
Taos Small-Diameter Wood Products Business Plan



Completed for:

New Mexico Energy, Minerals and Natural Resources Department, Forestry Division
& Taos County

Prepared by:



DEL MEDIO FORESTRY

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This report was researched and written by J.R. Logan, owner of Del Medio Forestry, LLC.

1. Executive Summary

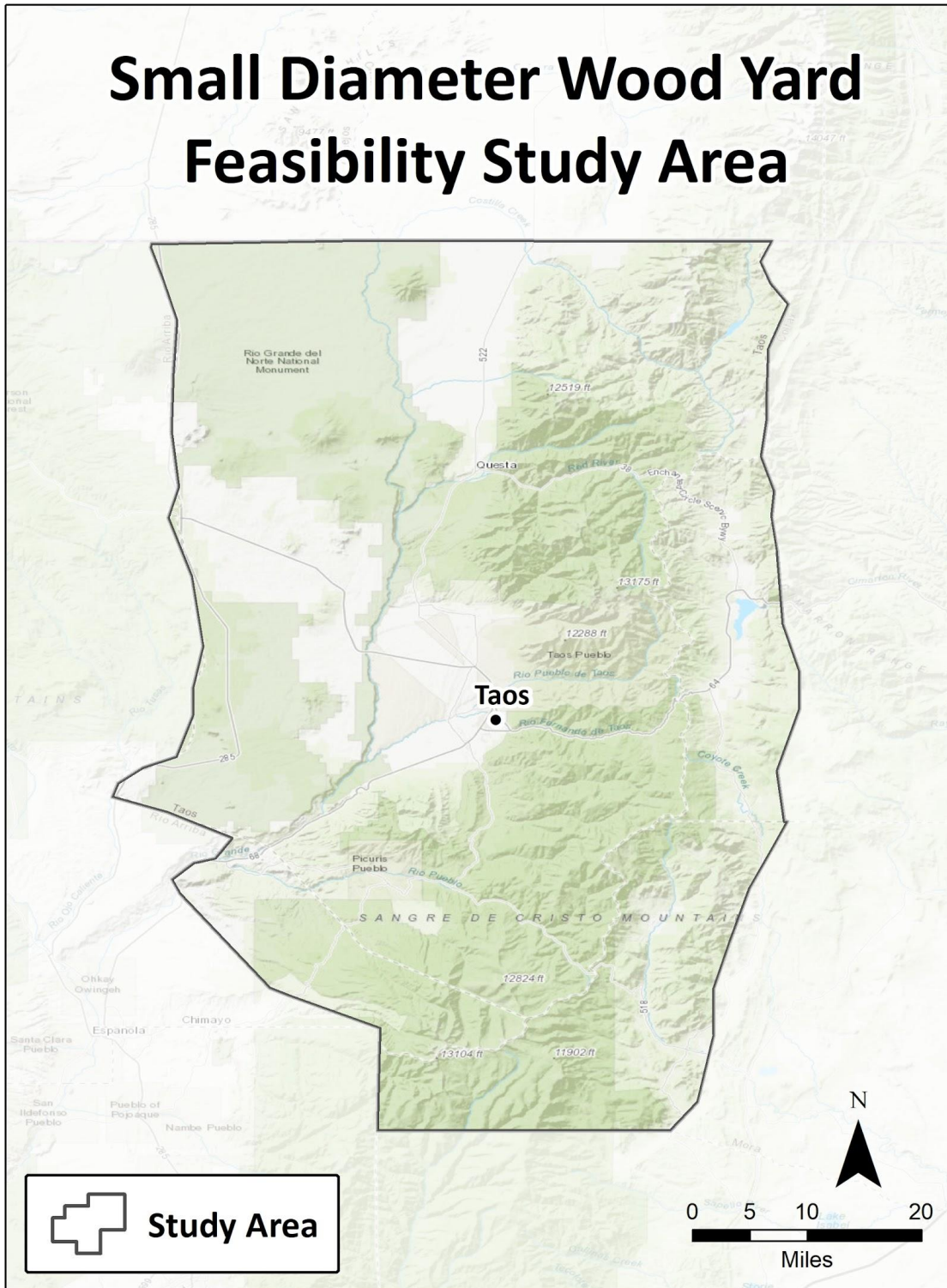
The following business plan is intended to serve as a blueprint for the creation and operation of a for-profit business that would add value to small-diameter wood (SDW) and other forest products currently being produced by forest restoration and fuel reduction projects within a 30-mile radius of Taos, New Mexico. This plan was developed in response to calls from local forestry industry contractors, tribal entities, land grants, private landowners and local and state governments, all of whom have clearly stated that generating revenue from byproducts produced by thinning work would not only reduce the cost of treatments in the northern Sangre de Cristo Mountains, but would also help meet the enormous local demand for firewood and other small-diameter forest products such as latillas and posts.

