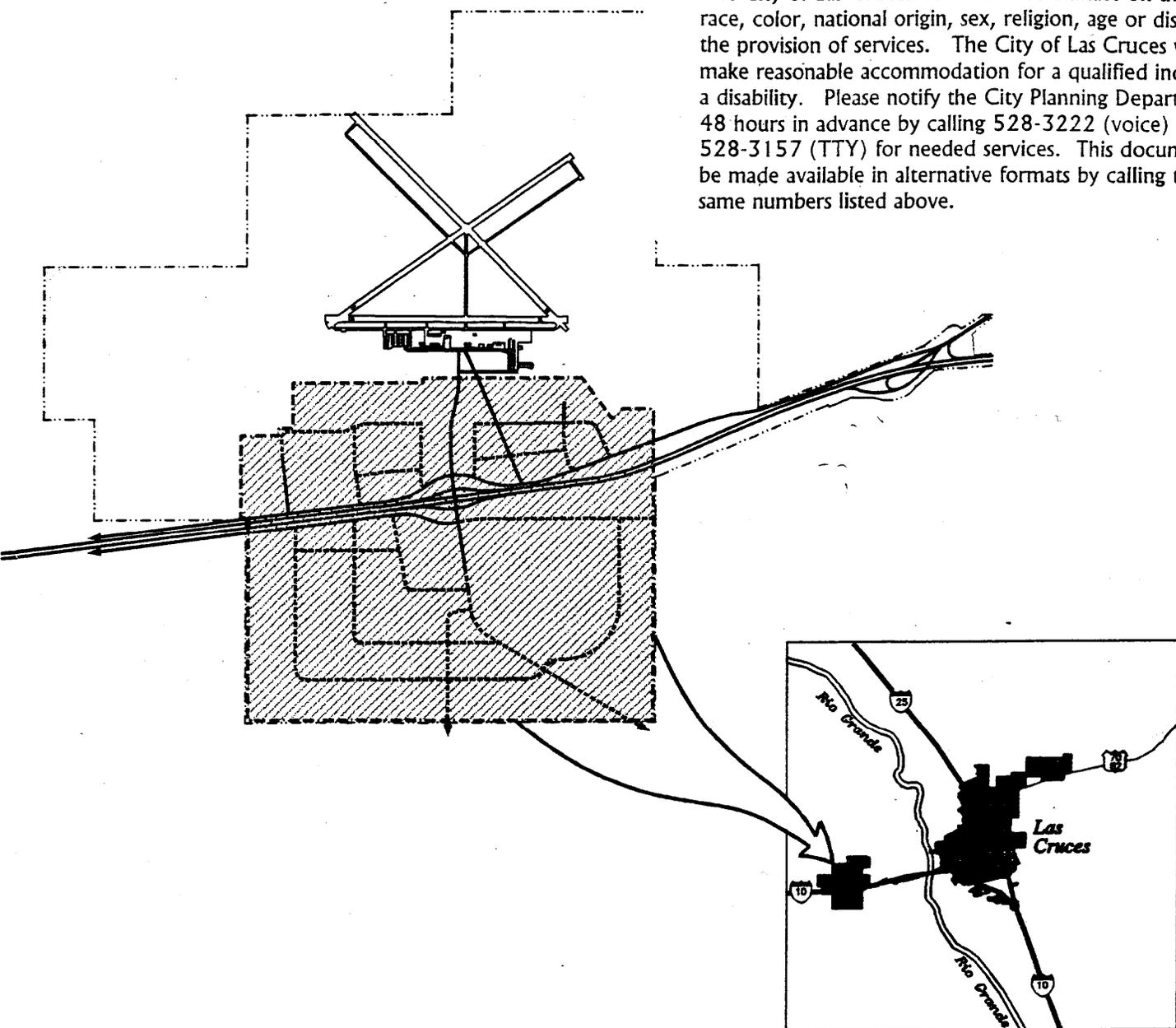

WEST MESA INDUSTRIAL PARK

Master Plan and Development Strategy

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WEST MESA INDUSTRIAL PARK
MASTER PLAN AND DEVELOPMENT STRATEGY

EDA Awardee: City of Las Cruces, NM

Author: City of Las Cruces, NM Planning Department
EDA Submittal Date: October 20, 1995

EDA Project Number: 08-06-02892

This report was prepared under an award from the U. S. Department of Commerce Economic Development Administration. This publication was prepared by the City of Las Cruces, New Mexico. The statements, findings, conclusions, and recommendations are those of the author(s) and do not necessarily reflect the views of the Economic Development Administration.

CITY COUNCIL

Ruben Smith, Mayor
Jack Valencia, Jr., Mayor Pro Tem
Jose Fietze
J. Henry Gustafson
Karen P. Stevens
Tommy Tomlin
John Haltom

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Frank Borman
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Project Title: West Mesa Air Industrial Park Study
Award Number: 08-06-02892
Funding Amount: \$57,000

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ACKNOWLEDGEMENTS

The City of Las Cruces would like to thank the business owners located in the West Mesa Industrial Park, the West Mesa Industrial Park Master Plan Ad Hoc Committee, and City Council for sharing their time, energy, concerns, and expertise during the planning process of the West Mesa Industrial Park Master Plan and Development Strategy.

RESOLUTION NO. 96-229

**A RESOLUTION ADOPTING THE WEST MESA INDUSTRIAL PARK
MASTER PLAN AND DEVELOPMENT STRATEGY. SUBMITTED BY THE
CITY OF LAS CRUCES (CP-95-004).**

The City Council is informed that:

WHEREAS, the City of Las Cruces has approximately 1,800 acres of real property located on the City's West Mesa along Interstate Highway 10 and south of the Las Cruces International Airport, and

WHEREAS, the City of Las Cruces bought the property to develop a high-quality industrial park, and

WHEREAS, the City of Las Cruces through the West Mesa Industrial Park Ad Hoc Committee and City Staff, with a grant from the Economic Development Administration have developed the West Mesa Industrial Park Master Plan and Development Strategy, and

WHEREAS, this Master Plan and Development Strategy has gone through an extensive planning process, and

WHEREAS, the Planning and Zoning Commission, after conducting a Public Hearing on December 13, 1995, recommends that the West Mesa Industrial Park Master Plan and Development Strategy be **APPROVED** and **ADOPTED** by the City Council.

NOW, THEREFORE, be it resolved by the governing body of the City of Las Cruces:

(I)

THAT the West Mesa Industrial Park Master Plan and Development Strategy and more particularly shown in Exhibit "A" attached hereto and made part of this resolution is approved and adopted.

(II)

THAT City staff is authorized to correct misspelled words, renumber sections and other superficial corrections within the West Mesa Industrial Park Master Plan and Development Strategy that do not change the intent, purpose or guidelines of the Plan.

(III)

THAT City staff is hereby authorized to do all deeds necessary
in the accomplishment of the herein above.

DONE AND APPROVED this 16th of January, 1996

APPROVED



Mayor

ATTEST:



City Clerk (SEAL)

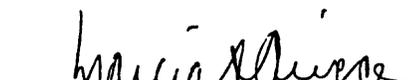
Moved by: Tomlin

Seconded by: Haltom

VOTE:

Mayor Smith:	<u>Aye</u>
Councillor Frieze:	<u>Aye</u>
Councillor Gustafson:	<u>Aye</u>
Councillor Valencia:	<u>Absent</u>
Councillor Stevens:	<u>Aye</u>
Councillor Tomlin:	<u>Aye</u>
Councillor Haltom:	<u>Aye</u>

APPROVED AS TO FORM:



City Attorney

A B S T R A C T

This Master Plan and Development Strategy presents how the City of Las Cruces plans to develop and maintain an industrial park in the city's west mesa. The master plan begins with a general introduction of the West Mesa Industrial Park that includes how the master plan was developed. The master plan then leads to a detailed description of study area information; ranging from the park's history and site characteristics to available utilities, protective services, and transportation facilities. The plan next provides detail on marketing strategies and previous planning activities undertaken by the City of Las Cruces for the industrial park since 1985. The master plan also outlines implementation criteria, including coordination with the private sector and utilization of the adjoining international airport.

The master plan concludes with an overall goal, several objectives, and associated policies for the industrial park. The objectives and policies include criteria for cohesive design, construction, and maintenance for recruiting quality industrial businesses. The master plan graphics, as part of the appendix, show the proposed internal street network and areas set aside to attract specific industries. The master plan concludes with a separate target industry strategy.

I. INTRODUCTION

The West Mesa Industrial Park property was purchased by the City of Las Cruces starting in 1982. The intent of the property purchase was to develop a high-quality industrial park and to provide economic and industrial development opportunities for the Las Cruces area.

PURPOSE AND INTENT

The purpose and intent of the West Mesa Industrial Park Master Plan and Development Strategy is to provide a policy document for the Las Cruces City Council to develop and market an attractive, functional and high-quality industrial park. This plan and strategy establishes policy for marketing and development of the industrial park; guidelines for the location of new businesses and industries; and the physical construction of required infrastructure systems to serve the West Mesa Industrial Park.

Process

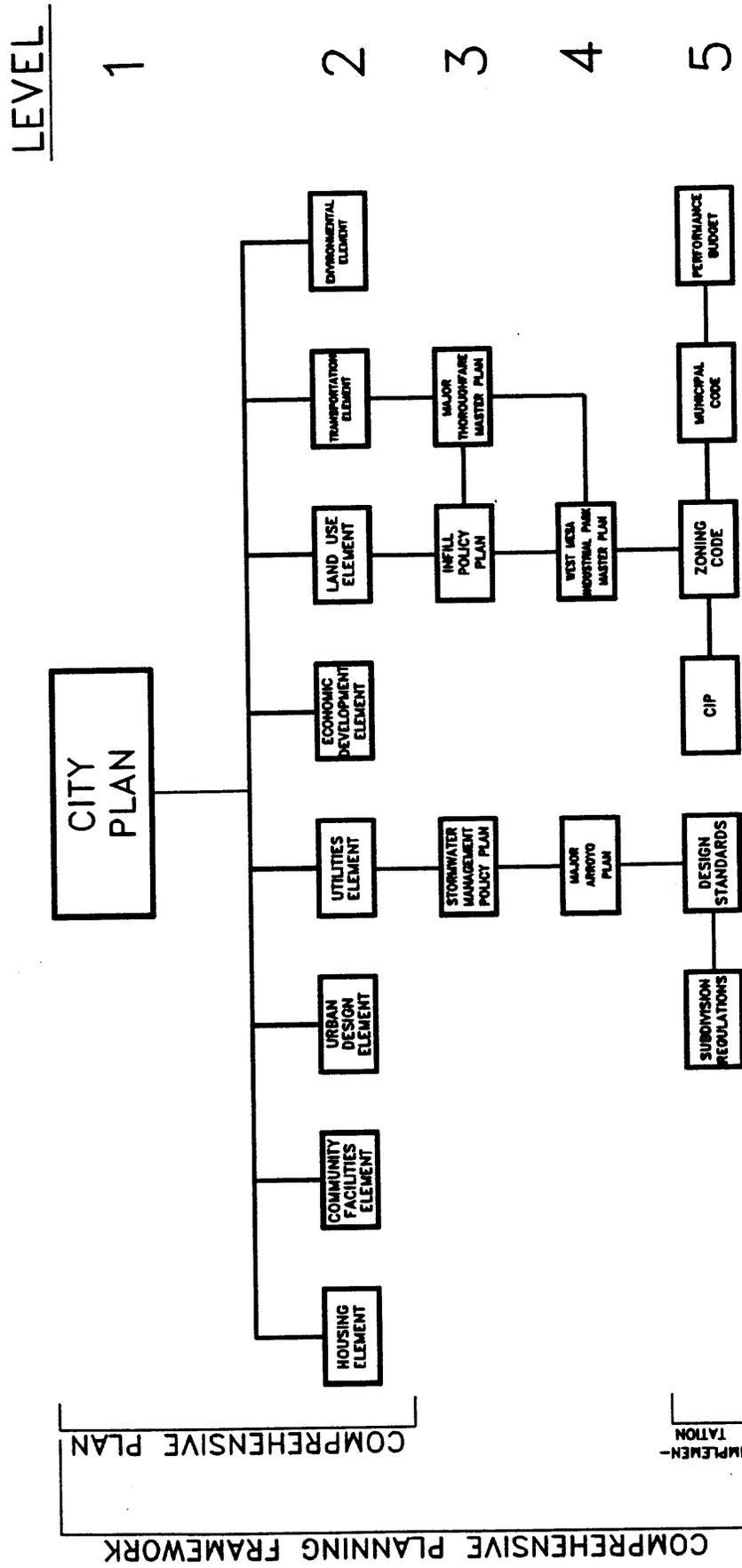
The West Mesa Industrial Park Master Plan and Development Strategy was formulated in three distinct stages. First, an Ad Hoc Committee was established to provide goals, objectives, direction and review of the draft Plan. Second, research data and preliminary concepts from the Ad Hoc Committee were developed by the planning firm of Bucher, Willis and Ratliff. Finally, City staff synthesized the goals and objectives provided by the Ad Hoc Committee with the research advanced by the planning consultant to create the West Mesa Industrial Park Master Plan and Development Strategy.

Framework

The West Mesa Industrial Park Master Plan and Development Strategy is an area specific plan. It is considered a fourth-level planning document under the Las Cruces Comprehensive Planning Framework (see Comprehensive Planning Framework). A fourth-level plan is intended to promote the goals and objectives of the Las Cruces Comprehensive Plan through the Land Use, Urban Design, Transportation, Utilities, and Economic Development Elements of the Comprehensive Plan.

The Master Plan and Development Strategy is composed of three sections. The first section provides background information on the industrial park. This information details the physical location, existing land uses and development conditions, previous planning activities and current development issues for the industrial park. The second section establishes the master plan and development strategy goal. This section also provides the policies for developing the industrial park through the use of objectives and strategies. The third and final section of the plan is the master plan graphics and a development strategy. This section constitutes the implementation portion of the plan and provides the mechanism to achieve the objectives and goals determined earlier in the plan.

COMPREHENSIVE PLANNING FRAMEWORK



II. STUDY AREA INFORMATION

INDUSTRIAL PARK INFORMATION

The West Mesa Industrial Park is located approximately eight miles west of downtown Las Cruces. The 1,820 acre property is located directly south of the Las Cruces International Airport and is bisected by Interstate Highway 10 (see Vicinity Map).

History

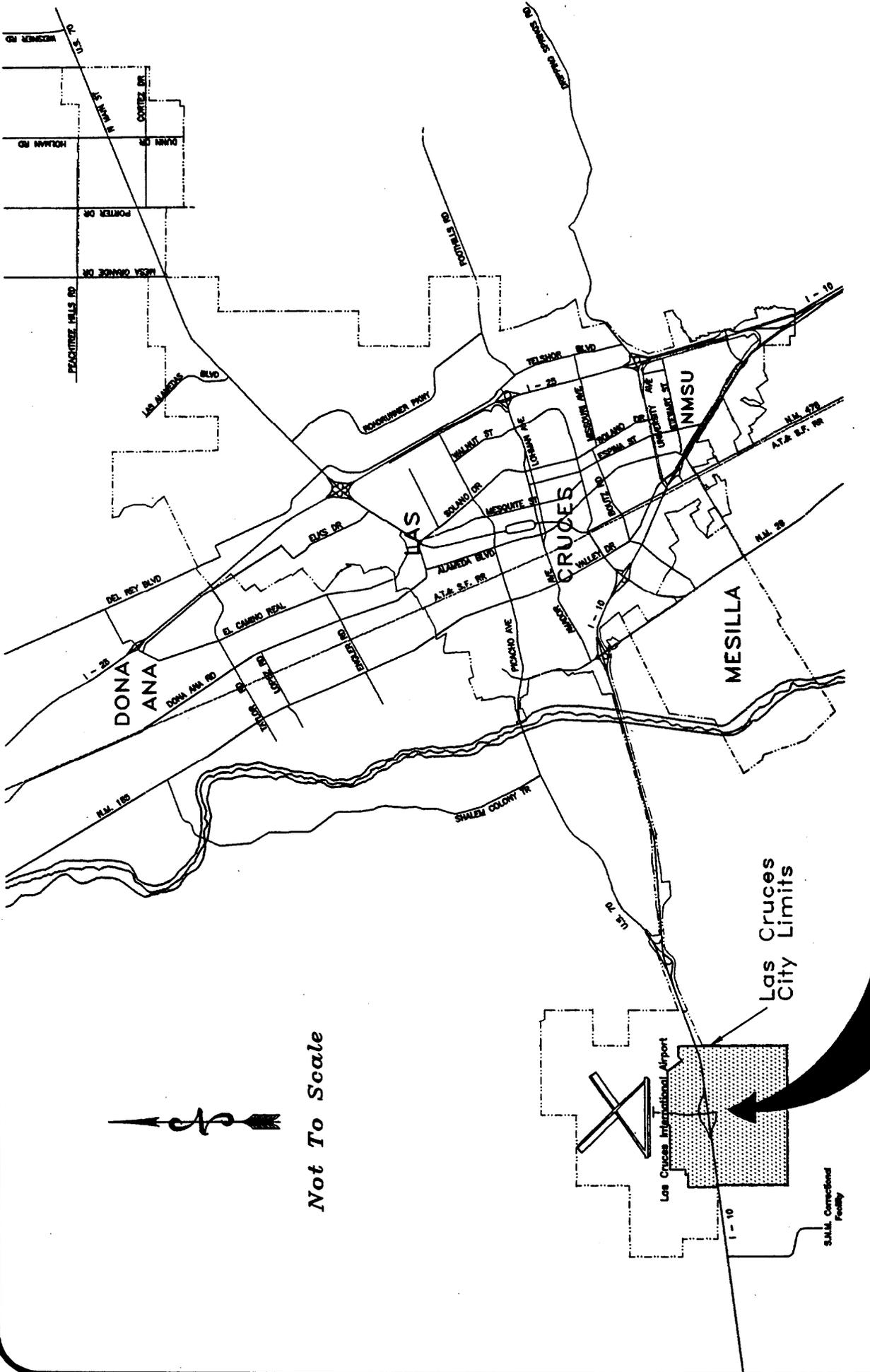
The property was originally owned by the United States Department of the Interior, Bureau of Land Management (BLM). In 1982, BLM transferred title of the industrial park property to the City of Albuquerque in exchange for certain other properties in the Elena Gallegos Land Exchange. The City of Las Cruces then acquired the industrial park property by purchase from Albuquerque in four separate transactions between 1982 and 1985. The property was purchased for development as an industrial park to expand and diversify the local economic base, to provide new jobs in the community, and to generate aviation and airport business activities adjacent to the Las Cruces International Airport.

The Interstate 10 (I-10) interchange is centrally located in and provides access to the West Mesa Industrial Park. The I-10 interchange and Crawford Boulevard north of I-10 were constructed in 1986 with a grant from the Federal Aviation Administration (FAA) and the Federal Highway Administration (FHWA). As a requirement of the FAA grant, the portion of Crawford Boulevard north of I-10 is to be used for the exclusive access to Las Cruces International Airport.

Site Characteristics

The industrial park is a relatively flat parcel of land which gently slopes downward from the northwest to the southeast. Soils for the site are composed of well-drained, silty sand with a caliche formation in the upper nine feet. The Soil Survey of the Dona Ana County Area, New Mexico identifies four major types of soil within the West Mesa Industrial Park boundaries as: Cacique-Cruces (CA), Wink-Pintura (WP), Tencee-Upton (TE), and Bluepoint loamy sand (BO) (see Soil Survey Map). The CA soil has moderate limitations for the construction of commercial buildings while the WP soil has slight limitations for the construction of commercial buildings.

The industrial park's natural physical landscape is characterized by coppices and dunes located around native vegetation. On-site vegetation consists mainly of native plants such as mesquite and creosote bushes.



Not To Scale

Las Cruces City Limits

Project Vicinity

Las Cruces International Airport

S.M.A. Connection Facility

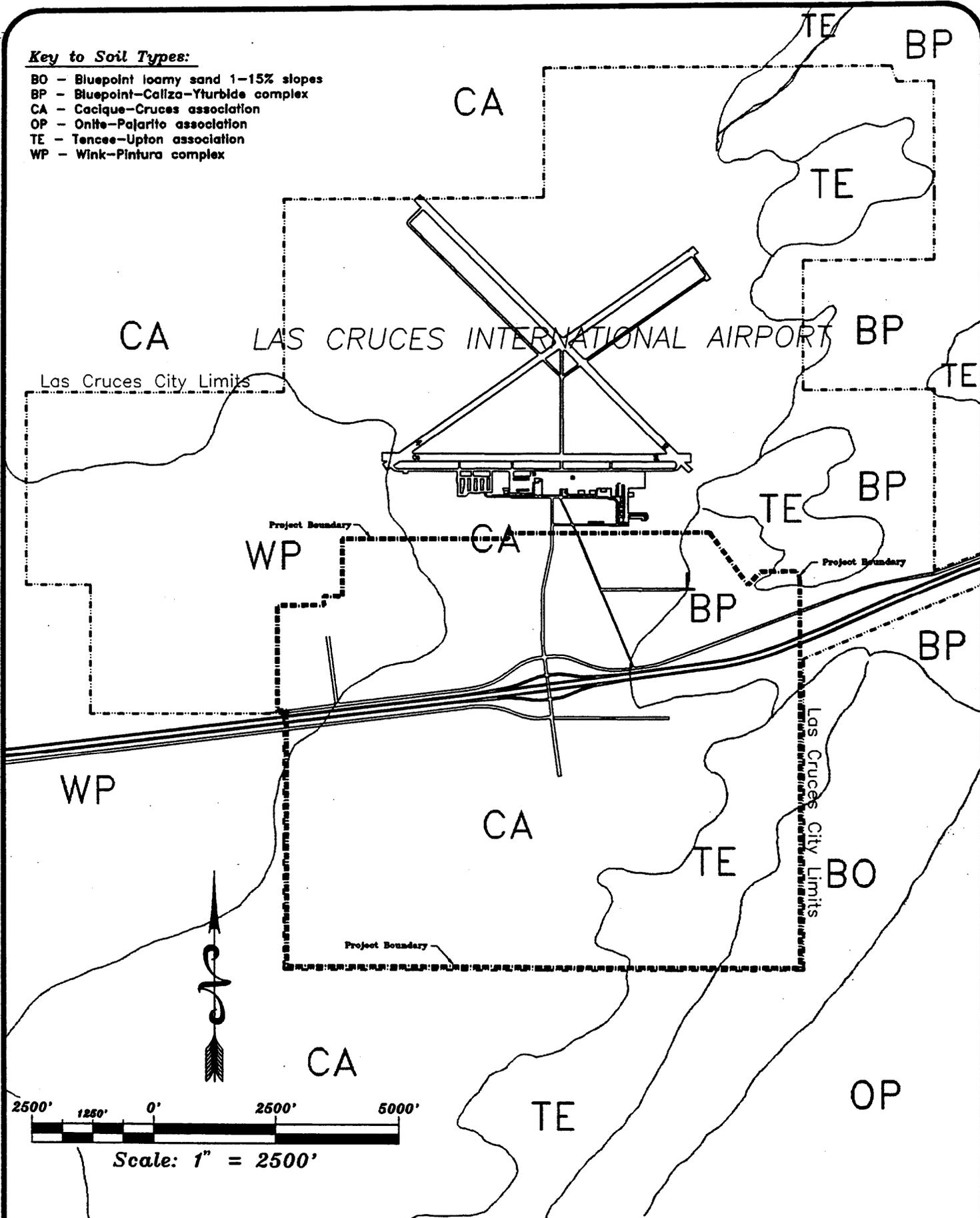
West Mesa Industrial Park General Vicinity Map

Developer/Consultant:
 The City of Las Cruces
 P.O. Drawer CLC
 Las Cruces, New Mexico 88004

Drawing Prepared by:
 The City of Las Cruces
 Planning / Tech. Support Departments
 575 S. Alameda Blvd.
 Las Cruces, New Mexico

Key to Soil Types:

- BO - Bluepoint loamy sand 1-15% slopes
- BP - Bluepoint-Calliza-Yturbe complex
- CA - Cacique-Cruces association
- OP - Onite-Pajarito association
- TE - Tencee-Upton association
- WP - Wink-Pintura complex



West Mesa Industrial Park

Soil Survey Map

Developer/Consultant:
 The City of Las Cruces
 P.O. Drawer GLC
 Las Cruces, New Mexico 88004

Map Prepared by:
 The City of Las Cruces
 Planning & Zoning Department
 505 S. Alameda Street
 Las Cruces, New Mexico

The topography of the industrial is both flat and undulating with the presence of arroyos, with varying storm water drainage throughout the site (see Contour Map). The area north of Interstate 10 and west of Crawford Boulevard has the least change in slope. The northeast quadrant is flat near Crawford Boulevard and then is escarped with arroyos on its eastern half.

