Transportation

Both major rail and roadways bisect the city of Gallup. Interstate 40, which links the east and west coasts, runs through the city adjacent to U.S. Highway 491 (formerly Route 66). NM Highway 371 traverses the city north-south and all three roads cross near the center of Gallup.

The Burlington Northern Santa Fe rail also runs beside I-40 and U.S. 491 through the center of Gallup and brings almost continuous rail traffic through the city.

The Gallup municipal airport is located in the southwest quadrant of the city and serves daily Federal Express flights, as well as other commercial and private service.

C. Issues and Opportunities

The Hazards Mitigation element of the Growth Management Master Plan examines hazards that the city faces or could face in the future. Risks identified in the Gallup hazards mitigation plan are included in this element.

The Gallup Multi-Jurisdictional Natural Hazard Mitigation Plan evaluated reports of past hazards events supplied by local officials and federal disaster databanks

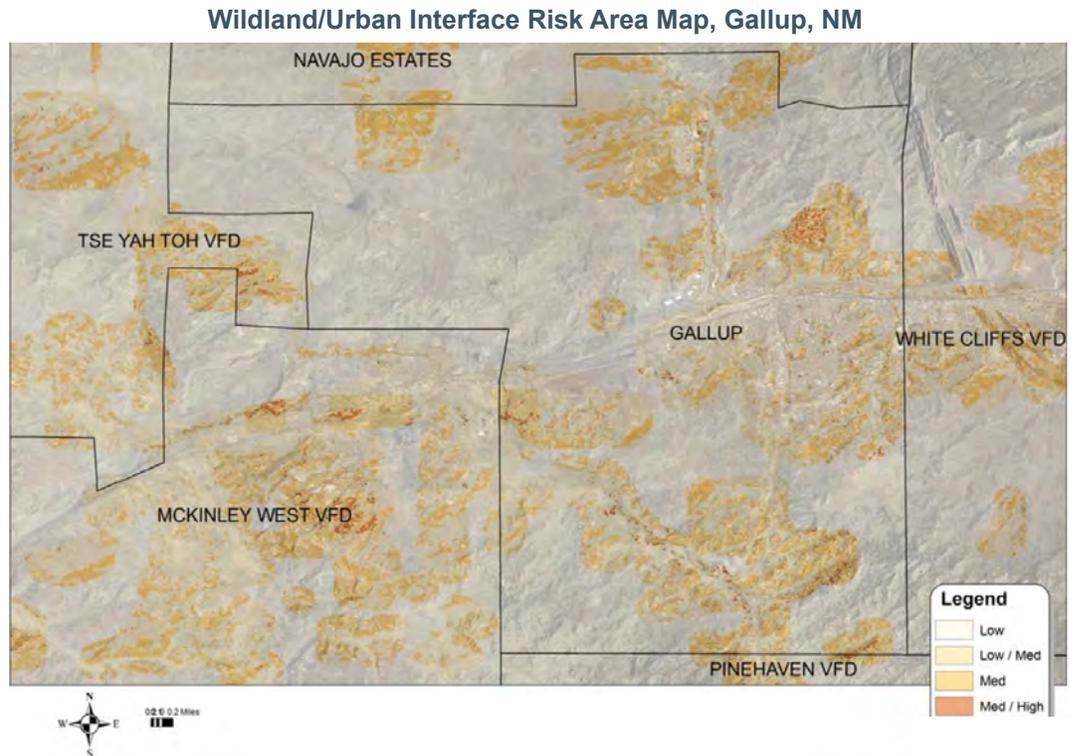
to determine probable risk of future events. To determine risk probability, the evaluation divided the number of occurrences of each risk event recorded by the number of years covered in the data available. It detailed the risks for both McKinley County and for the City of Gallup. This element includes the risk probability and proposed mitigation measures for Gallup as described in the Multi-Jurisdictional Natural Hazard Mitigation Plan.