To accomplish these paired goals, this plan offers a market-based solution that captures forest products produced by a variety of thinning operations in the immediate Taos area. This approach maximizes the potential to generate revenue and reduce treatment costs by limiting haul distances, which have plagued previous efforts to add value to SDW.

Many of the figures used to develop this business plan come from a survey of forestry contractors, tribes and landowners conducted in Fall 2020, as well as a comprehensive feasibility study completed in November 2020 that assessed whether there is sufficient alignment between the current supply and local demand to make a for-profit sort yard possible.

According to that feasibility study, we estimate that approximately 2,000 acres of forest thinning treatments are expected to occur annually within the study area (see **Map 1**). As a result, that study estimated that restoration and fuel reduction work will produce a supply of about 14,000 cords of firewood 20,000 latillas (poles) per year. On the demand side, the same study estimated that nearly 13,000 cords of firewood are burned and more than 87,000 latillas are sold or harvested in the same area per year.

Small Diameter Wood Yard Feasibility Study Area



Map 1 — Feasibility Study Area

2. Introduction and Background

Increases in forest restoration activities are creating an abundance of SDW materials in the Taos area. However, much of the SDW products being produced by this work are often left in the forest, or given away to anyone willing to come pick them up. This approach is leaving dollars in the woods that could otherwise extend restoration activities and increase local economic activity. By aggregating products into a single sort yard, small operators and landowners could generate revenue to offset per-acre thinning costs in order to accelerate forest restoration activities, add jobs in a rural and economically depressed area of the state, and eventually open new markets for agriculture products and expand the manufacturing sector to broaden the economic benefits of restoration and wildfire risk reduction in northern New Mexico.

In the last two decades, multiple national, state and local studies have underscored the importance of finding viable markets for SDW products and woody biomass produced by thinning and restoration work. The 2020 New Mexico Forest Action Plan, 2016 Taos County CWPP Update, 2016 Taos Regional Water Plan, 2020 Tres Rios Watershed Forest Restoration Strategy and 2015 Taos Valley Watershed Coalition Landscape Restoration Strategy all point to the importance of finding ways for restoration work to benefit the local economy to the greatest extent possible.

Additionally, the 2017 Taos County Comprehensive Plan notes the significant cultural and economic value of Taos County's forests and watersheds, and it strongly encourages the county to continue its active support of local restoration efforts (such as the Rio Grande Water Fund and local watershed coalitions) in order to protect the area's unique culture and way of life. The plan also includes "sustainable forestry" and the "harvesting of small diameter wood products" as culturally relevant industries with economic benefits for rural residents in Taos and the surrounding forest-adjacent villages.

In Spring 2020, the New Mexico Forest and Watershed Restoration Act Committee approved up to \$25,000 to fund a proposal to study the feasibility of adding value to small-diameter wood products in the Taos area. In May 2020, New Mexico Energy, Minerals and Natural Resources Department, Forestry Division and Taos County signed a Governmental

Services Agreement under which the Forestry Division agreed to provide funding to Taos County to study the feasibility of adding value to SDW products with the goal of increasing the pace of sustainable forestry and restoration efforts while providing new jobs and income sources for Taos County residents. Taos County subsequently awarded a contract to develop the plan to Del Medio Forestry, LLC in August 2020. The first phase of this project was a contractor and landowner survey that was completed in Fall 2020. The second phase of the project was a feasibility study that was completed and submitted to the Forestry Division in November 2020. This business plan is the third and final phase in this project.