The industrial park property south of Interstate 10 is also characterized by flat and hill topography. The southwest quadrant is generally flat and contains a depression which runs northeast to southwest impacting the area's drainage. The southeast quadrant contains both flat and escarpment topography. Drainage for the area runs eastwardly with large arroyos on the southeastern portion of the property. The arroyos are natural drainage ways which carry intermittent run-off flows to the south and east during summer rain events.

Additional Site Characteristics

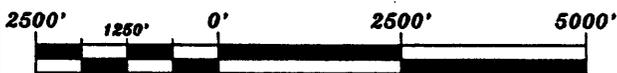
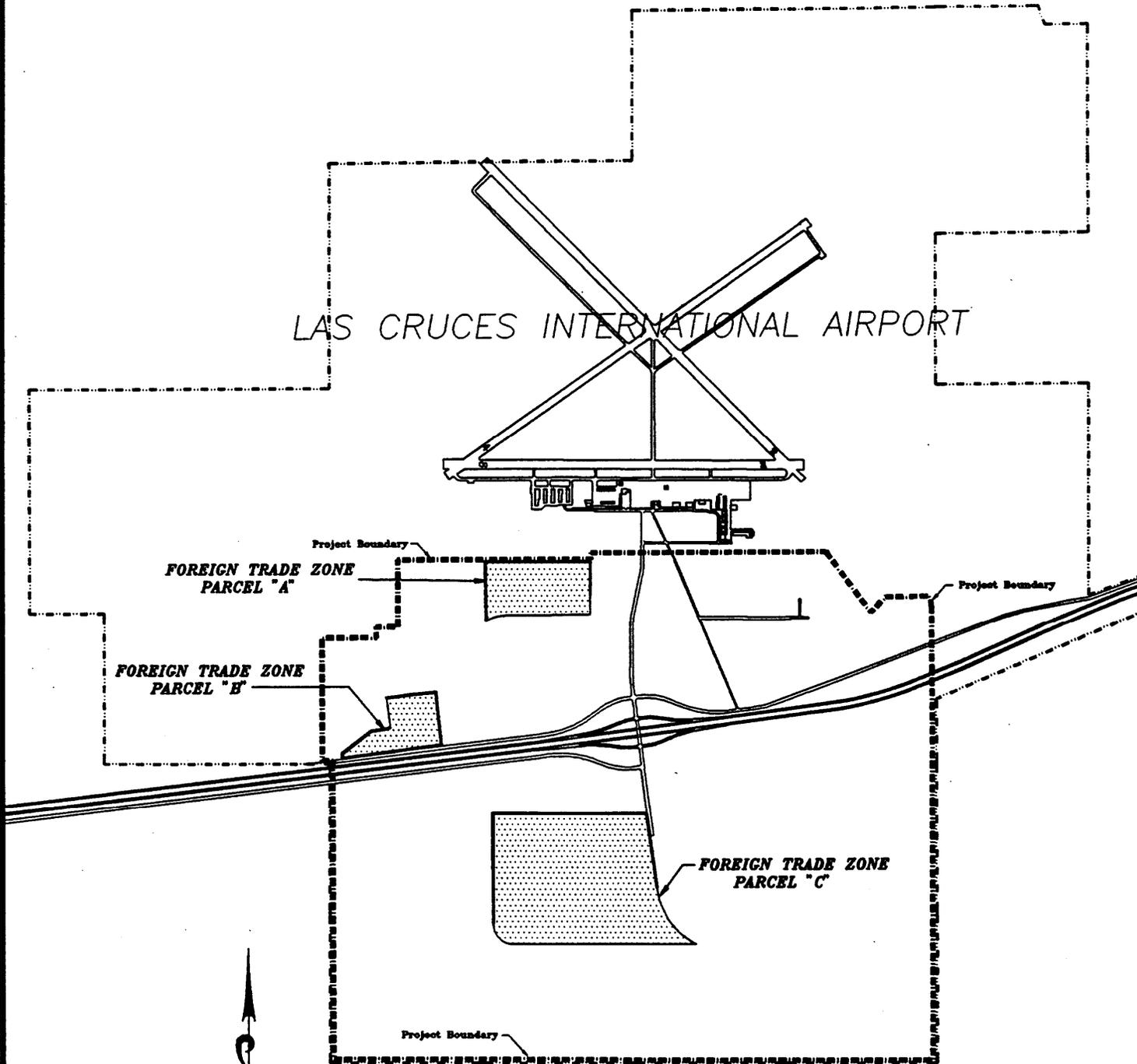
Previous land uses in the industrial park have been cattle grazing since the 1890's. Two areas of the southern portion were used for highway fill in 1968 and 1984, but both of these areas have been or are being reclaimed. No area of the industrial park has ever been used for a dump or landfill; and no toxic materials have ever been used or stored in any areas of the park.

No flood plains or flood zones exist within the industrial park's boundaries. A study was completed and approved by the U.S. Bureau of Land Management to waive any requirements for federal archeological research for all areas in the industrial park.

Foreign Trade Zone

A Foreign Trade Zone (FTZ), with three separate areas was approved within the West Mesa Industrial Park by the United States Department of Commerce in 1993. Free Trade Zone Parcel "A" contains 43 acres and is located in the northwest quadrant of the park and is contiguous to the airport (see Foreign Trade Zone Map). The intent of this FTZ area is to locate airport and aviation-related businesses. Free Trade Zone Parcel "B" contains 23 acres and is also located in the northwest quadrant of the park and is intended to serve existing industry. FTZ Parcel "C" is located in the southwest quadrant of the industrial park and is intended for a variety of industrial uses and warehousing.

LAS CRUCES INTERNATIONAL AIRPORT

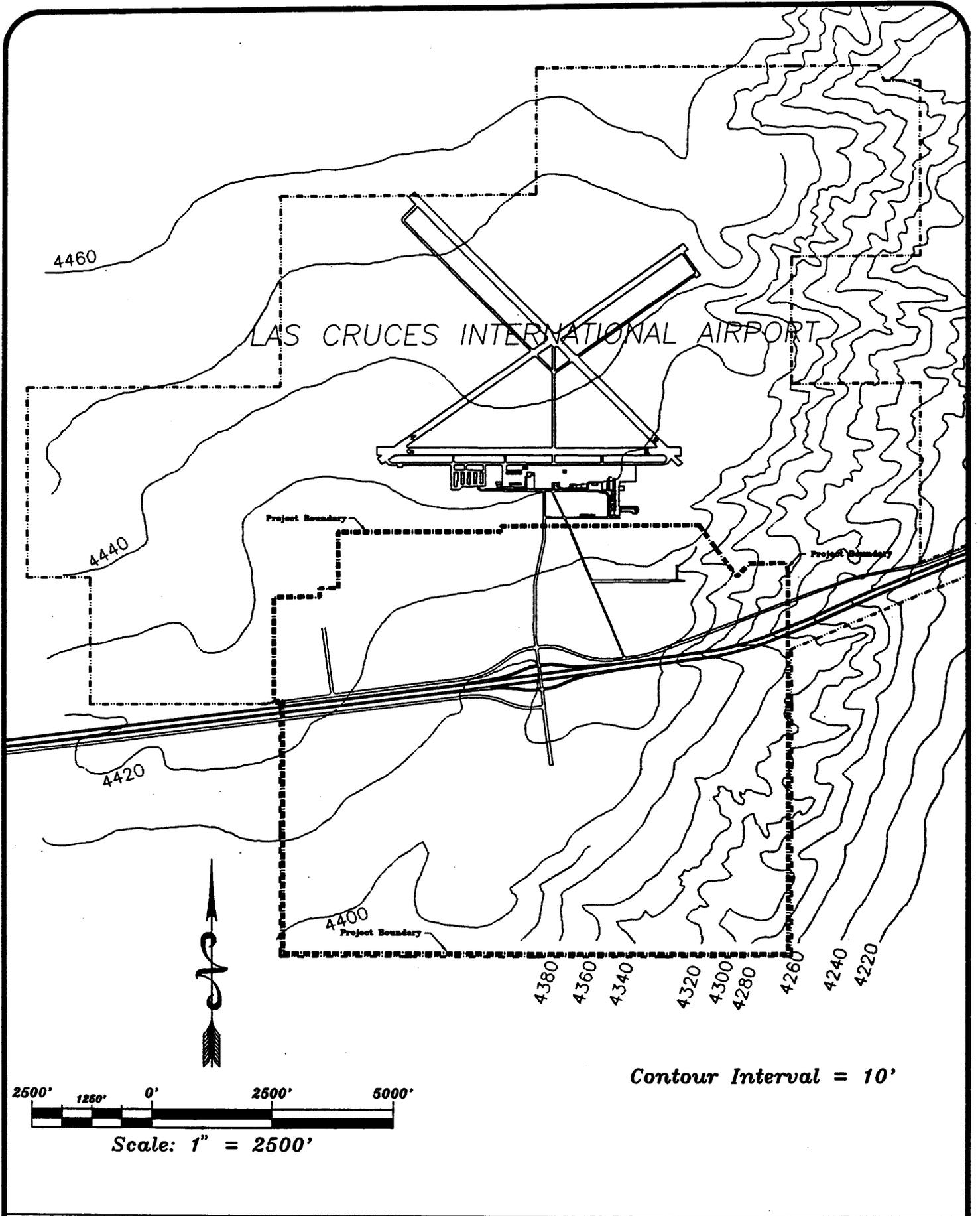


Scale: 1" = 2500'

West Mesa Industrial Park Foreign Trade Zones

Developer/Consultant:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 88004

Drawing Prepared by:
The City of Las Cruces
Planning / Tech. Support Departments
575 S. Alameda Blvd.
Las Cruces, New Mexico



4460

LAS CRUCES INTERNATIONAL AIRPORT

4440

4420

4400

4380
4360
4340
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4300
4280
4260
4240
4220



Scale: 1" = 2500'

Contour Interval = 10'

West Mesa Industrial Park Existing Contour Map

Developer/Consultant:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 88004

Maping Prepared by
The City of Las Cruces
Planning / Tech. Support Department
500 E. Alameda Blvd.
Las Cruces, New Mexico

Adjoining Land Uses

While the majority of the property surrounding the industrial park is vacant, several land uses do exist. The nearest residential area to the Industrial Park is approximately three miles to the east. Following is a short summary of these land uses.

East:

Property located east of the industrial park is owned by the U.S. Department of the Interior Bureau of Land Management (BLM), the State of New Mexico and private landowners. Federal land is managed by the BLM and is primarily used for livestock grazing. State of New Mexico land is managed by the New Mexico State Land Office and is primarily used for livestock grazing. Private property is located adjacent to Interstate 10 and U.S. Highway 70, and is zoned for industrial use outside the Las Cruces city limits and for agricultural use within the city limits. Currently, transportation and warehousing uses do exist on the private property.

South:

The land located south of the industrial park is managed by the BLM and State Land Office. The current use is livestock grazing. However, the City of Las Cruces is considering requesting the State Land Office to add two sections of land (1280 acres) to the industrial park.

West:

Again, property to the west is managed by BLM and utilized for livestock grazing. Also located to the west is the Southern New Mexico Correction Facility, a medium-security correctional facility operated by the State of New Mexico. Further west is the Southern New Mexico State Fairgrounds on the I-10 frontage road. The fairgrounds host a variety recreational and leisure events (Southern New Mexico State Fair, auto races, festivals) throughout the entire year. Also, the City owns a 480 acre recreational area, Butterfield Trails Shooting Range, located five miles to the west at the next I-10 interchange.

North:

Land outside the industrial park's boundary to the north is held by both the New Mexico State Land Office and the BLM and is used primarily for livestock grazing.

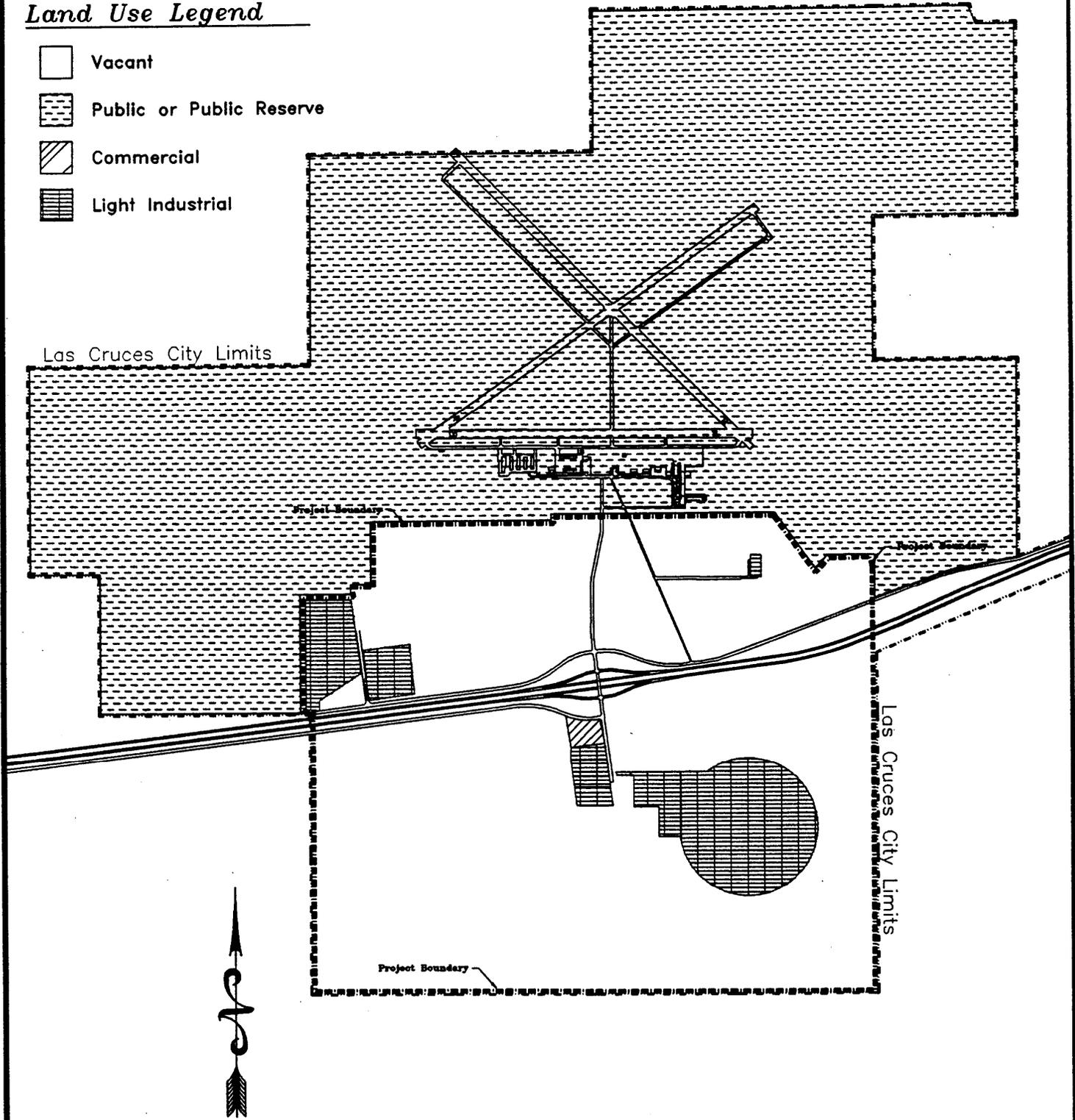
Existing Land Uses and Industries within the Industrial Park

There have been several land sales in the Industrial Park since the City began actively marketing the park in 1987. The 1,820 acre West Mesa Industrial Park has current sales and leases on 242 acres. The Industrial Park has about 100 acres currently developed or designated for public facilities; and this public acreage will increase to about 250 acres when the Industrial Park is completely developed. Therefore, the total developable acreage in the Industrial Park for industrial and commercial sites is estimated to be 1,570 acres. The current land uses, acreage, type of business, and number of full time employees (as of August 1995) are as follows:

<u>Company Name</u>	<u>Parcel Size (Acres)</u>	<u>Use & Business (Avg. No. of Full Time Employees)</u>
NM Natl Guard Armory	43.0	Armory (38-75)
Samson Equipment Co.	2.4	Weight Lifting Manufacturer (15-20)
Michael Flynn	6.0	Micro Brewery (Planned) (0)
Love's Country Store	7.0	Truck Stop & Convenience Store (35)
Plant Propagation Tech.	5.0	Nursery & Plant Propagation (15-20)
Plant Propagation Tech.	3.0	Expansion
F & A Dairy Products	18.6	Cheese Processor/Manufacturer (25-60)
F & A Dairy Products	123.4	Lease (0)
Roy Torres	10.0	Planned Highway Business (0)
Triple D. Supply	5.0	Trucking Company (25-30)
Dyna Con, Inc.	3.8	General Construction (40)
KDBC-TV (El Paso)	0.9	Microwave Brdcst. Stat. (Lease) (0)
KVIA-TV (El Paso)	0.9	Microwave Brdcst. Stat. (Lease) (0)
KOB-TV (Albuquerque)	0.5	Microwave Brdcst. Stat. (Lease) (0)
Chevron, Inc.	0.9	Microwave Brdcst. Stat. (Lease) (0)
World Radio Network	0.9	Radio Brdcst. Stat. (Lease - Under Contract)
Airport Businesses (10)	----	Various - Airport Related (15-25)

Land Use Legend

-  Vacant
-  Public or Public Reserve
-  Commercial
-  Light Industrial



Scale: 1" = 2500'

West Mesa Industrial Park Existing Land Use Map

Developer/Consultant:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 88004

Map Prepared by:
The City of Las Cruces
Planning / Tech. Support Department
201 S. Avenida Bldg.
Las Cruces, New Mexico

Zoning

The Industrial Park is zoned in accordance with the Las Cruces Zoning Code (1981, as amended - see Existing Zoning Map). Presently, all property is zoned one of the three following districts:

Light Manufacturing - Conditional (M-1C):

The majority of the developed properties are zoned M-1C. The purpose of this zone is to provide a variety of light manufacturing, commercial, processing, storage, packaging, compounding, wholesaling and distribution activities. The conditional requirements address protective covenants, prohibiting certain uses, specifying minimum landscaping requirements, and conforming to development covenants.

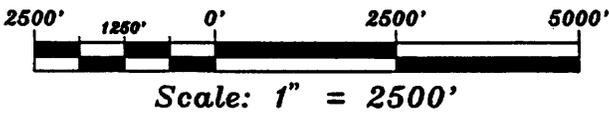
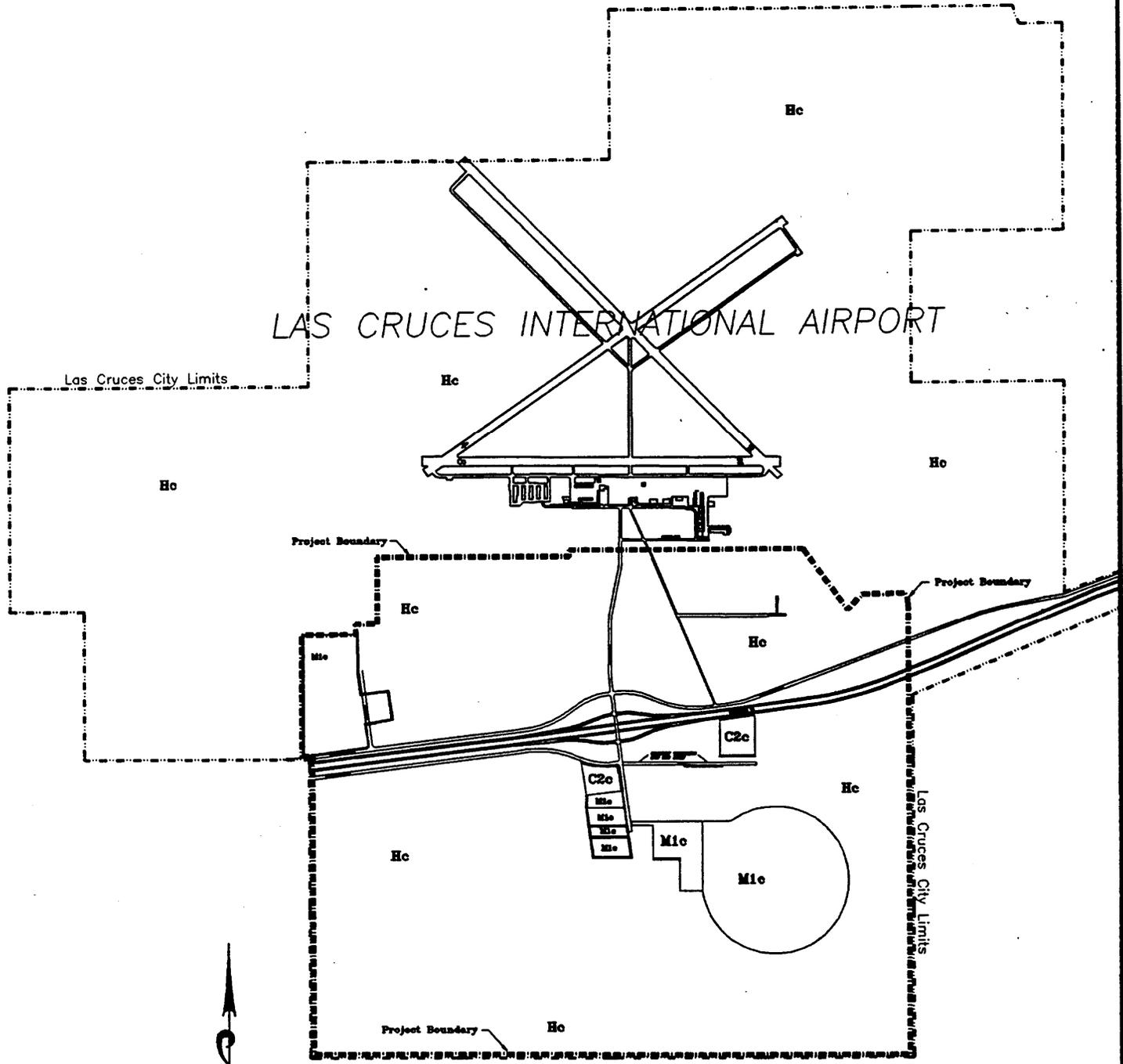
General Commercial - Conditional (C-2C):

A portion of the industrial park is zoned C-2C. The purpose of this zone is to provide commercial retail uses which generate large volumes of automotive traffic. The conditional requirements of this zoning district also address protective covenants, prohibited land uses, minimum landscaping, and conformance to development covenants.

Holding - Conditional (H-C)

All vacant property within the industrial park is zoned H-C. This zoning district is utilized for undeveloped property. As businesses have purchased property within the Industrial Park, the City has changed the zoning designation of the property from H to either M-1C or C-2C.

LAS CRUCES INTERNATIONAL AIRPORT



West Mesa Industrial Park Existing Zoning Map

Developer/Consultant:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 88004

Study Prepared by:
The City of Las Cruces
Planning / Tech. Support Department
575 S. Alameda Street,
Las Cruces, New Mexico

UTILITY SYSTEMS AND PROTECTIVE SERVICES

The West Mesa Industrial Park is served by all utilities (water, natural gas, electric power, telephone, sanitation service, and fiber optic cable), with the exception of a wastewater collection and treatment system. The City is currently implementing a wastewater system funding proposal to provide wastewater service to the south including the I-10 interchange by December of 1996.

