

APPENDICES



Appendix 1
Acronyms & Terms



20/20 Program	Air Force “20/20 by 2020 Program”	BNSF	Burlington Northern/Santa Fe Railroad
801	801 Leased Housing Projects	BRAC	Base Realignment and Closure
AA	Associate of Arts	CAFB	Cannon AFB
ABEKA	Home School Educational System	CATS	Clovis Area Transit System
ACC	Air Combat Command	CCC	Clovis Community College
ACCRA	American Chamber of Commerce Researcher Association	CCS	Clovis Christian School
ACF	Area Cost Factor	CDC	Certified Development Company
ADAPT	Alcohol and Drug Abuse Prevention and Treatment	Center	New Mexico State University Agricultural Science Center
ADC	Association of Defense Communities	CERT	Citizen Emergency Response Training
ADT	ADT Alarm Company	CLEP	College Level Examination Program
AFB	Air Force Base	Clovis Campus	Wayland Baptist University, Clovis Campus
AFSOC	Air Force Special Operations Command	CMS	Clovis Municipal Schools
AFT	American Federation of Teachers	COBRA	Cost of Base Realignment and Action
AICUZ	Air Installation Compatible Use Zone	COPD	Chronic Obstructive Pulmonary Disease
APZ	Accident Potential Zone	Council	Roosevelt County Health Council
AYP	Adequate Yearly Progress	Curry	Curry County
BA	Bachelor of Arts	CVN	Clovis Municipal Airport
BAH	Basic Allowances for Housing	CYFD	Children, Youth and Family Department
Bath tub	Temporary decrease in employment and/or economic activity during mission transition	CZ	Clear Zone
BBER	Bureau of Business and Economic Research	DANTES-DL	Defense Activity for Non-Traditional Education Support – Distance Learning
Beddown	Assigning personnel, building facilities and setting up operations to support mission(s)	DAR	Defense Access Road
BLM	Bureau of Land Management	Department	Department of Defense
BMI	Body Mass Index	DHS	Department of Homeland Security
		DoD	Department of Defense

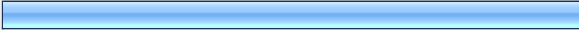
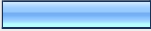
DoDEA	DoD Education Activity	GWOT	Global War on Terror
DRID	Defense Reform Initiative Directive	HAP	Homeowners Assistance Program
DSST	DANTES-DL Subject Standardization	Housing Project	Cannon AFB Housing Privatization Project
ECE	Early Childhood Multicultural Education	HPS	Health Planning Solutions, Inc.
EGRT	Environmental Services Gross Receipts Tax	HPSA	Health Professional Shortage Areas
EHEB	Environmental Health Epidemiology Bureau	HS	High School
EHS	Early Head Start	HSD	Human Services Department
EIS	Environmental Impact Study	ICU	Intensive Care Unit
EMS	Emergency Medical Services	ID	Identification
EMT	Emergency Medical Technicians	IEP	Individual Education Program
ENMRSH	ENMRSH, Inc.	Impact Aid	Federal Education Impact Aid
ENMRWA	Eastern New Mexico Rural Water Authority	ISO	Insurance Services Officer
ENMU	Eastern New Mexico University	ITS	Intelligent Transportation System
EOC	Emergency Operations Center	JLUS	Joint Land Use Study
EPA	Environmental Protection Agency	JPMG	Joint Program Manager Guardian Program
ER	Emergency Room	Keystone	Keystone International, Inc.
ESEA	Title VIII of the Elementary and Secondary Education Act of 1965	LEA	Local Education Agency
EUL	Enhanced Use Lease	LEPC	Local Emergency Planning Committee
FAA	Federal Aviation Administration	LGMC	Local Growth Management Committee
FEIS	Final Environmental Impact Statement	LGMO	Local Growth Management Organization
FEMA	Federal Emergency Management Agency	LOS	Level of Service. Letter designation with A being the best level.
FP/IM	Primary Care Physician	Matrix	Quality of Life Matrix
FQHC	Federally Qualified Health Centers	MECA	Multi Cultural Evaluation & Consultation Associates
FTA	Federal Transit Administration	MFH	Military Family Housing
FTE	Full Time Equivalent(s)	Mg/l	Milligrams per liter
FW	Fighter Wing	Microplex	Clovis-Portales Microplex
FWS	Fish and Wildlife Service	MILCON	Military Construction
FY	Fiscal Year	MLS	Multiple Listing Service
GAO	Government Accountability Office	MOA	Memorandum of Agreement
GRT	Gross Receipts Tax	Monterey	Monterey, CA Municipal Services Model



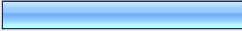

MOU	Memorandum of Understanding	REPI	DoD Readiness and Environmental Protection Initiative
NAEYC	National Association for the Education of Young Children	RGMP	Regional Growth Management Plan
NCLB	No Child Left Behind	ROI	Return on Investment
NDAA	National Defense Authorization Act	Roosevelt	Roosevelt County
NEPA	National Environmental Policy Act of 1969	S	State
NGA	National Governor's Association	SAT	Scholastic Aptitude Test
NMDOH	New Mexico Department of Health	SBA	Small Business Administration
NMDOT	New Mexico Department of Transportation	SEER	Surveillance, Epidemiology and End Results
NMSU	New Mexico State University	SME	Subject Matter Expert
NRA	National Rifle Association	SOW	Special Operations Wing
Ob/GYN	Obstetrics/Gynecology	SP	New Mexico State Park
OEA	Office of Economic Adjustment	SSA	Secondary Service Area
OMB	Office of Management and Budget	STD	Sexually Transmitted Disease
P	Private	Steering Group	Project Steering Group
PAA	Primary Aircraft Assigned	SWPM	Southwest Planning and Marketing, Inc.
PATS	Portales Area Transit System	SY	School Year
Plains Regional	Plains Regional Medical Center	TDY	Temporary Duty
PO	Preferred Offeror	Team	Keystone RGMP Team
PPSG	Public Private Solutions Group, Inc.	TRICARE	Tri-Service Health Care Program
PRC	Public Regulation Commission	TSA	Transportation Security Administration
PRMC	Plains Regional Medical Center	TTAP	Training and Technical Assistance Program
PRV	Plant Replacement Value	UAV	Unmanned Aerial Vehicle(s)
PRZ	Portales Municipal Airport	UNM	University of New Mexico
PSA	Primary Service Area	URS	URS, Inc.
PSCOC	Public School Capital Outlay Council	USAF	United States Air Force
PSFA	Public School Facilities Authority	USDA	U.S. Department of Agriculture
PUD	Planned Unit Development	WIC	Special Supplemental Nutrition Program for Women, Infants, and Children
QoL	Quality of Life	WUI	Wildlife-Urban Interface
Recreational Report	Outdoor Recreational Opportunities for a Day or Weekend Outing from Cannon AFB	WWTP	Waste Water Treatment Plant
Regional Plan	Regional Growth Management Plan	XCEL	XCEL Energy Company