Note: For all probability assessments presented below, the source of the probability statistics is the City of Gallup Natural Hazard Mitigation Plan, 2014. The sources for probabilities, based on historic data of events, are local and federal records.

Wildland/ Urban Interface (WUI)

Gallup is not located in a WUI, but would be impacted by fires in surrounding communities. The probability of a wildfire event in McKinley County in any given year is 100%.

Exhibit XIII-1
Gallup WUI Risk
Areas



Source: McKinley County Community Wildfire Protection Plan

The wildland vegetation of the Gallup area fire district is grassland, low-density shrubland, and limited piñon-juniper woodland. Values-at-risk include homes, businesses, communication towers, transportation, municipal, education, agriculture and rangeland infrastructure. A wildfire event would likely be a wind-driven event consuming refuse, weeds, landscaping and urban trees. In residential WUI areas north and south of Gallup, beyond city limits, an event would likely be either spotty torching or crown-fire in piñon-juniper systems. Risk of an event could be increased after high precipitation periods that create additional understory fuel loads.

In planning for wildfire risk mitigation, it is important to keep in mind that there are related costs of wildfires that remain after fire is contained, including:

- Alteration of wildlife habitat
- Damage to watershed and quality of surface water
- Damage to public recreational facilities
- Evacuation of near-by communities
- Tourism impact
- Timber resources damage
- Cultural and archaeological resources damage
- Rehabilitation and restoration costs
- Public health impacts
- Transpiration impacts

While Gallup is at limited risk of wildfire, the risk should not be discounted. The Multi-Jurisdictional Natural Hazard Mitigation Plan established wildfire risk in the outlying county, and the residual effects of wildfire events that will continue to affect communities, even long after the fires have been put out.

Gallup's fire and police departments would likely share firefighting responsibility. Gallup's tourism would also suffer from nearby fires.

Severe Weather

Severe weather includes thunderstorms, hail, lightning, high wind and winter storms. The probability of severe weather events in Gallup is:

- Lightning: 100%
- High winds: 100%
- Thunderstorm: 100%
- Damaging hail: 30%

Lightning

Large outdoor gatherings, such as sporting events are especially susceptible to lightning (New Mexico ranks 6th highest in lightning fatalities in the U.S.). Gallup has a number of large, open sports fields that may be subject to lightning strikes. The City should raise public awareness about the danger of lightning strikes and promote public safety outreach concerning lightning storms, such as safe refuges and how to identify dangerous storm systems.

High Winds

High winds are very common in the area and Gallup is susceptible to high-wind events that can damage power lines and roofs, downed trees, and create difficulty controlling high-profile vehicles on the highways. Compromised structures and manufactured homes are especially at risk to high winds. The City should prepare for utility outages and work to educate public on preparedness measures, including storing extra batteries, water and food.

Winter Storms

Severe winter storms are not uncommon in Gallup, which gets an average 35" of

snowfall annually. (Source, US Climate Data web site, 2015) Snow storms can create difficult driving conditions and cause road closures. In Gallup, snowstorms threaten traffic on I-40 and could lead to increases in accidents, stranded travelers and increased demand for hotel rooms.

Severe cold and the risk of exposure is a continuing issue in Gallup. In the winter of 2013-2014 there were 17 fatalities due to exposure in the city. (Source, New York Times, "Rash of exposure deaths in Gallup, N.M., blamed on an old foe: Alcoholism," 4/8/2015) A combination of social programming, and housing and shelter programs would be most effective in combatting this issue.

Flooding and Flash Floods

The probability of a flooding or flash flooding event in Gallup is 100%.

Central Gallup sits in the Rio Puerco floodplain, and is prone to sheet flooding and water ponding in natural basins that lack adequate drainage. Runoff from I-40 and the surrounding area can accumulate through the rail yards and Railroad Avenue areas, causing flooding. This runoff combines with Puerco Wash ("Little Puerky") runoff along Second Street and ponds at Malone near Second Street.