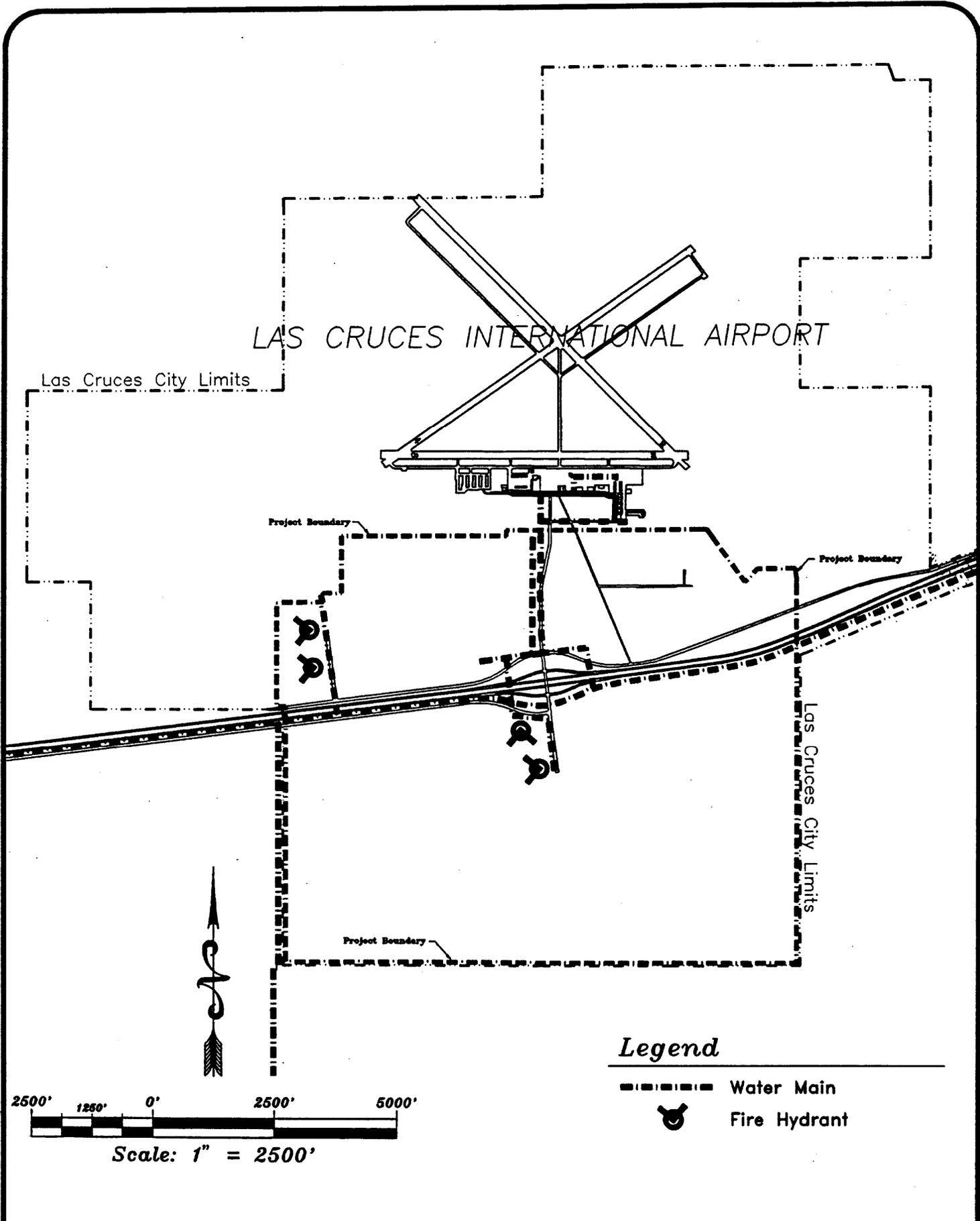
Water System

Water Utility Service for the Industrial Park is provided by the City of Las Cruces Water Resources Department. The existing potable water system provides an adequate supply of excellent quality water for industrial requirements. The water system is a separate system from the primary City system and includes a 500,000 gallon elevated storage tank and a 400,000 gallon ground storage tank with pumping station (see Water Utility Map - Existing). The water source for the system is two wells, #36 & #37, located about 2-1/2 miles east of the Industrial Park. The system consists of a 14" low pressure water main to serve the ground storage tank; and pressurized 12" mains to serve individual properties.

Currently, the two wells provide a maximum water capacity of approximately 1.0 Million Gallons per Day (MGD). The water is chlorinated at each well site and provides a reliable source of excellent quality water. Water quality tests on the wells shows a hardness factor of 150 and 450 PPM and total solids of 404 and 897 PPM. There are no contaminants in the water serving the Industrial Park.

An adequate quantity of protected City water rights are provided with each site in the Industrial Park, as part of the property purchase agreement. Each property receives a minimum allotment of 0.82 acre feet of water per acre of land on the site; and additional water rights quantities can be negotiated if required by the industrial user.

The water distribution system features 12" mains, and upon full development, will contain a series of inter-connected loops in each quadrant of the Industrial Park. The system current has three mains under the interstate, and two more connections will be added in the east part of the Park. Fire hydrants are currently available at 350' to 400' intervals in the developed sections of the Park. The residual fire flow pressure has been tested at 1,150 gallons per minute flow in areas south of I-10. Additional hydrants will be added as the development of the system continues; and the City can provide additional hydrants and/or on-site fire suppression storage tanks on individual sites, as requested by industrial users.



LAS CRUCES INTERNATIONAL AIRPORT

Las Cruces City Limits

Project Boundary

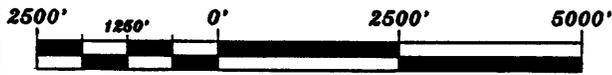
Project Boundary

Las Cruces City Limits

Project Boundary

Legend

- ▬▬▬▬▬▬ Water Main
- ⊗ Fire Hydrant



Scale: 1" = 2500'

West Mesa Industrial Park Existing Water Lines

Developer/Consultant:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 89004

Drawing Prepared by:
The City of Las Cruces
Planning / Public Support Department
575 S. Alameda Blvd.
Las Cruces, New Mexico

To complete the system, the City is now finalizing drilling and construction of Well #46. Daily water capacity will be doubled to approximately 2 MGD with this improvement. Future plans include a fourth and as necessary, fifth well, to be constructed, combined with a large storage tank east of the Park in the well field. A second low pressure transmission line will be constructed to the south property to serve a second 500,000 gallon elevated storage tank required for improving and balancing water pressure for fire flow. This second elevated tank is planned to be constructed in the south central area of the South property. All four 12" distribution loops will be constructed as development occurs. All other distribution mains serving individual properties will be 8" or 10". The planned fire flow in all areas of the Industrial Park is 2,000 to 2,500 gallons per minute residual pressure.

Natural Gas System

Natural Gas Utility Service for the Industrial Park is provided by the Rio Grande Natural Gas Association, with the system operated and maintained under contract by the City of Las Cruces Gas Department. An abundant and reliable supply of natural gas is provided to the Industrial Park by an 8" high pressure steel gas main serving a primary regulator station at the southwest corner of the Park (see Gas Utility Map - Existing). High pressure steel lines, 4" in diameter, exist on the south and east boundaries of the Park. Service to individual properties in the Park is provided by 4" and 2" poly lines. The steel lines have a current pressure of 50 pounds per square inch (psig), with the capability of being pressurized to 300 psig. The 4" poly mains have a maximum pressure capability of 50 psig.

Upon full development, the natural gas distribution system will feature 4" mains, of either steel or poly construction in a four inter-connected loops, one in each quadrant of the Industrial Park, using similar utility corridors as the water distribution system.

Wastewater Collection and Treatment Systems

The City is currently implementing a wastewater system funding proposal to provide wastewater service to the south property including the I-10 interchange by December of 1996. The system will gravity flow to a 0.4 MGD treatment plant to be located in the southeast corner of the Park. Sewer main sizes will be up to 18" in diameter as needed to carry required flows.

The system is based on four Phases, with Phase I including the treatment plant and collection serving the south property and I-10 interchange. Phase I funding currently available to the City is \$1.2 million, and construction is being scheduled to start in the late spring of 1996. Funds are also currently available to design the entire initial system.

LAS CRUCES INTERNATIONAL AIRPORT

Las Cruces City Limits

Project Boundary

Project Boundary

Las Cruces City Limits

Project Boundary



Scale: 1" = 2500'

Legend

- 4" Gas Main
- ⊗ Gas Regulator Station

West Mesa Industrial Park

Existing Gas Lines

Developer/Consultants:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 88004

Drawings Prepared by:
The City of Las Cruces
Planning / Tech. Support Department
270 S. Alameda Blvd.
Las Cruces, New Mexico

Phase II will provide a connection under the Interstate and a forced main system for the Airport. Phase III will serve areas in the northwest quadrant including the Armory; and Phase IV will serve the southwest quadrant including the south FTZ area. Funding for Phases II, III and IV is anticipated to be forthcoming from the Federal Aviation Administration and the U.S. Department of Commerce Economic Development Administration.

At this time, all existing industrial users are served by individual on-site systems approved by the New Mexico Environment Department. The West Mesa soils are highly conducive to individual on-site systems for low water discharge facilities.

The City also has the capability to design and construct alternative wastewater disposal systems for industrial users with large volumes of liquid industrial wastes with low or medium BOD and TSS content. Wastewater disposal rates for an alternative system can offer significant cost savings to these type of industrial users.

Electric Power

Electric Power Utility Service for the Industrial Park is provided by El Paso Electric Company. Currently, there are existing 24 KV electric services on both the north and south properties. The South property system consists of a buried line installed in 1990; and the above ground line in the north has recently been upgraded with a new transmission line and poles.

Future plans are to construct a dual feed system with a ring bus configuration connecting from the Salopek Substation 3 miles to the southeast; and from the Plains Electric Distribution Line north of the airport. A new substation with 115 KV power capacity will then be constructed immediately to the east of the Industrial Park. El Paso Electric is currently obtaining right-of-way for the first dual feed from the north, and construction is planned in the near future. The Industrial Park will feature buried service to all areas of the Park, except where not technically feasible, such as in the case of an industrial user with exceedingly high demand loads requiring a direct overhead feed from a distribution station.

Telephone and Fiber Optic Cable Services

Telephone service for the Industrial Park is provided by US West Corporation. Telephone service is provided with buried service to all developed areas of the Industrial Park. Currently, there are in excess of 200 available lines, with substantial additional capacity planned for the future by US West. Two main line fiber optic cables, owned by US West and US Sprint, intersect the Industrial Park and are capable of providing direct on-line fiber optic cable service to industrial users. Access to these facilities can be accomplished by a cable break-out station installation, which will be carried out as required by businesses in the Park.

Telecommunications Carriers

U.S. WEST	All Areas Served	Fiber Optic
U.S. SPRINT	All Areas Served	Fiber Optic
MCI	All Areas Served	
Telstar Communications	All Areas Served	

Solid Waste Disposal Service

Solid Waste Disposal Service for the Industrial Park is provided by The City of Las Cruces Solid Waste Department. Services are provided to industrial users on as needed basis with commercial service providing a variety of box sizes and pick-up schedules.

Police Protection

The Industrial Park is currently provided with uniformed Police Patrols and City Security Patrol with frequent patrols on a 24 hour basis. The current Police Department Patrol Policy and Frequency is for a Uniformed Officer & Car Patrol of 3 to 6 trips per 24 hours; and 6 to 9 trips per 24 hours for the back-up City Security Patrol. As additional development occurs, frequency of Police Patrols will increase to a minimum of 9 to 15 patrols per 24 hours; and 9 to 15 patrols per 24 hours for the Security Patrol; or if requested, the City will consider having a patrol car at the Industrial Park during evening and night time shift changes for industrial facilities with a large number of employees. Current police response time to the Industrial Park for an emergency situation is 3 to 5 minutes maximum.

Fire Protection

The Industrial Park is currently provided with safe, reliable and efficient fire protection services by the City of Las Cruces Fire Department. The Fire Insurance Rating is a Class 4 Rating for the West Mesa Industrial Park and all areas of the City. Please refer to the above water utility section for fire flow information at the Park. The distance from the existing Fire Station on Valley Drive (With EMT Trained Personnel and Emergency Response Vehicle) serving the Industrial Park is 7 miles. The response time from this fire station is 9 minutes maximum. Back up response service is provided by the Fairacres Volunteer Fire District located about 3 miles east of the Park on US Highway 70.

Construction of a new fire station to serve both the West Mesa Industrial Park and the Las Cruces International Airport is planned as development increases in the Park. Each property sale includes an assessment for the fire station, and funds are being accumulated for facility design and construction. The decision to implement the new fire station rests with the City Council, and is dependent on needs at the Industrial Park and Airport, available funding for facility implementation, and available funding for 24-hour staff

operations. The new station is planned to be located on Crawford Boulevard approximately 1/2 mile north of the I-10 Interchange. The Airport Fire Station is planned to include a two bay facility, with one airport crash truck, one 500 gallon pumper unit and one emergency response vehicle and EMT Trained Personnel and 24-hour staffing.

Emergency Response Services

Emergency response vehicle and ambulance service is provided to the Industrial Park by the Mesilla Valley Regional Dispatch Center located at Solano and Spruce, approximately 8 1/2 miles from the West Mesa. The maximum response time for an ambulance to the Park is 12 minutes. The distance to Memorial Medical Center from the Industrial Park is 10 miles on Interstate 10 and University Avenue; and maximum time with an ambulance or EMT Vehicle to the hospital is 10 minutes.

TRANSPORTATION FACILITIES AND SERVICES

Las Cruces International Airport

The Las Cruces International Airport is designated as a regional airport and located to the north of the Industrial Park about 9 miles west of downtown Las Cruces, at an elevation of 4,454 feet. The City operates the Airport primarily as a general aviation airport, with three daily commuter air service flights to Albuquerque provided by Mesa Airlines. Aircraft such as DC-9, B-737, and DC-8 use the Las Cruces International Airport for charter services. Two runways are 7,500 feet in length, and the third is 6,075 feet. The City has made a commitment to improve the Airport by recently constructing an Instrument Landing System, AWOS Weather Observation System, additional airport parking areas, and lengthening and improvements to the ILS Runway base.

The Airport is located about one mile north of Interstate 10 interchange, and is served by Crawford Boulevard. The airport and industrial park share a 3-1/2 mile common boundary. The City has made a commitment for continuing improvements to the Airport by negotiating for the acquisition of a 1,120 acres of NM State Land property required to expand the ILS runway up to 12,000 feet in length. The property acquisition should be completed by December 1995, and funding requests will then be submitted for lengthening and adding additional base for the ILS Runway.

Three runways are identified and sized as:

<u>Runway ID</u>	<u>Dimension</u>
4 - 22	7500' X 100'
8 - 26	6028' X 100
12 - 30	7500' X 100' (ILS)

Also located at the airport are 176 aircraft, two rental car agencies and the availability of U.S. Customs Service.

Air Carrier Transportation Service

Air carrier service is provided to the Industrial Park by several airlines at the El Paso International Airport. The El Paso Airport is located 55 miles from the Park, and travel time at all hours of the day to this airport is 55 minutes or less. Major airlines serving El Paso are American, Delta, Southwest, United, Continental, America West, and others, with over 200 flights daily. Non-stop and direct flight service is available to cities as distant as Chicago, Baltimore, Detroit, New York City and Atlanta. Additional air carrier service is located at the Ciudad Juarez International Airport (60 miles), providing approximately 40 flights daily to Mexico and cities in Central and South America.

Interstate Highways

For Las Cruces, the East/West Interstate is I-10, a main intercontinental route; and the North/South Interstate is I-25, which connects Las Cruces to Albuquerque and Denver to the north. The two interstates intersect at the south end of Las Cruces. Las Cruces is also served by U.S. Highway 70, an improved four lane highway providing connections to the northeast, connecting with Interstate 40 at Amarillo, Texas.

Highway Distances from Las Cruces

City	Distance (miles)	Roadway	Direction
El Paso, TX	45	I-10	East
Ciudad Juarez, MX	50	I-10	East
Albuquerque, NM	225	I-25	North
Denver, CO	685	I-25	North
Fort Worth, TX	600	I-10 & I-20	East
San Antonio, TX	650	I-10	East
Amarillo, TX	400	US 70	East
Oklahoma City, OK	650	US 70 & I-40	East
Tucson, AZ	275	I-10	West
Phoenix, AZ	355	I-10	West

According to City of Las Cruces and State Highway Department traffic counts from 1991 and 1993, the traffic flow on Interstate highways at Las Cruces is as follows:

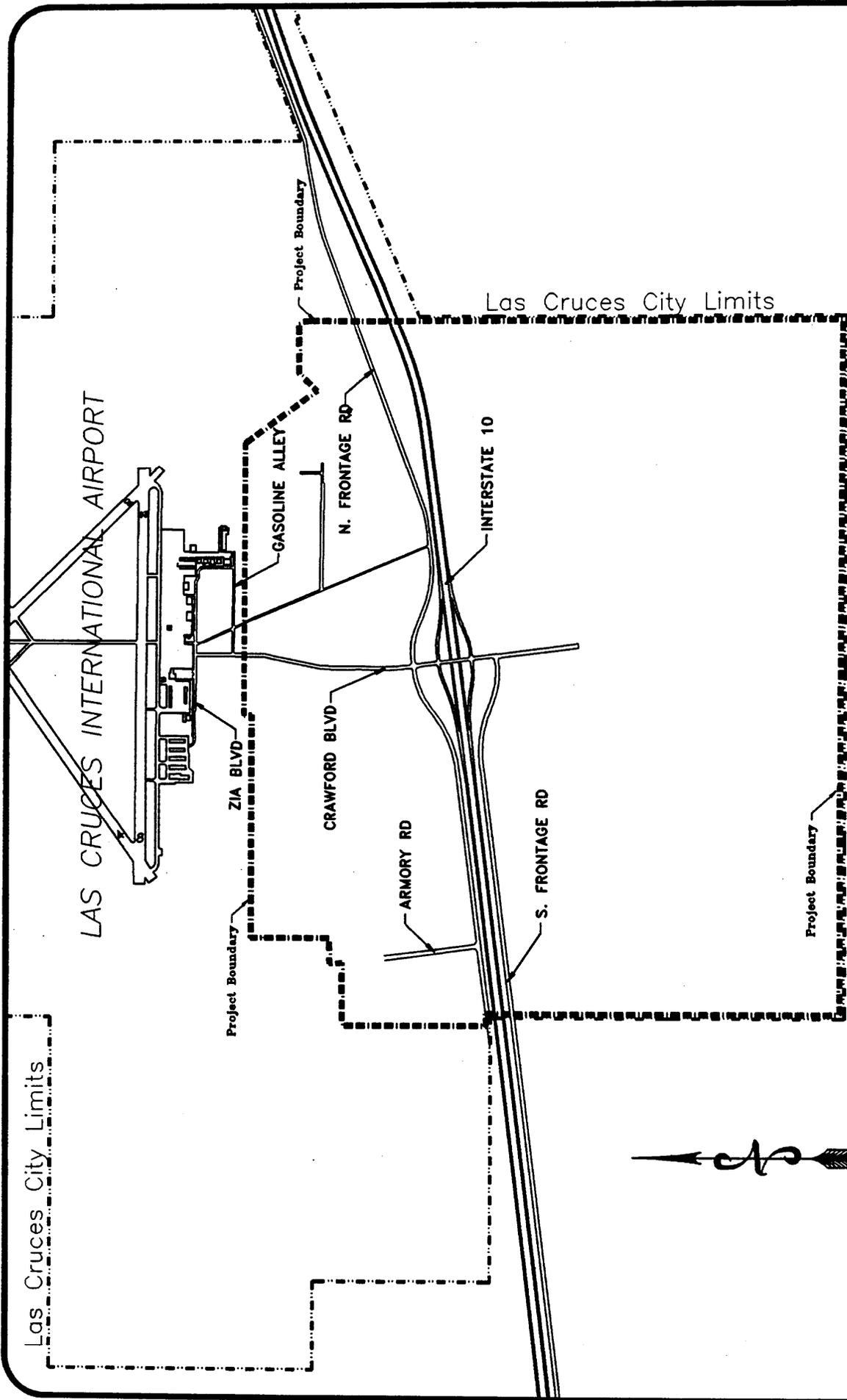
Highway & Location	Total Average Daily Traffic	Percentage of Trucks	Average Daily Number of Trucks
I-10 West @ Airport	12,052	43%	5,182
I-25 North @ US Highway 70	8,083	16%	1,293
US Highway 70 @ WSMR	7,967	20%	1,615

According to a recent local survey, approximately 65% of the trucks on I-10 have refrigerated trailers; and a substantial number are empty load return trucks.

Park Access and Interior Streets

Access to the West Mesa Industrial Park is from an Interstate 10 interchange, which is centrally located in the Park, to Crawford Boulevard. Crawford Boulevard is currently a two-lane roadway with paved shoulders. The street consists of 52 feet of pavement within a 100+ foot right-of-way. Frontage roads exist on both sides of Interstate 10 and provide additional access to the industrial park. The frontage roads are two-lane roadways with 30 and 52 feet of pavement within the I-10 right-of-way. The northern frontage road runs the full width (east-west) of the industrial park being constructed in the 1950's as US Highway 70/80. The frontage road south of I-10 was constructed in 1984 and proceeds west from Crawford Boulevard with a 52' paved surface (see Existing Roads Map). The southern frontage road also provides access to the Dona Ana County Fairgrounds and to the Southern New Mexico Corrections Facility.

Access to the existing individual properties is provided by the frontage roads, Crawford Drive and the former access road to the airport. Two paved road "spurs" branch from the northern frontage road and the former airport access road. Additional street infrastructure will be constructed as development occurs. All existing streets in the Park are constructed to accommodate truck traffic with wide pavement and right-of-way width. Crawford Boulevard to the south has a 130' right-of-way and is designed to be the initial link of the future West Mesa Highway, to connect the Industrial Park to the Santa Teresa Border Crossing with Mexico located only 36 miles to the southeast. Current design standards for all streets in the Park include a 44' pavement width in a minimum 100' right-of-way with drainage swales and shoulders. The exception to the above is Armory Road, which is 30' pavement width within a 60' right-of-way. Armory Road is constructed to withstand extremely heavy truck and equipment loads, as required by the New Mexico National Guard.



West Mesa Industrial Park

Existing Roads

Developer/Consultant:
 The City of Las Cruces
 P.O. Drawer CLC
 Las Cruces, New Mexico 88004

Drawing Prepared by:
 The City of Las Cruces
 Planning / Tech. Support Departments
 719 S. Alameda Blvd.
 Las Cruces, New Mexico

Rail Service

Las Cruces has direct rail service to national markets by both the Santa Fe and Southern Pacific Railroads. There are currently more than 10 rail users in the Mesilla Valley on the Santa Fe. The Southern Pacific Transportation Company provides main line rail east/west/midwest service by intermodal facilities to Las Cruces with the line from El Paso, Texas to Deming, New Mexico. A planning and feasibility study relating to rail service to the Industrial Park was completed by R. L. Banks in 1986. A proposed rail link from the southwest was proposed to provide access to the Southern Pacific Railway. The findings of the study were that the 1986 cost of \$7 million was not justified by current demand for rail service in the Park. To date, this proposed rail link has not been implemented.

Express Mail and Freight Services

Companies providing express mail service to the Industrial Park are as follows:

UPS	Federal Express	Express Mail
Emery	Airborne Express	Burlington

Air freight service is provided by the following carriers:

All World Shipping	Express Mail
U.S. Postal Service	Federal Express

Motor Freight Services

There are several large commercial trucking firms providing motor freight service for Las Cruces, as listed below:

Roadway Express	Triple D Supply/Doak Transport
Consolidated Freightways	Mesilla Valley Transportation
Yellow Freight System	Merchants Fastmotor
ABF Freight	Espinosa Cartage Co.

Deep-Water Port Facilities

The nearest U.S. facility is the port of San Diego at 650 miles and the closest deep-water port to Las Cruces is Guaymas, Mexico, a distance of 550 miles.

City Transit Service

If requested by the a specific large industrial user with a substantial number of employees, the City may consider establishing regular City Roadrunner Transit Services to the West Mesa Air Industrial Park, such as three bus runs per day to coincide with plant shift changes. The decision to implement transit service rests with the City Council, and is

dependent on needs at the Industrial Park and economic viability of the planned services.

INDUSTRIAL PARK MARKETING STRATEGY

Previous Marketing History and General Information

The City of Las Cruces purchased the Industrial Park property and developed water, gas and highway interchange infrastructure in the Industrial Park during the mid 1980's. Approximately \$9 million was expended on land and infrastructure, including grants from EDA for the water system and the New Mexico Highway Department and FAA for the I-10 and access roads, and the New Mexico Department of Corrections for the gas system.