3. Sort Yard Business Description

The Taos sort yard will be a privately-owned, for-profit sort yard that specializes in the aggregation, processing and retail sale of small-diameter wood products. The primary purpose of the business is to provide a market-based solution to the challenge of adding value to wood products produced by fuel reduction and restoration projects within a 30-mile radius from the town of Taos. This footprint matches the study area used for the feasibility study described above. The sort yard marketing strategy will be largely based on raising awareness among customers about the need for forest restoration: The sort yard business protects watersheds and creates sustainable local jobs in the restoration industry.

The sort yard will be located in an industrial zone in the immediate Taos area. The sort yard must be easily accessible to heavy machinery and large haul trucks, and must also be in a reasonably convenient location for customers and clients.

The sort yard business model relies on a reliable supply of small-diameter wood products for which there is a known local market in the Taos area. Landowners and contractors implementing fuel reduction and forest restoration projects may enter into pre-work contracts with the sort yard that include:

- an estimated volume of wood products and types/species
- an estimated timeline for thinning production and corresponding availability of wood
- the terms of felling, decking and hauling material from the job site to the sort yard
- an agreed upon wholesale price-per-unit for raw wood products

Those with raw wood products for sale can arrange for the products to be picked up by the sort yard crew for a fee, or deliver and unload the products at the sort yard location. The sort yard will pay landowners and contractors for wood products upon delivery/pickup of any material in order to incentivize faster thinning production and allow landowners and contractors to immediately offset treatment costs. Any contract for the purchase of wood should adhere to relevant chain-of-custody laws as described in New Mexico state statutes (Appendix E).

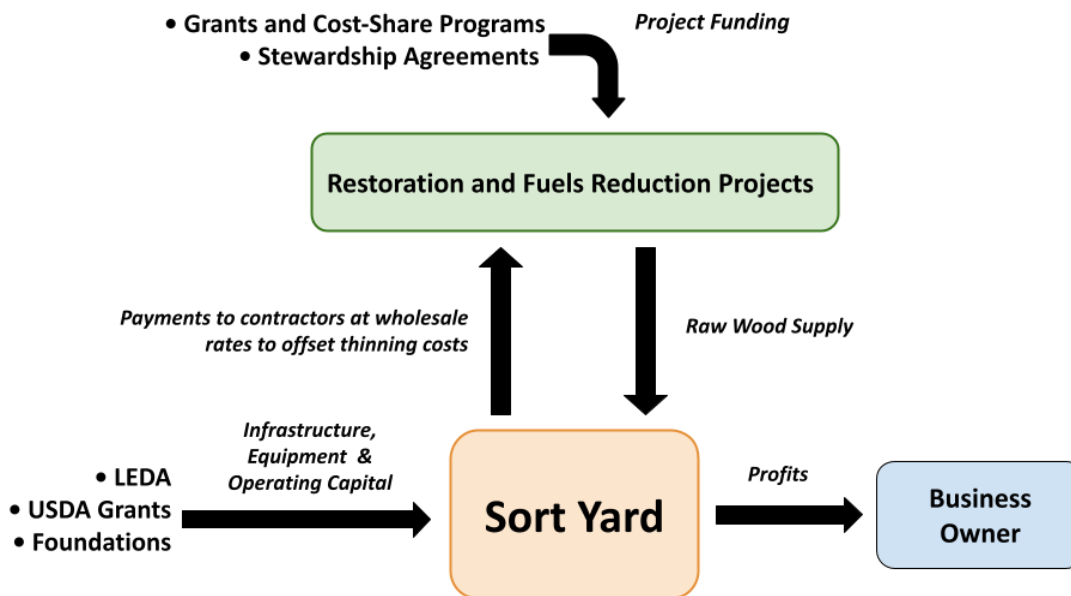


Diagram 1 — Sort Yard Flow of Money and Products

At its inception, the sort yard will consider the wholesale purchase of the following small-diameter wood products:

- firewood (piñon, juniper, mixed conifer, and aspen)
- juniper (branded as “cedar”) posts in lengths of at least 8’
- latillas

Additional products may be added to this list, including the potential for using limbs and tops for biomass energy generation and pelletization, but not until the business has proven that traditional products can sustain its operation.

The sort yard will begin with two full-time employees: a business manager and a yard foreman. Additional full-time employees may be hired, as needed, to assist with pick up and hauling of raw material, processing and organizing in the sort yard, and delivery of retail wood products.