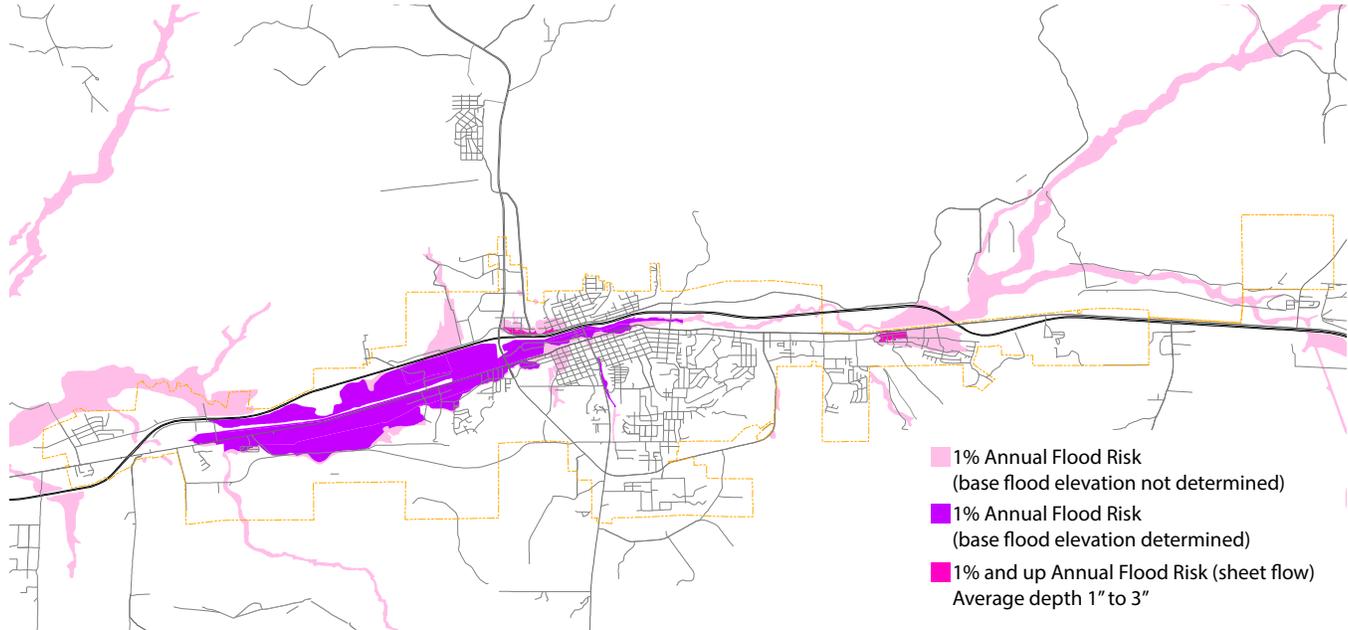
The area along the Rio Puerco is in a flood zone designated by FEMA as "AE," which is defined as:

High flood risk. Base flood elevations have been determined. Flood insurance is mandatory and local floodplain development codes apply. These properties have a 1 percent annual chance of flooding and a 26 percent chance of flooding over the life of a 30 year mortgage.

(Source: <http://www.fema.gov/flood-zones>)

The 2014 City of Gallup Natural Hazard Mitigation Plan assesses Gallup's vulnerability to flooding as "high." Vulnerability assessment considers the extent of injury and damage that may result from a hazard event. In Gallup, the risk of damage is extensive with the value of housing units located in 100-year floodplain estimated at \$240,609,600. From 1997 to 2013, Gallup had seven significant flood events totaling \$160,000 in damages.

Gallup FEMA Flood Zones



The Gallup Airport is in the Rio Puerco floodplain zone AE. East Gallup, along Church Rock Street is under similar threat from Indian Hills Wash.

Compounding effects of flooding are utility disruption and health implications. For example, if the rail yards flood, the hazmat risk is extremely high, depending on the cargo moving through the yards at the time. Halting rail and interstate traffic and flooding businesses on Second Street and Route 66 would have implications for damaging the economy.

