

Village of Willard

1910 2010

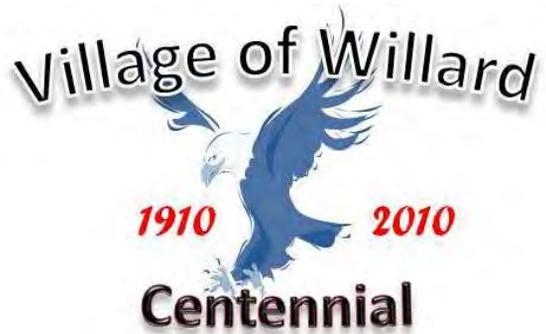
Centennial



VILLAGE OF WILLARD COMPREHENSIVE PLAN

September 2011

Prepared by the Mid-Region Council of Governments



ACKNOWLEDGEMENTS

Village of Willard Governing Body

Robert Chavez, Mayor

Faye Chavez, Councilor

Arlene Mendez, Councilor

Ida Torrez, Councilor

Jerry Lee Pack, Councilor

Village of Willard Staff

Emily Sanchez, Clerk

Faye Chavez, Fire Chief

Joan Hughes, Office Assistant

Michael Ricci, Water Department

Mid-Region Council of Governments of New Mexico

Dewey V. Cave, Executive Director

Joseph Quintana, AICP, Regional Planning Manager

Sandra Gaiser, AICP, Regional Planner

Carol Earp, GIS Analysis/Cartographer

Kendra Watkins, Senior Data Analyst

Aaron Sussman, Transportation Planner

Photos courtesy of Reed Haviland Photography, Willard, New Mexico

<http://ReedHavilandPhotography.com>

and MRCOG Staff

COMPREHENSIVE PLAN
for the
VILLAGE OF WILLARD, NEW MEXICO

Adopted by the Village Council

September 19, 2011

This document was prepared by the Mid-Region Council of Governments staff through the Small Cities Community Development Block Grant Program, and funded in part by the U.S. Department of Housing and Urban Development as administered by the Local Government Division of the New Mexico Department of Finance and Administration.

MID-REGION COUNCIL OF GOVERNMENTS OF NEW MEXICO
809 COPPER AVENUE NW, ALBUQUERQUE, NEW MEXICO 87102

TABLE OF CONTENTS

PART		PAGE
I	INTRODUCTION	1
	What is a Comprehensive Plan?	1
	Plan Contents	3
	Planning Process and Public Participation	4
II	COMMUNITY PROFILE	6
	Regional Setting	6
	History and Character	6
	Local Government Operations	10
	Demographic Information	13
	Trends and Projections	16
	Final Projections	17
III	LAND USE AND HOUSING	18
	Land Use Characteristics	18
	Housing and Residential Land Use	21
	Analysis of Buildings and Structures	22
	Future Land Use	23
IV	PUBLIC SERVICES AND FACILITIES	25
	Water Resource Management	25
	Parks and Recreation	26
	Health Care and Public Safety	27
	Community Beautification and Waste Disposal	27
	Schools	28
	Hazard Mitigation	28
	Communications and Energy	28
V	TRANSPORTATION	31
	Regional and Local Transportation Systems	31
	Transportation Statistics	31
VI	ECONOMIC DEVELOPMENT	34
	Socioeconomic Data	35
VII	GOALS AND OBJECTIVES	35
	Community Survey Findings	35
	Adopted Goals and Objectives	37
VIII	ACTION PLAN RECOMMENDATIONS	41
	Adopted Action Plan Recommendations	41
	Implementation of the Plan	48
	References	52

APPENDICES

- APPENDIX A - Resolution adopting Goals and Objectives
- APPENDIX B - Resolution adopting Action Plan Recommendations
- APPENDIX C - Ordinance adopting Comprehensive Plan
- APPENDIX D - Public Opinion Survey Form and Data Tables
- APPENDIX E - Willard Population Projection Methodology

FIGURES

NUMBER		PAGE
1	Regional Map	9
2	Village Map.....	12
3	2000 Willard Population Pyramid.....	15
4	2010 Willard Population Pyramid.....	15
5	Population Projection by Method.....	17
6	Land Use Distribution	18
7	Current Land Use Map.....	20
8	Development Patterns Map	24
9	Water Systems Map	30
10	Regional Transportation Map	33

TABLES

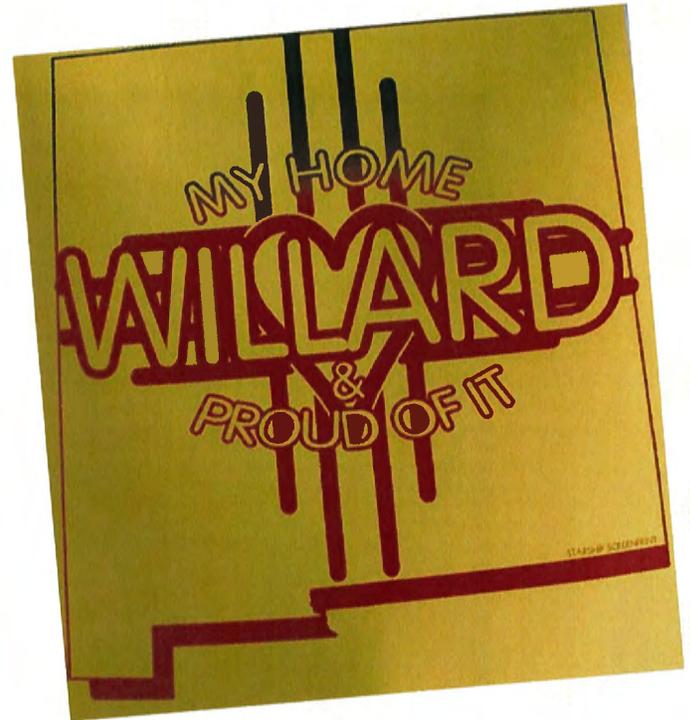
NUMBER		PAGE
1	Village of Willard Historical Population.....	13
2	Historical Population in Comparison with Other Communities	14
3	Number of Households in Comparison to Other Communities	14
4	Education Attainment.....	16
5	Willard Population Projections	17
6	Willard Housing Units.....	21
7	Age of Housing for Willard	21
8	Housing Tenure	21
9	Village of Willard Building Conditions.....	22
10	Travel Time to Work.....	32
11	Occupational Categories - Willard	35
12	Household Income - Willard.....	35
13	Action Plan Implementation Table	49

I. INTRODUCTION

This comprehensive plan presents a wealth of information about the Village of Willard and provides a reference source for more detailed and specific plans that may be developed in the future to improve the operations of public services and facilities in the Village. As an official policy document of the Village governing body, this comprehensive plan was prepared by the staff of the Mid-Region Council of Governments under a planning services agreement with the Village. The preparation of this comprehensive plan was funded through the Small Cities Community Development Block Grant program of the U. S. Department of Housing and Urban Development, administered by the Local Government Division of the New Mexico Department of Finance and Administration.

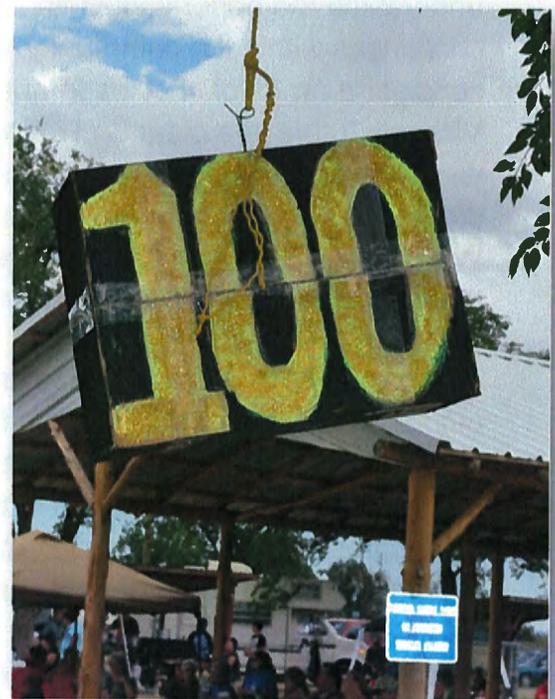
What is a Comprehensive Plan?

A comprehensive plan describes how local residents and elected officials would like their community to develop over the next 20 years and beyond. The community comprehensive plan sets out a strategic framework for making decisions about the long-term physical and economic development of a community. It defines a vision for a future linked to overall goals and policies, and it contains strategies and action items for achieving these goals. Throughout the planning process, residents, leaders, and others with a stake in Willard's future had the opportunity to work together to



Banner in Village Hall

The Comprehensive Plan is intended to act as a guide for future decisions by elected and appointed officials, staff, residents, and developers.



Willard Centennial Celebration

Plan Contents

This comprehensive plan meets the requirements established by the Local Government Division of the New Mexico Department of Finance and Administration for Small Cities Community Development Block Grants. Comprehensive plans are required to include specified elements defined in the New Mexico Administrative Code [NMAC 2.110.2.11].

This comprehensive plan has been adopted by ordinance of the Village Council which also passed resolutions adopting Goals and Objectives and Action Plan Recommendations as part of the overall planning process for developing the Plan itself. Implementation of the Willard Comprehensive Plan is discussed in the last part of this Plan document with reference to the Plan recommendations. The Willard Comprehensive Plan is organized into eight parts which are described as follows:

- Introduction
- Community Profile
- Land Use and Housing
- Public Services and Facilities
- Transportation and Circulation
- Economic Development
- Goals and Objectives
- Action Plan Recommendations

It is necessary to have a common understanding of the community of Willard in order to plan for the future. The Community Profile in this Plan document characterizes Willard as a Village within a regional setting, briefly

summarizes its history, and describes the community in terms of its governance and governmental operations. Statistical information is also provided in the Community Profile section that characterizes the population of the Village primarily using data from the U. S. Bureau of the Census along with demographic projections prepared by the MRCOG staff.



Comprehensive Plan Meeting

Following the Community Profile are sections pertaining to the physical development of the community such as land use and housing development, transportation systems, and other infrastructure provided as public services and facilities. Of particular importance to the physical development of the Village is the availability and use of water resources. These sections (Parts III, IV, and V) present information about present conditions as well as future potential.

Social and economic data pertaining to the residents is presented in Part VI with some discussion about references to

On April 19, 2011, the Council adopted the strategic action recommendations by resolution. In order to implement the adopted recommendations of this comprehensive plan, specific actions were formulated for each of the policy statements that comprised the strategic action recommendations. The Village Council then weighed each of the potential actions and assigned the action as to short (one-to-five years), medium (five-to-ten years), or long range (ten-to-twenty year) time frames (see Part VIII).