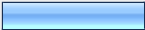
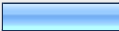
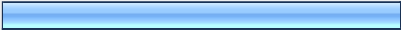



Appendix 2
Aggregate Analysis of Survey Results

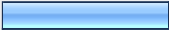

AFSOC Cannon AFB

1. What is your civil service grade or military rank?		
		Response Count
		411
<i>answered question</i>		411
<i>skipped question</i>		0

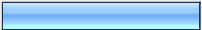
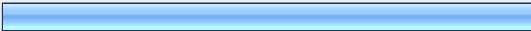
2. Have you ever been to Cannon AFB?			
		Response Percent	Response Count
Yes		79.8%	328
No		20.2%	83
<i>answered question</i>			411
<i>skipped question</i>			0


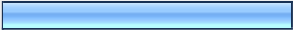
3. How long have you been at your current station?			
		Response Percent	Response Count
Less than 12 months		17.3%	71
Between 13 to 24 months		25.1%	103
Between 2 to 4 years		32.8%	135
Over 4 years		24.8%	102
<i>answered question</i>			411
<i>skipped question</i>			0



4. What is your marital and family status?			Response Percent	Response Count
Single			19.2%	79
Married without children			16.1%	66
Married with children			54.7%	225
Not married with children			2.9%	12
Divorced			4.1%	17
Significant other			2.9%	12
		answered question		411
		skipped question		0

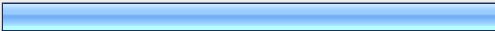
5. If married, is your spouse an active duty Air Force member?			Response Percent	Response Count
Yes			22.7%	73
No			77.3%	248
		answered question		321
		skipped question		90


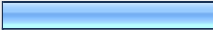

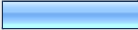
6. If your spouse is active duty, where is he or she stationed?		Response Count
		92
	answered question	92
	skipped question	319

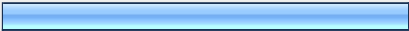
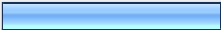

7. Where do you currently live?			Response Percent	Response Count
On base			27.0%	98
Off base			73.0%	265
			<i>answered question</i>	363
			<i>skipped question</i>	48

8. If off base, do you currently			Response Percent	Response Count
Own			60.2%	159
Rent			39.8%	105
			<i>answered question</i>	264
			<i>skipped question</i>	147

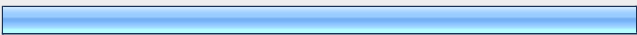


9. If you currently own a home and were assigned to Cannon AFB, what would you attempt to do?			Response Percent	Response Count
Sell your home			66.9%	121
Rent your home			33.1%	60
			<i>answered question</i>	181
			<i>skipped question</i>	230

10. If you were assigned to Cannon AFB, where would you prefer to live?			Response Percent	Response Count
On base			32.0%	116
Off base			68.0%	247
			<i>answered question</i>	363
			<i>skipped question</i>	48

11. If you move to the Cannon AFB region, what would be your initial plan?			Response Percent	Response Count
Live on base			28.4%	103
Purchase a home			28.9%	105
Rent an apartment or home			24.2%	88
Unsure			18.5%	67
			<i>answered question</i>	363
			<i>skipped question</i>	48

12. If you plan to purchase a home, in what time frame would you plan to buy?			Response Percent	Response Count
As soon as possible			55.9%	105
Within one year of relocation			29.8%	56
Within in one to three years of relocation			14.4%	27
			<i>answered question</i>	188
			<i>skipped question</i>	223

13. What is the size of your family?				
		Response Average	Response Total	Response Count
Number of adults living with you		1.10	391	355
Number of dependent children under the age of 18		1.28	410	320
Number of dependent children over the age of 18		0.16	32	195
<i>answered question</i>				363
<i>skipped question</i>				48

14. What type of housing will best fit your housing needs?				
		Response Percent	Response Count	
Single family home		87.6%	318	
Townhouse or condominium		5.2%	19	
Apartment		7.2%	26	
<i>answered question</i>				363
<i>skipped question</i>				48

15. What size of housing will best fit your housing needs?								
	1	1.5	2	2.5	3	4	5 or more	Response Count
Number of bedrooms	0.9% (3)	1.5% (5)	9.9% (34)	2.6% (9)	43.1% (148)	38.2% (131)	3.8% (13)	343
Number of bathrooms	4.5% (14)	8.3% (26)	57.4% (179)	18.6% (58)	10.9% (34)	0.0% (0)	0.3% (1)	312
<i>answered question</i>								357
<i>skipped question</i>								54

16. What is your price range?

Price Range

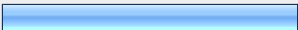
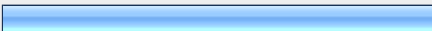
	Up to \$135,000	\$135,000-\$180,000	\$180,000-\$250,000	\$250,000-\$400,000
Purchase a home	38.6% (93)	34.0% (82)	22.8% (55)	4.1% (10)
Rent a home (monthly rent)	52.1% (25)	14.6% (7)	20.8% (10)	10.4% (5)

Price Range (monthly rent)



	Up to \$350	Up to \$550	Up to \$750	Up to \$1,000
Purchase a home	2.0% (3)	15.1% (23)	34.2% (52)	30.3% (46)
Rent a home (monthly rent)	4.1% (7)	18.0% (31)	34.3% (59)	27.3% (47)

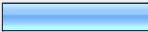

	<i>answered question</i>			
	<i>skipped question</i>			

17. Do you have children who will be in school in the fall of 2008?


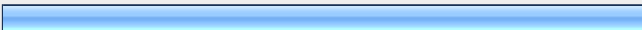

		Response Percent	Response Count
Yes		40.6%	139
No		59.4%	203
	<i>answered question</i>		342
	<i>skipped question</i>		69