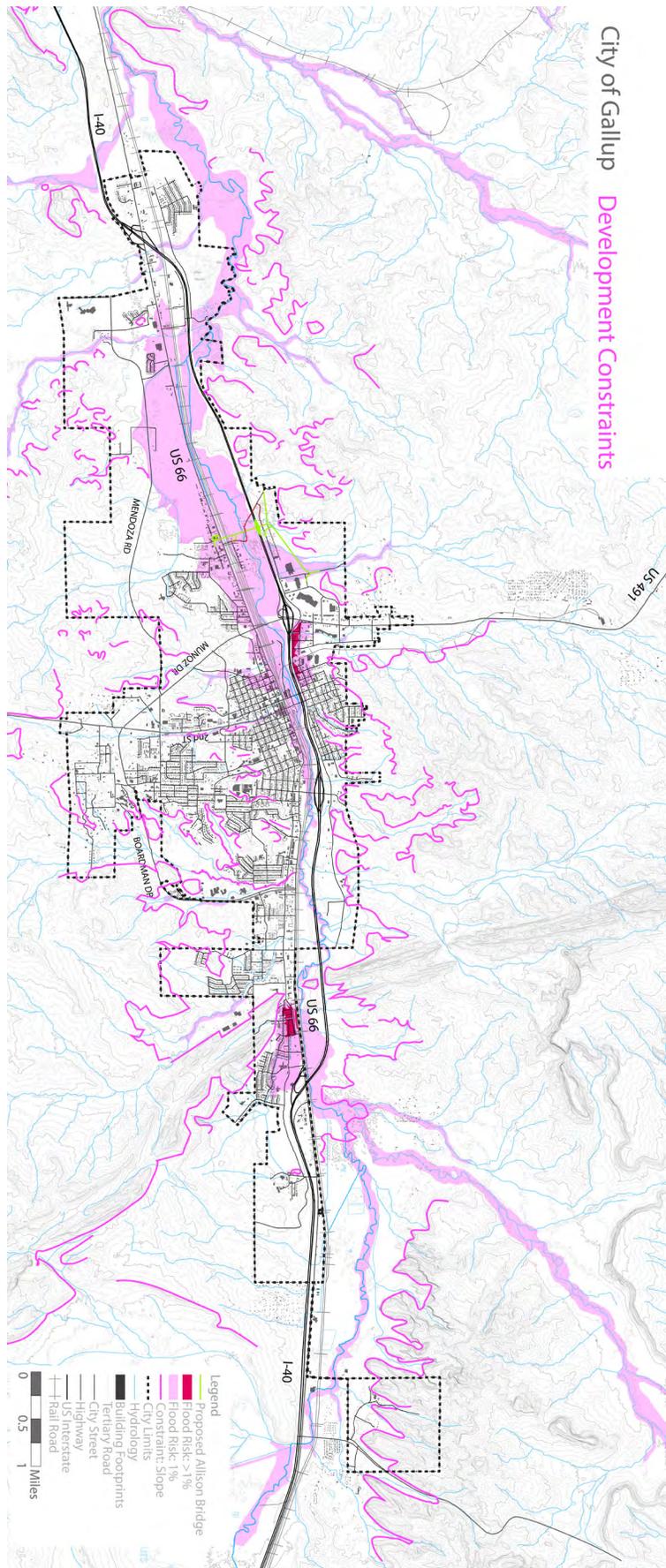
Drought

Probability of drought in Gallup is 100%.

Currently, drought is a risk to Gallup's water supply. Until the Navajo-Gallup Water Supply Project begins augmenting Gallup's water supply, the City should ensure that has sufficient water storage to fight fires. Fire stations and other critical facilities must have adequate supply to operate, and the City should continue water conservation and education efforts. Drought mitigation is a proactive process.

The City has implemented a water conservation effort that has been quite successful and is developing options for back-up water supplies for the future, like the City's application for the G-22 well field.