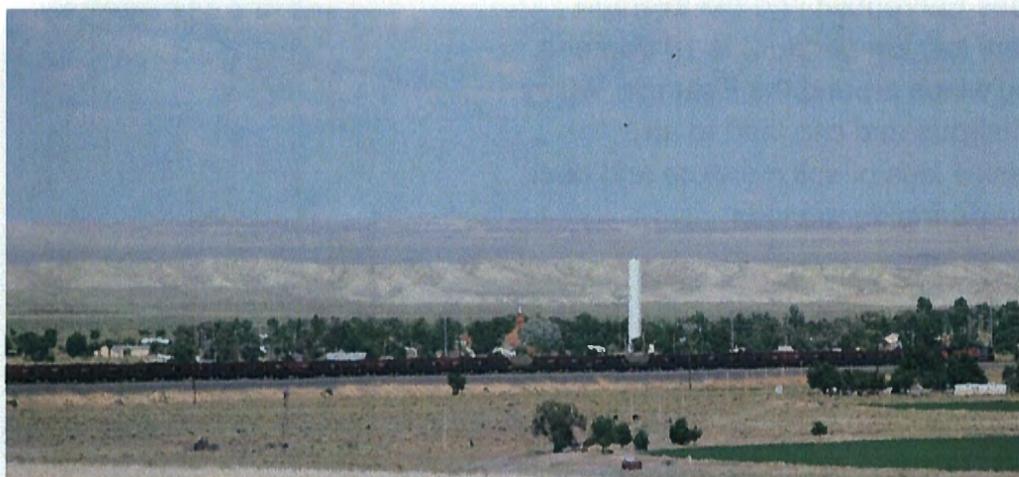
An Action Plan Implementation Table is placed at the end of this planning document, indicating priorities in terms of timing for potential actions to carry out this Plan. The Village Council adopted the Willard Comprehensive Plan by ordinance on, September 19, 2011 (see Appendix C).



Banner in Village Hall



Centennial Celebration



Willard, New Mexico

directions. The railroad created new employment opportunities and the Village began to grow. The availability of thousands of acres of vacant prairie land attracted sheep and cattle ranchers from Spain and Mexico. Homesteaders began to arrive from the midwest and southern United States.

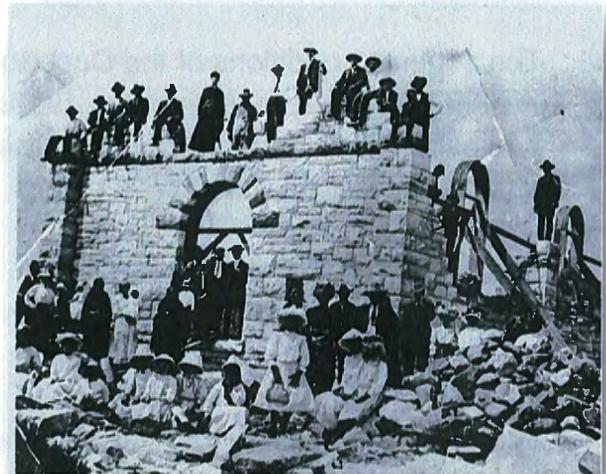
Willard founders included W.A. Dunlavy, who opened a wool and hide business in the Village and John Becker, an immigrant from Germany, who was promoter and investor and had extensive sheep interests in the county. Dr. Charles D. Ottosen, was one of the first physicians in Willard and was responsible for the construction of several civic buildings in the Village.

For many years, Willard was home to many thriving businesses, including a mercantile store, blacksmith shop, garage, and livery stable. A motion picture theatre operated in Willard as early as 1910. The Village even installed cement sidewalks in the business section of Willard. A newspaper was started by Eugene Forbes in 1908, the *Willard Record*, which served the community until 1932.

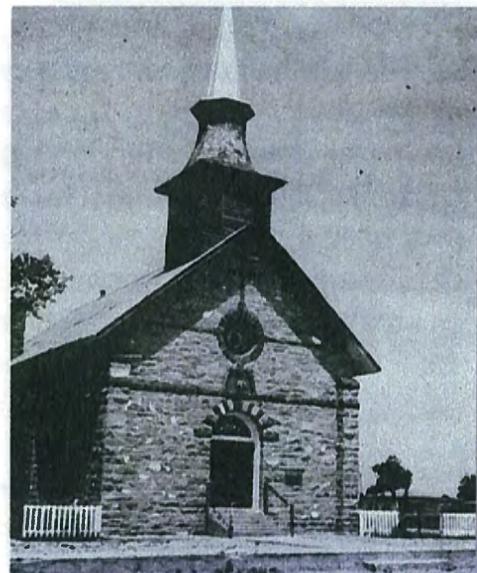
Churches were built to serve the spiritual needs of the community; Our Lady of Sorrows Catholic Church was completed in 1913, a Baptist church was soon built, and others followed. The Willard Public School opened in 1906 with an enrollment of 52; the high school was completed in the 1920s.



***Willard High School, built in 1920s,
demolished in 1970s***

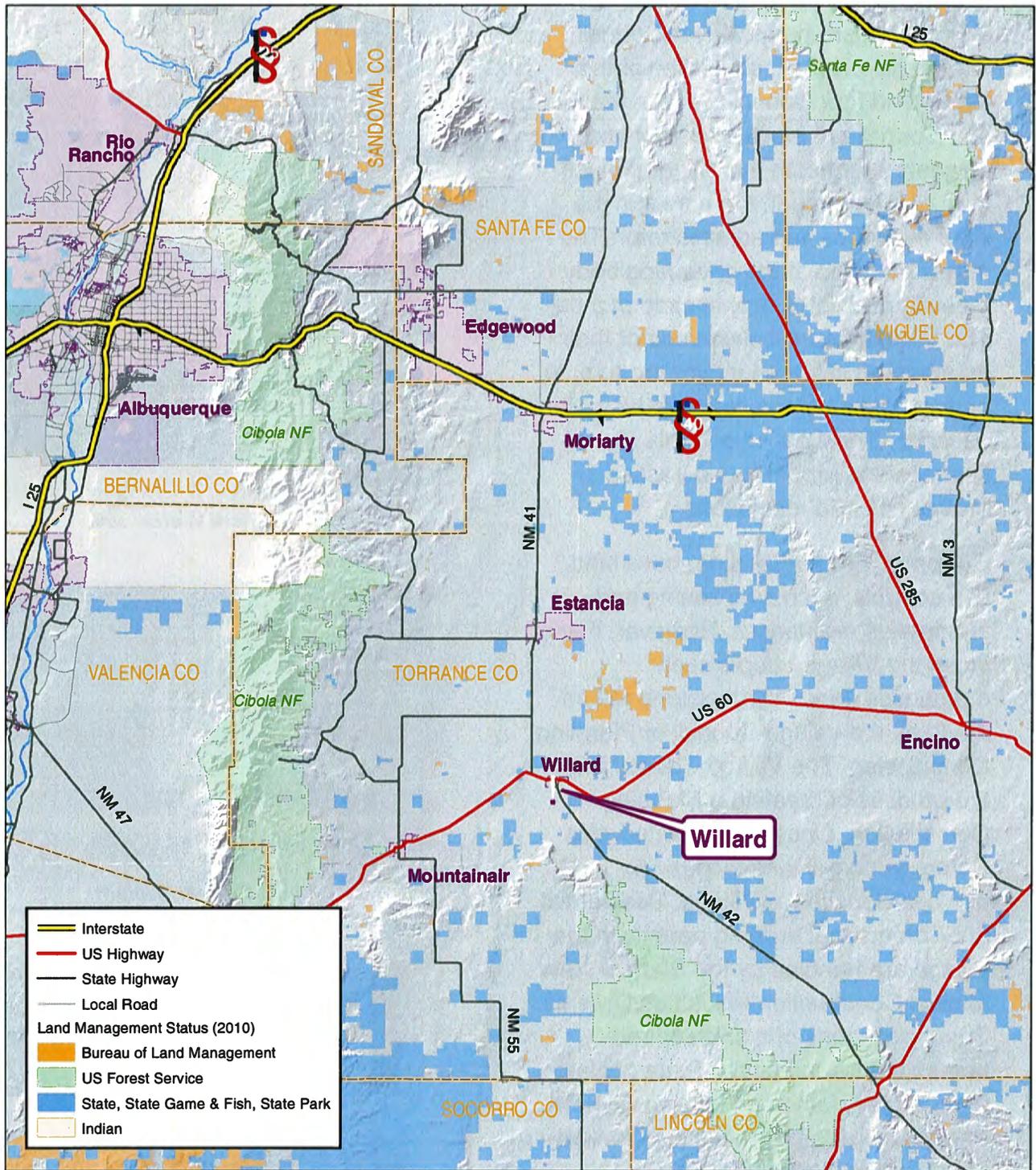


***Construction on Our Lady of Sorrows Catholic Church
circa 1900s***



***Our Lady of Sorrows Catholic Church
circa 1970s***

Figure 1 Regional Map



0 5 10 Miles

Source: BLM, NM State Office, 2010 Surface Ownership Data; MRCOG. 9/19/2011

**Comprehensive Land Use Plan
Village of Willard, Torrance County, NM**

Regional Map

Assistant, Water Clerk, and a Fire Chief. Staff are appointed and hired by the Mayor upon the consent of the Village Council.

The majority of the streets in Willard are unimproved, consisting of gravel or dirt. Maintenance of local roads is the responsibility of the Village, with the exception of State highways. The Village has a waste transfer station located on Twelfth Street, which is operated by the Estancia Valley Solid Waste Authority (EVSWA). The Central New Mexico Electric Cooperative Inc. (CNMEC) provides electricity to the Village. Telephone and internet service is provided by Plateau Wireless Company. Drinking water is supplied by the municipal well.

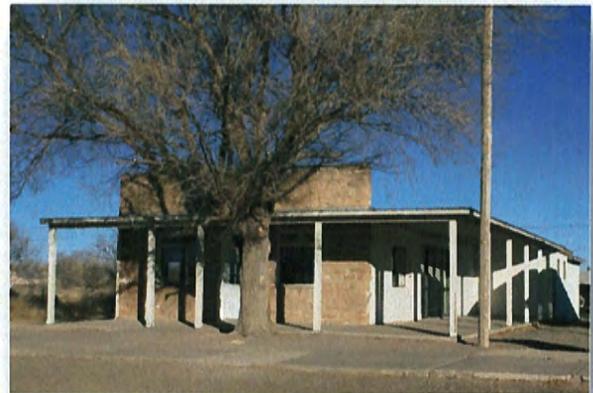
The municipal park provides recreational opportunities. The park has a pavilion with picnic tables in addition to a fenced children's play area that includes a slide and swings. A community center is also located on park property. This building is available to the public for a fee and for community sponsored events.