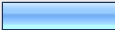
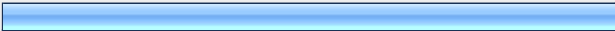

18. If applicable, please list the ages of your children and their anticipated grade level.

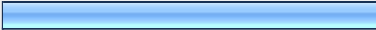

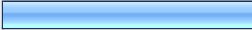
		Response Percent	Response Count
Child Age		100.0%	154
Child Grade Level		96.1%	148
	<i>answered question</i>		154
	<i>skipped question</i>		257



19. What school setting will you seek for your school age children?				
			Response Percent	Response Count
Public school			77.2%	152
Private school			19.8%	39
Home school			3.0%	6
			<i>answered question</i>	197
			<i>skipped question</i>	214

20. What are the top qualities that you look for before deciding to enroll your child?						
	Very Important	Important	Somewhat Important	Not Important	Rating Average	Response Count
School location	57.1% (121)	29.2% (62)	11.3% (24)	2.4% (5)	1.59	212
Student/teacher ratio	76.3% (161)	21.8% (46)	1.4% (3)	0.5% (1)	1.26	211
Graduation rate	71.0% (149)	22.4% (47)	5.2% (11)	1.4% (3)	1.37	210
Athletics	27.9% (58)	32.2% (67)	26.0% (54)	13.9% (29)	2.26	208
Other (please specify)						59
					<i>answered question</i>	212
					<i>skipped question</i>	199




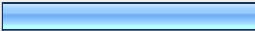
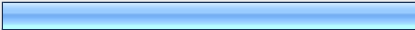
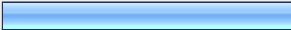
21. Does your child or children have an Individual Education Program (IEP) requiring any special education services such as speech/language therapy, occupational therapy, physical therapy, psychological services, visually impaired services, hearing impaired services, specialized equipment, or other?				
			Response Percent	Response Count
Yes			11.4%	23
No			88.6%	178
If yes, please briefly explain.			10.9%	22
			<i>answered question</i>	201
			<i>skipped question</i>	210

22. Is one or more of your children in enriched or gifted programs?				
			Response Percent	Response Count
Yes			15.3%	30
No			84.7%	166
If yes, please briefly explain.			8.7%	17
			answered question	196
			skipped question	215


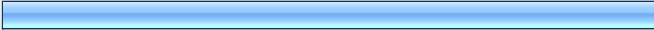
23. Do your children or dependents participate in after-school or extra-curricular activities?				
			Response Percent	Response Count
Yes			51.8%	99
No			48.2%	92
If yes, please identify activities			34.6%	66
			answered question	191
			skipped question	220

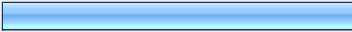

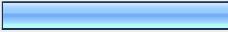

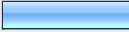
24. Will you or a dependent be interested in seeking continuing education, a vocational certificate, or an academic or advanced degree?				
			Response Percent	Response Count
Yes			78.1%	267
No			21.9%	75
			answered question	342
			skipped question	69

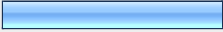

25. If yes, please specify level and field of interest.

		Response Percent	Response Count
GED		1.2%	3
Technical/vocational training		8.9%	23
Special certification		9.7%	25
Associate Degree		35.0%	90
Baccalaureate Degree		57.2%	147
Graduate Degree		39.7%	102
		Field of Interest	121
		<i>answered question</i>	257
		<i>skipped question</i>	154

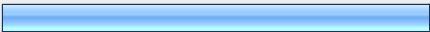
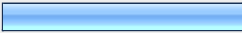

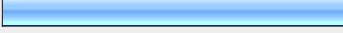
26. Will anyone be seeking employment in the area schools or post-secondary institutions?

		Response Percent	Response Count
Yes		9.6%	33
No		90.4%	309
		<i>answered question</i>	342
		<i>skipped question</i>	69

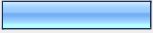
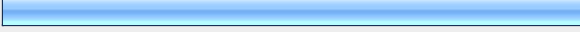
27. If yes, please identify the type of position.			Response Percent	Response Count
K-12 teacher			48.3%	14
Special education teacher			10.3%	3
Counselor			31.0%	9
Speech			3.4%	1
Other (please specify)			17.2%	5
			<i>answered question</i>	29
			<i>skipped question</i>	382

28. Will you require child care services?			Response Percent	Response Count
Yes			30.1%	102
No			69.9%	237
			<i>answered question</i>	339
			<i>skipped question</i>	72

29. If yes, how many children will require child care?		Response Count
		103
		<i>answered question</i>
		103
		<i>skipped question</i>
		308

30. If yes, what types of programs will you require?			
		Response Percent	Response Count
Full-time day care		58.7%	64
Preschool		33.0%	36
Before school program		24.8%	27
After school program		46.8%	51
		answered question	109
		skipped question	302

31. If married, will your spouse or children be seeking employment?			
		Response Percent	Response Count
Yes, spouse		50.2%	125
Yes, children		2.8%	7
Yes, both		7.2%	18
No		39.8%	99
		answered question	249
		skipped question	162

32. Do you or anyone in your family have special health conditions that require ongoing treatment?			
		Response Percent	Response Count
Yes		20.2%	56
No		79.8%	221
		answered question	277
		skipped question	134

33. If yes, please identify the types of specialists required for treatment.		Response Count
		53
	<i>answered question</i>	53
	<i>skipped question</i>	358

34. Please list types of leisure time activities that you or members of your family enjoy?		Response Count
		160
	<i>answered question</i>	160
	<i>skipped question</i>	251

35. Please list other concerns or desires of particular interest to you and your family members.		Response Count
		324
	<i>answered question</i>	324
	<i>skipped question</i>	87

Appendix 3

Quality of Life Matrix

The Quality of Life (QoL) Matrix is organized by major task areas (Column 1) within which are listed a series of indicators directly relevant to a QoL assessment (Column 2). Column 3 summarizes what the Team members were told by individuals and subject matter experts (SMEs) during interviews. Column 4 captures what was learned through observation and, where appropriate, Column 5 lists recommendations for consideration by the LGMO, any subsequent follow-on implementation growth management organization or local jurisdictions. The final column provides plausible indicators and/or strategies that can be used to monitor, report or assess progress toward achieving the goals selected.



Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
TRANSPORTATION					
	Efficient and well organized street system in place.	Funding for transportation maintenance and improvements and new roads is a major issue. Truck traffic creates hazards for pedestrians.	The Portales Transportation Plan includes truck traffic routing. New developments are not necessarily required to improve the network with connections and upgrades.	Pursue funding from the State of New Mexico for road improvements in both cities. Conduct a feasibility study to create a truck bypass around Portales. (Completed)	Periodic review of progress and the need for changes or upgrades. Establish metrics related to funding obtained or sought.
	Available/convenient alternative modes of transportation (bike paths, transit).	There is an understanding that Cannon AFB personnel, college students and other parts of the population that are critical to a viable community value alternative modes of transportation.	The Portales Transportation Plan recognizes transportation as a vital component in quality of life. Existing street standards do not always require the construction of pedestrian pathways, sidewalks and bike lanes.	Consider grant opportunities and state and federal funding related to the health benefits of alternate modes. Require developers to construct pedestrian/bicycle improvements as a subdivision is built.	Periodic review of progress and the need for changes or upgrades.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Available/convenient public transit (regional/local).	There is an understanding of the need for better service for the elderly, commuters, and Cannon AFB personnel, but funding is difficult.	No transit service is available between the cities of Clovis and Portales or to Cannon AFB.	Both cities should work together to expand transit service on a regional scale to provide service between Clovis and Portales, as well as between Clovis, and perhaps Portales, and Cannon AFB. Bus service to locations outside the region (e.g. - Amarillo) is also important.	Periodic review of progress and the need for changes or upgrades.
	Available and convenient commercial air service.	Improved air service and support of the airport are a common goal as long as they do not conflict with Cannon AFB operations.	The community is currently pursuing expanded commercial air services to Clovis Airport. Clovis Municipal Airport has prepared a capital improvements plan to serve larger aircraft. Portales Airport provides overflow capability and sells aviation fuel, it also plans for a runway extension.	Continue community efforts to provide expanded commercial air service to Clovis Airport. Include landscape enhancements in the funding requests (such as attractive landscaping and gateway features).	Periodic review of progress and the need for changes or upgrades.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
LAND USE					
	Long-term land use vision for individual communities and the Microplex.	Community leaders are proud of their long range planning efforts.	The four jurisdictions have comprehensive planning documents that have been recently updated.	Continue to pursue regional planning efforts and incorporate Smart Growth planning principles. Beautification efforts along the main thoroughfare through Clovis, US Highway 60/84, would influence first and lasting impressions.	Periodic review of progress and the need for changes or upgrades.
	Predictable zoning with enforcement of nuisance issues for local government.	Lack of enforcement of existing regulations has contributed to blighted conditions as well as some distrust between Microplex jurisdictions.	The nuisance laws are in place. They are not being enforced, and there are too many ways for property owners to continue their non-compliance.	Create a Public Relations campaign to inform property owners of their responsibilities. Develop sunset clauses for non-conforming uses. Establish a Good Neighbor Policy.	Periodic review of progress and the need for changes or upgrades.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Regional planning mechanisms are in place. Communities cooperating to address regional concerns.	Land use decisions within the different jurisdictions must be made from the perspective of the entire region.	The current growth management planning process is a step in the right direction. The Joint Action Plan between Clovis and Curry County is a great example of regional cooperation. Portales and Roosevelt County have plans to prepare a comprehensive plan and address developments, subdivisions, etc.	Continue to cooperate on planning activities and focus regulatory changes to include the following along corridors/gateways between the municipalities: attractive entrance “gateways” along major entrance routes to the community; redevelopment of vacant and undeveloped areas; refurbishment of deteriorated structures; new sign regulations for signs in the public right-of-way; and landscaping along major public rights-of-way.	Periodic review of progress and the need for changes or upgrades. Establish metrics for assessing projects completed and create a mechanism to apply lessons learned to subsequent projects.
	Local community parks that are convenient for residents.	The community leaders know that trails, open spaces and public amenities are critically important to individual communities and the region as a whole. The AFSOC community values parks, trails, related facilities, etc.	There is a lack of cooperation between the municipalities and local private partners (e.g., university and the base) to provide regional public facilities and to support some private ventures	Partner with private and public agencies to create regional recreation, park and entertainment opportunities such as golf courses, miniature golf courses, water parks, ball diamonds, etc. Use natural drainage areas to capture storm water runoff and create a trails network that can contribute to a more “green” community.	

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	<p>The downtowns of Clovis and Portales are attractive and lively town centers.</p>	<p>The area has lost some of the community character without downtowns that are used by the residents.</p>	<p>Allowing commercial uses outside of downtown and not concentrating density near the city core erodes the vitality of the downtown Clovis. Economic development efforts in Clovis appear to be directed towards business parks and the airport, away from downtown.</p> <p>Portales has been stressing downtown revitalization with projects like the YAM theater, the Stevens Medical Complex, Courthouse Square Improvements, etc.</p>	<p>The downtowns have an opportunity to provide an off-base experience of shopping, dining and entertainment.</p>	<p>Periodic review of progress and the need for changes or upgrades.</p> <p>Work with Main Street Programs to understand their feedback process.</p>

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Satisfactory public infrastructure in place and in step with development and growth.	There is a common understanding in the region that development should occur where infrastructure exists or is planned.	Frequently, land use regulations/decisions allow unplanned growth on the fringes of the communities, which occurs at the expense of infill development, requires additional public investment, and diminishes the attractiveness of the communities as places to live and work. Portales provides façade grants plus LEDA grants.	Promote sustainable community programs related to all public facilities. Create incentives to develop greater densities in town. Draw a “blue line” around the municipalities where public water will not be available for extension. Build on Clovis’ program to develop a more rigorous water conservation program for the region.	Periodic review of progress and the need for changes or upgrades. Establish metrics for assessing projects completed.
PUBLIC UTILITIES					
	Cost and quality for water and sewer services are safe and satisfactory	The public utility providers have trouble keeping up with industry best practices and state standards related to electric, wastewater and storm water utilities due in large part to an insufficient funding stream.	Capacity and condition of all utilities are generally sufficient except for wastewater treatment. Each municipality is currently conducting reuse water studies.	A county/ regional wastewater treatment alternatives study will be needed in the mid-term future.	Periodic review of progress and the need for changes or upgrades. Establish metrics to monitor user costs/quality