Since 1987, the City has actively marketed the West Mesa Industrial Park, with the first lease/sale to the New Mexico Armory Board for 43 acres. During the period from 1989-90, sales were made to Love's Country Store (7 acres), Samson Equipment (2.4 acres), Michael Flynn (6 acres) and Roy Torres (10 acres), with Love's and Samson Equipment developing sites immediately after closing. In 1993, a 5 acre sale was made to Plant Propagation Technologies (PPT); and in 1994, 142 acres were sold/leased to F & A Dairy Products, Inc. for a proposed cheese factory. PPT has been in operation in the Park since April of 1994, and F & A will complete their \$10 million building program and begin cheese making operations in September of 1995. Additionally, the City has now closed on three new sales: 5 acres to Triple D Supply Co., a national trucking firm; 3.8 acres to DynaCon, Inc, a regional commercial construction firm; and 3 acres to PPT for expansion. The City has negotiated Right-of First Refusal options of 2.4 acres to F & A Dairy and 8 acres to PPT.

From 1989 thru 1995, the City negotiated leases for microwave sites in the northeast quadrant of the Park to US West, Chevron, Inc., KDBC-TV of El Paso, KVIA-TV of El Paso, and KOB-TV of Albuquerque, with annual lease revenues now approaching \$5,000 for the 2.4 acre lease area. The City also negotiated easement sales to US West and US Sprint for fiber-optic cable facilities, which raised approximately \$50,000 in revenues. Further, the City released a 10 acre tract for the US Bureau of Land Management to construct the Paleozoic Trackways Visitor's Center at the northeast corner of the I-10 Interchange. This facility is projected to be developed by the end of 1996, and should be a welcoming visitor's center in the Park for tourists and business interests alike.

During the period from 1989 thru 1995, the City has completed approximately nine infrastructure projects, for road, water, gas and electric power extensions in the Park, and for perimeter fencing. These projects have been developed at a cost of approximately \$500,000 to serve the above sales and leases to Industrial Park tenants. The total value of existing sales, easements and leases from 1989 thru 1995 exceeds \$650,000. This does not include any value for the 43 acre National Guard Armory site, which was "traded"

for to the State Armory Board for valuable real estate in central Las Cruces.

On-Going City Funding Sources

As stated above the City Special Projects Office has an annual budget of approximately \$125,000 for staff support, property management, marketing and development of the Industrial Park. The 1994-95 Fiscal Year City Budget appropriated \$18,000 for advertising of the Industrial Park. In 1993, the City produced a video production featuring the Industrial Park attributes and Las Cruces Quality of Life features, at an initial cost of \$35,000 plus City staffing costs of \$20,000. This video is regularly distributed to prospective tenants and will be updated as necessary. Additionally, the City is currently expending \$57,000 to complete the West Mesa Industrial Park Master Plan. Funding for infrastructure projects also continues, and will be appropriated as necessary by the City Council to properly serve new sales and leases.

Community Support for Industrial Development

The Las Cruces and Dona Ana County Community is a vigorous supporter of industrial development. In 1993, the City led in the creation of the Mesilla Valley Economic Development Alliance (MVEDA) to spearhead economic and industrial development efforts for the area. Members include the Las Cruces Chamber of Commerce, Mesilla Valley Development Corporation, New Mexico State University, City of Las Cruces, Dona Ana County, with White Sands Missile Range as an ad hoc Advisory Member. This organization has the responsibility to take a leadership role for new economic and industrial incentives for the Mesilla Valley. All major governmental, research and development organizations are members of the Alliance.

Coordination with other Community Marketing Efforts

The City of Las Cruces will work with other marketing groups in the Community to insure appropriate and more complete marketing of the industrial park. These groups will include the Mesilla Valley Economic Development Alliance, the Las Cruces Board of Realtors membership, commercial builders in the Las Cruces area, individual citizens, and any other group or organization who can help provide potential leads to the City for the Industrial Park. As in the past, the City will provide information to out-of-town inquiries on all industrial location opportunities available in the Las Cruces area; with more detailed information to be provided on the West Mesa.

City Business Incentive Programs Offered

The City has a standard package of business incentive programs which are offered to prospective industries at the Industrial Park. The chief programs are financial assistance with job training and tax abatement; however, other incentive programs will be considered by

the City as requested by prospective industries. Business incentives are regularly presented in marketing presentations, as follows:

Job Training Funds:

Job Training Partnership Act (JTPA) benefits are available to help meet employer needs and assist in the development and/or expansion of operations. The Industrial Development Training Program is a State of New Mexico incentive program available to assist new and expanding businesses with the cost associated in training employees. The Dona Ana Branch Community College has In-Plant Training Programs, and sets up specialized training programs for commercial and industrial user needs. These services include in-plant training and classroom training tailored to the needs of the individual company. Dona Ana Community College currently has 23 such programs.

City Industrial Revenue Bonds:

The City of Las Cruces does consider legislation to authorize the issuance of Industrial Revenue Bonds for new businesses and industries. The City will work with private bond counsel of the Company and the State Investment Council to have these bonds purchased by the State Investment Pool or through a private placement. Industrial Revenue Bonds can be issued for building construction, site costs and equipment, with the City as the temporary owner during the life of the bonds, and the Company in a long term lease back position. Ad valorem property taxes are waived during the term of the bonds.

Other Available Assistance

The City of Las Cruces helps individual companies with start-up activities by providing a liaison with the New Mexico Department of Labor and other agencies for screening and interviewing potential new employees. Department of Labor professionals can detail job specification requirements for required positions with the new operation. City staff also provides other assistance such as building leasing and construction costs, working with contractors, financial institutions, utility companies, etc.

The City can provide additional information on labor costs, operating cost data such as shipping costs, total utility cost, raw material and industrial supply and service sources, and any other information on the Las Cruces area. Further, technical assistance is available from the NMSU Border Research Institute for import of raw materials and export of assembled products.

PREVIOUS PLANNING BACKGROUND

The City of Las Cruces has never formally adopted a development plan for the West Mesa area. However the City has reviewed and prepared several proposed plans for West Mesa development. This issue was first addressed by planning consultants EDAW, Inc. when collecting data for the Las Cruces Comprehensive Plan. In 1984, the planning consultant firm of CH2M Hill proposed a development plan for what is today the industrial park. Bucher, Willis and Ratliff, also prepared a preliminary development concept. Finally, the City Staff has developed draft land use, street and utility plans over the past five years. Current development patterns are based to a certain extent on the CH2M Hill and staff draft plans. However, none of these previous works were formally adopted as policy by the Las Cruces City Council.

Planning studies relating to the industrial park and transportation have also been conducted. In 1986, planning consultants R.L. Banks conducted a feasibility study to provide railroad service to the industrial park. The New Mexico State Highway and Transportation Department in 1991 reviewed the feasibility of developing a two-lane road to connect the industrial park with the City of Santa Teresa, New Mexico. To date neither of these feasibility studies have been acted upon.

PLANNING DATA AND INFORMATION

In comparing community summaries for Las Cruces and El Paso based on 1990 census data, Las Cruces is characterized by relatively low manufacturing employment and high employment in government when compared to adjacent El Paso County. However; managerial, professional and service occupations are relatively higher in Las Cruces. In terms of annual payroll, service industries rank first followed by retail trade in Las Cruces; while manufacturing has the highest payroll percentage in El Paso County. The County Business Patterns data readily illustrate the differences in economic base between the two adjacent counties. El Paso County has a diversified manufacturing base with concentrations in apparel and textile products, food products, industrial machinery, primary metals, and electronic equipment which account for 23.5% of the total manufacturing base with an annual payroll of over \$134 million. Food and kindred products industries rank a distant second with \$58 million.

In Dona Ana County, manufacturing provides 13% of total annual payroll compared to 22% in El Paso County. Food and kindred products industries account for 26% of Dona Ana County's manufacturing base and include production and processing of nuts, red and green chile, spices, onions, and canned Mexican foods.. Consideration must be given to the Sara Lee L'eggs hosiery plant which has about 350 employees in 1995. Also significant in Dona Ana County is the transportation equipment sector which includes guided missiles and space vehicles. In Las Cruces, managerial and professional occupations account for 38% of all occupations compared to 25% in El Paso County. This, in part, is

due to the presence of New Mexico State University (NMSU), White Sands Missile Range, and NASA locations in or near Las Cruces.

In summary, manufacturing is a basic element in the regional economy, particularly in El Paso County, but less of an element in Las Cruces. Major industries are apparel and textile products, food and kindred products, primary metal products and electronic equipment. These four sectors provide an annual payroll of over \$163 million with Dona Ana County capturing 18% of the two county regional population.

With regard to relative income levels, Las Cruces remains ahead of both Dona Ana and El Paso counties. However, both counties are nearly equal in median family and per capita income (See Table 1).

From a purely economic development standpoint, different types of output (which can be measured approximately by income) have different effects on a local economy depending on the origin of payment for the goods or services. In an increasingly service-oriented economy, these differences become more important. Dollars spent by a college student from a distant city, for example, will make a greater impact on local economy than dollars spent by a local student because the externally-derived dollars produce more of a multiplier effect. Military expenditures have a greater local impact for the same reason. Reductions in these "external" sources of income must be replaced with other "external" sources or a reduction in total local economic activity will result. Both manufacturing and service firms which serve broad geographic markets can provide externally-derived dollars to Las Cruces. This should be an important consideration in development planning for the West Mesa Industrial Park.

TABLE 1: Population and Income Characteristics, 1990¹

Category	Las Cruces	Dona Ana Co.	El Paso Co.
1980 Population	45,086	96,340	484,400
1990 Population	62,126	135,510	591,610
1992 Population	66,466	146,619	Not available
Total No. of Housing Units	25,656	49,148	187,473
Median Age	30.1	28.2	27.9
1989 Median HH Income	\$23,648	\$21,859	\$22,644
Mean Val./Owner-Occupied Housing	\$73,734	\$76,464	N/A
1989 Mdn. Fam. Income	\$29,153	\$24,720	\$24,057
Per Capita Income	\$11,175	\$ 9,374	\$ 9,150

Source: 1990 U.S. Census

Table 2: Annual Payroll by Industry (\$1,000's) 1990

INDUSTRY	DONA ANA CO. (%)		EL PASO CO. (%)	
Agricultural Services	2,383	(0.6)	5,155	(0.2)
Mining	970	(0.3)	1,413	(0.1)
Construction	34,562	(9.1)	122,285	(4.6)
Manufacturing	49,889	(13.1)	573,865	(21.6)
Transportation	5,710	(1.5)	178,951	(6.8)
Communication & Utilities	25,571	(6.7)	162,825	(6.1)
Wholesale Trade	21,493	(5.6)	222,906	(8.4)
Retail Trade	78,777	(20.6)	440,711	(16.6)
Finance, Insurance, & Real Estate	31,484	(8.3)	151,176	(5.7)
Services	129,064	(33.8)	783,065	(29.5)
Unclassified	1,599	(0.4)	9,816	(0.4)
Total Annual Payroll	381,502	(100.0)	2,555,760	(100.0)

Table 3: Employment by Occupation (1990)

Occupation	Las Cruces (%)		Dona Ana County (%)		El Paso County (%)	
Managerial, Professional	8,605	(38.0)	14,276	(26.9)	53,411	(24.6)
Technical, Sales and Support	4,960	(21.8)	16,102	(30.4)	73,995	(34.1)
Service	4,024	(17.8)	7,717	(14.5)	25,478	(11.8)
Farming and Fishing	507	(2.2)	2,747	(5.2)	2,409	(1.1)
Precision Production and Repair	2,255	(10.0)	5,562	(10.5)	23,930	(11.1)
Operators and Laborers	2,314	(10.2)	6,655	(12.5)	37,567	(17.3)
Total	22,665	(100.0)	53,059	(100.0)	216,790	(100.0)

Table 4: Employment by Industry 1990 (Workers 16 years and older)

INDUSTRY	LAS CRUCES (%)	DONA ANA CO. (%)	EL PASO CO. (%)
Agriculture	517 (1.9)	2,854 (5.4)	22,724 (1.3)
Mining	37 (0.1)	91 (0.2)	586 (0.3)
Construction	1,616 (6.0)	3,674 (6.9)	11,281 (5.2)
Manufacturing	2,011 (7.5)	5,204 (9.8)	37,874 (17.5)
Transportation	558 (2.1)	1,342 (2.5)	9,481 (4.4)
Communication & Utilities	639 (2.4)	1,213 (2.3)	5,519 (2.5)
Wholesale Trade	532 (2.0)	1,372 (2.6)	10,054 (4.6)
Retail Trade	5,305 (19.7)	9,635 (18.2)	41,125 (19.0)
Finance, Investment, & Real Estate	1,535 (5.7)	2,490 (4.7)	11,156 (5.1)
Services : Business	1,289 (4.8)	2,591 (4.9)	11,624 (5.4)
Services : Personal	1,217 (4.5)	2,558 (4.8)	10,232 (4.7)
Services : Health	2,029 (7.5)	3,332 (6.3)	15,400 (7.1)
Services : Education	4,485 (16.7)	8,132 (15.3)	25,688 (11.8)
Services : Other	2,023 (7.5)	3,312 (6.2)	10,385 (4.8)
Public Administration.	3,125 (11.6)	5,268 (9.9)	13,661 (6.3)
Total	26,918 (100.0)	53,059 (100.0)	216,790 (100.0)

Table 5: Education Characteristics (Persons 18 and older)

LEVEL	LAS CRUCES	DONA ANA CO.	EL PASO COUNTY
Total	45,518	94,332	327,999 (25+ yrs.)
High School Grad.(%)	10,317 (22.6)	22,764 (24.1)	75,284 (23.0)
Some College (%)	12,535 (27.5)	23,808 (44.7)	66,952 (20.4)
Associate's Degree (%)	2,261 (5.0)	4,229 (7.9)	16,632 (5.1)
Bachelor's Degree (%)	7,260 (15.6)	11,126 (11.8)	34,632 (10.6)
Graduate Degree (%)	4,160 (9.1)	6,284 (6.7)	15,345 (4.7)
Total Workers(16+)	26,600	53,231	216,790
Mean Travel . time	18 minutes	19 minutes	20 minutes
Work Outside State (%)	950 (3.6)	6,210 (11.7)	N/A

Table 6: Annual Payroll in Manufacturing (\$1,000's) 1990

INDUSTRY	DONA ANA COUNTY	EL PASO COUNTY
All Manufacturing	49,889	573,865
Food & Kindred Products (%)	12,799 (25.7)	58,438 (10.2)
Apparel & Other Textiles (%)	Data Not Available	134,599 (23.5)
Printing & Publishing (%)	3,858 (7.7)	25,924 (4.5)
Rubber & Misc. Plastics (%)	Data Not Available	32,099 (5.6)
Leather Footwear (%)	-	23,213 (4.0)
Primary Metal Industries (%)	-	53,117 (9.3)
In. Machinery & Equip. (%)	2,886 (5.8)	45,375 (7.9)
Electronic & Elect. Equip. (%)	-	38,927 (6.8)
Instruments & Related Prod. (%)	-	31,750 (5.5)
Transportation Equipment (%)	Data Not Available	5,803 (1.0)

Table 7: Estimated Employment Figures for the Las Cruces MSA (Dona Ana Co.)

Employment Category	June 1995 Estimates	July 1992 Estimates
TOTAL NONAGRICULTURAL EMPLOYMENT	47,950	41,550
Goods Producing	5,750	4,800
Service Producing	42,200	36,750
CONSTRUCTION & MINING	3,400	1,900
MANUFACTURING	2,350	2,900
TRANSPORTATION & UTILITIES	1,500	1,300
WHOLESALE & RETAIL TRADE	10,700	9,050
Wholesale Trade	1,150	1,000
Retail Trade	9,550	8,050
FINANCE, INSURANCE, & REAL ESTATE	2,000	1,700
SERVICES	10,000	8,400
TOTAL GOVERNMENT	18,000	16,300

CURRENT ISSUES

Several issues have been identified in relationship to the development of the West Mesa Industrial Park. Each issue must be addressed to create an attractive, functional and high-quality industrial park. These issues are:

Infrastructure

For any industrial park to be successful, a park must provide basic services to support the locating industry. Therefore, the West Mesa Industrial Park's infrastructure needs should be assessed with initial emphasis being placed on waste water collection and treatment and an internal street system.

Development Coordination and Management

Orderly development of the West Mesa Industrial Park necessitates cooperation between the City of Las Cruces and Industry. For the City, orderly development means compliance with adopted City development policies and codes (Comprehensive Plan, Zoning Code, Subdivision Code, Design Standards, Uniform Building Code); and readily available infrastructure to serve the site. The timely and efficient purchase of property, construction of a facility and operation of business entails orderly development. To meet both entities' desires, the development process must be clearly defined and understood.

Industrial Park Design and Appearance

One element which may contribute to the ultimate success of an industrial park is its usability and physical appearance. The design, layout and construction of the property, streets and structures form building blocks for a functional, high quality park. To assure an attractive, aesthetically pleasing and functional industrial park, guidelines for the streets, landscaping, signage and architecture must be established by the City.

Las Cruces International Airport

The ownership and geographic location of the airport and industrial park cause the development of one site to directly impact the other site. To address this situation, industrial park plans should include input and review by the airport administration. Likewise, any development plans for the airport should provide a mechanism to review impacts on the industrial park.

Master Plan

The City of Las Cruces has never adopted a development plan for the West Mesa Industrial Park. Such a plan would give the City a marketing tool and growth guidelines for the

industrial park. A master plan would meet City subdivision requirements and formalize the development expectations, patterns and standards.

Industrial Park Occupants

To date, the City has not targeted specific uses it wishes to locate within the West Mesa Industrial Park. Industry targeting will assist in determining the park's planning, capital and public improvement needs. The identification of specific industries will aid the City in attracting park occupants in a logical, efficient and consistent manner.

Marketing Strategy

To achieve the stated goal of creating a high-quality industrial park, the City should develop a marketing strategy to attract industrial occupants. Addressing this issue builds on and compliments the need to determine target industries and to develop a master plan. This issue also requires the roles of various economic development agencies (Mesilla Valley Economic Development Alliance, the City of Las Cruces Special Project Office, the Las Cruces and Hispanic Chambers of Commerce) to be considered.

III. PLAN COORDINATION

Development of the West Mesa Industrial Park will require cooperation from the local, state and federal governments, including Federal regulations concerning the Interstate highway, airport and public lands must be addressed. New Mexico lands, highway and environment standards will also impact the industrial park. Local development and construction regulations must be adhered to in addition to state and federal requirements. Thus, development of the industrial park will necessitate a cooperative review by the three levels of government. The City of Las Cruces will use this master plan and development strategy to promote the goals and objectives of the Comprehensive Plan. A summary of the relevant goals and objectives for the West Mesa follows:

- Create an industrial environment where business can locate to create jobs and expand.
- Create an industrial community which allows the private sector businesses to grow and improve the economy of Las Cruces.
- Offer a variety of locations for industrial development,
- Protect natural arroyos and create a system of connected open spaces possibility linked by arroyos,
- Create positive images at the City's gateways,
- Buffer urban from rural environments,
- New development must bear costs of on-and off-site drainage,
- Avoid development of separate communities and retain downtown as the urban center,
- Develop overlay performance standards for each industrial area.
- Consider development of a science park.
- Do not extend utilities beyond urban service area boundary.
- Develop a four-season tourist and visitor industry.
- Expand general aviation activity at the airport.
- Achieve national recognition for a high quality industrial development.
- Include planning for arts, transit, bicycle and pedestrian traffic in all new development.

IV. GOALS, OBJECTIVES, AND POLICIES

GOAL: To develop and market a high quality industrial park which maintains and enhances the Las Cruces economy and urban environment and which provides industry with required infrastructure and allows opportunity for future growth and expansion within the industrial park.

OBJECTIVE A: Develop a graphical presentation of the West Mesa Industrial Park for the City of Las Cruces to incorporate the Goals, Objectives, and Polices of this Master Plan.

Policies:

- A.1 The West Mesa Industrial Park Master Plan will adhere to all City of Las Cruces Ordinances, Plans, and Policies.
- A.2 The West Mesa Industrial Park Master Plan will adhere to the submittal requirements for a Master Plan, as required within the City of Las Cruces Subdivision Code (1991, as amended).
- A.3 The Master Plan Graphics will be attached in Appendix A.
- A.4 The West Mesa Industrial Park Master Plan will allow those uses which are not detrimental to the operation of the City of Las Cruces International Airport.
- A.5 The West Mesa Industrial Park Master Plan will allow those land uses that promote and encourage a growing economy, protect the natural environment, and provide for clean industry to the City of Las Cruces and its residents.
- A.6 Land uses within the West Mesa Industrial Park will be categorized into the following three general categories:
 - a. Aviation-Related Businesses and Industries
 - b. General Commercial and Industrial Uses
 - c. Industrial Uses Only (with limited amounts of retail or wholesale floor areas associated with an industrial use)

- A.7 The City of Las Cruces will market and target the following industries and businesses within the West Mesa Industrial Park and those uses that are similar and compatible to the following:
 - a. production, production line, and processing industries, including food processing and production, wholesale nursery and greenhouses,
 - b. research and development, repair, and manufacturing for the aviation, aerospace, electronic, analytical, and metal work industries,
 - c. warehousing, storage, wholesale distribution, and transportation-related services, and
 - d. governmental and public facilities, including governmental office buildings, welcome and visitor's centers, museums, parks and recreation facilities, utility sites, open spaces, and drainage areas.

- A.8 The City of Las Cruces will establish an underlying M-1 (Light Manufacturing) zone for the remaining unzoned or undeveloped portions of the industrial park in accordance with the Las Cruces Zoning Code.

- A.9 The City of Las Cruces will establish an Overlay Zone that directs the development and placement of specific businesses and industries within the Industrial Park and further defines and controls development requirements such as prohibited land uses, architecture, landscaping, and site design.

- A.10 The Overlay Zone will also specifically address uses directly abutting the Las Cruces International Airport to the south and the Foreign Trade Zones.

- A.11 Provide for area within the Foreign Trade Zones for as many uses as possible and provide for the expansion of the existing free trade zones and additional free trade zones should the need arise.

- A.12 The placement of residential uses or residences within the Industrial Park are strictly prohibited, exclusive of night watchment, security, and oversight residences.

OBJECTIVE B: Establish a well-defined development pattern to address street layout, utility extension, and other public facilities within the West Mesa Industrial Park.

Policies: Street System

- B.1 The street system within the West Mesa Industrial Park will follow the natural topography within the industrial park's boundary to the extent possible.

- B.2 All streets within the West Mesa Industrial Park will adhere to City of Las Cruces Design and Roadway Construction Standards.