Law enforcement for the Village is provided by the Torrance County Sheriff Department or New Mexico State Police. The Torrance County Dispatch is also contacted in case of an emergency involving the BNSF Railway which also passes through the community. The Village does not have a health care facility and residents requiring health care travel to larger towns such as Estancia in Torrance County, or

Edgewood in Santa Fe County or to Albuquerque in Bernalillo County. School age children attend schools in the nearby towns of Estancia and Mountainair.



Willard Municipal Park



Willard Community Center



Willard Transfer Station

Demographic Information

Population change is only one of the many factors that influence development in a community. Demographic characteristics included in this Comprehensive Plan were obtained from the Decennial Census and the American Community Survey (ACS), products of the U.S. Bureau of Census. The Decennial Census is taken every 10 years and provides a complete count of population and housing. The ACS data are annual estimates that provide more detailed characteristics such as income, education and employment data. While ACS data are collected over five years of household surveys and are subject to sampling error, their benefit is that communities now have access to detailed data on a regular basis that allow them to monitor, measure, and report how they are changing over time.

Historical growth based on Census data for the Village of Willard is shown in Table 1, which shows the decennial census data for the Village since the 1920s. The population for Willard stayed somewhat constant from 1920 through 1940.

The dramatic decrease in population after 1940 can be linked to the drought and consequent dust storms in the 1920s and 1930s that caused local farmers to go out of business or downsize their operations. These devastating climate conditions coupled with the decrease of railroad traffic that included tearing up the tracks between Willard and Estancia increasing the isolation of Willard and surrounding

communities.

As illustrated in Table 1, the population of Willard began to stabilize after 1950 and has experienced a steady increase with the exception of the 1980 and 1990 Census, which reported the population as less than 200. In 1980, there were 166 people in Willard; by the year 2000, the population had increased to 240. The population of Willard continued to increase and according to the 2010 Census, the Village had a total of 253 residents. Population declines in some communities of Torrance County have been typical for several decades.

Table 1
Village of Willard Historical
Population

Year	Population
1920	421
1930	482
1940	462
1950	296
1960	294
1970	209
1980	166
1990	183
2000	240
2010	253

Source: U.S Bureau of Census, Decennial Census

However, Table 2 reveals that Willard continues to experience an increase in population. Torrance County also experienced population decreases according to the 2010 Census.

"We need to build a better Willard."
Willard resident

The 2010 population pyramid shown in Figure 4 reveals that the population of Willard consists primarily of youth and adults over the age 40 for both male and female. The 50-59 age groups, both male and female, grew between 2000 and 2010, indicating a greater proportion of older residents. At the top of the pyramid, the group of 80 years

and older persons consists of slightly more females than males. This statistic reinforces the expectation that women tend to outlive men. The youngest groups of male and females, those of grade school age, account for the largest number of Willard residents. In the total population, there were 124 females and 129 males in 2010.

Figure 3

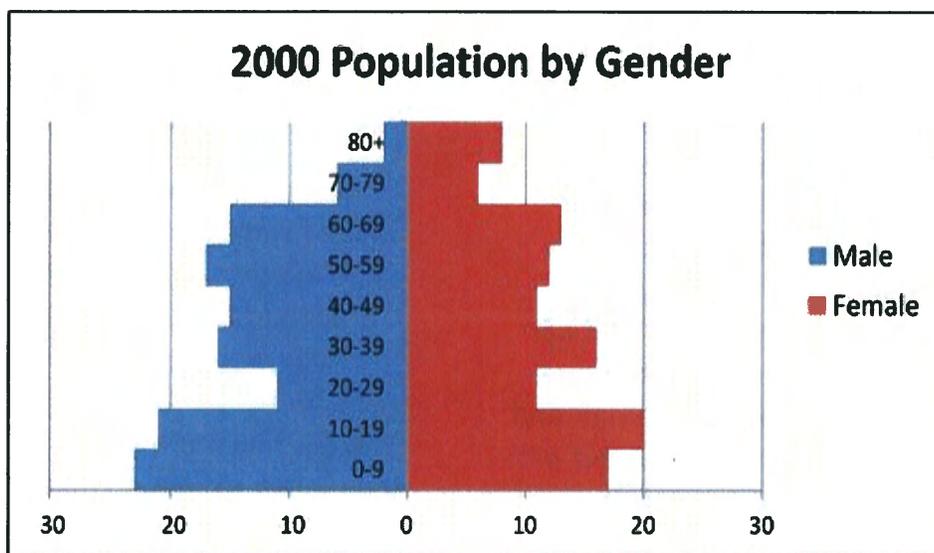
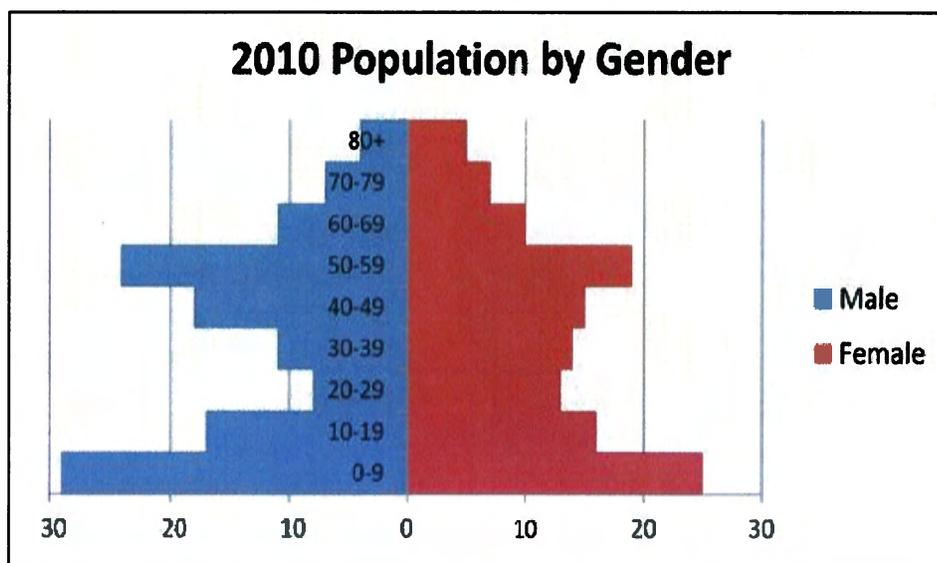


Figure 4



The no-migration scenario eliminates the migration component from the equation and assumes that the number of residents that leave Willard is equal to the number of residents that move to the community from elsewhere. The migration method applies the retention rates for an age-cohort before considering birth and death rates. Figure 5 displays the resulting growth projections of all four methods, and an average of all projections.

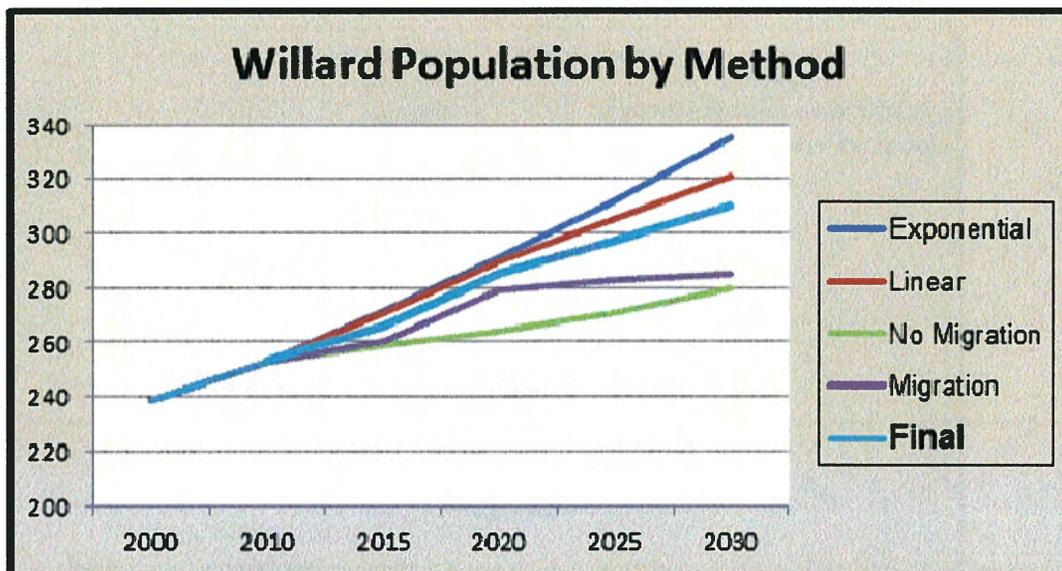
Final Projections

The exponential and migration methods provide the most accurate historical trend and cohort-component driven approaches respectively. Rather than select an individual approach as “best,” an average of the two methods was calculated. The result is a 2030 population of 310 residents (see Table 5), which is within the range of all four approaches. The final approach features 22.5% growth between 2010 and 2030 with an annual rate of about 1.0%.

<i>Year</i>	<i>Population</i>
2000	239
2010	253
2015	266
2020	285
2025	298
2030	310

Source: U.S. Census and MRCOG

Figure 5



The Current land Use Map (see Figure 7) displays the following land use categories: Single Family, Commercial Retail, Community, Open Space and Recreation, Utilities, Rangeland, and Urban Vacant. The majority of the single-family residences are located north of US 60, and there are several homes situated south of the railroad tracks.

Commercial Retail land uses are concentrated along Eighth Street or US 60. The Village has two viable commercial businesses, a restaurant, and a photography studio, both located on US 60. At one time the Village had numerous thriving businesses; today, these buildings are removed or are vacant and are in disrepair.

Institutional uses are identified on the Current Land Use Map as Community includes Village-owned properties. These properties include the Village Hall on Dunlavy Street and the community center and park located on Becker Street. The US Post Office is situated on Village land, adjacent to the Village Hall.

As illustrated on the Current Land Use Map, Willard has a large number of vacant parcels. These parcels, classified as Urban Vacant are located throughout the Village.

Willard has two churches, a catholic church on Becker Avenue and Tenth Street, and a protestant church on US 60 and Berger Avenue. The El Rosario Cemetery is located north of the Village on Berger Avenue.