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Sustainable water sources are planned or in place for the community.	Conserving existing water and providing additional water is a regional issue that must be addressed.	The Ute Reservoir Project will help but not solve the problem. The project only addresses domestic water use. Agriculture will remain the biggest water user and will not be supplied by the Ute Reservoir Project.	Promote sustainable community programs for water/sewer services. Expand water conservation awareness programs, incentives, and requirements to make the region more "green." Develop a sustainable water supply for agriculture use by shifting to dry land farming wherever practicable, use low-water irrigation techniques and explore recharging the aquifer. Develop sustainable water supply for municipal use by reducing pipe leakage and considering reclaimed water.	Periodic review of progress and the need for changes or upgrades.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Cost and quality for other private utility services are satisfactory.		Land line and mobile telephone service are available throughout the area. Mobile service is available from several companies. Broadband internet access in Clovis is the only communication utility with any identified deficiencies. Service is available to the majority of – but not all – areas in the Microplex.	Promote sustainable community programs for electrical and gas utilities to make the region more “green.”	Periodic review of progress and the need for changes or upgrades.
	Community recycling programs in place.		Clovis collects plastic, paper, some metals, and cardboard and sends them to a local recycler. The same is true for Portales. Cannon AFB options for recycling used materials are limited and expensive, but Cannon is willing to reexamine recycling opportunities.	Promote sustainable community programs to make the region “more green.” Communities should coordinate with Cannon AFB to re-energize an on-base recycling program.	Periodic review of progress and the need for changes or upgrades.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
HOUSING					
	Adequate supply of suitably priced ownership housing (by size, quality, and location).	Housing prices have climbed considerably in recent years, particularly within Clovis. Large, custom homes are being built on 2.5 to 3 acre lots just northeast of Clovis. A 60-unit project is under construction in Portales.	Military personnel moving from Florida may have difficulty selling their existing homes, impacting their ability to purchase in NM.	Incoming personnel should be educated on programs available to help them purchase housing. Existing Air Force 801 housing should be retained in the region's housing stock, and, if necessary, the Clovis 801 property should be subdivided. More homes should be built, matching the needs identified in the survey of incoming personnel.	Monitor the number of homes on the market for sale; average sales price of homes on the market and of homes sold each year; and average sales price per square foot.
	Adequate supply of suitably priced rental housing (by size, quality, and location).	While some rental homes are available, very few apartments are available for rent.	Several small multi-family projects are being built in Portales.	Existing Air Force 801 housing should be retained in the rental pool. More apartments should be built, matching the needs identified in the survey of incoming personnel.	Monitor the rental vacancy rate and average rent; and average rent per square foot.
	Adequate supply of affordable and special needs housing.	There are few homes priced at \$90,000 to \$135,000. There is limited housing for special needs populations, e.g. seniors and the disabled.	Most new homes are priced at well over \$200,000.	Encourage donations of public land for affordable housing. Create an affordable housing task force and governing ordinance.	Monitor the number of affordable and special needs units on the market.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Adequate supply of land zoned for various types of housing.	There is typically an inadequate amount of land zoned for multi-family housing and none set aside for affordable housing.	There is a need for more multi-family housing and affordable housing.	Examine future needs by housing type and location and ensure an adequate supply of properly zoned land.	Monitor the number of acres of vacant land zoned for single family and multi-family housing.
	Updated transparent, comprehensive information about housing supply and needs	There is only fragmented information about the housing market.	There is no one-stop shop for either buyers or developers concerning housing supply and demand.	Develop and maintain a housing database to assist buyers, renters, and developers in making good decisions regarding housing purchases, rentals, locations and developments.	Periodic review of progress and the need for changes or upgrades.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
EDUCATION					
	School Size and Type.	Under the New Mexico Open Enrollment Act, residents may enroll in any public school if there is space available, and the parents are willing to provide needed transportation. This law extends to in-district and out-of-district public schools.	There is a choice of schools in a large school district in Clovis, a medium-sized school district in Portales, and smaller districts in Texico or several smaller communities (Dora, Elida, Grady, Floyd, and Melrose). There is a lack of “charter schools” because the smaller districts serve as charter type schools for larger districts. The Microplex offers a diverse mix of private schools in Clovis and Portales. There are local Home School support groups in the Microplex.		Monitor increased student enrollment diversity in the Microplex schools.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Per Pupil Spending.	New Mexico adopted its current school funding formula in 1974 to fix an inequitable method that was based on property taxes. While many studies have placed the formula among the fairest in the country, at least twenty (20) New Mexico school districts have had to seek emergency funding in the past decade, including a few of the smaller Microplex school districts	The current formula funds districts on the basis of the previous school year's student population. This has been an issue for the Microplex and is exacerbated by the student population volatility during Cannon AFB's transition. Since the current funding formula is based on prior school year funding, the impact of being underfunded during the 2009-2010 school year could be significant.	An alternative – to access state emergency funds -to help deal with such a problem available to some districts is not available to Clovis Municipal Schools. Changing the funding formula may help address the problems caused by the lack of being able to synchronize funding and student population. The proposed change would let school districts use either the average of the previous school year's 80th- and 120th-day counts or the current year's 40th-day count.	Monitor adoption of the proposed new funding formula in the 2010 New Mexico Legislative Session or subsequent sessions if necessary.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	No Child Left Behind (NCLB) Requirements.	School districts administer a reading and math AYP exam as part of the NCLB Act of 2001. The AYP sets a target for reading and math proficiency, which is a measure of the number of students who “Meet Standard.” The New Mexico Public Education Department, in collaboration with numerous representatives of school districts and related education organizations, has developed the definition of AYP for New Mexico and the exact formulas to calculate it.	The American Federation of Teachers (AFT) has named New Mexico one of 11 states to have all its standardized tests aligned with its clear grade standards. In Roosevelt County, Dora and Elida made AYP as districts. Floyd did not make AYP as a district because Floyd Middle School subgroups of economically disadvantaged and Hispanic students did not achieve AYP. Portales Municipal Schools did not make AYP as a district with all but two schools missing the AYP mark. In Curry County, the districts that met AYP under the NCLB law for the 2006-07 school year were Grady, Melrose, and Texico. Clovis Municipal Schools did not achieve AYP as a district as four schools failed to make AYP.	There are practical implications for the Microplex as it prepares to serve an increased military family population. The lack of national standards for assessing school performance under the NCLB law has resulted in inappropriate attempts to compare schools and school districts using AYP results. The consequence of not having national standards has been that each state has drafted its own standards (minimum expectations for each grade level) and every state administers a different test tied to these different standards. In order to help remedy this situation. A solution is for the State of New Mexico to utilize the recommendations by the National Governor’s Association and DoD’s Interstate Compact on Educational Opportunity for Military Children.	Monitor substantive changes to the NCLB law upon reauthorization by the U.S. Congress.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Teacher Qualification	Under NCLB, teachers are considered “Highly Qualified” if they have received a bachelor’s degree and a State Teaching Certification. In New Mexico, Highly Qualified Teachers are educators who meet state requirements for licensure in their areas of teaching.	All of the Microplex public schools are within the 94% Highly Qualified Teacher level and most have reached the 100% level.		Monitor retention of the 94% level of Highly Qualified Teacher levels.
	Local Public Schools Confidence Level	The level of confidence in the local Microplex public schools may be reflected in a comparison of public school enrollment as compared to private school and home school enrollment.	Microplex public school enrollment totaled some 12,000 students. Private school enrollment totaled 300 students. The estimate of students home schooled in the Microplex is 300.	Of the 13,000 students in the Microplex eligible for schooling, only 4.6% were enrolled in private schools or home schools. The fact that the Microplex has no charter schools and only two K-12 private schools indicates a very high confidence level in the public schools as compared to other areas of the country.	Maintain high quality public school systems as evidenced by less than 5% enrollment in private/home schools. Monitor the changes in the number of public school, private school and charter school enrollments per year.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
HEALTH CARE					
	Adequate supply of health care providers to meet demand for services.	Health care interviews recognized the lack of certain physician specialties and other providers.	The Microplex has needs for physician specialists in the following areas: Psychiatry, Orthopedic Surgery, Oncology, Gastroenterology (less than 1 FTE), Pulmonology (less than 1 FTE), and Urology. There is a need for 4 to 6 additional general dentists in the Microplex.	Recruitment by provider community.	Measure success in recruiting the physicians required and cited in Table 5 of the Health Technical Report and in recruiting an additional 4-6 dentists.
	Access to mental health and alcohol treatment resources.	Universal response from interviewees was a perceived shortage of mental health workforce and inpatient treatment facilities.	There is a serious lack of mental health providers and treatment resources in the Microplex. Overall the area is vastly underserved by the available mental health workforce. There is only one psychiatrist, and a shortage of other licensed mental health professionals. There are no inpatient mental health or alcohol treatment resources in the area. There is a low level of Medicaid provider reimbursement for mental health professionals, which is an obstacle to recruitment.	Develop consortium to access State funds for inpatient alcohol, drug, and mental health treatment for Microplex. Support efforts to increase Medicaid reimbursement for mental health providers. Recruitment by provider community.	Assess additional State of New Mexico funding for Inpatient Mental Health Services. Assess whether Microplex has accessed any of the funds allocated for a Regional Treatment Center. Determine success in recruiting up to an additional 6 psychiatrists to the Microplex.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Mortality and morbidity rates which compare favorably with benchmarks.	There was a sense that some high risk health behaviors might have negative mortality and morbidity consequences.	There is a greater than expected number of deaths from heart disease, lung cancer, and asthma. High rates of diabetes and chronic obstructive pulmonary disease (COPD) also exist.	NM Department of Health funded studies of possible environmental issues. Establishment of fitness programs, support of anti-smoking efforts and state funding of diabetes control efforts.	Compare death rates on a semi-annual basis or whenever updates are provided by NM Dept. of Health in the NM Selected Health Statistics Annual Report against Rates reported on Charts 13-26 of the Health Technical Report to determine progress.
	Acceptably low level of high risk behavior among children and young adults.	Teen pregnancy in particular seen as a key problem area.	There is a significantly greater than expected level of sexually-transmitted diseases among Microplex youth and young adults; an alarmingly high suicide rate (8% of youth reporting being injured in a suicide attempt over a recent 12-month period); a high rate of teen pregnancies; and an alcohol and drug abuse rate roughly equivalent to the State of New Mexico.	Establish consortium of community leaders, school officials, clergy, public officials, health care community and others to develop comprehensive program to address high risk youth behavior.	Compare future updated measures in New Mexico Youth High Risk and Resiliency Survey with the measures reported in the last published Survey (2005).