4. Market Analysis

The 2020 Small-Diameter Wood Products Feasibility Study associated with this business plan quantified the supply and demand for traditional wood products within an approximately 30-mile radius of the town of Taos (known elsewhere in this study as the “capture area”). This business plan is based in part on the finding that there is adequate local demand for small-diameter wood products, and that the current and anticipated supply of wood products produced by thinning work is more than adequate to meet that demand.

Annual SDW Supply & Demand		
	Est. Supply (annualized)	Est. Demand (annualized)
Firewood (cords)	14,000	12,898
Latillas (count)	20,000	87,680
Posts (count)	950	<i>Unknown</i>

Table 1 — SDW Supply and Demand

As the primary local retailer, Olguin’s Sawmill and Firewood provides a reasonable indicator for fuelwood prices. In 2020, Olguin’s was selling a cord of seasoned and split piñon/juniper (delivered) for \$325/cord, with a minimum 3-month wait time between order and delivery. Social media firewood listings for piñon/juniper in the “underground” market in Fall 2020 showed a range from \$340 to \$375 per cord of piñon/juniper. For mixed conifer and aspen, the price per cord was between \$250 to \$275 per cord, both from established retailers and in the “underground” market.

For latillas, the retail price was between \$3 and \$6 per latilla at local material yards and in the “underground” market. Juniper (known locally and being marketed by the sort yard as “cedar”) posts are less commonly found in the retail and online markets, but there is considerable word-of-mouth demand by farmers and ranchers where cedar posts are preferred for fence posts.

The 2020 small-diameter wood products feasibility study found that existing local retailers struggle to meet the current demand for all products described above, especially firewood. In its first five years of operations, the sort yard expects to capture only a small fraction of that local market. The business financial plan expects to sell a total of 1,060 cords of firewood in the first year, or about 7.6 percent of the local market share. That volume increases to 2,720 (or 19 percent of the local market share) by the third year of operation

The figures above represent a conservative estimate of the amount of firewood that could be captured by a small-diameter wood lot business and sold in the local market without substantially “flooding” the market with more product than there is a known demand for. However, in the unlikely event that the sort yard saturates the local market with firewood and other products, it would almost certainly reduce local prices. Anticipating such a scenario, the 2020 feasibility study considered the regional firewood market for firewood and found that commercial retailers in Texas were advertising cords of piñon firewood for about \$500/cord, with one retailer in Houston quoting prices as high as \$900/cord for piñon. The business expense of expanding to serve regional markets was not included within the scope of this business plan.

5. Retail Products

This sort yard will sell aspen, piñon/juniper, juniper and mixed conifer firewood, by the cord. All species of firewood will also be available seasoned and split. The following table shows the proposed retail prices for firewood:

Retail Wood Products Prices	
Retail PJ Value/Cord	\$350
Retail Mixed Value/Cord	\$275
Retail Latilla/Count	\$3
Retail Cedar Post (8')/Count	\$32

Table 2 — Retail Product Price List

The proposed retail price for piñon/juniper firewood is 8% above the advertised rate at Olguin’s Firewood, but below the “underground” market prices described in the feasibility study. Additionally, the branding of this product as “feel-good” (see Section 12) makes it possible to charge a slight premium on the product. The sort yard will consider the sale of green firewood in longer lengths (4’ to 6’), but the actual market for this material in the study area is unknown and revenue from this product is not included in profit/loss projections found in later sections of this business plan.

The sort yard will also sell juniper (“cedar”) posts at a retail price of \$32 per 8’ post, or \$4 per foot. This price is comparable to landscaping supply businesses located in the study area. Wood chips for landscaping, composting and mulch will be sold for \$20/cubic yard, though the actual market for this material is unknown and revenue from this product is not included in profit/loss projections found in later sections of this business plan.

All wood products will be available for pickup or delivery. The sort yard will assess a delivery fee of \$2/mile (measured one-way) per trip.