Exhibit XIII-3
 Map of Gallup Development
 Constraints



City of Gallup
 Development Constraints

Man-Made Hazards (including terrorism and hazmat incidents)

The probability of human-caused hazards in Gallup is 100%.

Traffic and rail accidents involving hazardous materials are a high risk to Gallup. Six of Gallup's seven most dangerous intersections are located on Munoz Drive and U.S. 491. Five schools are along these roads and would be affected by a hazmat incident with an isolation distance of 800 meters.

I-40 and rail corridors have the potential for major hazards. At least four schools lie within possible evacuation zones. Rail lines through the center of the city carry a potentially grave risk to citizens and the economy and could result in the temporary closure of I-40.

To fully prepare emergency responders for all possible risks, the City should engage with railroad personnel to understand what hazardous materials may travel through the city. While the railroad companies might not provide hazardous materials manifests ahead of time, lines of communication should be checked to ensure that in an emergency, emergency response personnel can obtain timely communication from railroad personnel about what hazardous materials are present and the location of the car containing the materials.

Gallup's location in a natural basin creates an extra threat from chemical releases by accidents along rail, I-40 or other locations. Hazardous chemicals are often heavier than air and would pool and spread along the length of town. If a major weather event closed I-40, semi-trucks containing potentially hazardous materials could accumulate and increase the probability of a traffic accident that could release such material.

As well, the risk is compounded by possible loss of access to I-40 as a rescue/escape route, and although NM 371 could serve as an alternate route, connections to Albuquerque and Flagstaff would be lost.

Rock Slides

In 2009, there were three fatalities from rock slides in the Gallup area. Rainstorms and heavy rain increase the risk of rock slides. To decrease this risk in the future, the City could distribute information among individuals who may take shelter below and around large rocks. Social programs also play a large role in mitigating this risk (as they do with the risk of exposure). As well, the City should consider the risk of rock slides to outdoor recreational users, and identify and mitigate high-risk rock formations with warning signs or by other measures.

Hazards Mitigation and Land Use

Gallup should develop preventative measures that deploy all policy and public outreach tools available in managing risks. The City should consider the land use policy recommendations presented in the Land Use Element of this plan, which discuss current and future hazards. To prevent unsafe conditions that may endanger personal safety or property, the City should continue to enforce building

codes and properly inspect buildings, and when necessary, ensure they are retrofitted to meet City standards.

The development constraints map on the previous page identifies flood zones and areas of steep elevation. These areas are development constraints, due to the potential difficulty of construction, and also hazards such as flooding, destabilizing erosion and mud or rock slides.

D. Goals, Objectives and Policies

Text legend:

Rust - new language

Black - language from 2009 Growth Management Plan

Goal 1: Reduce the possibility of injury and death due to hazards

1. Review existing emergency response and evacuation plans to minimize the potential for injury and death due to hazards
2. Review existing warning systems including signage, early warning notification systems, and literature for update and improvement
3. Engage railroad personnel in establishing a hazardous materials notification procedure in the event of an emergency.

Goal 2: Reduce the possibility of damage and loss to existing community assets including structures, critical facilities and infrastructure

1. Identify areas that are subject to high risk from wildfire and flooding, review existing building codes and zoning regulations, and update as needed
2. Reduce the exposure of critical facilities and residential structures to hazards risks
3. Ensure enforcement of the building code and zoning regulations
4. Include hazards mitigation risk review of City facilities in upcoming asset managements reviews

Goal 3: Promote disaster-resistant development

1. Review all existing building and zoning codes to ensure that future development will not create the potential for loss due to hazard events
2. Continue GIS mapping of structures and risks in the city
3. Make GIS and other hazard information available to the public, including potential developers

Goal 4: Promote disaster mitigation preparedness practices by all residents of Gallup and the surrounding areas

1. Expand public hazards education programs to educate the public about risk mitigation measures and evacuation/emergency procedures.
2. Promote and expand participation in the McKinley County CodeRED® early warning system
3. Continue water conservation efforts and expand where possible



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