Restaurant in Willard



El Rosario Cemetery



Closed Business in Willard

Housing and Residential Land Use

Residences in Willard consist of wood frame, adobe, and manufactured home construction. Residents felt that the existing housing stock was adequate and multifamily housing was not a high priority in the Village. According to the 2005 – 2009 American Community Survey (ACS), the housing in Willard consisted of sixty-eight percent single-family and thirty-two percent mobile home housing units (see Table 6).

Table 6
Willard Housing Units

	Percentage of Homes
Single-family	68%
Multi-family	0%
Mobile home	32%

Source: 2005-2009 American Community Survey 5-Year Estimates, US Census

The ACS data shown in Table 7 provided the age of housing stock in Willard. Twenty-three percent of homes in Willard were built in 1939 or earlier. The percentage of homes constructed in the Village remained somewhat constant between the years of 1940 and 1989. For the years of 2000 to 2004, building construction of new homes fell to four percent. According to the ACS, by 2005, no new homes were constructed in Willard. The lack of home construction in the Village can be attributed in the downturn in the national economy and the closure of businesses in the community.

Table 7
Age of Housing for Willard

Total housing units	111
Built 2005 or later	0.0%
Built 2000 to 2004	4%
Built 1990 to 1999	18.0%
Built 1980 to 1989	10%
Built 1970 to 1979	14%
Built 1960 to 1969	13%
Built 1950 to 1959	9.0%
Built 1940 to 1949	9.0%
Built 1939 or earlier	23%

Source: 2005-2009 American Community Survey 5-Year Estimates, US Census

Housing tenure for Willard is provided in Table 8. Home ownership in Willard is high, with ninety-seven percent of homes identified as owner occupied. Rental homes consisted of three percent of the occupied homes in the Village.

Table 8
Housing Tenure

	Percentage
Owner-occupied	97%
Renter-occupied	3%

Source: 2005-2009 American Community Survey 5-Year Estimates, US Census



A Residence in Willard

Future Land Use

Goals and objectives adopted for this Comprehensive Plan promote orderly development in the Village. The adoption of a Development Patterns Map within the framework of the Comprehensive Plan is similar to a zoning map but without the regulatory framework. This map may serve as the basis for land use zoning in the future. Three land use classifications were used for the Development Patterns Map: Residential, Mixed Use, and Commercial. The Residential area identified in Figure 8 makes up the majority of the development in the Village. The Willard residents felt that the residential nature of the Village should be preserved. Residents also identified the need for more businesses in the Village, specifically located along US 60. The area identified as Mixed Use on Development Patterns Map (Figure 8) can accommodate residential and small scale commercial land uses. The area identified as Commercial on the map is also located along US 60 and was preferred by residents as the best location for this land use. This commercial area would allow for retail businesses that offer services to travelers as well as residents.



Closed Business

Land Use and Housing Goals and Objectives

Goal A: Orderly development is evident in the Village.

Objective 1: Reestablish a commercial and mixed use development district along the Highway 60 corridor within the Village.

Objective 2: Preserve and protect existing residential areas in the Village.

Goal B: The Village presents an attractive and inviting character.

Objective 1: Develop an inventory of dilapidated buildings and structures and determine the feasibility of demolition or rehabilitation of the identified structures.

Objective 2: Organize a community beautification program to periodically remove weeds and litter.

Goal C: There is adequate housing and residential opportunities in the Village.

Objective 1: Provide opportunities and incentives for developing new housing of all types in the community.

Objective 2: Preserve existing neighborhoods and reduce the negative impacts of non-residential activities in residential areas.

Objective 3: Support housing rehabilitation and other assistance programs

Excerpt from Section VII

IV. PUBLIC SERVICES AND FACILITIES

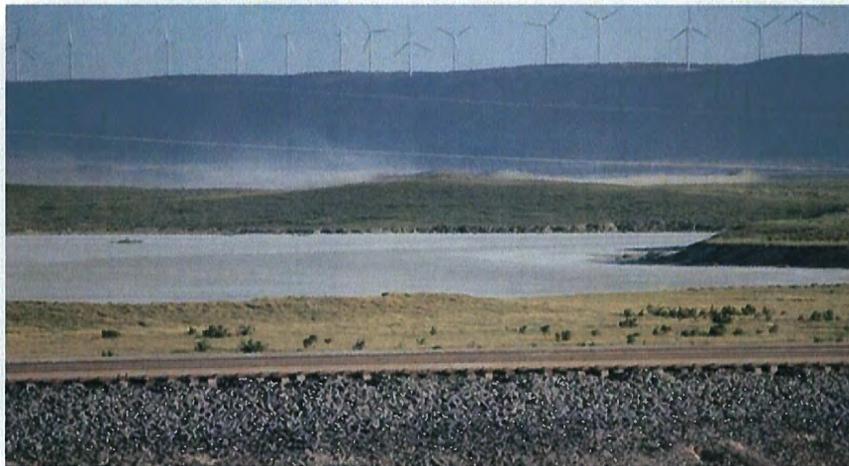
Water Resource Management

The Village of Willard is located in the southern portion of the Estancia Valley, a topographically closed basin covering 2,260 square miles. In a closed basin, no surface water enters or leaves the basin; and storm water drainage from direct precipitation flows towards the center of the valley. Virtually all surface water in the basin occurs as ephemeral (i.e., temporary storm water) flow in drainage courses, with the exception of several springs, mostly in the mountains to the west, which are reported to maintain a perennial or continuous flow.

Playa lakes exist northeast of Willard and have functioned as natural discharge points of ground water leaving the basin through evaporation. Because ground water levels have been declining in the basin due to the pumping of water for purposes of agricultural irrigation, the playa lakes are mostly dry throughout the year. Furthermore, both the ground

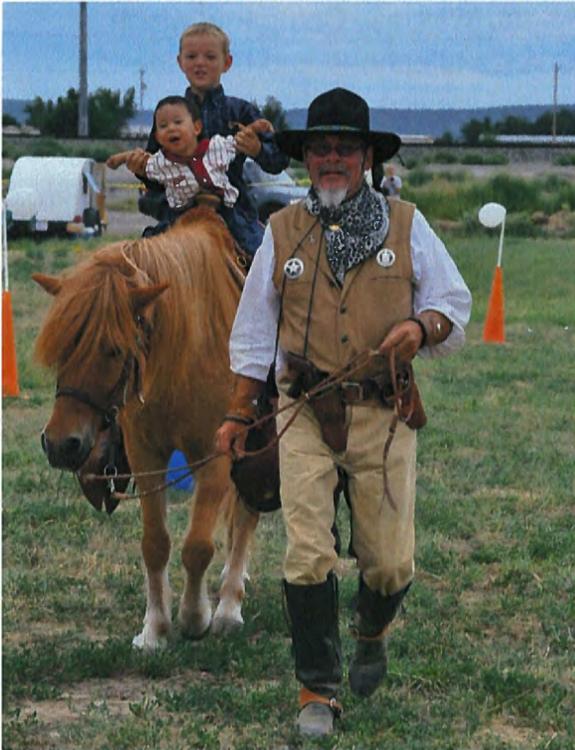
and surface waters of the playa lakes are saline or brackish and unsuitable for drinking without desalination or some other form of pre-treatment. At an elevation of slightly over 6000 feet, the Village is situated in a region characterized as semiarid high desert with an annual precipitation that averages between 12 and 13 inches.

Like most communities in New Mexico, Willard obtains its drinking water from groundwater. According to a New Mexico Environment Department Report, drinking water for the Village is acquired from the aquifer and is tapped by a community well. The water quality of the well field groundwater is good although the water is treated prior to distribution to ensure compliance with federal and state drinking water standards. The system has 102 water-user accounts, primarily residential households. There are still some active domestic private wells in Willard, with several large irrigation wells located south of the Village. Figure 9 shows the water system for Willard.



Salt Flats near Willard

Across the street from the park, the Single Action Shooting Society (SASS) demonstrated their shooting and riding skills. The celebration also included a car show, vendors, and concessions.



Willard's smallest cowboys ride SASS horse

Health Care and Public Safety

The Village does not have any local health care clinics or services. The closest hospitals to Willard are located in Albuquerque, NM and are approximately 70 miles away. The Guadalupe County Hospital in Santa Rosa, New Mexico is located approximately 91 miles from Willard. Residents also travel to other community health clinics in Torrance County, such as Estancia or Mountainair; residents may also travel to Albuquerque for advanced health care.

Community Beautification and Waste Disposal

Willard is in the East Torrance Soil and Water Conservation District. The District headquarters is located in Estancia, New Mexico and provides leadership, education, technical and financial assistance to the citizens of the District. The East Torrance Soil and Water Conservation District also gives support through cropland assistance, brush management, weed management, conservation programs, native plant sales, and workshops.

The Estancia Valley Solid Waste Authority (EVSWA) provides solid waste collection and disposal service to Willard and surrounding communities. The Willard Convenience Station is the transfer point for solid waste, which is transported to the public landfill located east of the City of Moriarty off Interstate 40. The regional landfill is the disposal site for solid waste generated in Torrance County, and parts of Bernalillo County, Santa Fe County and Lincoln County. The EVSWA operates a white goods and metal recycling program, in addition to shipping scrap tires to a crumb rubber processing facility, where the tires are recycled into highway construction materials.



solar facilities in Torrance County.

The Department of Energy's Wind Program and the National Renewable Energy Laboratory (NREL) published a wind resource map that indicates that the state has wind resources consistent with utility-scale production. The largest contiguous area of good-to-excellent resource is in central New Mexico between Albuquerque and Clovis.

New Mexico's first wind turbine farm is located on Taiban Mesa, approximately 90 miles east of Willard, New Mexico. A wind farm closer to Willard is the Argonne Mesa wind turbine farm located near Vaughn, New Mexico which went online in 2006 producing 90 megawatts. South of the Village of Willard is the High Lonesome Mesa Wind Ranch LLC,

a wind turbine farm. Now producing energy, the wind farm consists of forty wind turbines capable of producing up to 100 megawatts and serving up to 25,000 homes, with additional wind turbines planned. A second large-scale wind turbine farm to be located 20 miles east of Estancia in Torrance County has received approval in early 2011 by Torrance County Commissioners. The proposed El Cabo Wind farm project will have 149 towers, producing 298 megawatts and will be constructed by Iberdrola Renewables,

"Need more participation and encouragement to bring more money/resources to the development of the Village".
Willard Resident



High Lonesome Mesa Wind Ranch near Willard

PART V. TRANSPORTATION

Willard is a rural and somewhat isolated community distant from the major urban areas of New Mexico. Consequently, transportation connections are crucial to the residents of Willard and have a major impact on the economy of the Village. This comprehensive plan reviews the transportation systems that provide regional access and local circulation within the community. Although Willard relies primarily on the operations of the state highway system, the Village can serve as an advocate for highway improvements and more efficient utilization of transportation functions that benefit the community.