- B.3 All streets, including curb cuts and medians, will maximize individual property access and the movement of freight and normal vehicle traffic movement.**
- B.4 All streets within the Industrial Park will be designed and constructed to standards compatible with industrial use traffic.**
- B.5 Drainage swales and shoulders will be provided along all roadways to provide for stormwater drainage, retention, or diversion to dedicated open spaces and drainage areas.**
- B.6 No individual property access will be provided along Crawford Boulevard north of Interstate Highway 10 due to Federal Aviation Administration grant provisions providing such restriction, unless grant funds are repaid for the road construction. The property directly abutting Crawford Boulevard, north of Interstate Highway 10 is part of the Las Cruces International Airport property; however, for zoning and land use purposes it is considered part of the West Mesa Industrial Park. Further limitations may exist on the development of this property due to Federal Aviation Administration requirements.**
- B.7 The City of Las Cruces will provide landscaped medians and/or shoulders along Crawford Boulevard and other internal streets, as appropriate, at the entrance to the Industrial Park and other key locations within the Park. This may be done in conjunction with other property owners within the Park, at the City's discretion and requirements.**

Policies: Industrial Park Utilities

- B.8 All utilities will be constructed underground to the extent possible.**
- B.9 All utilities will be placed within street rights-of-way or within utility and trail corridors along the front, side, and rear areas of individual properties.**
- B.10 Utilities will be constructed to adopted City of Las Cruces standards.**
- B.11 The cost of providing utility services will be borne by the customer as appropriate and according to the terms of the property's purchase.**
- B.12 The City of Las Cruces will facilitate the construction of a waste water treatment plant per New Mexico Environmental Department Standards within the industrial park boundary.**

- B.13 The City of Las Cruces will take all measures possible to assure utility reliability and full design life of systems for public investment optimization.
- B.14 The City of Las Cruces will assure adequate capacity exists to meet the utility needs of the industrial park occupants.
- B.15 The following utility services will be made available within the West Mesa Industrial Park. Said utility services will not necessarily be provided by the City of Las Cruces solely.
 - a. Water
 - b. Wastewater
 - c. Natural gas
 - d. Electricity
 - e. Drainage
 - f. Streets
 - g. Telephone
 - h. Solid Waste

Policies: Public Facilities

- B.16 The City of Las Cruces will pursue the placement and development of a multi-functional public facility to provide for public safety services, including both fire and police protection for both the West Mesa Industrial Park and the Las Cruces International Airport.
- B.17 The City of Las Cruces will provide the West Mesa Industrial Park with two park entrances that includes native landscaping and appropriate signage. Park entrances will be located at both the north and south interchanges of Interstate Highway 10 and Crawford Boulevard.
- B.18 These park entrances will be designed and maintained by the City of Las Cruces and will provide a focal point for the industrial park and the "gateway" to the City of Las Cruces and will help to establish the landscaping and urban design theme for the entire West Mesa Industrial Park.
- B.19 Park entrance signage will be limited to well-designed ground signs that will also establish a signage theme for the entire park.
- B.20 The City of Las Cruces will provide a landscape buffer along both the north and south frontage roads for Interstate Highway 10 to serve as an entrance to the West Mesa Industrial Park and as a "gateway" to the City of Las Cruces.
- B.21 As part of the design review and development process, public or common space facilities will be required within the industrial park. These facilities will include open spaces, walking and exercise trails, and picnic or outdoor eating areas to be used by the employees of businesses and industries located within

the industrial park.

- B.22 Public and common space facilities will be designed to be placed within natural drainage ways and utility corridors in order to provide optimization of land area.
- B.23 Open spaces and drainage areas will be developed and maintained in accordance with the Goals, Objectives, and Policies of the City of Las Cruces Storm Water Management Policy Plan.

OBJECTIVE C: Establish urban design criteria that provides for consistent architecture, landscaping, site design, and an overall design theme for the West Mesa Industrial Park.

Policies: Architecture, Building Placement, Construction Standards, and Development Requirements

- C.1 All buildings and structures within the West Mesa Industrial Park will follow architectural styles, themes, and building materials and colors consistent with the Southwest, Southern New Mexico, and Las Cruces.
- C.2 Buildings and structures specifically placed along Crawford Boulevard, the Frontage Roads, and directly abutting or facing Interstate Highway 10 within the West Mesa Industrial Park will be limited to Pueblo, Spanish Colonial, Territorial, and other New Mexico varieties of architecture and will be made a part of the Overlay Zone for the industrial park.
- C.3 The architecture will be reviewed as part of a streamlined development review process by the West Mesa Industrial Park Design Review Advisory Committee and City of Las Cruces Departments.
- C.4 Building materials within the park should be limited to concrete, brick, masonry, stone, or stucco. The use of metal buildings for the exterior facade are allowed on most streets provided the appropriate architectural style is used for those streets listed in Policy C.2 above.
- C.5 All buildings and structures within the industrial park will be limited to the following development requirements:
 - a. Minimum Lot Size - 1 Acre
 - b. Lot Width/Frontage - 60' *
 - c. Lot Depth - 70' *
 - d. Front Setback - 25'
 - e. Secondary Side Setback - 20' (Double/Triple Frontage Lots)
 - f. Rear Setback - 20'

- g. Side Yard Setback - 20'
- h. Building Height - 60'
- i. Parking - Number of parking stalls & design layout as determined by City of Las Cruces Zoning Code.
- * Lot Depth must not exceed 3 times the Lot Width/Frontage, unless a waiver is approved by the West Mesa Design Review Committee and provided the minimum Lot Area is at least 1 acre.

- C.6 No parking will be permitted within 15' of front setback.
- C.7 The use of reflective or shiny metallic roofs within the industrial park shall be kept to a minimum to limit impacts on the operation of the airport and airport users.
- C.8 Temporary or portable buildings will be limited in use for construction purposes only.

Policies: Landscaping Requirements

- C.9 Landscaping within the West Mesa Industrial Park will adhere to the following minimum landscaping provisions:

<u>Size of Parcel</u>	<u>Percentage of Parcel to be landscaped</u>
1.00 to 2.00 acres	12%
2.01 to 3.00 acres	11%
3.01 to 4.00 acres	10%
4.01 to 5.00 acres	9%
5.01 to 6.00 acres	8%
6.01 to 7.00 acres	7%
7.01 to 8.00 acres	6.5%
8.01 to 9.00 acres	6%
9.01 to 10.00 acres	5.5%
greater than 10.01 acres	5%

Notes: Landscaping requirements listed above are for the total lot area multiplied by the percentage.

- C.10 Xeriscape or drought tolerant landscaping will be encouraged for all required landscaping areas in order to conserve water resources and promote the use of native vegetation and plants.

- C.11 The front setback of all parcels within the industrial park will be landscaped and maintained by the individual property owners.
- C.12 The City of Las Cruces will provide a detailed list of acceptable landscaping material for trees, shrubs, and ground cover. The listing will also include those items strictly prohibited for use as landscaping within the park's boundaries.
- C.13 All roadways, medians, utility corridors, trail corridors, sign areas, and open spaces will be landscaped in accordance with the provisions listed above.

Policies: Signage and Lighting Restrictions

- C.14 Freestanding signage on individual lots within the West Mesa Industrial Park will be limited to a single ground sign per lot with a maximum of size of 50 square feet and a maximum height of six (6) feet. This includes development identification, informational, and directional signs.
- C.15 Placement of landscaping around ground signs are strongly encouraged.
- C.16 Freestanding pole signs, temporary or portable signs, off-premise signs, and outdoor advertisements (i.e. billboards) are prohibited within the West Mesa Industrial Park.
- C.17 Exterior and interior illumination will be allowed for both attached and freestanding signs.
- C.18 Attached signage requirements, excluding illumination requirements, will adhere to the Las Cruces Sign Code (1991, as amended).
- C.19 All other sign design and size requirements within the West Mesa Industrial Park will be addressed within the Overlay Zone.
- C.20 The City will utilize street lighting within the Industrial Park that minimizes impacts on local nighttime atmospheric uses (i.e. telescopes, etc.) and will conform to Federal Aviation Administration regulations relating to the operation of the Las Cruces International Airport.

Policies: General Provisions

- C.21 Development requirements not specifically listed above will adhere to the requirement as outlined within the City of Las Cruces Zoning Code or as

prescribed with the Overlay Zone, which ever is greater or more stringent.

OBJECTIVE D: Establish a marketing strategy for attracting and locating core industries to the West Mesa Industrial Park.

Policies: **General Provisions**

- D.1 The City of Las Cruces will develop a separate list of specific Target Industries for the West Mesa Industrial Park and it will be included in this master plan in Appendix B.
- D.2 The target industries list will also include recommendations for the marketing and development of the West Mesa Industrial Park.
- D.3 The target industries will include a list of primary or core clusters of specific types of industries that the City of Las Cruces will pursue for placement within the West Mesa Industrial Park. The target list will also include a list of supporting cluster industries.
- D.4 The target industries list will include samples of Standard Industrial Classification (SIC) codes for the primary or core and supporting clusters of industries.

OBJECTIVE E: Establish policy for the coordination of planning, development, and expansion of the Las Cruces International Airport with that of the West Mesa Industrial Park Master Plan.

Policies: **Planning Coordination**

- E.1 The City of Las Cruces will create the Las Cruces International Airport Master Plan as a separate but related document to this master plan.
- E.2 The Las Cruces International Airport Master Plan's Goal, Objectives, and Policies will be consistent and compatible with the West Mesa Industrial Park Master Plan.
- E.3 The Las Cruces International Airport Master Plan will integrate the requirements for the utilization of the airport as a mode of transportation and for providing services to industries within the West Mesa Industrial Park.

OBJECTIVE F: Establish development procedures to provide a streamlined development process to facilitate the location, construction, and operation of industries within the West Mesa Industrial Park.

Policies: General Provisions

- F.1** The City of Las Cruces will coordinate planning review activities which integrate the development of the Las Cruces International Airport and the West Mesa Industrial Park.

- F.2** Impact evaluations, as part of the development review procedures for the West Mesa Industrial Park, will consider the following:
 - a.** Land use suitability
 - 1.** Will the proposed use provide a decreased level of service to the street system?
 - 2.** Will the proposed use provide a decrease in utility service to other existing or potential future users within the industrial park?
 - b.** Fiscal Impacts
 - 1.** Will the proposed use generate new jobs and create additional sales tax?
 - 2.** Will the proposed use's increase in tax base outweigh the required infrastructure cost for the operation of utilities within the industrial park?
 - c.** Physical land impacts
 - 1.** Will the proposed use negatively impact the natural views of the City of Las Cruces and the surrounding areas?
 - 2.** Will the proposed use negatively decrease or pollute groundwater sources?
 - 3.** Will the proposed use create any form of noise or air pollution?
 - 4.** Will the proposed use provide a overload to the park's drainage system?
 - 5.** Will the proposed use interfere with the day-to-day operations of the Las Cruces International Airport or its future expansion?

Policies: Subdivision Approval

- F.3** Development approval, i.e. the extension of streets and utilities and the approval of subdivisions within the West Mesa Industrial Park, will be handled administratively and be approved through concurrent review by the City of Las Cruces' Development Review Committee and the West Mesa Industrial Park Design Review Advisory Committee.

- F.4** The City of Las Cruces will utilize the City of Las Cruces Subdivision Code's Alternate Summary Development Process to subdivide the industrial park property into individual parcels.

- F.5** In order to streamline the street and utility extension process and to utilize the Alternate Summary Procedure for subdivision purposes, after streets are constructed within the industrial park, separate street dedication plats will be created, approved, and filed at the Dona Ana County Clerk's Office.

Policies: Building Permit Approval

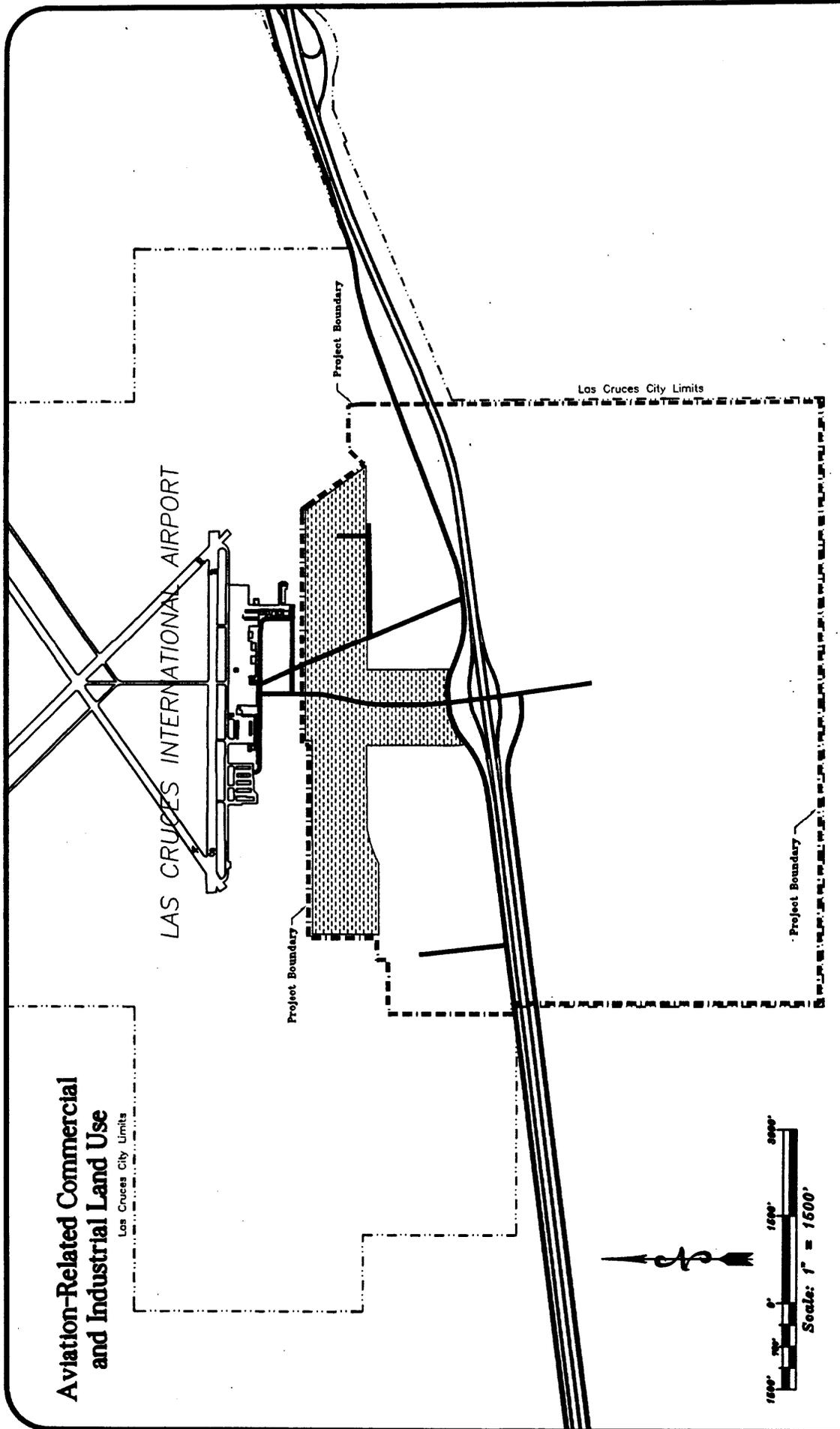
- F.6** Required building permit plans, including construction drawings, site plans, and irrigation and landscaping plans, will be reviewed by City of Las Cruces Departments after receiving approval from the West Mesa Industrial Park Review Committee.
- F.7** All building permit applications and submittals will adhere to the City of Las Cruces Building Permit and Inspection Code.
- F.8** The City of Las Cruces will allow and encourage the use of phased building construction. Multi-phase construction projects and future expansions will be reviewed individually as the development occurs.

V. IMPLEMENTATION

The implementation of the West Mesa Industrial Park Master Plan and Development Strategy will require the completion of a series of programs. These programs are the actions by the City of Las Cruces and industry which will determine the ultimate success of the industrial park. The City will provide and participate in the over-sight and performance of these actions. The following are recommended programs for the implementation of the West Mesa Industrial Park Master Plan and Development Strategy.

1. The Planning Department will submit the plan to the Planning and Zoning Commission for approval by late December 1995 and to City Council no later than six weeks after Planning and Zoning action.
2. A zone change request for the entire park from the current zones to M-1 (Light Manufacturing) will be submitted for recommendation by the Planning and Zoning Commission and forwarded for City Council approval.
3. The Planning Department will submit the Overlay Zone request to the Planning and Zoning Commission for review and recommendation to the City Council by no later than January 1997.
4. The City will develop a marketing package highlighting the Industrial Park to be distributed to potential business and to other marketing agencies, i.e. the Chamber of Commerce, Economic Development Agencies, Industrial magazines, etc.
5. The city will begin to market the industrial park to the identified core industries by March 1996.
6. The city will develop a section of the park and individual parcels, including street and utility extension, and possibly the construction of a building, to provide encourage and attract potential businesses or industries.
7. The city will facilitate and subdivide property within the industrial park as development occurs.
8. The City will investigate all possible avenues to construct a waste water treatment plant for the industrial park by the year 2000.
9. The City will extend streets and with occupant participation will extend utilities throughout the park as development occurs.
10. The City will develop parks and open space within the industrial park in conjunction with Bureau of Land Management and as development occurs.

APPENDIX A: Master Plan Graphic



**Aviation-Related Commercial
and Industrial Land Use**

Las Cruces City Limits

LAS CRUCES INTERNATIONAL AIRPORT

Project Boundary

Project Boundary

Las Cruces City Limits

Project Boundary

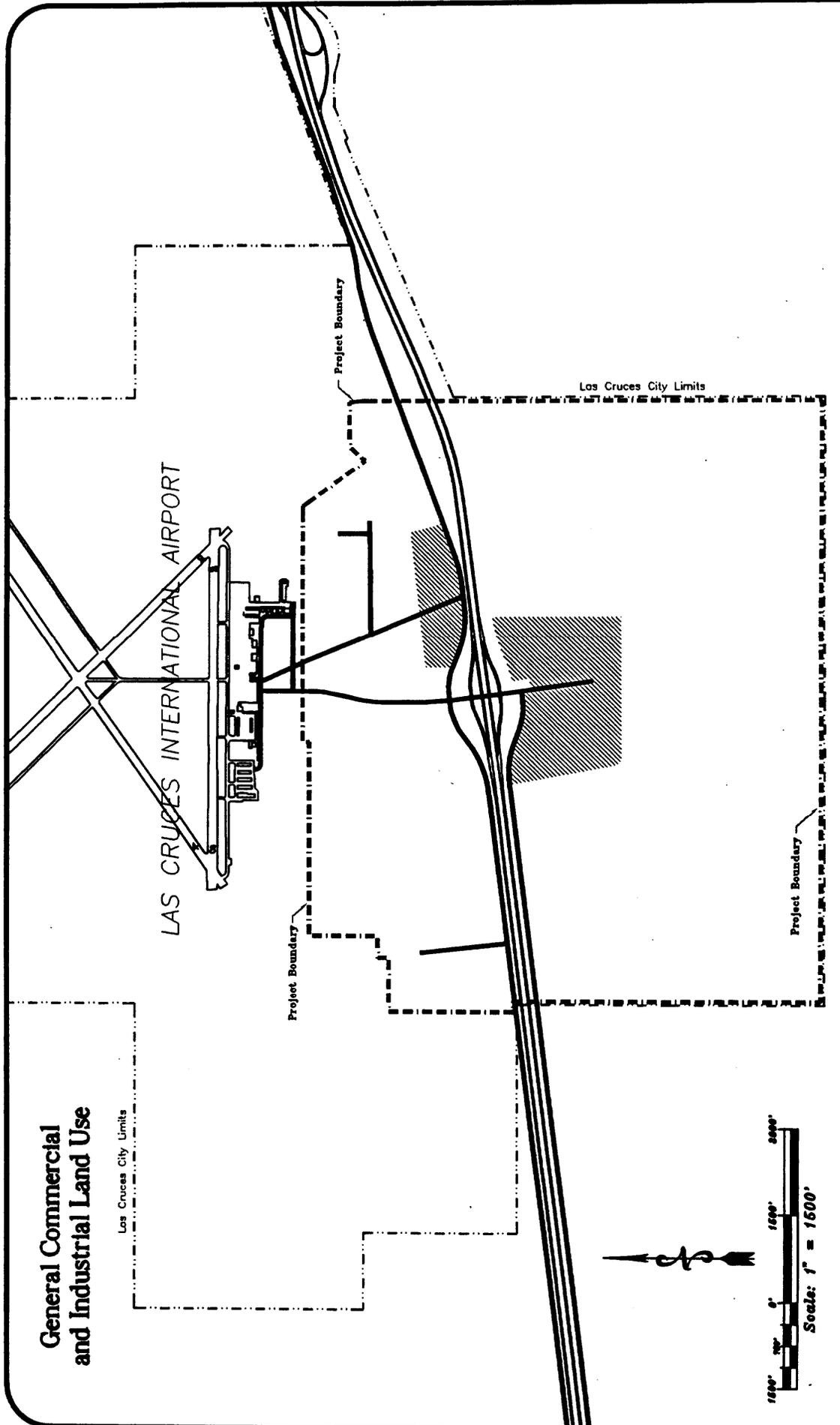
1000' 0' 1000' 2000'
Scale: 1" = 1600'



West Mesa Industrial Park Master Plan

Developer/Consultant:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 88004

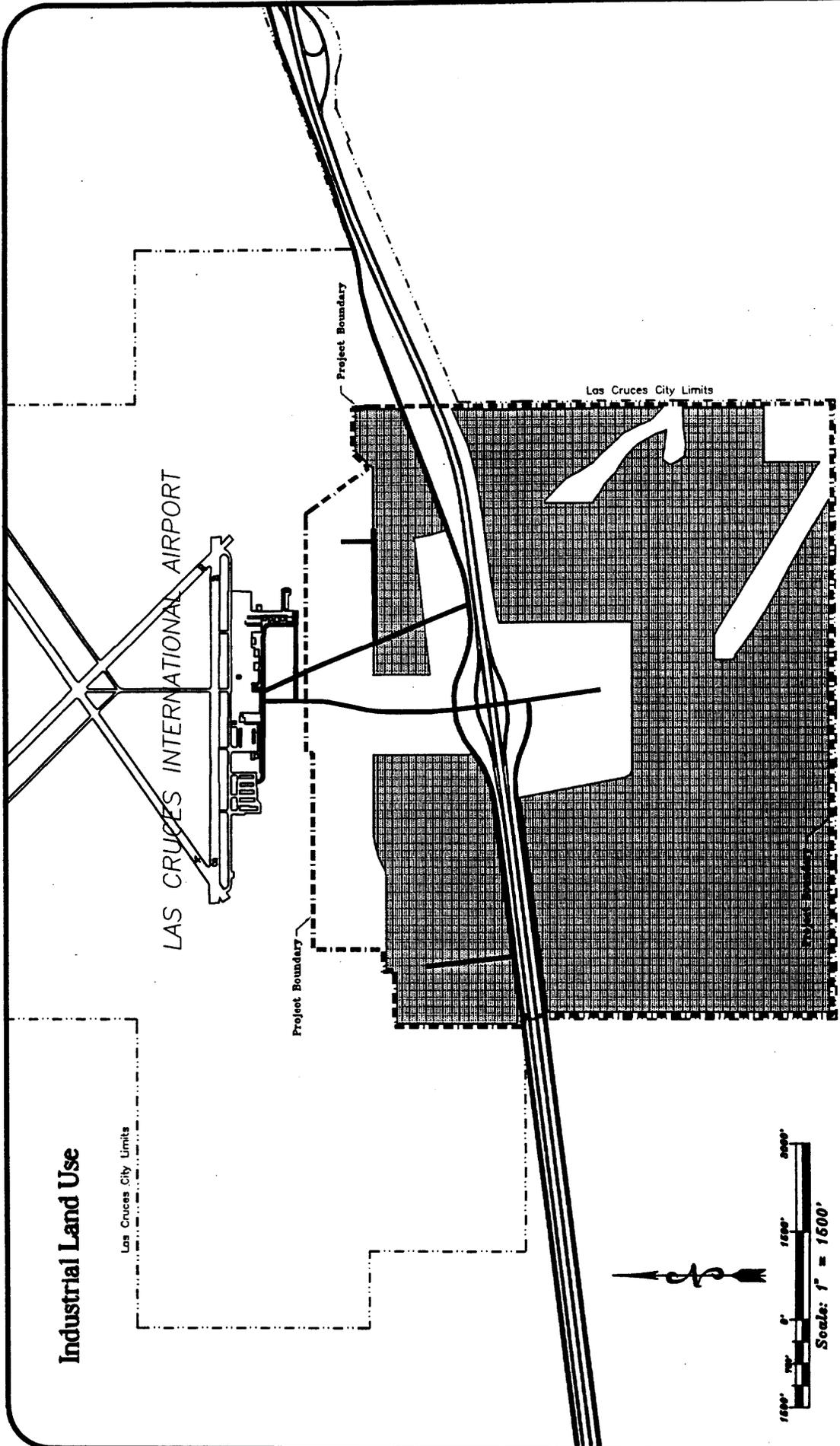
Drawing Prepared by:
The City of Las Cruces
Planning / Traffic Support Department
575 S. Alameda Blvd.
Las Cruces, New Mexico



West Mesa Industrial Park Master Plan

Developer/Consultant:
 The City of Las Cruces
 P.O. Drawer CLC
 Las Cruces, New Mexico 88004