Image 1 — Typical piñon/juniper firewood mix (split, left and in lengths, right)

6. Organization and Management

The sort yard will include two full-time employees: A business manager and a yard foreman. Part-time employees will be hired, as needed, to assist with product pickup and hauling, sort yard organizing and processing, and customer loading and deliveries. Duties and the expected payscale for each full-time employee are described below:

Business Manager

Salary: \$45,000-\$50,000/year

Schedule: 40 hours/week

Responsibilities:

- Negotiation and execution of wholesale contracts with thinning contractors and landowners.
- Coordination of payments for wholesale product
- Product marketing and advertising
- Direct-to-customer sales
- Coordination of deliveries and retail payments
- Management of Sort Yard Foreman
- Other administrative duties

Sort Yard Foreman

Salary: \$40,000-\$45,000/year

Schedule: 40 hours/week

Responsibilities:

- Pickup and hauling of raw material from project sites and delivery to the sort yard
- Oversight of raw material drop offs at the sort yard
- Equipment maintenance
- Oversight and enforcement of safety protocols for all sort yard staff
- Organization of raw materials at the sort yard
- Processing of wood products at the sort yard
- Oversight of customer loading at the sort yard
- Loading of material for deliveries to customers
- Delivery, or oversight of deliveries, to customers
- Management of Sort Yard Crew Members

Sort Yard Crew Members

Hourly Wage: \$15/hour

Schedule: 40 hours/week

Responsibilities:

- Pickup and hauling of raw material from project sites and delivery to the sort yard
- Oversight of raw material drop offs at the sort yard
- Organization of raw materials at the sort yard
- Processing of wood products at the sort yard
- Oversight of customer loading at the sort yard
- Loading of material for deliveries to customers
- Delivery to customers

7. Equipment Needs

The sort yard will need, at minimum, the following equipment and machinery to begin hauling, storing, processing and sales operations:

- **Dually Single-Axle Flat-Bed Dump Truck (2 cord capacity)**

Necessary for hauling material from work sites to the sort yard, and for delivering products to customers

- **Skid Steer with Accessories**

Necessary for loading material at thinning sites, unloading and sorting material at sort yard , and loading trucks for deliveries to customers. Accessories include a scoop bucket, rake grapple and pallet forks

- **Dump Trailer**

Necessary for hauling skid steer to and from project sites, and provides a redundant system for hauling additional material from job sites as well as hauling deliveries to customers.

- **Chipper**

A high-capacity, horizontal feed chipper is needed to process residual woody material created at the sort yard in order to chip it to retail sizes.

- **Firewood Processor**

A firewood processor capable of processing small-diameter logs and poles is needed to buck and split wood delivered to the yard in 4’ to 8’ lengths.

The table below shows the necessary equipment, equipment models that are suitable for the sort yard, and approximate prices for this equipment:

Equipment	Cost	Description
Dump Truck	\$ 23,995.00	2006 Chevrolet C8500 18' Flatbed Dump
Skid Steer	\$ 27,000.00	2017 Bobcat T590 Skid Steer Loaded Open Cab with Bucket
Skid Steer Accessories	\$ 6,000.00	Rake Grapple, Pallet Forks
Dump Trailer	\$ 10,000.00	10 LX Pro Series Tandem Axle Extra Wide Dump Trailer
Chipper	\$ 100,000.00	Morbark 2600 Horizontal Grinder
Firewood Processor	\$ 25,000.00	2021 JAPA 365 Pro Road Firewood Processor
TOTAL	\$ 191,995.00	