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Acceptably high level of preventive health care behaviors in the population.	Obesity and tobacco use most frequently cited problem areas.	A very high proportion of the population is obese, not physically fit, and the use tobacco at greater than expected rates.	Establishment of fitness programs, support of anti-smoking efforts and state funding of diabetes control efforts.	Compare measures reported by future reports of the NM Department of Health Behavioral Risk Surveillance System (NM Department of Health) for Region 4 against rates reported on Charts 27-35 of the Health Technical Report to determine progress.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Adequate health insurance coverage.	Sense of inadequate coverage for non-military population.	Approximately a quarter of the area's population does not have health insurance. Furthermore, many persons dependent upon Medicaid find it difficult to find a local provider because of low Medicaid payment rates, particularly in the areas of mental health and dentistry. The Counties provide some assistance through the use of indigent care funds, and the hospitals provide a significant amount of charity care. Nevertheless, health insurance coverage in the Curry and Roosevelt County areas is an even more pervasive issue than it is nationwide.	Support State-wide coalitions to increase financial access to health care, particularly supporting sound legislation drafted to address this issue.	Compare future US Census Bureau reports on persons without health insurance to rates reported on Chart 38 of the Health Technical Report.

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
ECONOMIC					
	Cost of living.	Data provided by federal and state agencies identifies a cost-of-living below the national and state averages. This fact holds an appeal to those seeking a higher quality of life on a mid- or low-income.	Confirmation of the ability to live comfortably on a moderate income in the Clovis-Portales community	This is a positive quality-of-life indicator and one that can be marketed as an advantage to living in the Clovis-Portales community. For incoming Cannon AFB personnel, a lower than average cost-of-living holds a benefit to those arriving from locations with higher costs.	Measured as a percentage (%) of U.S. average
	Rate of population growth.	Population growth in the Clovis-Portales community falls within a 0.6 - 0.7% percent average annual range.		Moderate, positive growth is easy to live with and fosters a sense of stability.	Estimates of population growth from 2000 are posted on the University of New Mexico's Bureau of Business and Economic Research (BBER) website: www.unm.edu/~bber/ . The U.S. Census Bureau also estimates population growth as listed on its website www.census.gov .