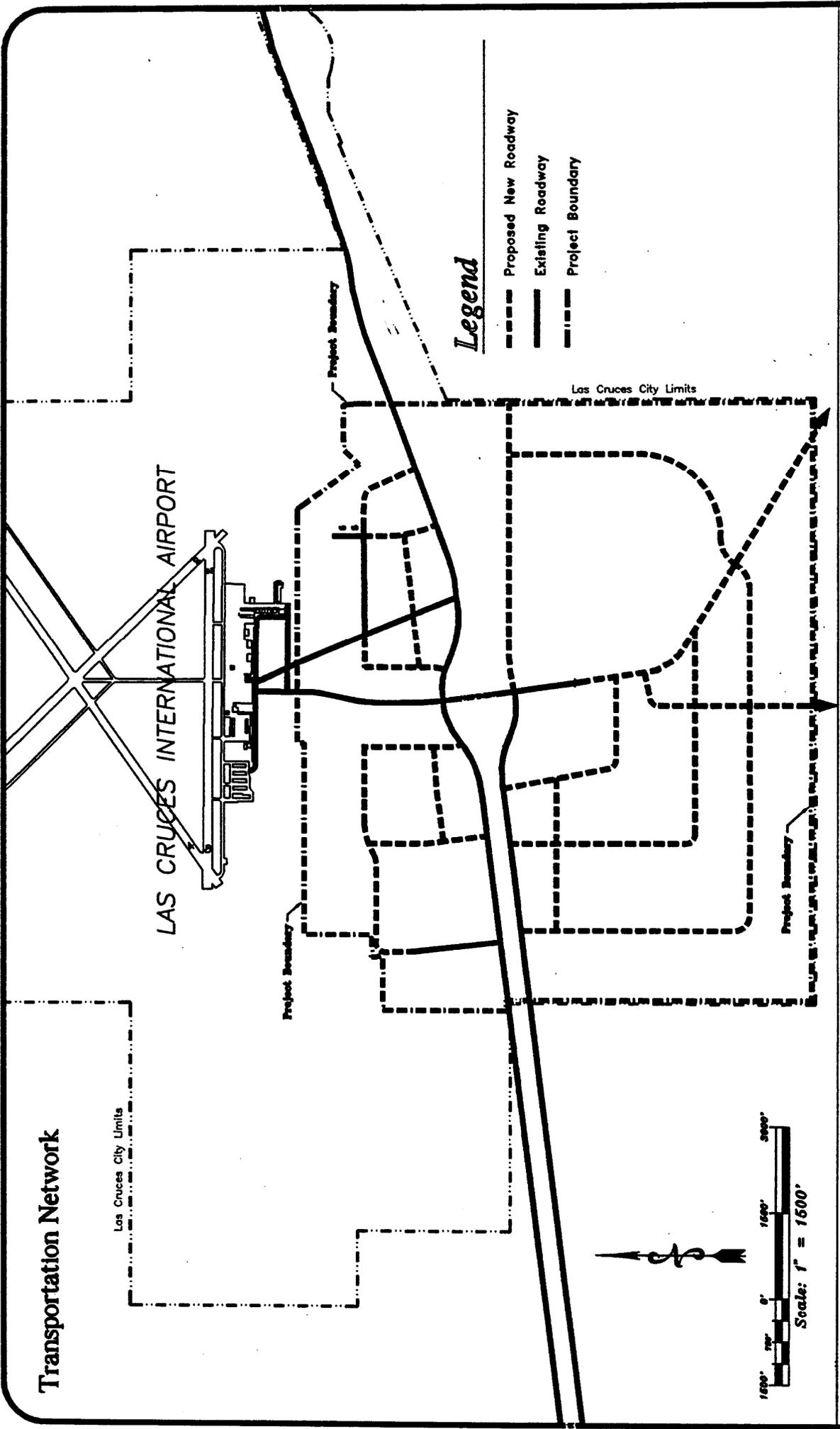
Developed Prepared by
 The City of Las Cruces
 Planning / Tech. Support Department
 875 S. Alameda Blvd.
 Las Cruces, New Mexico



Developer/Consultant:
 The City of Las Cruces
 P.O. Drawer CLC
 Las Cruces, New Mexico 88004

Drawings Prepared by:
 The City of Las Cruces
 Planning / Tech. Support Department
 675 S. Alameda Blvd.
 Las Cruces, New Mexico

West Mesa Industrial Park Master Plan



West Mesa Industrial Park Master Plan

Developer/Consultant:
 The City of Las Cruces
 P.O. Drawer CLC
 Las Cruces, New Mexico 88004

Drawing Prepared by:
 Planning & Design
 375 S. Alameda Blvd.
 Las Cruces, New Mexico

Land Use Plan

Los Cruces City Limits

LAS CRUCES INTERNATIONAL AIRPORT

Project Boundary

Project Boundary

Las Cruces City Limits

-  Aviation-Related Comm. & Indust.
-  Industrial
-  General Commercial & Industrial
-  Public Areas / Facilities
-  Open Space / Drainage
-  Proposed New Roadway
-  Existing Roadway
-  Project Boundary



West Mesa Industrial Park Master Plan

Developer/Consultant:
The City of Las Cruces
P.O. Drawer CLC
Las Cruces, New Mexico 88004

Drawing Prepared by:
City of Las Cruces
Planning / Tech Support Departments
575 S. Alameda Blvd.
Las Cruces, New Mexico

APPENDIX B: City of Las Cruces - Policy, Management Structure and Staffing

Since 1987, the City of Las Cruces has developed and implemented a management structure for marketing, land sales and development of the Industrial Park. There are five primary agencies and groups sharing various management responsibilities for the Industrial Park.

Las Cruces City Council

The Las Cruces City Council is the duly elected governing body of the City, consisting of six Councilors elected from districts and the Mayor elected at large. The City Council sets overall policy for development of the Industrial Park; gives final approval to land sales, land leases, and infrastructure development projects. The Council also appropriate budgets for staff operations and marketing, infrastructure, etc; and serves as a leader in marketing efforts regarding contact with industrial prospects interested in locating in the Park.

West Mesa Design Review Advisory Committee

The Las Cruces West Mesa Design Review Advisory Committee is appointed by the City Council and serves as the Property Management Committee for the Industrial Park. Current members are as follows:

Mayor Pro Tem Gene Kennon
Councillor Herculano Ferralez
City Manager Bruno Zaldo
Assistant City Manager Jerry Trojan
Development Services Director Jim Ericson
Utilities Engineer Jim White

The duties of the "West Mesa" Committee are to make preliminary review of land sales and leasing proposals, infrastructure projects, grant application proposals, maintenance and enforcement of protective covenants such as review and approval of building proposals, etc.; and to make recommendations to the City Council for property management decisions affecting the Industrial Park. The Committee is staffed by the City Special Projects Office.

West Mesa Industrial Park/Airport Master Plan Advisory Committee

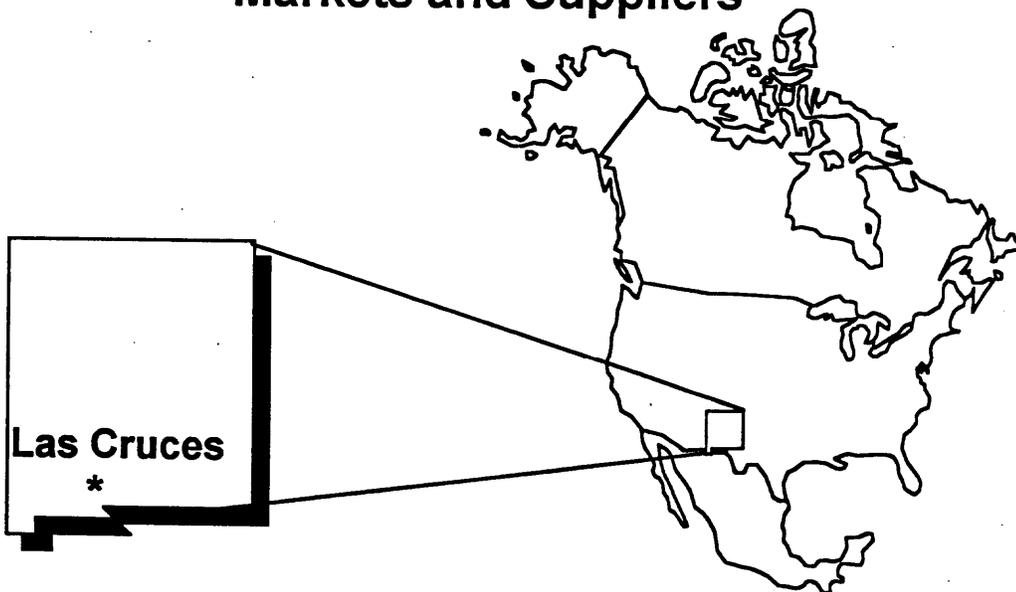
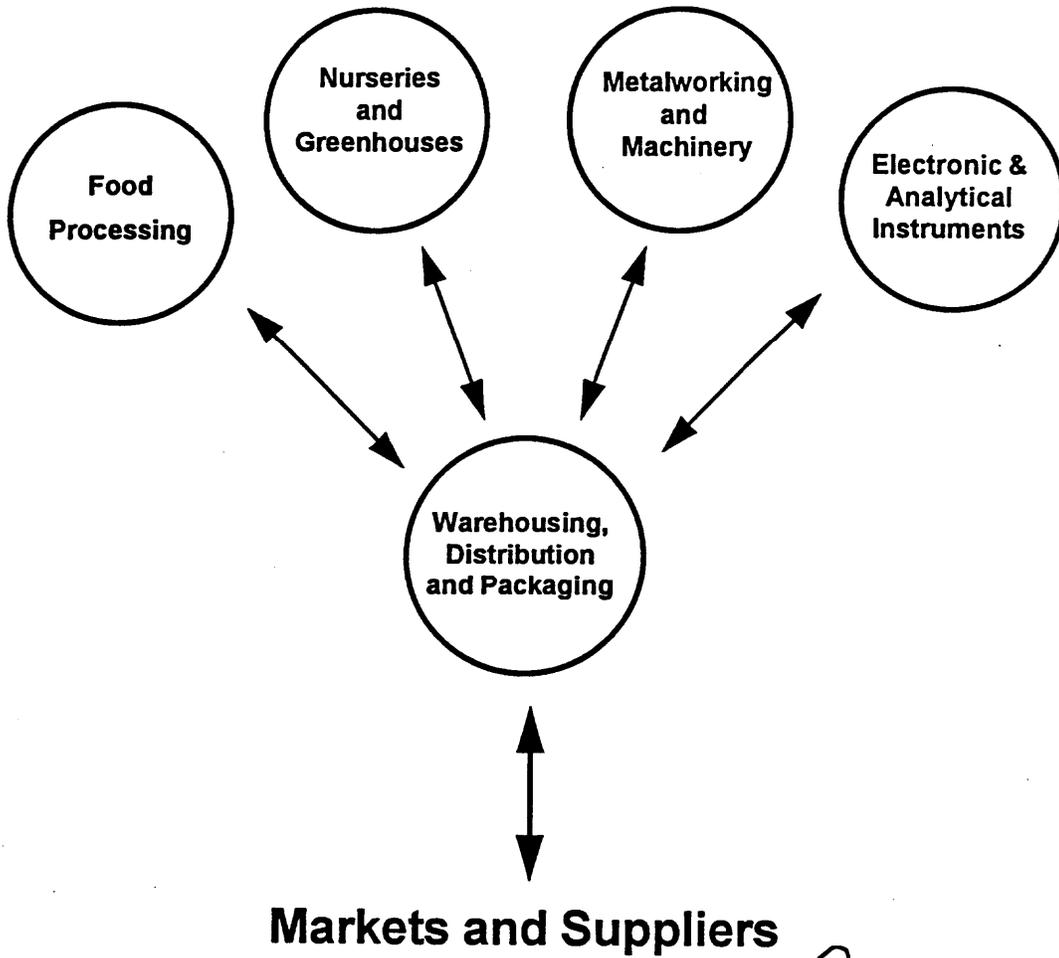
The Las Cruces West Mesa Industrial Park/ Airport Master Plan Advisory Committee is appointed by the Mayor, with concurrence of the City Council, and is charged with responsibilities of preparing Master Development Plans for both the Industrial Park and adjoining Las Cruces International Airport. Current members from the community include

Administration and Finance Divisions serve as a key element in the management and development of the West Mesa Industrial Park. As coordinated by the Special Projects Office, these Divisions have responsibility for the following services connected to the Park:

- Engineering & Design of Street and Utility Projects
- Street Maintenance and Minor Construction Projects
- Street Lighting Maintenance and Traffic Engineering Projects
- Master Plan Review and Recommendations
- Surveying and Mapping
- Planning, Subdivision and Zoning Requirements
- Building Plan and Landscape Recommendations
- Development Services Coordination
- Airport Management and Coordination
- Utilities Engineering and System Operations
- Budget, Finance Operations, Bidding and Purchasing
- Legal Review of Contracts, Land Sales, Etc.

**APPENDIX C: Target Industries for the West Mesa
Industrial Park, Las Cruces, NM**

Target Industries for the West Mesa Industrial Park, Las Cruces, NM



Target Industries for the
West Mesa Industrial Park, Las Cruces, New Mexico

by

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and

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Cooperative Extension Service
New Mexico State University

August 1995

This publication details the results of a project partially funded by the City of Las Cruces.

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Target Industries for
the West Mesa Industrial Park, Las Cruces, NM

Introduction

Purpose/Results

The purpose of this study was to develop a target list of industry clusters, or related industry groupings, for the West Mesa Industrial Park. This study focuses primarily on the West Mesa Industrial Park, but most target industry clusters selected will apply to the City of Las Cruces as well. Additional clusters would also be defined if the study were extended to the city in general. Due to time and budget constraints, the nature of the study is limited in scope, therefore further analysis is recommended. Industries listed in this report are not exclusive of other possibilities. Development of commercial and office type business are to be expected and encouraged, especially as the Park increases in occupancy. The focus of marketing efforts, however, should be on a few industry clusters.

The methodology used included the economic development software package Forté, along with various statistical sources and professional knowledge of the authors and others familiar with the Industrial Park, and the area.

The four "core" or foundation industry clusters developed for the West Mesa Industrial Park include:

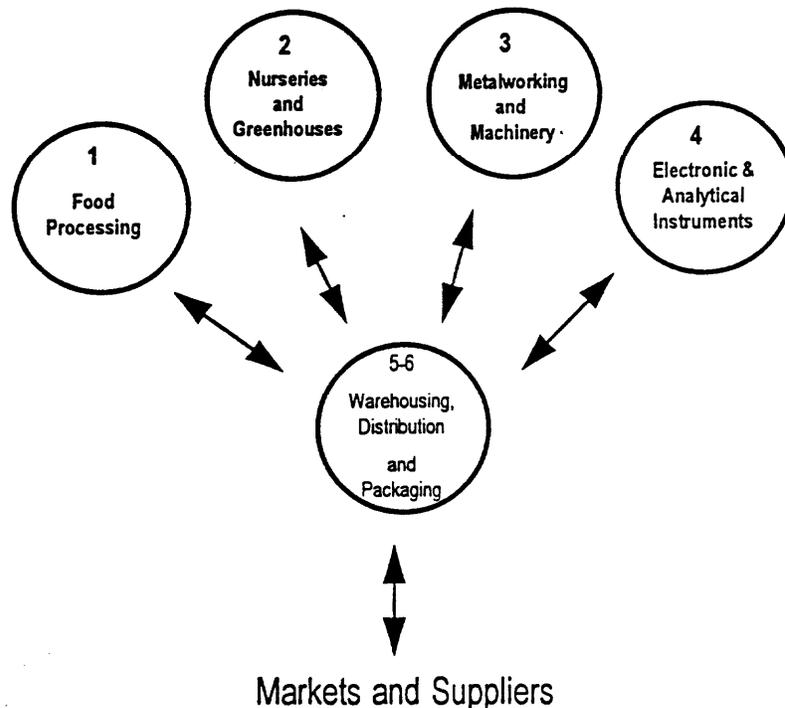
- 1) *SPECIALIZED FOOD PROCESSING AND RELATED INDUSTRIES* (primarily Cheese & Chile),
- 2) *NURSERIES AND GREENHOUSES*,
- 3) *METALWORKING, MACHINERY, AND RELATED INDUSTRIES*, and
- 4) *ELECTRONIC, ANALYTICAL AND RELATED INDUSTRIES*.

"Supporting" clusters are:

- 5) *WHOLESALE DISTRIBUTION, WAREHOUSING AND TRANSPORTATION*, and
- 6) *PACKAGING*

These supporting clusters would support the core clusters but might also include businesses which locate in the Park due to its convenient Interstate access, its airport facilities, or its strategic location with respect to many U.S. and Mexico markets (Figure 1).

Figure 1.
Target Industries for
the West Mesa Industrial Park, Las Cruces, NM



Listed for each cluster are *representative* four-digit Standard Industrial Classification (SIC) codes as listed in the 1987 SIC Manual¹. An SIC code classifies an industry according to its major industrial function, (e.g. agriculture or manufacturing) and is based on a detailed hierarchy. These industries are representative of the general types of activity to be found in a cluster and are not meant to be all inclusive or excluding of potential Industrial Park activities. Additionally, as industries locate in the Park, close attention should be paid to their suppliers or customers, who might also be motivated to relocate.

Long-term infrastructure development, specifically water, sewer, electricity, roads and

streets, natural gas, and rail will be important to the future development of the Park. Sewer capacity, for example is a crucial element in most food processing. The proposed West Mesa highway to the Border could be a major key to long term development of the Park. Most types of manufacturing are heavy users of some type of infrastructure, and development of the Park must match industry requirements to Park capabilities.

Also included in the report is a general discussion on the marketing of the Industrial Park, the methodology and sources used to select the clusters, and an overview of the recommended industry clusters detailing factors such as growth trends, industry structure and import and export activities.

Marketing Recommendations

In many cases, it is productive to cultivate existing businesses with expansion potential. A first priority in marketing the Park should be the existing business community in the area. Several of the target clusters have local businesses currently producing those products in the county which may have expansion or relocation plans. Also, local businesses often are involved in regional or national organizations which could be fertile grounds for prospecting. Personal interviews (with specific questions in mind) should be conducted with these existing businesspeople to ascertain expansion potential or elicit cooperation in accessing prospects. Local businesspeople often belong to or know about national organizations of their industry. It may even be that a local businessperson could promote the Park in meetings of his industry or provide contacts for followup work. These existing businesses might also be asked for relevant quotes to be used in a color brochure (discussed below), ads, and other promotional pieces.

El Paso industries should be considered next for expansion or relocation to the Park. Target markets other than El Paso should also be considered, but it is debatable whether target marketing should focus on industry clusters or geographic areas. This report focuses primarily on industry clusters, recommending that geographic marketing occur in an industry

cluster context. In other words, after marketing to the Las Cruces and El Paso business communities, marketing should focus on industry clusters first, not geographic locations.

The City should develop a four-page pocketed folder featuring Industrial Park features. Permanent information in the color portion of the folder would include concentric zone maps (see later discussion), topographical features, basic Park features, industry targets, and amenities of the area. Inserts should be developed for information that changes on a regular basis (maps of the Park showing existing tenants, labor force, wage rates, incentives, schools, area population, utility characteristics, etc.). Included in the set of inserts should be tentative bids from area builders for certain basic types of construction. Builders should also include an estimate of completion times for these selected types of construction. All inserts should be updated at least annually, and more often if information changes.

An extensive campaign should be planned to alert area realtors, developers, and builders as to opportunities to "do business" with the City in the Industrial Park. A speakers bureau should be formed including the Mayor, City staff, and MVEDA officials. Financial institutions, utility providers, and others should be included. The information mentioned above should be covered at presentations to these groups. Chamber of Commerce support should be sought, although a four color brochure is too expensive to include in most Chamber mailings. A low cost informational piece should be developed to share with local partners, saving the more expensive, elaborate pieces for industry mailings.

It is important that the Industrial Park marketing strategy be coordinated with the marketing strategies of other groups such as the county, and the Mesilla Valley Economic Development Association (MVEDA). The strategies may be separate and distinct yet should be closely allied and complementary.

Involvement of area realtors, developers, builders, and financial institutions (including El Paso) in the marketing process should be a top priority. There may need to be additional thought given to the realtor compensation question, but that question should be immediately

addressed and resolved in meetings with affected parties.

Targeted ads in "cluster" publications (with MVEDA as appropriate) should be considered, although ads should not be a top priority. Initial focus would be on those clusters already beginning to form in the Park such as food processing or nurseries and greenhouses, or existing business in the rest of the area. The proximity of the Park to two interstate highways, the Border, the airport, and El Paso should be emphasized.

The Park should be marketed to State economic development officials. This should be a periodic effort as state officials forget or turnover occurs. The State should be informed as to what is occurring and technical and financial assistance should be aggressively solicited. Marketing campaigns at the state level must be supportive of the West Mesa Industrial Park.

In all marketing, prominent attention should be given to the strategic location of the Park with respect to markets in the Western U.S. and especially Mexico. Rates of population growth over the past several years and population numbers could be shown for this region. Distances to population concentrations, and hence markets, are important to many if not most industries. Maps showing concentric mileage zones, distances to metro areas in the U.S. and Mexico, locations of major interstates, and proximity to international markets should be a part of the color brochure, perhaps even on the cover.

Various information sources are in existence which can aid in contacting the prospective target industries. Mailing lists by SIC code, location, and other characteristics may be purchased, or perhaps developed in-house from, for example, the El Paso yellow pages. Other mailing list sources for El Paso include:

- The El Paso Directory of Manufacturing, Industrial and Service Suppliers
- The Business of Bureau Research at University of Texas at Austin and,
- American Business Directories, Nebraska

Additional general sources include:

- Publications which are read by target industries, (e.g. *American Machinist*)
- Lists of industrial associations (e.g. The Forgings Industry Institute)

(See Section F in the appendix for complete citations and additional sources).

Methodology/Sources

Industry clusters as recommended in this report were selected through the use of a number of sources. These included:

- 1) Professional knowledge and research on suitable industries
- 2) Forté results calculated for the Industrial Park
- 3) Aggregated Forté results for the 31 largest communities in the State and resulting clusters for the State
- 4) List of industry inquiries made to the City of Las Cruces from 1990 to 1995 for relocation information and,
- 5) List of manufacturers present in Doña Ana County.

Input was obtained through contact with various community members and entities including the City of Las Cruces, The Mesilla Valley Economic Development Alliance, and the Border Authority as to which industries may be appropriate for the area. The authors are also familiar with the economic nature of the area, having been professionally and personally a part of the community since the early 1960's.

Using community data provided by the City, Forté (a computer software package) was utilized to develop a preliminary list of 4-digit SIC codes whose corresponding industries matched the "characteristics," (wages, infrastructure capabilities) of the Industrial Park. (See appendix, Section C) Forté is a product of PHH Fantus, a leading international consulting firm specializing in business location and economic development. Forté enables the economic developer (among other things) to "target specific industries best suited for recruitment attention,or most promising as local growth industries." ² The program

provides information on and an analysis of 459 manufacturing industries at the four-digit Industrial Classification level. Community data is entered into the program and matches then sought between industries and the community based on a set of selection criteria (See appendix, section A, B). Data include specific information on the labor force, transportation, utilities and location. Community data were for the City of Las Cruces, with special attention paid to Industrial Park attributes.

Professional knowledge and Forté results were used as a starting place for cluster development. Certain considerations necessitated the use of other sources for selection substantiation. The Forté program itself does not evaluate non-manufacturing industries or community values and desires about which industries are appropriate and which are not. Also, some data contained in the system may not be as current as desired. While individual community data was updated, time constraints did not allow for a total system update. More current data might paint a better up-to-the-minute picture. More detail on the Forté methodology may be found in the Forté manual (See Sources section).

In early 1995, a statewide target industry study conducted using Forté examined the "best industry matches" for all New Mexico communities with 1990 populations over 5,000. These results were then aggregated and those industries which appeared most frequently throughout the state were developed into one list of 22 three-digit and 24 four-digit SIC categories (See appendix, section D). From this state list, four primary clusters, or industry groupings were selected for further evaluation (See appendix, section D). The state lists indicate which industries might be targeted by the state, and provide a check for the Industrial Park results ⁴.