Regional and Local Transportation Systems

From a regional perspective, Willard is located at the crossroads of three highways: US Highway 60, NM Highway 42 and NM Highway 41 (see Figure 10). Trains of the Burlington Northern Santa Fe Railway still run on the tracks through the Village of Willard. The train, once a significant component of Village life, no longer stops at Willard.

US Highways US 60 and NM 42, intersect within Willard municipal boundaries. New Mexico State Highway 41 intersects with US 60 approximately a third of a mile west of the Village's western municipal boundary. Willard's primary street is US 60 and provides access to business frontage along the Village's primary commercial corridor. NM 42

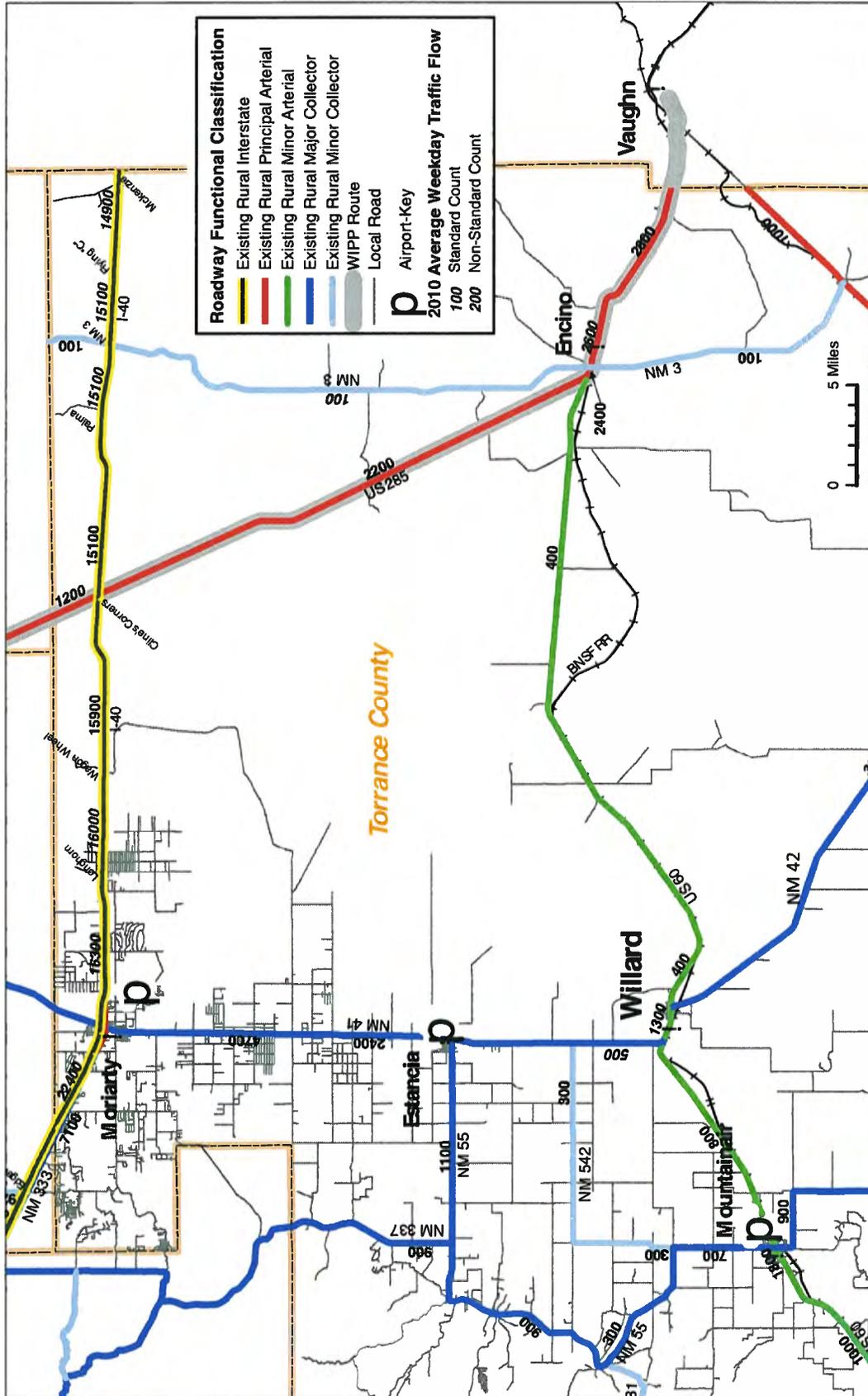
While Federal and State highways are paved, the majority of the local roads in Willard are unimproved, consisting of gravel. There are no traffic lights within the municipal boundaries and Willard residents expressed concerns of vehicles exceeding the posted speed limits while traveling through the Village. The Village Council has requested that NM Department of Transportation to install electronic equipment that will help slow down traffic on US 60.

"Busy road, Highway 60 brings lots of people through Willard."

Willard resident

Transportation Statistics

The Regional System Map (see Figure 10) identifies roadway functional classification for the transportation system in the area. NM 41 is classified as an existing rural major collector. During 2010, the number of vehicles traveling on NM 41 between Moriarty and Estancia was 2,400 (average weekday traffic). The number of vehicles on the segment of NM 41 between Estancia and US 60, just west of Willard was only 500 (average weekday traffic). Traffic counts for vehicles traveling on US 60 through Willard were 1,300 (average weekday traffic). Only 400 vehicles per weekday were counted east of Willard.



Village of Willard
Comprehensive Land Use Plan

Figure 10 Regional Transportation System

Source: MRCOG; NMDOT.
9/19/2011

Socioeconomic Data

The potential for economic development often lies with the resident population itself. As indicated in Table 11, thirty-six percent of Willard residents are employed in occupations that involve production, transportation, and material occupations. Also, more than one quarter of Willard residents are employed in sales and office occupations. The occupations in Table 11 do not necessarily reflect the jobs available in the Village. However, the occupations of local residents indicate knowledge and skills that may be attractive to potential employers considering the Village as a location for businesses that would require specific skills.

Table 11
Occupational Categories - Willard

Occupational Category	Percentage of Workers
Management, professional, and related occupations	3.3%
Service occupations	19.7%
Sales and office occupations	26.2%
Farming, fishing, and forestry occupations	9.8%
Construction, extraction, maintenance, and repair occupations	4.9%
Production, transportation, and material moving occupations	36.1%

Source: ACS, 2005-2009 (5-Year Estimate)

Indicators of economic health in a community include income levels, particularly household, median, and per capita incomes. Income statistics also

reveal an aspect of the economic character of a community. Table 12 reports income categories as a percentage of total workers. Twenty-seven percent of Willard residents have incomes of less than \$10,000 (see Table 12). The majority of Willard residents earn between \$15,000 and \$50,000. Very households in Willard earned more than \$50,000.

Table 12
Household Income - Willard

Income Category	Percentage of Households
Less than \$10,000	27.4%
\$10,000 to \$14,999	0.0%
\$15,000 to \$24,999	25.8%
\$25,000 to \$34,999	9.7%
\$35,000 to \$49,999	24.2%
\$50,000 to \$74,999	3.2%
\$75,000 to \$99,999	6.5%
\$100,000 to \$149,999	3.2%
\$150,000 to \$199,999	0.0%
\$200,000 or more	0.0%

Source: ACS, 2005-2009 (5-Year Estimate)

To foster economic development in the Village, Willard should encourage residents to start home-based businesses. These businesses could take advantage of internet availability in the area to promote their services. The Village should also consider working more closely with EVEDA (Estancia Valley Economic Development Association) and the New Mexico Economic Development Department to provide assistance in recruiting new businesses to locate in Willard.

services are listed below from highest to lowest level of importance among survey respondents.

- Water
- Sewer
- Fire/Rescue
- Solid Waste
- Natural Gas
- Local Streets
- Elderly Services
- Law Enforcement
- Health Care
- Parks & Recreation

While all of the community services listed above are important, forcing survey respondents to rank them in order of importance may help the governing body develop capital programming and budgeting priorities for Village improvements. Virtually all communities in New Mexico are concerned about future water resources, and Willard residents are no different in that perspective. While water supply is a key responsibility of the Village government, most of the other community services can be improved through coordination and collaboration with other agencies, particularly at the County level.

The third part of the survey provided space for two open-ended questions: what are Willard's biggest assets and what are Willard's biggest challenges. There was also a space provided for general comments and suggestions. All of the written comments have been

compiled and categorized and are included in Appendix D.

Adopted Goals and Objectives

Goals are broad, visionary statements describing a desirable and sometimes idealized future condition of the community. Each goal can be further defined by one or more statements of objectives for achieving that goal. Goals and objectives promote a common understanding of the community's expectations of growth and development.

The formulation of goals and objectives helped to set the stage for the development of action plan recommendations. There were a total of twelve goals and thirty-two objectives approved by resolution of the Village Council on March 14, 2011. The goals and objectives were classified into the following categories:

- Land use and housing,
- Transportation and circulation,
- Water resources,
- Public services and facilities, and
- Economic development.

Many of these goals and objectives reflect the community beliefs and principles expressed in the public involvement process, while others are designed to improve public health, safety, and welfare of the community. The objectives are numbered for organizational purposes, and do not indicate priority.

Objective 3: Establish pedestrian walkways along Highway 60 in the Village with connections to parks and community facilities.

Goal F: The Village has a long range plan and short range program for transportation.

Objective 1: Prepare a long range road system map for the Village and surrounding areas.

Objective 2: Maintain a current project listing of local transportation-related needs

Water Resources

Goal G: Safe and sustainable drinking water is available in the community.

Objective 1: Ensure an adequate and safe drinking water supply for all water uses in the Village.

Objective 2: Develop and implement a water conservation program and an emergency water shortage plan for the Village.

Objective 3: Protect the quality of ground water and surface water; and prevent the contamination of water resources.

Objective 4: Protect the Village from storm water damage.

Objective 5: Encourage water recycling and reuse in the community.

Goal H: Provide proper management and disposal of wastewater in the community.

Objective 1: Ensure proper maintenance and operation of the existing wastewater treatment system.

Objective 2: Conduct study to determine feasibility of upgrading the existing wastewater system or to construct a new wastewater treatment system.

Public Services and Facilities

Goal I: Public safety is assured by adequate police, fire and rescue services.