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Land values.	Recent federal reports show evidence of growth in farmland values with rising costs per acre for irrigated, dry land and commercial ranching properties.	Anecdotal information appears to confirm this trend.	Provides an opportunity to market the region's farming lifestyle and rural charm.	This measure is difficult to confirm. However, the Microplex might confirm this via the Curry and Roosevelt County assessor's offices or via anecdotal information from real estate and banking professionals.
	Employment.	Data from 2001 through 2007 shows a healthy 21% growth in the number of jobs for the Clovis-Portales area.	Anecdotal information both supports and rejects this data.	Growth in job number is an excellent measure of regional quality-of-life.	Job growth may be obtained from the Quarterly Census of Employment and Wages, published every three months by the NM Department of Workforce Solutions.
	Unemployment.	Data show unemployment below 3.0%, which is lower than the state average.		By any measure, this is a good indicator of a positive quality-of-life.	This measure is published by the NM Department of Workforce Solutions.
	Educational achievement.	Data show the region with a higher percentage of adults with less than a 12 th grade education. However, adults 25 years and older with graduate-level degrees are found in greater numbers in Portales, the home of Eastern New Mexico University.	Anecdotal information from educators supports this data.	A quality-of-life indicator with both negative and positive implications for the Clovis-Portales communities. With adequate planning and leadership, the percentage of adults with less than a 12 th grade education can be improved.	Assess data collected during the 10-year decennial census. Found at www.census.gov .

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Per capita income.	Well below state and national averages		A clear disadvantage to the Clovis-Portales communities when used as an indicator of quality-of-life.	Measure of income per person; data collected each decennial census with estimates between censuses posted on the U.S. Census Bureau website www.census.gov .
RECREATION (Results from AFSOC Personnel Survey)					
	Opportunities for extended visits, such as, National and State parks and private campground and cabin rentals.	AFSOC personnel are interested in multiple outdoor recreation opportunities. There is interest in developing more Recreational Vehicle parks.	There are numerous state parks (including lakes) that are within a few hours' drive. However, these are not well publicized and may not have much in the way of amenities.	Currently available outdoor recreation opportunities in the community/region need to be well-publicized for incoming AFSOC personnel.	
	Available indoor sporting opportunities (bowling and swimming), field sports (baseball, softball, soccer, lacrosse, etc.), ice sports (skating and hockey) that are convenient, economical, and local.	AFSOC personnel are interested in multiple outdoor recreation opportunities.	Convenient, local, indoor recreation opportunities will be important to AFSOC personnel. Cannon AFB has plans for health, welfare, and recreation (HWR) facilities/programs on-base.	See above.	

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Available outdoor sporting opportunities such as hunting, fishing, model airplanes, boats and rockets, motocross, bird watching, hiking, biking, kayaking, skiing skydiving, etc.	AFSOC personnel are interested in multiple outdoor recreation opportunities.	Opportunities do exist for many of these activities, and they are available locally or regionally. These activities exist, many within a few hours of the Microplex, and many more within New Mexico and West Texas—it is simply a matter of distance.	See above.	
	Available cultural facilities such as museums (children’s museum, nature and science, history and art), and performing arts facilities for theater and music.	There is local community interest in creating a military/dinosaur museum.	Celebrating the area’s military history is an opportunity for collaboration between locals and the military community. The State is rich in a wide variety of cultural pursuits.	Encourage a citizen task force on this issue.	
EMERGENCY SERVICES & PUBLIC SAFETY					
	Adequate responsive emergency services	Existing emergency services are adequate and responsive. Given the anticipated growth in the region, emergency services with moderate increases in resources and staffing should be satisfactory	Opportunities for some centralization, sharing of resources and increased equipment compatibility and interoperability will enhance emergency services.	Explore options for jurisdictional opportunities within counties to centralize services and increase equipment compatibility and interoperability over the mid- and long-term	Periodic review of progress and the need for change or upgrades

Task Area	What are typical indicators of QOL?	What we were told. (interviews)	What we learned. (observations)	Brief Summary Recommendations	Assessing QOL, Possible Metrics
	Cooperating agreements among Microplex communities, including Cannon AFB	Existing agreements are both adequate and current.	Projected Microplex growth, base change in mission, and expanded Melrose Range Complex suggest that cooperating agreements be periodically reviewed and modified as needed. Accompanying population growth, rural and urban, some response areas may benefit from realignment.	Periodic review of cooperating agreements, response areas, resources and staff acquisition are essential to the Microplex's overall public safety and emergency services capabilities.	Periodic review of progress and the need for change or upgrades



Appendix 4
Recommendation Summaries by Task Area



Overall				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years		Estimated Cost	Potential Source(s) of Funding/Remarks	
O1	Establish a Regional Growth Management Organization	I	\$70,000- \$80,000/year	Local and OEA.

Housing Task Area				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years		Estimated Cost	Potential Source(s) of Funding/Remarks	
H1	Develop a housing task force	I	N/A	Local and OEA funding, if needed. Community volunteer organization.
H2	Market requirements to builder and finance communities	N	\$10,000/year	Local and OEA.
H3	Begin discussions concerning 801 Housing disposition	I	N/A	In progress for 801 Housing located in Portales.

LGMO priority projects in **bold**

Land Use Task Area				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years		Estimated Cost	Potential Source(s) of Funding/Remarks	
L1	Complete the Joint Land Use Study (JLUS)	N	\$80,000 - \$160,000	OEA with Local 10% match. Project underway by Curry County.
L2	Revise and coordinate planning, zoning and subdivision regulations to be consistent with regional growth management policies and objectives	N	\$25,000 - \$50,000	Local and OEA.
L3	Adopt regional land use growth management goals and guidelines	N	N/A	Local and OEA.
L4	Implement local jurisdictions' smart growth plans and policies	N	N/A	Local and OEA.