Table 3 — Equipment Description and Costs

8. Analysis of Start Up/Capital Costs

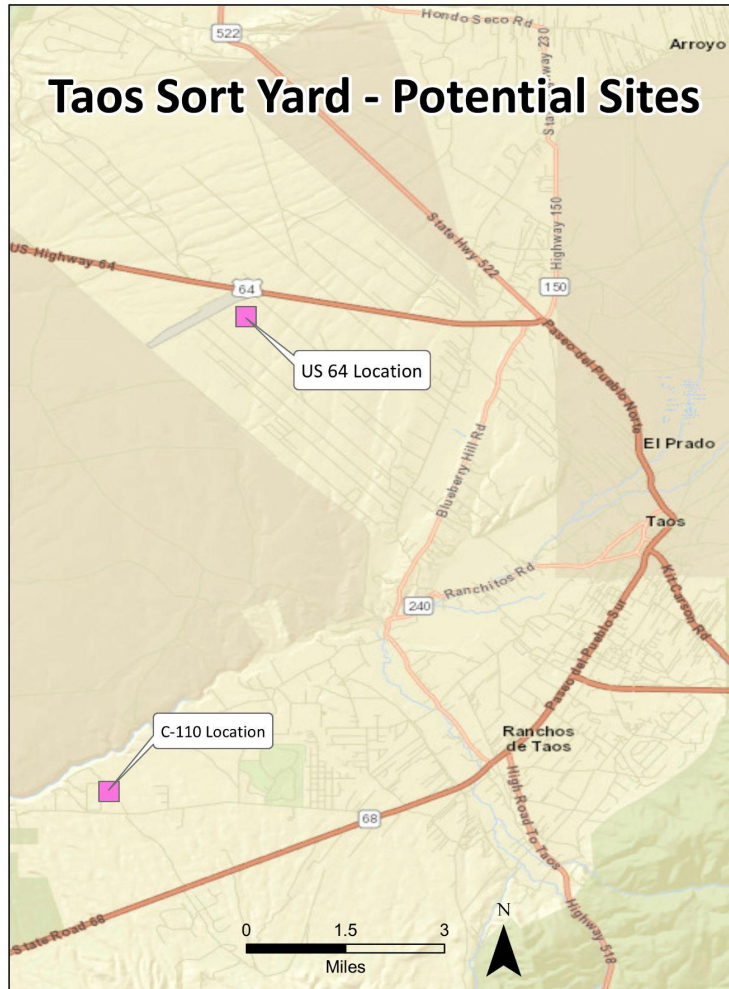
In addition to equipment costs, the sort yard business will need a location, office building and garage for its operations.

The ideal location for a wood products sort yard is: 1. Centrally located near the town of Taos in order to minimize haul distances within the capture area; 2. Located in an existing industrial zone to minimize noise and aesthetic impacts to residential areas; and 3. Conveniently located with relatively easy access for customers from maintained/paved roads.

With this criteria in mind, the sort yard should be located along US 64 between the “Old Blinking Light” intersection (US 64/NM 522/NM 150) and the Rio Grande Gorge bridge, near the Taos Regional Airport and Taos Regional Landfill. An existing sawmill is already located in this corridor (Olguin’s Lumber and Firewood), and this area is easily accessed from US 64.

Another potential location for the sort yard is at the far end of County Road 110, past the UNM-Taos Klauer Campus and Taos Country Club. This location includes a large amount of affordable vacant land, however County Road 110 is more narrow than US 64, and there is more residential development in this area.

In both locations, the current market rate for 1 acre of vacant land is about \$20,000/acre. The sort yard will need at least 2 acres to house its initial operations, ideally with room to expand in the future. Taos County owns vacant and currently unused parcels in both of these locations of adequate size should the sort yard pursue Local Economic Development Act (LEDA) funding to acquire real property and install utilities and other infrastructure. Additionally, both areas are unincorporated portions of Taos County, and any sort yard business activity would be considered “agricultural” per the Taos County Land Use Regulations. The sort yard must comply with the process described in Section 4.4. — “Commercial Zoning Clearance” of the Land Use Regulations. The map below shows the approximate area of these two sites:



Map 2 — Potential Sites for Taos Sort Yard

For the structures related to the business operations, the sort yard would need a garage that measures at least 20' x 50' as well as a 10' x 20' office space. The figures in the table below are based on \$40/square-foot building cost for the garage and \$100/square-foot building cost for the office space. Additionally, the table shows the estimated cost for engineering and architectural plans, as well as the cost to install and connect utilities to the buildings.

Type	Cost	Description
Land	\$ 40,000.00	2 acre parcel near Airport
Garage	\$ 40,000.00	20' x 50' enclosed garage
Office	\$ 20,000.00	10' x 20' modular office
Architecture/Engineering	\$ 17,000.00	For site and structures
Utility install	\$ 20,000.00	Gas/water/3-phase electric/septic
Total	\$ 137,000.00	

Table 4 — Facilities and Cost

9. Analysis of Operating Expenses

Operating expenses in this business plan are defined as those costs related to the day-to-day activities of the sort yard. This includes the following categories:

- Personnel costs
- License and permitting fees
- Cost of raw wood materials
- Insurance, supplies (fuel, tools, etc...)
- Vehicle and equipment maintenance costs
- Supplies
- Utilities
- Marketing and accounting expenses
- The cost of any debt incurred by the business (i.e. monthly loan payments)

A complete table showing estimated/known expenses in the above categories for years 1, 2 and 3 is included in Appendix.