Objective 1: Provide a multi-purpose facility in the Village for police, fire, and rescue operations.

VIII. ACTION PLAN RECOMMENDATIONS

While goals and objectives establish guiding principles for the comprehensive plan, the action plan recommendations describe specific actions that can be undertaken by the Village. An action plan recommendation identifies the time frame within which that action might occur, and other details considered necessary for implementation. Taken together, all of the goals, objectives, and recommendations that are included in this comprehensive plan provide a basis for enacting governmental policy and making decisions to ensure a vital future for the Village of Willard.

Adopted Action Plan Recommendations

In order to achieve the adopted goals and objectives of the Comprehensive Plan, potential actions were developed by the staff of the Mid-Region Council of Governments for each goal, with consideration of the related objectives. These actions were then assigned a level of priority by the Village Council as shown in the Action Plan Implementation Table (see Table 13). The level of priority for strategies and potential actions are provided after each section.

Strategies that the Village should pursue over the next two decades are presented by categories used in the Comprehensive Plan. These strategies are accompanied by a brief narrative explanation of the range of options that are available to carry out the action.

Recommendations for action are presented in numerical order for purposes of organization and common reference; but do not indicate priority or preference. A resolution adopting these Strategic Action Recommendations was approved by the Willard Village Council on July 19, 2011 (see Appendix B).

Land Use and Housing Strategies and Potential Actions

1. Prepare Subdivision Regulations. The Village of Willard is authorized by State law to adopt procedures and regulations for the subdivision of land within the municipal planning and platting jurisdiction. A basic and simplified subdivision ordinance should be adopted and administered by the Willard Village Council to ensure the orderly and lawful division of lands and dedication of public rights-of-way and easements within the jurisdiction of the Village.

The New Mexico Statutes designates a planning and platting jurisdiction for all municipalities (3-19-5 NMSA 1978). For the Village of Willard, the planning and platting jurisdiction includes all land within the municipal corporate limits, plus all land outside the municipal limits within three miles of the boundary.

Subdivision activities that occur within the three-mile radius outside the Village boundary are under concurrent jurisdiction of both the Village and County. A concurrent jurisdiction requires independent approval of proposed subdivisions by both the Village and the County prior to official filing of the plat with the County Clerk.

subdivision ordinance. In addition, the involvement of Village residents in land use decisions will provide an opportunity for ongoing public involvement. The Commission will also provide a forum for the coordination with the County in regard to proposed development outside of the Village's border.

Priority: Short Range

4. Community Beautification Program.

Three potential actions were adopted that addressed the beautification of the Village. Residents felt strongly that the Village should focus efforts on cleaning up the community. A community beautification program for weed and trash pickup could be implemented to address this issue. This program would utilize volunteers and Village staff. To improve the appearance of State and Federal highways, the Village could coordinate with the NM DOT for more efficient and timely cleanup. Willard has several dilapidated residential and commercial buildings. The Village should coordinate with the Estancia Valley Solid Waste Authority and Tarrant County to remove abandoned and burned structures.

Priority: Short Range

5. Adequate Housing Opportunities.

Although Willard residents did not identify housing as one of the top issues facing the Village, the Village Council included an action that addressed housing. The Village will support programs that assist homeowners to improve existing homes.

Priority: Medium Range

Transportation and Circulation Strategies and Potential Actions

5. Evaluate Street Improvements. The Village should establish criteria and procedures for evaluating street conditions to identify priorities for improvement needs reflected in the Transportation Improvement Program or TIP. A "street conditions rating system" determines which streets should be improved and what source of funding can be used. In most cases, multiple funding sources to construct and maintain paved streets are necessary.

Priority: Medium Range

6. Improve infrastructure along Eighth Street.

Currently, Eighth Street (US 60) does not have paved walkways or adequate lighting. Although Eighth Street is considered the 'main street' though Willard, the street is a Federal Highway, which means that any improvement must be authorized by the Federal Government. The Village will need to coordinate with the NMDOT District 5 office and the Mid-Region Council of Governments Rural Transportation Planning Organization (RTPO) staff to identify funding opportunities for this highway.

Priority: Short Range

7. Dedicate a transportation center for the Village.

The Village of Willard should establish and maintain a relatively secure site within the community to be used as a park-and-ride lot and as a transfer point for carpooling, ridesharing and transit operations. A local transportation center promotes more efficient ways to travel;

operating, should be maintained as a backup source of drinking water in times of emergency or drought. New sources of water should also be researched and identified.

The Village is responsible for maintaining the water distribution network within its municipal boundary. Engineering studies are conducted periodically to perform system assessments for programming maintenance and improvements. Due to the aging of the water infrastructure, the Village should continue to focus in the near term on leak detection and repair to eliminate water loss from the system.

Given the historical periods of drought in this region, conservation strategies must be practiced by all water users within Willard. The Village governing body could adopt a water conservation program to encourage the public to use water as efficiently as possible; and eliminate water waste by consumers. Both indoor and outdoor water use should be evaluated to determine any potential for reducing per capita water use by residents and businesses.

A water shortage emergency plan or policy statement can also be adopted by the Village Council with procedures and actions for reducing water use or obtaining water from alternate sources. A water emergency could result from breakdown of pumping equipment at the wellheads, contamination or sudden changes in the source water at the well field, breaks in the distribution system or water storage tanks, or a sustained drought in the region.

Priority: Short Range

14. Buffer public water supply wells.

The Village is concerned that public water supply wells located outside the Village boundaries could be vulnerable to incompatible land uses. The Village should coordinate with the County to develop agreements that require buffer areas around public water supply wells.

Priority: Medium Range

15. Address Storm Water

Management. Water management for the Village should also include the possibility of a severe storm directly over the Village that may cause localized flooding. Previous storm water management has resulted in the construction of runoff control structures as evidenced by the retention and diversion system north and west of the Village. However, on-site ponding could lead to property damage from a heavy, direct-precipitation rainfall; and simple efforts to control ponding can be designed for the developed areas of the Village.

Priority: Long Range

16. Address problems with

wastewater system. Due to on-going problems with the current decentralized system, the Village should continue to seek funding to upgrade and improve the current wastewater treatment system. The safe disposal of wastewater should be an ongoing priority in order to protect the Village's drinking water source.

Priority: Short Range

maintenance. The upkeep of public infrastructure is a major commitment of the Village Council. The basic responsibilities of the public works department at this time should be to focus on safe roads, storm water drainage, weed control, waste disposal, and recreational facilities.

Priority: Medium Range

23. Improve Village Government Complex. The U.S. Post Office is located at the Village Government Complex. The parking lot that serves the Village Hall and the Post Office is gravel with limited handicap accessible parking. The Village should improve the complex by upgrading the handicap access and paving the parking lot.

Priority: Long Range

Strategies for Economic Development

24. Recruit new businesses to the Village. Without growth in jobs, the Village of Willard may continue to lose population. New businesses and industries must be actively recruited to locate within the Village. By working in cooperation with other governmental agencies and economic development organizations, the Village should support any recruitment activities to bring employers into the Willard area.

Strengthening the relationship between the Village and EVEDA (Estancia Valley Economic Development Association) would help promote employment growth. The New Mexico Economic Development Department can also provide assistance

in recruiting new businesses to locate in Willard.

To the extent possible, the Village should also support any opportunities for education and job training programs that may be available to residents through partnerships with local school districts and educational institutions. Improving the skills and abilities of residents provides a more versatile work force that can increase the attraction of the Village for new businesses or employers seeking to locate in rural communities such as Willard.

Willard should build on its strengths and carry out effective strategies that promote the Village. With the down-turn in the economy, it will become more important to coordinate with other communities in the area to promote tourism. Promotion of the Salt Missions Trail through the Village has the potential to attract travelers to stop and spend time in Willard. The Village should continue to participate in the Salt Missions Trail Committee to identify proper signage and public outreach that will attract travelers to Willard. The long history of the railroad and its importance to Willard should also be promoted and emphasized to train enthusiasts. Willard could coordinate with the communities of Estancia, Encino and Mountainair to promote the history of the railroad with a Railroad event that brings such enthusiasts to the area.

The area along U.S Highway 60 located north of the Village Office is owned by the Willard and has the potential to be

**Table 13
Village of Willard
Action Plan Implementation Table**

Ref.	Goal [Reference to Objectives]	Potential Actions	Priority Level
A	Orderly development is evident in the Village. [A-1, A-2]	<ul style="list-style-type: none"> Prepare draft subdivision regulations for review and consideration for adoption. 	Short Range
		<ul style="list-style-type: none"> Work with property owners to encourage future development in appropriate areas indicated by the proposed land use map. 	Short Range
		<ul style="list-style-type: none"> Appoint a Village Planning Commission. 	Short Range
B	The Village presents an attractive and inviting character. [B-1,B-2]	<ul style="list-style-type: none"> Conduct a periodic community beautification program for weed and trash cleanup. 	Short Range
		<ul style="list-style-type: none"> Increase coordination between the Village Council and NMDOT District 5 Office to maintain and improve State and Federal highways through the Village. 	Short Range
		<ul style="list-style-type: none"> Coordinate with the Estancia Valley Solid Waste Authority and Tarrant County to remove burned and abandoned homes. 	Short Range
C	There is adequate housing and residential opportunities in the Village. [C-1, C-2, C-3]	<ul style="list-style-type: none"> Promote and support housing improvement and homeowners assistance programs. 	Medium Range
D	Encourage safe and effective circulation of traffic in the Village. [D-1, D-2]	<ul style="list-style-type: none"> Seek funds to pave all roads in the Village limits. 	Medium Range
		<ul style="list-style-type: none"> Improve street lighting and walkways along Eighth Street (US Highway 60). 	Short Range
E	There are a variety of transportation services in Willard. [E-1, E-2]	<ul style="list-style-type: none"> Designate a secure location in the Village to begin developing a permanent transportation hub where people can park and ride on a transit vehicle or carpool. 	Medium Range
F	The Village has a long range plan and short range program for transportation. [F-1,F2]	<ul style="list-style-type: none"> Prepare and adopt a long range plan for roads, walkways, and other transportation facilities to provide access and circulation for all residents of the Village. 	Long Range
		<ul style="list-style-type: none"> Evaluate and prepare a listing of street improvement needs and priorities for recommendation to the Village Council. 	Medium Range
		<ul style="list-style-type: none"> Research criteria to establish a railroad quiet zone in Willard. 	Short Range