LGMO priority projects in **bold**

Public & Private Utilities and Infrastructure Task Area				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years			Estimated Cost	Potential Source(s) of Funding/Remarks
PU1	Continue to support the Ute Reservoir Water Project	M	\$443 million (2006 est.)	Primarily Federal and State, with some local funding.
PU2	Continue development of a means to accept cheese plant wastewater	N	\$0 - \$25,000	Local funding for study: implementation will generate revenue.
PU3	Investigate the potential to operate Cannon AFB utilities	N	N/A	Local, state, public and private utility agency funding, if Air Force offers systems.
PU4	Evaluate water use strategies	N	\$10,000	Local, NM Environmental Department or Finance Authority, Federal EPA or U.S. Department of Agriculture.
PU5	Optimize water distribution system maintenance	N	\$25,000 - \$100,000	Local, Governor's Conservation Fund, utility agencies and companies.
PU6	Investigate the use of reclaimed wastewater	N	Cannot determine without alternative definition.	Local. Costs will be determined without alternatives definition.

LGMO priority projects in **bold**

Transportation Task Area				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years			Estimated Cost	Potential Source(s) of Funding/Remarks
T1	Support Clovis Municipal Airport improvements	N	N/A	Local, State Capital Outlay, NMDOT and FAA. Funding identified in capital improvement program.
T2	Develop a regional comprehensive transportation plan	N	N/A	Local if contractor support required.
T3	Continue efforts in support of the Portales truck route/bypass	N	\$3.5 - \$10 million	Local, NMDOT, Federal Highway Administration.
T4	Expand transit service to the region	N	\$50,000 - \$100,000	Local, transit providers and possibly OEA.

LGMO priority projects in **bold**

Education Task Area				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years		Estimated Cost	Potential Source(s) of Funding/Remarks	
E1	Construct a new middle school in the Clovis School District.	N	\$30 million	The Clovis School District is currently working on this (80% State and a 20% Local match)
E2	Rezone Cannon AFB and the Cannon AFB Chavez Housing area	I	N/A	Adopted and implemented.
E3	Support changes to the State Education Funding Formula.	I	N/A	Work during 2010 Legislative Session.
E4	Develop alliance with other DoD growth communities	I	N/A	Local and OEA.
E5	Create standing education committee	I	N/A	Local

LGMO priority projects in **bold**

Recommendation Summary – Health Care Task Area				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years		Estimated Cost	Potential Source(s) of Funding/Remarks	
HS1/2	Support continued recruitment of physicians and dental care providers	I	Unknown	Local hospitals and government. Long-term project.
HS3	Support establishing a Microplex outpatient drug and alcohol treatment center	I	Unknown	Local and NM Department of Health.
HS4	Create a mental health steering group to address mental health provider support in light of national shortage of specialists and resources	I	N/A	NM Department of Health and National Mental Health Information Center.
HS5	Consider developing a diabetes education and self management program in the Microplex	M	N/A	NM Department of Health's Diabetes and Control Program. Long-term project.
HS6	Assemble a local task force to develop a plan to address high risk behaviors among youth	I	N/A	Community volunteer group and planning.

LGMO priority projects in **bold**

Public Safety & Emergency Services Task Area				
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years			Estimated Cost	Potential Source(s) of Funding/Remarks
PS1	Periodically evaluate and adjust emergency management/public safety staffing	N	N/A	Should occur on an annual basis.
PS2	Review medical emergency services to identify most effective ways to meet changing needs in the Microplex	N	N/A	Local
PS3	Establish a Microplex working group representing each jurisdiction and Cannon AFB to develop plans to address future needs	N	N/A	Local
PS4	Evaluate public safety resource issues, opportunities and organizations to ensure maximum efficiencies	N	N/A	Local
PS5	Implement progressive, participative fire protection and prevention codes and ordinances	N	N/A	Local
PS6	Continue to periodically evaluate and update emergency preparedness plans, agreements, and policies and procedures	N	N/A	Should occur on an annual basis.
PS7	Review emergency services mutual and automatic aid agreements every three years	N	N/A	Local
PS8	Review EMS scope of practice issues and impacts as growth occurs	N	N/A	Should occur on an annual basis.
PS9	Evaluate potential benefits of creating a Microplex EMS medical director to supplement city and county directors	N	N/A	Local

LGMO priority projects in **bold**

Economic & Fiscal Task Area			
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years		Estimated Cost	Potential Source(s) of Funding/Remarks
EF1 Expand regional educational achievement to enhance economic development	N	Unknown	State and Federal Education or Workforce Development Agencies or private foundation.
EF2 Identify local workforce skills that match needs of high-wage employers	N	\$50,000 - \$75,000	State and Federal Economic Development Agencies. Local economic development agencies might be able to complete study.
EF3 Apply for an OEA Economic Diversification Grant	N	\$75,000 - \$150,000	OEA with 10% local match of funds or in-kind.
EF4 Identify and develop action plan to attract high-wage companies	N	\$100,000	State and Federal Economic Development Agencies. Local economic development agencies might be able to develop strategy.
EF5 Market Microplex's outdoor and recreational amenities	I	N/A	Include in Microplex community information.
EF6 Highlight cost of living and small-town values	N	N/A	Include in Microplex community information.
EF7 Highlight school activities	N	N/A	Include in Microplex community information.
EF8 American Chamber of Commerce Researchers Association	N	\$10,000 - \$30,000	Local. Possible support from Portales and Clovis Chambers of Commerce, Clovis Industrial Development Center, etc.
EF9 Develop a program to catalogue skills possessed by AFSOC personnel and families and match them to potential industries that could be attracted by well disciplined and already trained workers separating from the Air Force	L	\$100,000 - \$150,000	Department of Labor Workforce Development Grant.

LGMO priority projects in **bold**

Quality of Life Task Area			
Action & Timing I = Immediate, N = 1-3 years, M = 4-9 years, L = 10+ years		Estimated Cost	Potential Source(s) of Funding/Remarks
Q1	Review Quality of Life factors every three years	N	N/A
			Community volunteer organization.
Q2	Inventory available resources and support in the Microplex	I	N/A
			Local
Q3	Approach Quality of Life as regional responsibility	I	N/A
			Local, State, Federal and Business
Q4	Network and communicate with other growth communities	I	N/A
			Leverage others' lessons learned.

LGMO priority projects in **bold**