Expenses related to yard operations were estimated based in part on the volume of material processed and stored each year. All estimates are comparable to similar operations as provided by a specific request to the Small Business Administration and SBDCNet, which produced a competitor list from A to Z Databases showing regional retailers in the same industry, and estimated business operating costs (see Appendix D). Where possible, actual operating expenses provided by the Boulder County Community Forestry Sort Yard manager for this plan were considered when assessing operating costs.

The analysis for operating expenses in the sort yard’s first year of operation assumes that the business will need to buy a sufficient volume of raw, green wood material to process and season at least five months before beginning retail sales. Under this scenario, purchases of raw materials would begin in January, but no additional labor in the sort yard would be needed until June of that same year.

Personnel costs include workman’s comp and FICA (Social Security and Medicare tax) based on the wages of all full-time and part-time employees. Wholesale purchase prices of raw wood materials from thinning project sites matches estimates from the Taos-Area Small Diameter Wood Products Feasibility Study. These rates were designed to balance the profit margin for the sort yard and the financial incentive for thinning contractors to sell wood products to the sort yard.

The following table shows the wholesale rates upon which the feasibility study based its conclusions for the broader impact of a sort yard on treatments within the study area (Table 9.3 of the feasibility study) and which were used in the projections below:

Wholesale Wood Rates	
Wholesale PJ Value/Cord	\$125
Wholesale Mixed Value/Cord	\$100
Wholesale Latilla/Count	\$1
Wholesale Cedar Post (8’)/Count	\$15

Table 5 — Wholesale Wood Rates for Taos Sort Yard

These wholesale rates are based on known or actual values of green firewood in long lengths currently being sold by thinning contractors within the study area. For example, contractors hired by the New Mexico Forest Industry Association to complete hand thinning work on the Carson National Forest in fall 2020 were being paid approximately \$1,000/acre to limb and fell trees for restoration wildfire risk reduction projects. In addition, these contractors purchased wood permits from the Carson National Forest to remove the material, and the contractors have established purchase agreements with firewood sellers, which are buying

green cords of piñon/juniper for \$125/cord. While removal of the wood represents an additional expense, all contractors have said that the added value of the wood at that wholesale price has increased their net profit-per-acre. On projects in mixed conifer/aspen forest types, the value of a green cord in the study area is about \$100, according to thinning contractors.

Wholesale rates for latillas and cedar posts are harder to define, largely because thinning and fuel reduction projects in the area have not yet focused on adding value to these products. The wholesale rates described in Table 5 represent a fair estimate of the wholesale cost necessary for the sort yard to realize a net profit based on the current retail prices.

Also included in expenses are business loan payments. This plan assumes the sort yard may require at least a \$300,000 commercial loan to cover the equipment and capital expenses described in the previous sections. Loan payment terms are calculated based on a 10-year loan with a 5% interest rate. It's important to note that more favorable terms may be secured with a SBA 504 Business Loan, which is described in later sections of this report. Additionally, grants and other public/private partnerships are available to reduce start up and capital expenses. These opportunities are discussed in detail later in this business plan. For planning purposes and conservative profit estimates, these programs and subsidies were not included in the net profit/loss projections in the following section.

10. Profit/Loss Projection

The profit/loss projection for the first three years of sort yard operation are based on relatively conservative estimates of the total volume of small-diameter wood products being captured from thinning projects in the study area. For planning purposes, firewood is used as an indicator of the business' total market share. This is because firewood is the product for which there is the most reliable data on annual production and annual demand (see Taos-Area Small-Diameter Wood Products Feasibility Study).

The table below shows the total cords of firewood estimated to be processed and sold for the sort yard's first three years of operation

Firewood Market Analysis Summary			
Year	Total Cords	% Capture*	% Local Market**
Year 1	1,060	7.57%	8.22%
Year 2	1,360	9.71%	10.54%
Year 3	2,720	19.43%	21.09%
<i>*Based on estimated volume of 14,000 cords produced by thinning projects</i>			
<i>**Based on estimated demand of 12,898 from Feasibility Study</i>			

Table 6 — Firewood Market Analysis

Retail prices for wood products sold at the sort yard are based on current market rates, as described in the Taos-Area Small-Diameter Wood Products Feasibility Study and listed in Table 2 of this business plan. Prices are intentionally listed 5-10% below the rates of existing competitors in order to capture the market share necessary to sustain the long-term financial success of the start-up sort yard business.