Ref.	Goal [Reference to Objectives]	Potential Actions	Priority Level
Cont. K	Improve and expand recreational facilities. [K-1, K-2, L-3]	<ul style="list-style-type: none"> • Improve recreational fields and install additional playground equipment, drinking water fountains, and adequate lighting. 	Long Range
L	Maintain a range of services available to the residents of the Village. [L-1,L-2,]	<ul style="list-style-type: none"> • Upgrade maintenance equipment. 	Medium Range
		<ul style="list-style-type: none"> • Seek to improve and expand the existing post office. 	Long Range
		<ul style="list-style-type: none"> • Upgrade the Willard Government office and add paving for vehicle parking with handicap access and parking. 	Long Range
M	Develop the local economy of Willard. [M-1,ML-2,M-3]	<ul style="list-style-type: none"> • Work in cooperation with the state and regional economic development organizations (e.g., NMEDD, EVEDA) 	Medium Range
		<ul style="list-style-type: none"> • Promote the Salt Missions Trail through the Village. 	Medium Range
		<ul style="list-style-type: none"> • Conduct feasibility study to utilize Village owned land fronting Highway 60. 	Medium Range
		<ul style="list-style-type: none"> • Promote the history of the railroad in the Village. 	Medium Range

APPENDIX A

Resolution adopting Goals and Objectives

COPY

VILLAGE OF WILLARD, NEW MEXICO
Resolution No. 2011-02

Adopting Goals and Objectives for the Future Development for the Village

Whereas, the Village of Willard has received funding through the Community Development Block Grant program administered by the New Mexico Local Government Division for the purpose of developing and adopting a Comprehensive Plan for the Village; and

Whereas, the Village of Willard governing body has entered into a Planning Services Agreement with the Mid-Region Council of Governments (MRCOG) to carry out a process for the development of a Comprehensive Plan; and

Whereas, the Village of Willard has been working with the staff of the MRCOG for the past year in preparing and carrying out a community planning process necessary for developing and implementing the Comprehensive Plan; and

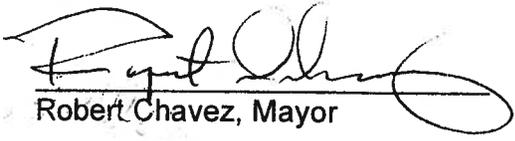
Whereas, the Village of Willard has engaged in various activities to solicit community input through public meetings, opinion surveys, and public workshops; and

Whereas, the staff of the MRCOG analyzed public input and conducted research concerning the history and operations of the Village in order to formulate relevant Goals and Objectives for the future development of the Village of Willard; and

Whereas, Goals and Objectives presented in the Village of Willard Comprehensive Plan define the local community's vision and suggest various means to achieve that vision, and provide a basis for identifying strategic planning recommendations in the Comprehensive Plan.

Now, Therefore be it Resolved that the Willard Village Council does adopt the Goals and Objectives for Future Development for the Village of Willard Comprehensive Plan, hereby attached and made a part of this Resolution.

Passed, Adopted, and Approved this 14th day of March 2011, by the Willard Village Council.


Robert Chavez, Mayor

ATTEST:


Emily Sanchez, Clerk/ Treasurer

APPENDIX B

Resolution adopting Strategic Action Recommendations

VILLAGE OF WILLARD, NEW MEXICO

COPY

Resolution No. 2011-07

Adopting Strategic Action Recommendations for the Comprehensive Plan

Whereas, the Willard Village Council has undertaken a process to develop a Comprehensive Plan for the Village, funded in part by a federal Community Development Block Grant administered by the New Mexico Local Government Division, and prepared by the Mid-Region Council of Governments under a Planning Services Agreement; and

Whereas, Goals and Objectives for the Village of Willard have been adopted by the Willard Village Council to provide guidance in making policy decisions regarding the future development of the Village of Willard; and

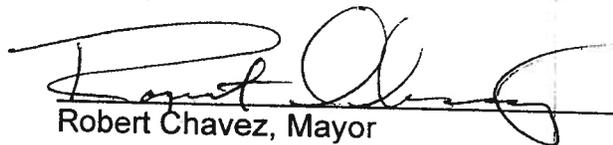
Whereas, the adopted Goals and Objectives establish a basis for various planning strategies, entitled Strategic Action Recommendations, which present major actions and directives in the Comprehensive Plan for the Village of Willard; and

Whereas, the proposed Strategic Action Recommendations were submitted for review and comment at a public workshop prior to the final consideration by the Village Council at a public meeting; and

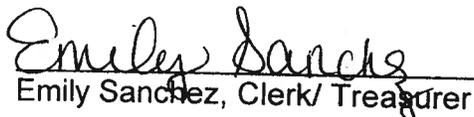
Whereas, the Strategic Action Recommendations constitute the central component of the Comprehensive Plan document for the Village and provide a basis for effective actions to implement the Comprehensive Plan.

Now, Therefore be it Resolved that the Willard Village Council does adopt the Strategic Action Recommendations for the Comprehensive Plan hereby attached and made a part of this Resolution.

Passed, Adopted, and Approved this 19th day of July, 2011, by the Willard Village Council.


Robert Chavez, Mayor

ATTEST:


Emily Sanchez, Clerk/ Treasurer

APPENDIX C

Ordinance adopting Comprehensive Plan

Village of Willard

Ordinance No. 2011-01

An Ordinance to Adopt the Comprehensive Plan
of the Village of Willard, New Mexico

BE IT ORDAINED BY THE GOVERNING BODY OF THE VILLAGE OF WILLARD:

Section 1: The purpose of this Ordinance is for the Village of Willard to adopt a Comprehensive Land Use Plan by the authority to adopt ordinances as provided under Sections 3-17-1 through 3-17-7 NMSA 1978.

Section 2: The Comprehensive Land Use Plan for the Village of Willard has been completed through an extensive planning process involving public information and citizen input to ensure general public acceptance of the Comprehensive Plan.

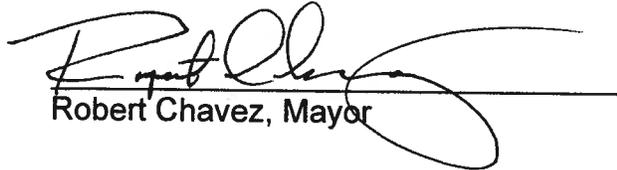
Section 3: Goals and Objectives for the Willard Comprehensive Plan were adopted by resolution of the Village Council to establish a basis for policy decisions regarding the future development of the Village.

Section 4: Action Plan Recommendations for the Willard Comprehensive Plan were adopted by resolution of the Village Council to identify the key issues, proposed strategies, and potential policy directives for the Village.

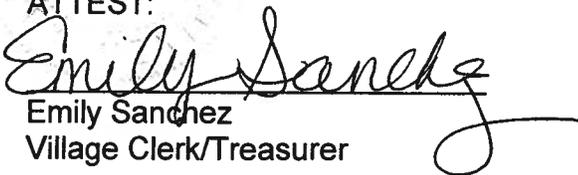
Section 5: The adoption of the Village of Willard Comprehensive Plan will provide a basis for establishing policy and implementation strategies for future development in the Village, for providing a framework for the integration of special purpose plans and programs for the Village, and for promoting a consistency with other plans at local, regional, state, and federal levels.

Section 6: This Ordinance shall become effective upon final publication of the Comprehensive Plan under the authority of the Village of Willard.

PASSED, ADOPTED, and APPROVED this 19th day of September, 2011, by the Village Council of Willard, New Mexico.


Robert Chavez, Mayor

ATTEST:


Emily Sanchez
Village Clerk/Treasurer

APPENDIX D

Public Opinion Survey Form and Data Tables

Village of Willard Comprehensive Plan Survey Results

Listed below are statements or issues about future development in Willard. You may or may not agree with these statements. Put a check mark in a box after each of these statements using the following 5-point rating scale: (5) strongly agree; (4) mildly agree; (3) neutral; (2) mildly disagree; (1) strongly disagree.

Community Development Statements and Land Use Issues	Average Mean Score	Ranking
1. Willard should identify and preserve its historic structures and cultural elements.	4.25	6
2. Willard should adopt land use guides to encourage development	4.00	8
3. Willard should adopt subdivision regulations.	3.42	11
4. Willard's wastewater treatment system needs to be improved.	3.73	9
5. Willard should remove abandoned buildings and get rid of weeds along the highway.	4.62	2
6. The Village's local streets should all be paved and maintained.	4.42	4
7. Willard should have more housing.	3.25	13
8. The Village should provide more services for senior citizens.	3.50	10
9. Willard should make sure that the Village has an adequate water supply.	5.00	1
10. Through traffic on US 60, NM 41 and 42 should slow down.	4.38	5
11. Facilities and services are adequate for Willard's youth.	2.46	14
12. The Village needs more parks and recreational facilities.	3.27	12
13. The railroad should establish a quiet zone through Willard.	4.00	8
14. Willard should get electricity from wind turbines and solar energy.	4.46	3
15. Willard should recruit new businesses.	4.38	5
16. Willard should be a place for travelers to stop, shop, and rest.	4.46	3
17. Commercial development should be encouraged along US 60.	4.08	7
18. The Village should negotiate with Torrance County to provide more services to Willard residents.	5.00	1

B. Rank the following community services in order of importance. Place a number (1 through 10) on the line next to the service with 1 being the most important, 2 the second most important, 3 the third most important, and so on through all ten community services listed here. The top five ranked services are shown in **bold** below.

- | | | | |
|-----------------------|-------------------------------------|-------------------------|-----------------|
| 1 Water System | 3 Fire & Rescue Services | 9 Health care | 6 Local Streets |
| 2 Sewer System | 8 Law Enforcement | 10 Parks and Recreation | |
| 4 Solid Waste | 7 Elderly services | 5 Natural Gas | |

C. Questions and Comments. For written comments see Compilation of Comments sheet.

1. What are Willard's biggest assets?

2. What are Willard's biggest challenges?

3. Please write any comments you may have concerning the future of Willard:

Village of Willard 2010 Community Survey

Compilation of Written Comments by Category

Community Appearance

- Willard should identify and preserve its community building.
- County is responsible for the weeds along the Highway, but the Village is responsible for its Village streets.
- Willard should remove abandoned buildings and get rid of weeds along local streets.
- The abandoned house was burned down along with other structures
- People that destroy property.
- Eradicate elm sprouts and trees in sidewalk areas (buckle pavement, trip and fall)
- The Village needs to cut down weeds and grass on the street corners so drivers can see each other and avoid collisions.