A list of prospects obtained from the City of Las Cruces contained the number of inquiries made from various industry types. The following lists the number of inquiries received by the City in selected categories during the period 1990 to the present. (*Note: industry category headings were developed by City sources and do not conform exactly to SIC categories*)

- 1) Food processing - 27
- 2) Metal related industries - 17
- 3) Electrical, electronics, instruments, & technology related - 33
- 4) Miscellaneous manufacturing, including oil machinery and automobile equipment manufacturing - 32
- 5) Warehouse related - 20
- 6) Research office industries - 7
- 7) Greenhouses - 4

The presence in the county of a particular industry type, and hence the existence of an "industrial base" was determined using a limited number of sources. A lack of presence in the area may also reveal an expansion potential. County presence of any particular industry within a cluster was verified by the Directory of New Mexico Manufacturers³ and through discussion with City of Las Cruces sources. Due to time constraints, this list may be incomplete.

Some industries appearing among the target clusters did not fall into any of the above mentioned categories but were chosen based on professional knowledge of the authors and others. Some were chosen because of association (e.g., creamery butter is related in composition with the product fluid milk). Also, research and development is synonymous with the University, White Sands and NASA. Other choices were based on necessity (e.g., packaging materials such as corrugated fiberboard boxes are integral components of food processing and electronics manufacturing). Finally, existing expert knowledge was a factor in selecting some targets. An obvious example of this type of knowledge is that existing secondary data lags actual events by as much as one, two, or even 10 years in some cases. Experts in the field often know what is occurring before trends are reflected in published sources. Production of fluid milk, cheese, and related products is not yet showing up in all the secondary sources, but anyone familiar with economic development in New Mexico knows of the rapid growth in this industry in the last few years.

Target Industry Clusters

CORE CLUSTERS

1) Specialized Food Processing and Related Industries -

Chile/Cheese and Associated products:

- A large amount of chile is grown in the county and the amount of milk produced has been increasing over the past few years as dairies have migrated into the state. Not all of these products are being processed in the state, however.
- Chile is a growing consumption item; its popularity is increasing nationally and internationally.
- According to the Directory of New Mexico Manufacturers, there was one manufacturer in the county categorized under SIC code 2026 - Fluid milk in 1994/1995. Three manufacturers existed in canned specialties - SIC 2032 (including Mexican foods) and canned vegetables - SIC 2033 (including chile) combined. Only one manufacturer was categorized under SIC 2096 which includes tortilla chips and tortillas. Given trends in dairy herd numbers, Mexican food consumption, and agricultural production in the area, this target cluster seems a natural.
- The overall food processing market is mature, however, industry analysts predict the "greatest opportunity for U.S. food companies in the future will be meeting growing consumer demand for ethnic foods." The Hispanic population in the United States is expected to double by the year 2020 and Mexican food is one of the fastest growing ethnic food categories.
- Economic growth and steady retail dairy prices will increase commercial use of dairy products during 1995. A larger use of cheese, butter and fluid milk is being forecast for 1995. Cheese sales were up during the early part of the year. Exports of commercial butter will increase despite a decrease in domestic sales. Sales of skim solids are projected to increase approximately 2%.
- Milk production is projected to grow 2-3% during 1995. Despite higher output, only moderate price declines and dairy surpluses are foreseen because of domestic demand and commercial butter exports.
- While domestic consumption of fresh produce has leveled off, demand for processed fruits and vegetables continued to rise. Processed fruit and vegetable exports increased from 45% of overall fruit and vegetable exports in 1990 to 50% in 1994.

- Some economic development observers feel that the number of dairies located in the state may be nearing a peak for now, but processing facilities will continue to increase for several years.
- By focusing on producers, related suppliers and customers will be informed as to the suitability of the West Mesa Industrial Park.
- At least 27 food processing industry inquiries have been made to the City over the past 5 years with 5 of these being in the cheese industry.
- Some international experts feel that with increased trade with Mexico, the U.S., (and especially the Las Cruces area) may find it feasible to focus on food processing, in which we have a comparative advantage.
- Despite the peso devaluation, Mexico's imports of *processed* vegetables from the United States are expected to maintain their current level while Mexican imports of fruit, nuts, and fresh vegetables have been declining.
- The U.S. Department of Commerce lists dairy products, frozen foods, and snack foods among the best prospects for U.S. exports to Mexico.
- As this cluster grows in the Park, officials should pursue further processing of products into retail size packages.
- Distribution, cooler storage and freezer capabilities associated with food products are included within cluster #5 (Warehousing, distribution, and transportation). Packaging is included under cluster #6 (Packaging).

Beverages:

- There is a growing popularity of New Mexico wines and micro-breweries. Although alcohol consumption is declining, niche market development may suggest that beverage production may be worthy of inclusion in this target cluster.

REPRESENTATIVE INDUSTRIES IN THE SPECIALIZED FOOD PROCESSING CLUSTER:

SIC	Description
0723	Crop Preparation Services, Except cotton ginning (Sorting vegetables, nut shelling)
DAIRY	
2021	Creamery Butter
2022	Cheese, Natural, Processed & Imitation
2023	Dry, Condensed, Evaporated Dairy Products
2024	Ice Cream & Frozen Desserts
2026	Fluid Milk
VEGETABLES (CHILE)	
2032	Canned Specialties (incl. Mexican foods)
2033	Canned Fruits, Vegetables, Preserves, Jams, Jellies (incl. canned chile)
2034	Dried/Dehydrated Fruits, Veggies./Soup Mixes (incl. dried chile)
2035	Pickled Fruits/Vegs.; Sauces/Seasonings/Dressings
2037	Frozen Fruits, Juices, Vegetables (incl. frozen chile)
2038	Frozen Specialties, NEC
SNACKS/OTHER	
209 ²	Miscellaneous Food Preparations
2096	Potato Chips, Corn Chips, Snacks (Tortilla chips)
2099 ¹	Food Preparations, NEC (Tortillas, chili powder)
BEVERAGES	
2082	Malt Beverages (Breweries)
2084	Wines, Brandy, and Brandy spirits

¹ West Mesa Forté target (See Appendix)

² State Forté target (See Appendix)

2) Nurseries/Greenhouses:

- Though not a manufacturing category, this cluster is in the county presently and has a presence in the Industrial Park. Products currently being grown in the county include roses, mums, and Afghan pines. It is recommended that the focus continue to be on high value products.
- The New Mexico climate is favorable to a host of nursery and greenhouse products. NMSU horticultural programs provide expertise and a knowledgeable labor force.
- Reforestation projects, in the U.S. and in developing international markets are current end-users of pines being grown for this purpose. United States Forest Service projects are possible end-users. Other end use markets include mine-land reclamation and soil and water conservation. NMSU has a particular expertise in arid land development.
- The proximity to the airport, interstate, and proposed warehouse facilities assist in transportation.
- At least 4 inquiries have been received by the City of Las Cruces in this category over the past 5 years.
- Of the \$10.7 billion greenhouse and nursery crop sales in 1995, floriculture crops - bedding and garden plants, cut flower and florist greens will account for about one third, while nursery crops - trees, shrubs, turfgrass, and propagative materials such as cuttings and young plants will account for two-thirds.
- Demand for nursery crops appears to be strengthening in 1995, with shortages of containerized plants and trees in some areas. Housing sales may increase nursery products demand for landscape plants. Floriculture area increased in 1994 to 714 million square feet undercover and 22,614 acres of open ground. Total number of growers fell in 1994 (down 3% to 10,137) and are likely to fall again this year.
- Bedding and garden plants account for the largest (43%) share of total floriculture sales. Cut flower and greens prices rose in 1994 and have remained high through 1995 as a result of California flooding.
- Imports originating mostly from Colombia, Ecuador, Holland, and Mexico make-up greater than two-thirds of the total U.S. market for major cut flowers (roses, carnations, chrysanthemums, and gladioli). Imports for flowers and cut greens totaled 4.5 billion (stem count) in 1994 and 1993. Sales of flowering and foliage plants are expected to total more than \$1.2 billion in 1995

REPRESENTATIVE INDUSTRIES IN THE NURSERY AND GREENHOUSE CLUSTER:

SIC	Description
0831	Nurseries, forest (reforestation, seedlings, distillates)
0181	Ornamental floriculture and nursery products, (bulbs, flowers - undercover or outdoors)

3) Metalworking, Machinery and Related Industries

- Potential development of these industries will be enhanced by development of the Mexican economy. Industries providing twin plant supply of critical components and servicing of those components is a possible target market. Machine shop service to border industries and to Mexican industry in the interior has been identified as a growth possibility.
- A relatively large number of metal related industries appeared on the Forté list of targets for the Park.
- These industries often employ individuals with a high level of precision skills and relatively high wages.
- An extensive agricultural base in the Southwest and in Mexico exists for farm machinery.
- For the 10-month period ending October 1994, United States farm equipment sales rose 11% from the same year-earlier period. Extensive downsizing and consolidation in the industry since the 1970's and tighter inventory controls have brought supply and demand into balance in North America. Domestic farm equipment sales are expected to rise between 6-7% in 1995.
- The aircraft parts and equipment industry might be a potential target partly because of proximity to the airport.
- The City of Las Cruces received 17 inquiries "Metal Related" category (including stampings, and machine shop manufacturing. At least 8 inquiries have been received in the machinery and equipment category (including oil machinery and automobile equipment) over the past 5 years.
- Increased global concern with air and water quality will create new export opportunities for U.S. valve and pipe fitting manufacturers. The need to reduce leaks and fugitive emissions will require new solutions.
- Machine tool orders rose 42% nationally from 1993-1994 to \$4.7 billion; tool order growth in 1995 is expected to be 10-15%.
- The largest consumers of machine tools include the auto industry, construction industry, and fabricated metal products industries. The auto industry is the principal market for special dies, tools and jigs. This industry is related closely to contract precision machining companies (SIC 3599)
- Long term prospects for the machine tool industry are good. Shipments should increase 7% annually through 1998. According to the U.S. Department of Commerce, the average piece of U.S. metalworking machinery was 10 years old in 1993 which is a 53-year peak.

Replacement demand will contribute to sales for the next several years. Demand will also benefit from growth in the automobile industry. Auto industry profits are expected to rise in 1995 and 1996.

-The Department of Commerce lists the following industries among the best prospects for U.S. exports to Mexico:

- Automotive Parts and Service Equipment
- Machine Tools and Metalworking Equipment
- Aircraft and Parts
- Construction equipment
- Oil and Gas Field Machinery & Services
- Agricultural Equipment and Machinery

REPRESENTATIVE INDUSTRIES IN THE METALWORKING, MACHINERY, AND RELATED INDUSTRIES CLUSTER:

SIC	Description
FABRICATED STRUCTURAL METAL / FORGINGS/ COATINGS	
344 ²	Fabricated Structural Metal Products
3442 ¹	Metal Doors, Sash & Trim
3444 ^{1,2}	Sheet Metalwork
346 ²	Metal Forgings & Stampings
3469 ²	Metal Stampings, NEC
3479 ¹	Metal Coating & Allied Services
3491 ¹	Industrial Valves
3492 ¹	Fluid Power Valves & Hose Fittings
MACHINERY/EQUIPMENT	
3523	Farm Machinery & Equipment
3531	Construction Machinery and Equipment
3532	Mining Machinery and Equipment, Except Oil and Gas Field Machinery and Equipment
3533	Oil and Gas Field Machinery/Equipment

**REPRESENTATIVE INDUSTRIES IN THE METALWORKING, MACHINERY, AND RELATED
INDUSTRIES CLUSTER, CONTINUED**

SIC	Description
3544 ¹	Special Dies, Tools, Jigs & Fixtures
356 ²	General Industrial Machinery & Equipment
3561	Pumps & Pumping Equipment (Water, sump, oil well)
3714 ^{1,2}	Motor Vehicle Equipment - (Brakes, etc.)
359 ²	Misc. Industrial/Commercial machinery and Equipment: Carburetors, power cylinders
3728 ¹	Aircraft Parts & Equipment, NEC - (Testing by the manufacturer also included)

¹ West Mesa Forté target (See Appendix)

² State Forté target (See Appendix)

4) Electronic and Analytical Instruments and Related Industries

-This is a generally high-tech, clean industry cluster. High value products are produced. High skill levels are required with accompanying relatively higher wages.

- The proximity to New Mexico State University, White Sands Missile Range, and NASA provides potential employees and a professional knowledge base from which to draw and allows for the development of research and development partnerships.

-There has been an increased worldwide interest in environmental protection, medical research and testing in recent years which generates a greater need for instruments and controls. The U.S. is believed to be the world's most advanced analytical instrument market. Industrial labs were the largest end-user market in 1994, followed by healthcare labs and university labs. The university lab market is projected to be the largest end-user market by the year 2000 with 54% of the total analytical instrument market..

-Several of the state targets, namely the 3-digit categories 357, 362, 382 and 384 did not appear in the Forté results for the Industrial Park; however the electronic/electrical, and instruments category has produced the single largest number (33) of inquiries over past 5 years. Also, the high growth exhibited by these industries, the relationship of these categories to research and development activities along with favorable expert opinions merit their inclusion on the West Mesa target list.

-The computers and integrated circuits category alone made 8 inquiries to City officials from 1990 - 1995. The "research office industry" category made 7 inquiries during this time period.

-U.S. computer equipment exports in 1994 rose 13% to \$34.7 billion; imports rose 21% to \$46.9 billion. Exports and imports of peripheral equipment in 1994 were up 8% and 18.6% respectively. The average annual growth rate for exports between 1990-1993 was 4%.

-Despite current financial problems, Mexican need for environmental technologies should spur demand in the analytical instruments market. The fastest growing markets are expected to be in water pollution control and solid and hazardous waste. Mexican markets in these two segments are expected to grow at an annual average rate of approximately 24% between 1994 and 1996. (Peso devaluation would lower this rate "modestly.")

-The U.S. Department of Commerce lists the following among the best Mexican market prospects for U.S. exports:

Electronic components and test equipment (*semiconductors, electrolytic capacitors*)
Computer equipment and software
Healthcare technology (*ophthalmological equipment, x-ray equipment*)

**REPRESENTATIVE INDUSTRIES IN THE ELECTRONIC AND ANALYTICAL INSTRUMENTS AND
RELATED INDUSTRIES CLUSTER:**

SIC	Description
ELECTRONIC/ANALYTICAL	
367 ²	Electronic Components & Accessories: (electron tubes, printed circuit boards, capacitors, resistors)
3674 ^{1,2}	Semiconductors and Related Devices
3679 ^{1,2}	Electronic Components, NEC
357 ²	Computer and Office Equipment
362 ²	Electrical Industrial Apparatus: (motors and generators, relays)
382 ²	Lab Apparatus and Analytical, Optical, Measuring and Controlling Instruments: (Bunsen burners, water heater controls, pressure gauges)
384 ²	Surgical, Medical and Dental Instruments and Supplies
RESEARCH AND DEVELOPMENT RELATED	
8731	Commercial Physical and Biological Research: (Agricultural research, food research, non-manufacturer aircraft testing)
8732	Commercial Economic, Sociological, and Educational Research
8733	Noncommercial Research
8734	Testing Laboratories: (Automobile, pollution, food)

¹ West Mesa Forté target (See Appendix)

² State Forté target (See Appendix)

SUPPORTING CLUSTERS

5) Wholesale Distribution/ Warehousing/ Transportation

- Distribution, Warehousing and Transportation support all industry operations including those outside of the West Mesa Industrial Park. The location of the Park with respect to Interstate highways, airport facilities and the proposed border road make this category relevant to development.

- These activities are essential to both customers and suppliers in the Park. There is a transfer of raw materials to manufacturers and a transfer of finished goods to markets.

- This category is also related to border activities. Twin plant service is a possible target market, as well as facilities throughout Mexico.

- Sources report there is a current lack of available cooler space in the area. Cooler space would be of special importance to the proposed cheese and nursery/greenhouse clusters. Freezer capability may also be desirable, dependent on the types of food processing that is developed.

-The City has received 20 inquiries in this category during the past 5 years.

REPRESENTATIVE INDUSTRIES IN THE WHOLESALE DISTRIBUTION, WAREHOUSING AND TRANSPORTATION CLUSTER:

SIC	Description
DISTRIBUTION/WAREHOUSING/TRANSPORTATION	
4221	Farm Product Warehousing & Storage
4226	Special Warehousing & Storage, (Foreign Trade Zone goods)
4222	Refrigerated Warehousing & Storage (cheese & flowers)
4212	Local Trucking with storage
4214	Local Trucking without storage
4213	Trucking, Except Local
4783	Packing and Crating

6) Packaging

- Packaging activities support all industries targeted for the park as well as businesses throughout the area.

-The United States is the world's largest packaging manufacturer, and the highest per capita consumer of packaging. Packaging exports in the U.S. doubled between 1989-1993 to \$2.2 billion.

- Corrugated paperboard containers, pallets, supports, partitions, etc. are used to transport and package approximately 90% of all industrial and consumer goods manufactured in the United States. This industry experienced its fifth consecutive year of double-digit growth (25% in value, 23% in volume) in 1994 and this trend is expected to continue throughout 1995. Mexico was the largest importer of value-added corrugated products in 1994.

- Food, meat, dairy, and kindred products industries (Included in Cluster #1) were the largest end-users of corrugated paperboard containers in 1994. As a food processing cluster develops in the Park and retail packaging is increased, demand for packaging products and services will increase. Food processing may require several packaging operations before it reaches the final consumer. Officials should encourage local cheese producers for example, to package for the retail level.

- Electrical Machinery and equipment industries (Cluster #3) were the third largest end-users in the durables market of corrugated paperboard containers in 1994.

- Continuing improvements in package design and integrity along with increased environmental concerns, and the expansion of user-applications should ensure growth in the folding carton industry over the next 5 years. Fast foods and convenience foods will be the best markets in terms of growth.

-Consumption of plastic products is highest in the electronics, health care, construction, transportation, automotive and food packaging industries.

- The 1994/1995 Directory of New Mexico Manufacturers reported no corrugated and solid fiber box producers in the county. No sanitary food container or folding paperboard box producers were reported for the same time period. This may indicate demand for packaging products, especially as economic growth continued.

-At least one inquiry was received in both the styrofoam packaging category and plastic bags category.

REPRESENTATIVE INDUSTRIES INCLUDED IN THE PACKAGING CLUSTER:

SIC	Description
PACKAGING - PAPER, PLASTIC, GLASS	
2448 ¹	Wood Pallets & Skids
2653 ¹	Corrugated and Solid Fiber Boxes
2657	Folding Paperboard Boxes, Including Sanitary, (Milk boxes)
2673	Plastics, Foil, and Coated Paper Bags
3085	Plastics Bottles
3086	Plastics foam products
3221	Glass Containers
3411	Metal Cans

¹ West Mesa Forté target (See Appendix)

² State Forté target (See Appendix)

Sources

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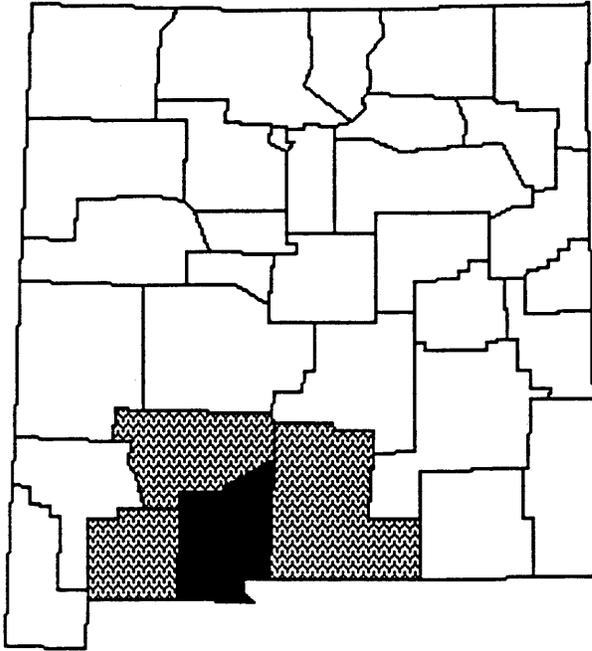
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APPENDIX

(Sections A - F)

Section A

Las Cruces and West Mesa Industrial Park
Forté Profile



This profile is for the City of Las Cruces and the West Mesa Industrial Park revised in August 1995.

The revised strategies run for this profile are RecruitWM and AttractWM. (Modified versions of Recruitment and Attraction)

Current population estimate for City of Las Cruces - 66,466

Total monthly costs for supply of 60,000/2,500,000 kwh at peak demands are based on lower economic development rates provided for larger employers using greater amounts of electricity.

Location

County: Dona Ana
 County Size: 3,819 sq. mi.
 Region: Southern NM
 Nearest Major City: Las Cruces
 Distance: 0 mi.

Climate

Prevail. Wind Dir.: SW
 Avg. Relative Humidity: 39 %

Temperature	Annual	January	July
Average (deg. F)	60	42	80
Precipitation	Rain	Snow	
Annual Avg. (in.)	9	3	

Population

County: 146,619
 Area: 788,960

Highway

Nearest Interstate: I-25
 Distance: 0 mi.
 Next Nearest Interstate: I-10
 Distance: 0 mi.
 U.S. Highways: 180, 80/85, 70

Trucking

Motor Freight Carriers: 7

Major Companies Serving

Mesilla Valley Transportation
 Triple D Supply
 ABF Freight

Rail Service

Railroads Serving	Service
Atchinson, Topeka & Santa Fe	Main Line
Southern Pacific	

Commercial Air Service

Nearest Airport: Las Cruces Int'l
 Distance: 1 mi.

Airlines Serving	flights/day
Mesa	3

Barge/Port

Distance: 600 mi.

Electrical Power

Power Companies: El Paso Electric Co.

Peak Demand (kw)	150	5,000
Monthly Usage (kwhr)	60,000	2,500,000
Summer	\$ 1,392	\$ 47,630
Winter	\$ 1,392	\$ 47,630

Incentive rates available? Yes
 Average cost: \$ 0.0600 /kwhr

Gas

Local Supplier: City

Monthly Use	Firm	Interruptible
500 MCF	\$ 1,313	\$ 1,313
2,500 MCF	\$ 6,479	\$ 6,479
Average cost: \$ 2.43 /MCF		

Water

Supplier: City
 Source: Well
 Max treated capacity: 31.50 MGD
 Peak daily use: 29.00 MGD
 Tax Rate: 6.38%
 Average cost: \$ 0.57 /1000 gal.

Wastewater

Treated By: City
 Max. Design Capacity: 8.90 MGD
 Average Daily Use: 7.50 MGD
 Peak Daily Use: 7.60 MGD
 Sewer Utility Tax Rate: 6.4%
 Average cost: \$ 1.14 /1000 gal.

Telecommunications

Local Supplier: US West Communications
 Digital Service? Ultra High Speed (+ 1.5MB-45MB)
 Special Services: Fiber optics

Manufacturing Skills

Occupation	% of Manufacturing Workforce
Management	9 %
Professional Specialty	4 %
Technical Support	1 %
Sales	3 %
Administrative & Clerical	9 %
Service	1 %
Precision Production	14 %
Operatives & Assemblers	44 %
Material Handling	2 %
Unskilled	5 %
Agricultural & Other	0 %

Wages

Occupation (2 yrs exp.)	Hourly Wage
Skilled Production	\$ 7.50
Unskilled Laborer	\$ 5.00
Maintenance Electrician	\$ 9.62
Word Processor	\$ 6.94
Computer Programmer	\$14.00

Labor Availability

Workforce Measure	County	Area
Total Size	64,264	330,868
Manufacturing	2,365	41,672
Unemployed	5,783	29,778
Unemployment Rate	9.0%	9.0%

Section B
Forté Strategies

Forté Strategy Definitions

The two Forté "strategies" or methods of industry selection used for this study were the *Attraction* strategy and the *Recruitment* strategy. The *Attraction* strategy selects

industries which have good growth history and have demonstrated successful operation in your region. Industries should have an above average number of establishments which employ from 50 to 500 people. Good fit with the local labor market and infrastructure is also required, without regard to the urbanization preference that the industry may have.

The *Recruitment* strategy is

similar to the attraction strategy, but more selective. Additional screening is performed to insure that an industry has favored communities in your region which are similar in size. Also, the local fit requirement includes the preference an industry has for urbanization. The resulting list is sorted by local fit, so the emphasis is more on local compatibility than growth per se.

Strategy : ATTRACTION (Modified)

Selection Criteria:

- All Industries
- Growth [120]
- Size [200]
- Region [200]
- Local [150]
- Presence [0]

Sort By:

- Growth Rank
- Size Rank
- Regional Fit
- Local Fit
- Presence
- SIC

Local Fit:

- Labor
- Electricity
- Gas
- Water
- Sewer
- Urbanization
- Technology
- Highways
- Rail
- Air Freight
- Barge
- Communication

Exclude Marks

Inverse

Include Checks

Exclude Unchecked

Regional Fit:

- Auto [5]To[9999]
- All
- Small
- Medium
- Large

Size:

Presence:

- County
- Area
- State
- Region

Strategy : RECRUITMENT (Modified)

Selection Criteria:

- All Industries
- Growth [120]
- Size [200]
- Region [200]
- Local [150]
- Presence [0]

-
- Exclude Marks
 - Include Checks
 - Exclude Unchecked

Sort By:

- Growth Rank
- Size Rank
- Regional Fit
- Local Fit
- Presence
- SIC

-
- Inverse

Local Fit:

- Labor
- Electricity
- Gas
- Water
- Sewer
- Urbanization
- Technology
- Highways
- Rail
- Air Freight
- Barge
- Communication

Regional Fit:

- Auto [5]To[9999]
- All
- Small
- Medium
- Large

Size:

- Presence:**
- County
 - Area
 - State
 - Region

Section C

Forté Results for Las Cruces and the West Mesa Industrial
Park

Attraction

SIC	Description	Growth Rank	Size Rank	Regional Rank	Local Rank	Area Presence
2339:	Women's & Misses' Outerwear, NEC	95	24	166	47	2385
2434:	Wood Kitchen Cabinets	62	13	165	28	93
2448:	Wood Pallets & Skids	86	37	150	23	37
2499:	Wood Products, NEC	106	21	93	143	164
2541:	Wood Partitions & Fixtures	98	38	32	16	68
2591:	Draperly Hardware & Blinds & Shades	60	149	107	54	3
2653:	Corrugated & Solid Fiber Boxes	118	40	172	67	373
2731:	Book Publishing	64	31	57	37	100
2741:	Miscellaneous Publishing	12	29	145	133	11
2752:	Commercial Printing, Lithograph	9	1	91	61	419
2791:	Typesetting	92	19	3	126	335
3269:	Pottery Products, NEC	65	92	25	12	6
3444:	Sheet Metalwork	70	11	76	124	86
3469:	Metal Stampings, NEC	110	20	174	97	0
3479:	Metal Coating & Allied Services	72	36	117	98	9
3599:	Industrial Machinery, NEC	97	2	79	39	443
3674:	Semiconductors & Related Devices	27	83	10	53	64
3679:	Electronic Components, NEC	38	27	161	142	68
3714:	Motor Vehicle Parts & Accessories	18	22	101	14	30
3949:	Sporting & Athletic Goods, NEC	43	34	146	92	2
3993:	Signs & Advertising Specialities	56	12	68	9	68

Recruitment

SIC	Description	Growth Rank	Size Rank	Regional Rank	Local Rank	Area Presence
2099:	Food Preparations, NEC	117	47	27	42	326
2396:	Automotive & Apparel Trimmings	10	42	124	9	30
2399:	Fabricated Textile Products, NEC	69	81	32	10	77
2431:	Millwork	58	23	68	72	404
2434:	Wood Kitchen Cabinets	62	13	133	32	93
2439:	Structural Wood Members, NEC	53	85	56	110	1
2448:	Wood Pallets & Skids	86	37	149	89	37
2531:	Public Building & Related Furniture	46	160	58	106	0
2653:	Corrugated & Solid Fiber Boxes	118	40	193	54	373
2752:	Commercial Printing, Lithograph	9	1	154	35	419
2844:	Toilet Preparations	39	105	35	113	4
3087:	Custom Compound Purchased Resins	66	194	122	73	11
3089:	Plastics Products, NEC	49	6	103	84	1302
3231:	Products Of Purchased Glass	45	45	105	21	19
3269:	Pottery Products, NEC	65	92	13	20	6
3442:	Metal Doors, Sash, & Trim	100	48	84	136	18
3469:	Metal Stampings, NEC	110	20	109	59	0
3479:	Metal Coating & Allied Services	72	36	93	70	9
3491:	Industrial Valves	107	196	153	103	0
3492:	Fluid Power Valves & Hose Fittings	89	195	106	104	0
3544:	Special Dies, Tools, Jigs & Fixtures	105	7	139	44	235
3599:	Industrial Machinery, NEC	97	2	142	30	443
3674:	Semiconductors & Related Devices	27	83	50	19	64
3679:	Electronic Components, NEC	38	27	165	88	68
3714:	Motor Vehicle Parts & Accessories	18	22	110	25	30
3728:	Aircraft Parts & Equipment, NEC	3	70	18	141	49
3949:	Sporting & Athletic Goods, NEC	43	34	12	94	2
3993:	Signs & Advertising Specialities	56	12	173	5	68

Table 1. Aggregated Forté Results, West Mesa Industrial Park

SIC	Description	Attraction ¹	Recruitment ¹
2099	Food Preparations, NEC		X ²
2339	Women's & Misses' Outerwear, NEC	X	
2396	Automotive & Apparel Trimmings		X
2399	Fabricated Textile Products, NEC		X
2431	Millwork		X
2434	Wood Kitchen Cabinets	X	X
2439	Structural Wood Members, NEC		X
2448	Wood Pallets & Skids	X	X
2499	Wood Products, NEC	X	
2531	Public Building & Related Furniture		X
2541	Wood Partitions & Fixtures	X	
2591	Drapery Hardware & Blinds & Shades	X	
2653	Corrugated & Solid Fiber Boxes	X	X
2731	Book Publishing	X	
2741	Miscellaneous Publishing		
2752	Commercial Printing, Lithograph	X	X
2791	Typesetting	X	
2844	Toilet Preparations		X
3087	Custom Compound Purchased Resins		X
3089	Plastics Products, NEC		X
3231	Products Of Purchased Glass		X
3269	Pottery Products, NEC	X	X
3442	Metal Doors, Sash, & Trim		X
3444	Sheet Metalwork	X	
3469	Metal Stampings, NEC	X	X

Table 1. Aggregated Forté Results, West Mesa Industrial Park - continued

SIC	Description	Attraction¹	Recruitment¹
3479	Metal Coating & Allied Services	X	X
3491	Industrial Valves		X
3492	Fluid Power Valves & Hose Fittings		X
3544	Special Dies, Tools, Jigs & Fixtures		X
3599	Industrial Machinery, NEC	X	X
3674	Semiconductors & Related Devices	X	X
3679	Electronic Components, NEC	X	X
3714	Motor Vehicle Parts & Accessories	X	X
3728	Aircraft Parts & Equipment, NEC		X
3949	Sporting & Athletic Goods, NEC	X	X
3993	Signs & Advertising Specialties	X	X

¹ Descriptions of Attraction and Recruitment are provided in Section B of this appendix.

² An "X" indicates the industry appeared on the respective strategy's target list of industries.

Section D

State Forté Results

Table 2: Top Targets For All Communities Above 5,000 Population, Three- and Four-Digit SIC Codes, Sorted by SIC Code ¹

SIC			Description	3-Digit Scores 50 or Above (Appendix Table E-2)	4-Digit Scores 40 or Above (Appendix Table E-1)	Number of Communities Represented
3-Digit	4-Digit within a 3-Digit	4-Digit not also within a 3-digit				
209			Miscellaneous. Food Preparations	60 (54)		30 (26)
254			Partitions, Shelving, Office & Store Fixtures	55 * (48)		23 (20)
	2541		Wood Partitions & Fixtures		55 (48)	23 (20)
		2591	Drapery Hardware & Blinds & Shades		45 (43)	19 (18)
		2711	Newspapers		42 * (33)	16 (13)
272			Periodicals: Publishing or Printing	52 * (45)		24 (21)
	2721		Periodicals		52 (45)	24 (21)
273			Books	50 * (41)		22 (18)
	2731		Book Publishing		50 (41)	22 (18)
274			Miscellaneous Publishing	75 (66)		29 (25)
	2741		Miscellaneous Publishing		75 (66)	29 (25)
275			Commercial Printing	81 (67)		28 (24)
	2752		Commercial Printing, Lithograph		71 (60)	27 (23)
279			Service Industries for Printing Trade	78 (66)		29 (25)
	2791		Typesetting		71 (62)	29 (25)
284			Soaps, Perfumes, Cosmetics	69 (53)		23 (19)
	2844		Toilet Preparations		50 (40)	23 (19)
289			Miscellaneous Chemical Products	90 (73)		20 (17)
	2899		Chemical Preparations, NEC		40 * (33)	15 (12)
326			Pottery & Related Products	92 (80)		31 (27)
	3269		Pottery Products, NEC		92 (80)	31 (27)
327			Concrete, Gypsum, & Plaster Products	62 (54)		31 (27)
344			Fabricated Structural Metal Products	74 (65)		31 (27)
	3444		Sheet Metalwork		42 * (37)	19 (16)

Continued on Next Page

Table 2 continued: Top Targets For All Communities Above 5,000 Population, Three- and Four-Digit SIC Codes, Sorted By SIC Code¹

SIC			Description	3-Digit Scores Above 50 (Appendix Table E-2)	4-Digit Scores Above 40 (Appendix Table E-1)	Number of Communities Represented
3-Digit	4-Digit within a 3-Digit	4-Digit not also within a 3-Digit				
346			Metal Forgings & Stampings	76 (65)		30 (26)
	3469		Metal Stampings, NEC		73 (62)	30 (26)
356			General Industrial Machinery & Equip.	62 (55)		27 (24)
357			Computer & Office Equipment	88 (72)		24 (20)
	3577		Computer Peripheral Equipment, NEC		40 (34)	22 (19)
359			Misc. Industrial & Commercial Machinery & Equipment	114 (98)		31 (27)
	3599		Industrial Machinery, NEC		83 (71)	29 (25)
362			Electrical Industrial Apparatus	69 (56)		24 (20)
	3629		Electrical Industrial Apparatus, NEC		45* (36)	15 (12)
367			Electronic Components & Accessories	189 (137)		24 (20)
	3674		Semiconductors & Related Devices		46* (36)	22 (18)
	3677		Electronic Coils & Transformers		48* (34)	15 (12)
	3679		Electronic Components, NEC		52* (31)	17 (13)
371			Motor Vehicles & Equipment	92 (74)		27 (23)
	3714		Motor Vehicle Parts & Accessories		71 (62)	26 (22)
382			Lab Apparatus & Analytical, Optical Measuring & Controlling Equipment	215 (179)		19 (16)
	3823		Process Control Instruments		46* (37)	16 (13)
	3825		Instruments to Measure Electricity		48 (41)	19 (16)
	3829		Measuring/Controlling Devices, NEC		52 (45)	19 (16)
384			Surgical, Medical, & Dental Instruments & Supplies	75 (57)		16 (13)
		3949	Sporting & Athletic Goods, NEC		40 (35)	19 (17)
399			Misc. Manufacturing Industries	116 (100)		30 (26)
	3993		Signs & Advertising Specialties		87 (75)	31 (27)

* Shaded SIC categories did not appear in the top ranking when metropolitan communities were deleted from the analysis; however, non-metropolitan scores (in parentheses) remained just below the cutoff point for these industries. Shown here are all metropolitan/nonmetropolitan scores as well as number of communities represented for both. Metropolitan communities are Albuquerque, Las Cruces, Rio Rancho, and Santa Fe.

¹ Source: *Statewide Target Evaluation Process: Step One, SIC Forté Screening*, Coppedge, Robert O., and Frances M. Griego, Cooperative Extension Service, New Mexico State University, March 1995.

Table 3. Primary Industry Targets for All Communities Above 5,000 Population (State), Three-Digit SIC codes ¹

	SIC	Number of Communities Represented	Why?
1	209 - Misc. Food Preparations and Kindred Products	30	<p>1) To bring in industries that are known potentials in New Mexico that are not yet reflected in data sources used in the analysis. Also, to expand to the spices cluster and add dairy.</p> <p>2) Many industries in this category are exhibiting regional migration towards the Southwest and good growth towards NM.</p>
2	<p>357 - Computer and Office Equipment</p> <p>359 - Misc. Industrial/Commercial Machinery and Equipment</p> <p>362 - Electrical Industrial Apparatus</p> <p>367 - Electronic Components and Accessories</p>	<p>24</p> <p>31</p> <p>24</p> <p>24</p>	<p>1) High level of precision skills.</p> <p>2) 1990's will era of "infotainment,": interactive information and entertainment.</p> <p>3) Hi-tech/Good growth: proliferation of sophisticated electronic products.</p> <p>4) Electronics play significant role in society and world economy.</p> <p>5) Growth in industry has also spread to semiconductor production equipment.</p> <p>6) Demand driven by evolutionary changes in computers, automobiles, phone systems.</p>
3	371 - Motor Vehicles and Motor Vehicle Equipment	27	<p>1) This 3-digit cluster is present primarily as a result of the score of the 4-digit SIC 3714 - Motor Vehicle Parts and Accessories. Parts suppliers have lower labor costs than manufacturers.</p> <p>2) Exports are playing a more important role in the efforts of these firms: Mexico.</p> <p>3) NAFTA requirements for North American content in parts will increase.</p> <p>4) Parts makers tend to specialize in a few items that require a high degree of skill and efficiency to manufacture.</p>
4	<p>382 - Lab Apparatus and Analytical, Optical, Measuring, and Controlling Instruments</p> <p>384 - Surgical, Medical, and Dental Instruments and Supplies</p>	<p>19</p> <p>16</p>	<p>1) Growing interest in utilizing new technologies.</p> <p>2) Mexico: PEMEX will require more U.S. process controls for refineries.</p> <p>3) Environmental legislation standards will increase demand for instruments: NAFTA.</p> <p>4) Good growth, but may moderate over next few years.</p>

¹ This table is unpublished. It was derived by the authors and a panel of state experts.

Section E

City of Las Cruces Economic Development Contacts

City of Las Cruces
Economic Development Contacts & Prospects - 1990 - 1995

Metal Related Industries:

Sheet Metal Ductwork Fab.	1	
Metal Stampings Mfg.	2	
Steel Forging Mfg.	1	
Mfg. Metal Roofing	1	
Metal Mfg & Plastic Injection	1	
Machine Shop Mfg.	1	
Metal Blades Mfg. (Wind Generators)	1	
Tool & Die Mfg.	1	
Metal Fabrication Industry	1	
Large Molds Mfg.	1	
Hand Tools Mfg.	1	
Metal Mfg.	1	(With extensive exterior storage)
Metal Fasteners Mfg.	1	
Trailer Mfg.	1	

Electrical, Electronics, Instruments, & Technology Related:

Electronics - Lighting	1
Computers	4
Integrated Circuits	4
Circuit Boards	3
Software Mfg.	4
Elec - Photonics Tech Mfg	1
Hi-Fi Speaker Phone Mfg.	1
Electrical Equipment Mfg.	2
Electronics Mfg.	3
Electrical Controls Mfg.	1
Light Emitting Products Mfg.	1
Mass Spectrometers Mfg.	1
Instrument Mfg.	1
Precious Metals (Gravity Separation)	1
Precious Metals Mfg. Jewelry	1
Aerospace Mfg. - Aircraft Parts	1
Aerospace Mfg. - Electronics	3

City of Las Cruces
Economic Development Contacts & Prospects - 1990 - 1995

Miscellaneous Goods Manufacturing:

AC & Evap. Coolers Mfg.	1
Air Systems Mfg.	1
Air Cooling Units	1
Oil Pump Mfg.	1
Fluid Controls Mfg.	1
Handgun Mfg.	2
Bullets Mfg.	2
Sporting Goods Mfg.	1
Kite Mfg.	1
Bushings Mfg.	1
Water Purification Systems Mfg.	1
Weight Lifting Equip. Mfg.	1
Valves & Distributors Mfg.	1
Machinery Mfg.	1
Oil Machinery Mfg.	1
Equipment Mfg.	1
Tire Curing Presses Mfg.	1
Hydraulics Equip. Mfg.	1
Rivet Mfg.	1
Door Lock & Lock Mfg.	1
Copper Wire Mfg.	2
Auto Equipment Mfg.	1
Musical Instrument Mfg.	2
Furniture Mfg.	2
Printing	1
Printing Labels Mfg.	1

Garment & Apparel Industries:

Cut & Sew Mfg.	5
Sportswear Mfg.	2
Apparel Mfg.	1
Women's Apparel Mfg.	1
Clean Room Garments Mfg.	2
Footwear Mfg.	1
Garment Mfg. - Jeans Washing	2
Garment Mfg. - Import from China	1
Auto Fabric Mfg.	1
Rope Mfg.	1

City of Las Cruces
Economic Development Contacts & Prospects - 1990 - 1995

Plastics, Chemicals & Related Industries:

Sterilized Medical Goods	1	(Twin Plant)
Rubber Coating Mfg.	1	
Styrofoam Packaging	1	
Abrasion Resistant Coatings Mfg.	1	
Plastic Mats Mfg.	1	
Plastics Mfg.	1	
Energy Products Mfg.	1	
Petroleum Industry Prod. Mfg.	1	
Auto Wiring Mfg.	1	(rubber coated)
Polyethylene Products	1	
Plastic Bags Mfg.	1	
Bicycle Helmets - Plastic Inj.	1	
Motocross Racing Seat Mfg.	1	
Foam Mfg.	1	
Ag. Chemicals Mfg.	1	
Chemical Mfg.	1	
Vitamin Mfg.	3	
Pet Diet Supplement Mfg.	1	

Building Materials Industries:

Overhead Doors Mfg.	1	
Door Mfg.	1	
Insulated Brick Mfg.	1	
Block Mfg.	1	
Wood Cabinet Mfg.	1	

Non-Manufacturing Industries & Commercial Uses:

Warehouse Related:

Warehouse/Distribution Center	11	
UPS Type Distribution Center	1	
Seafood Distribution	1	
Frozen Storage Warehouse	2	
Produce Warehouse	2	
Insulation Wholesaler	1	
Import/Warehouse Abrasives	1	(China)

**City of Las Cruces
Economic Development Contacts & Prospects - 1990 - 1995**

Airport Related:

Airport Business	2	
Aircraft Mfg. & Testing	1	
Airport Developer	1	
Aerospace Mfg. - Aircraft Parts	1	(included above)
Aerospace Mfg. Electronics	2	(included above)
Aerospace - WSMR Related	3	
Air Freight	1	
Air Cargo	4	
NM National Guard	2	

Other Transportation:

Southern Pacific Railroad	1
A T & SF RR	1
Trucking Company	5

Telemarketing/Back Office Industries: (Usually prefers a downtown location)

Telemarketing/Back Office/Cler.	9
Photo Credit Card Processing	1
Telecommunications Office	1
Cable TV Support Office	1
Catalog Sales Center	1

Research Office Industries:

Medical Offices	1
HMO HQ	1
HMO Computer Center	1
Archaeology Research	1
BLM Research Center	1
Soil Remediation Research	1
Ag. R & D (Needs Land)	1

**City of Las Cruces
Economic Development Contacts & Prospects - 1990 - 1995**

Out Of Town Developers, Consultants, Etc.:

Real Estate Developer	12	
Industrial Site Consultant	8	
Investment Banker/Finance	5	
Planning, Design & Engineering	4	
Builder & Developer	4	
Architect	1	
Airport Developer	1	(Also listed above)

Commercial Facilities at West Mesa Industrial Park:

BLM Visitor's Center	1	
Shopping Center	1	
Restaurants	2	
Truck Stop/Convenience Store	5	(Only 1 truck stop in Park)
Convenience Store	3	
Commercial Office Space	5	
Antique Mini-Mall	1	
Developer - Amusement Park	1	
RV Park	5	(Not acceptable)
Grocery Store/Shopping Center	1	
Exterior Auction Site - 30 acres	1	(Not acceptable)
Exterior Truck Storage	2	(Not Acceptable)

Other Uses:

Greenhouse	4
Microwave Tower & Broadcast	6
Small Business	1
Unknown	13

Section F

Industry References and Publications

Industry References and Publications

MARKETING PUBLICATIONS

Marketing Places - How to Attract Investment, Industry & Tourism
Kotler, Philip
The Free Press New York, 1993

Marketing Office & Industrial Parks
(An Anthology of presentations on the subject published by the National Association of Industrial & Office Parks (NAOIP)), 1983.

Analysis for Marketing Planning
Donald R. Lehmann & Russell S. Winer
Richard D. Irwin Inc., 2nd edition, 1991.

MAILING LIST SOURCES

1995 Directory of Manufacturing, Industrial and Service Suppliers
Greater El Paso Chamber of Commerce
#10 Civic Center Plaza
El Paso, Texas 79901
(915) 534-0500

Directory of Manufacturers
Bureau of Business Research
University of Texas at Austin
(512) 471-1616

American Business Directories
Nebraska
(402) 593-4600

FOOD PROCESSING AND BEVERAGES:

Food Processing Machinery and Supplies Association
200 Alexandria, VA 22314-2800
(703) 684-1080

NAFTA Opportunities: Processed Foods and Beverages
International Trade Administration
U.S. Department of Commerce
Washington, D.C. 20230
(703) 487-4650

What's in Store: Dairy, Deli, Bakery and Cheese Center Trends
International Dairy-Deli Association
(608) 238-7908

Beer Marketer's Insights
(Market developments)
Jerry Steinman
55 Virginia Ave.
W. Nyack, NY 10994

The Liquor Handbook
(Statistics)
Jobson Associates
352 Park Ave. S.
New York, NY 10010

The Wine Marketing Handbook
Jobson Associates
352 Park Ave. S.
New York, NY 10010

NURSERIES AND GREENHOUSES:

Professional Plant Growers Association
PO Box 27517
Lansing MI 48909-0517
(517) 694-7700

International Society of Arboriculture
PO Box 66
Savoy, IL 61874-9902
(217) 355-9411

Industry References and Publications

NURSERIES AND GREENHOUSES, CONTINUED:

American Association of Nurserymen
1250 I. St. NW Ste 500
Washington, DC 20005-3994
(202) 789-2900

Forgings Industry Institute
Cleveland, Ohio
(216) 781-6260

METALWORKING, MACHINERY, AND RELATED INDUSTRIES

Automotive Parts & Accessories Association
4600 East/West Highway, Ste. 300
Bethesda, MD 20814

Fabricators & Manufacturers Association,
International
Rockford, IL
(815) 399-8700

Agricultural Letter
(Statistics on the agricultural industry)
Federal Reserve Bank of Chicago
Public Information Center
P.O. Box 834
Chicago, IL, 60690
(312) 322-5111

Valve Manufacturing Association
Washington, D.C.
(202) 331-8105

American Pipe Fitting Association
Falls Church, VA
(703) 533-0251

American Machinist
(machine tool industry)
Penton Publishing, Inc.
Cleveland, Ohio 44114
(216)696-7000

ELECTRONIC AND ANALYTICAL INSTRUMENTS AND RELATED INDUSTRIES

Electronics Industries Association
1225 Eye St.,
Washington, D.C.
(703) 907-7750
(202) 457-4900

Implement & Tractor
(Statistics on farm equipment)
Farm Press Publications, Inc.
P.O. Box 1420
Clarksdale, Miss. 38614
(601) 624-8503

American Electronics Association
1125 I St. NW
Washington, DC 20005
(202) 682-9110

Machinery Outlook
(Heavy equipment industry)
1100 Luke Cook Road, (Suite 145)
Buffalo Grove, Ill. 60089
(708) 215-2999

Semiconductor Industry Association
4300 Stevens Creek Blvd.
San Jose CA 95129
(408) 246-2711

Industry References and Publications

ELECTRONIC AND ANALYTICAL INSTRUMENTS AND RELATED INDUSTRIES, CONTINUED

Analytical Instruments Association
225 Reinekers Lane, Suite 625
Alexandria, VA 22314
(703) 836-1360

Laboratory Products Association
225 Reinekers Lane, Suite 625
Alexandria, VA 22314
(703) 836-1360

PACKAGING

Fiber Box Association
Rolling Meadows, IL
(708) 364-9600

Paperboard Packing Council
Washington, D.C.
(202) 289-4100

Paperboard Packaging
Edgell Communications, Inc.,
7500 Old Oak Blvd.
Cleveland Ohio 44130
1-800-225-4569

*Facts and Figures of the U.S. Plastics
Industry*
The Society of the Plastics Industry
1275 K Street NW
Washington, DC 20005
(202) 371-5200