Development and Growth

- Growth should be enough to provide needs but not too much. i.e., no big box stores.
- Maintain what we have.
- We need to build a better Willard.
- Willard should recruit different businesses
- Willard should recruit gas stations and grocery [stores].
- Cantina (asset)
- The Willard Cantina (asset)
- Dairy smell (challenge)
- Community building (asset)
- Community building
- Adjacent land (asset)

Transportation

- Some of the Village's local streets are paved.
- Trains blow their horn from one end of the crossing to the other, instead of once at the crossing. We only have two crossings.
- Busy road, highway 60 brings lots of people through Willard.
- Train noise
- Noise vs. safety from trains

APPENDIX E

Population Projection Methodology

Village of Willard Population Projection Methodology

Aaron Sussman – Mid-Region Council of Governments

Unlike the balance of Torrance County, which saw an overall population loss in the decade from 2000 to 2010, the Village of Willard saw a modest increase in population over that time span. The 2010 Census places the Village population at 253, a 6% increase over its 2000 population of 239. While it is difficult to predict whether Willard is merely resisting a larger trend in Torrance County, there are factors that indicate Willard is poised for stable, long-term growth as a community. First, the population has increased in every Census since 1980, when decades of gradual population decline began to reverse. In fact, since 1980 Willard has grown by an average 1.4% annually. Second, the presence of the renewable energy industry in rural Torrance County provides a small number of permanent employment positions; Willard may be a direct beneficiary and could witness growth in support industries or new housing to support workers. Finally, Willard has the physical space to accommodate modest growth levels. Within village limits are more than 200 acres of land classified by MRCOG as urban vacant. Therefore, growth is not likely to be limited by physical boundaries.

While several factors indicate population growth is reasonable, it is unclear from recent data if the trend toward population growth can continue or how great the magnitude of that population growth will be. Specifically, it is unknown if Willard will witness in-migration and attract outside residents. And will the community be able to retain its young population, or is the community – like much of Torrance County – likely to witness a population loss among younger age-cohorts? What is more, Torrance County has the third lowest birthrate of any county in New Mexico,¹ a product of small numbers of women (and men) of child-rearing age and a disproportionately older population.

Figure I. 2000 Population Pyramid

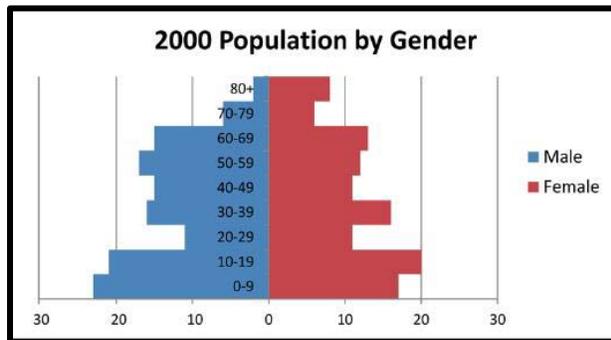
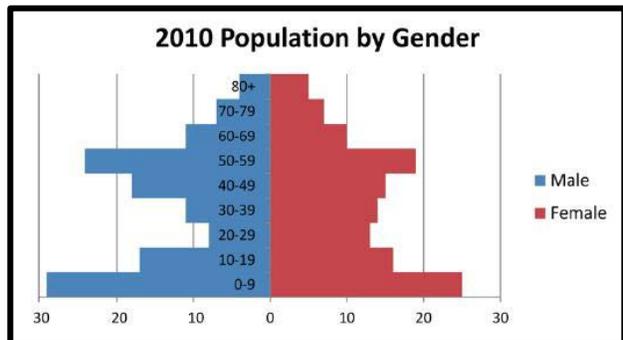


Figure II. 2010 Population Pyramid



Population pyramids provide insight into the characteristics and stability of a population over time. Willard demonstrated a balanced population picture in 2000, but by 2010 the pyramid was weighted more heavily toward youth and adults over the age of 40. In both Census years, the smallest population group was 20-29, indicating a lack of economic prospects for young adults who are likely to leave the community in search of opportunities elsewhere. Despite the out-migration of young adults from Willard, the community witnessed increases in slightly older groups (in particular 40 years and up) that is clearly attributable to in-migration. In particular, the 50-59 cohort grew between 2000 and 2010, indicating an influx of older residents. This volatility means that long-term projections are more prone

¹ *New Mexico Selected Health Statistics Annual Report 2008*. The State Center for Health Statistics, New Mexico Bureau of Vital Records and Statistics, p. 39

to random fluctuations and greater gender imbalances than the community may actually experience over time.

Population Projections Methodology

Small-area population projections are inherently challenging, given the small sample size and the fact that small changes in the composition of a community reflect large percentage shifts. A range of approaches were applied to the Village of Willard. Given the growth over the past four decades, population growth is expected to continue in all scenarios.

The first two methods for population estimates are based on **historical averages**. The *exponential growth* method applies the annual percentage growth rate from 1980 to 2010 (1.4%) forward to 2030. The *linear growth* method applies a linear regression equation – effectively a line of best fit on a graph – from 1980 to 2010 and projects that line forward to determine future totals. The key difference between these two approaches is that the *linear growth* method adds residents at the same rate regardless of the starting population, while an *exponential growth* equation – much like the compound interest in a bank account, assumes a constant percentage rate of growth meaning growth occurs at a faster rate as the starting base grows over time.

Population projection methods:

- Exponential Growth
- Linear Growth
- No-migration scenario
- Migration scenario

The second set of methods involves a **cohort-component** approach. A cohort-component approach to population considers two factors: natural increase and migration. Natural increase is based on birth and death rates among five-year age cohorts; in short, the likelihood that members of a five-year age group will give birth or decrease by the time they reach the next age threshold. The total net migration to a community is the difference between the number of individuals that move to a community and the number that move away from a community.

The *no-migration scenario* eliminates the migration component from the equation and assumes that the number of residents that leave Willard is equal to the number of residents that move to the community from elsewhere. This approach assumes migration data for a community as small as Willard is imprecise and too small of a sample to be considered reliable, and therefore relies exclusively on birth and death rates. While this is an imperfect method, one can determine the rate of growth that is directly attributable to the natural increase – the number of births minus the number of deaths. The major shortcoming of the *no-migration* method is that it assumes young-adult cohorts that are likely to leave Willard will actually stay in the community during the years when they are most likely to have children.

While the sample size is small and cannot be considered definitive, recent Census data indicates a small amount of in-migration to Willard. In other words, the number of people who moved to Willard outstripped the number of people who moved away from Willard. The migration scenario therefore incorporates the movement of age-cohorts in and out of the community by considering the “retention rate”: the likelihood that members of a five-year cohort will remain in the community by the time of the next Census (or that any out-migrants from the community will be replaced by in-migrants of the same age). This can be calculated by the number of 40-44 year-olds in a Census compared with the 50-54 year-olds in the same community in the next Census ten years later. A higher retention rate indicates

individuals are likely to stay in a community. Retention rate may exceed 100%, indicating that net in-migration occurs among certain age-cohorts.

The *migration* method applies the retention rates for an age-cohort before considering birth and death rates. Overall, this is the most nuanced approach, although the most prone to error given the small population (and therefore small sample size) of the Village of Willard. To mitigate this concern, the cohort retention rates from Torrance County were applied as a baseline. However this substitution also presents a problem since Willard gained population between 2000 and 2010 while Torrance County experienced a population loss. The data can therefore be adjusted by replacing the Torrance County cohort retention rate with the Willard rate when the Willard rate is positive and the Torrance County rate is negative. Finally, data was restricted to a comparison between 2000 and 2010 data since Torrance County experienced moderate growth in the 1990s that was not repeated in the 2000s.

The *migration* scenario presents the most complete portrait of Willard’s growth prospects. Although the total population is higher than under the *no-migration* scenario, there are demographic trends that merit special attention. In particular, there are a greater number of male residents in 2030 than female, as women are more likely to leave Willard while men are more likely to migrate to Willard. While this is consistent with the type of work that is available in rural Torrance County, it leads to a population imbalance among older residents. The imbalance is greatest for residents over the age of 50, while there are nearly equal numbers of women and men under the age of 45. Such imbalances can be expected in the data, but that does not mean an imbalance is certain to occur in the Village of Willard.

Figures III. Population Projections by Method

	Exponential	Linear	No Migration	Migration
2000	239	239	239	239
2010	253	253	253	253
2015	271	271	259	260
2020	291	290	264	279
2025	312	305	271	283
2030	335	321	280	285

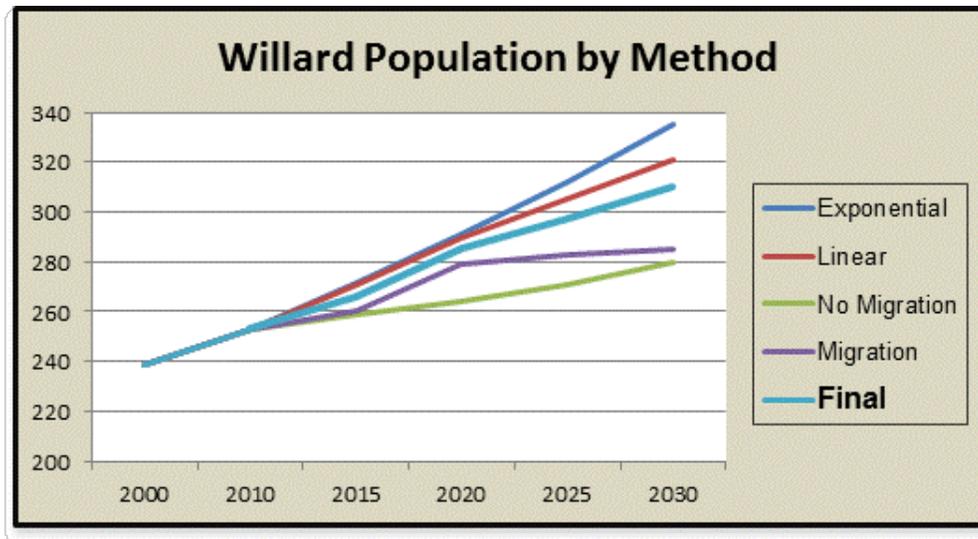
Final Projections

The exponential and migration methods provide the most accurate historical trend and cohort-component driven approaches respectively. Rather than select an individual approach as “best,” an average of the two methods was taken. The result is a 2030 population of 310 residents, which is within the range of all four approaches. The *final* approach features 22.5% growth between 2010 and 2030 with an annual rate of about 1.0%.

Figure V. Final Population Projection for the Village of Willard

	2000	2010	2015	2020	2025	2030
<i>Population</i>	239	253	266	285	298	310

Figure VI. Comparison of Projection Methods and Final Population Totals



**VILLAGE OF WILLARD
COMPREHENSIVE PLAN**