In order to estimate profit and loss for the initial start up phase, this study anticipates growth in the first three years of operations, with the sort yard operating at a profit for the first time in year three. Further, this study conservatively assumes that, once profitable, the sort yard will maintain a steady volume of sales in years four and five. A detailed profit/loss table, showing individual line items by year and by month, can be found in the Appendix.

Based on these figures, and those described in the previous section, the sort yard’s gross income, expenses and net profit for the first five years of operation are shown in the table below:

Operating Year	Total Income	Total Expense	Net Profit	Cumulative Profit/Loss
Year 1	\$ 326,390.00	\$ 436,611.00	\$ (110,221.00)	\$ (110,221.00)
Year 2	\$ 448,076.80	\$ 598,080.00	\$ (150,003.20)	\$ (260,224.20)
Year 3	\$ 866,612.00	\$ 670,009.20	\$ 196,602.80	\$ (63,621.40)
Year 4*	\$ 866,612.00	\$ 670,009.20	\$ 196,602.80	\$ 132,981.40
Year 5*	\$ 866,612.00	\$ 670,009.20	\$ 196,602.80	\$ 329,584.20
TOTALS	\$ 3,374,302.80	\$ 3,044,718.60	\$ 329,584.20	
<i>*Assuming stable expenses and revenue in years 4 and 5</i>				

Table 7 — Profit/Loss Table for Sort Yard Operations: Year 1 to Year 5

This table above represents a fair and conservative estimate of the sort yard’s financial position during the start-up phase. Given the well known low value of small-diameter wood products, it’s unsurprising that net profit — especially in the first two to three years of operation — will be negative. However, even without government subsidies or grant funding, this table does suggest that a sort yard business could be profitable and self-sustaining beyond the start-up phase. Additionally, were the sort yard able to achieve financial stability, it would offer opportunities to test new and emerging markets to grow the kinds of retail products available at the sort yard, assuming those markets add value to byproducts of thinning projects and contribute to the sort yard’s overall profitability.

One important limitation to highlight as part of this business plan is the need for operating capital during the initial phase of the start up business. Specifically, there is a significant lag time between the initial cost of purchasing of raw wood products, combined with payroll and other business expenses, before wood product sales begin generating income. Specifically, the profit/loss table shows the business would need about \$165,000 in cash to cover expenses before generating any significant cash flow in the second half of Year 1 operations.

Beyond the stand-alone profitability of the sort yard business, the other factor worth considering as part of this business plan is the amount of cash paid to thinning contractors

and/or landowners for raw small-diameter wood products, and the potential impact those payments will have on accelerating restoration and fuel reduction work, as well as supporting local forestry jobs. The table below shows the total amount paid to contractors for small-diameter wood products, the estimated number of new acres those payments could treat, and the corresponding number of local forestry jobs supported:

Operating Year	Total Payments for Raw SDW	Acres of Additional Treatments Funded*	Number of full-time thinning jobs**
Year 1	\$ 147,500.00	134	2
Year 2	\$ 221,250.00	201	2
Year 3	\$ 295,000.00	268	3
Year 4*	\$ 295,000.00	268	3
Year 5*	\$ 295,000.00	268	3
TOTALS	\$ 1,253,750.00	1,140	3
<i>*Based on avg. cost/acre of \$1,100</i>			
<i>**Based on 2,080 hrs/yr and 24 hrs/acre</i>			

Table 8 — Sort Yard Impact on Restoration/Fuel Reduction Industry

By quantifying these impacts, the sort yard business increases its chances of receiving grant funding and other subsidies, and establishes a brand identity as a business that contributes to both the economic vitality and ecological health in the area. These opportunities are discussed in more detail in Sections 11 and 12 of this plan.

11. Start Up Funding Sources

As described in the Taos-Area Small-Diameter Wood Products Feasibility Study, there are a number of available subsidies, grants and loan programs that could defray certain start-up costs, reduce debt expenses and accelerate the net profitability of the sort yard. A description of each opportunity, with specific funding amounts is described below:

• **Local Economic Development Act** — The Local Economic Development Act allows county and municipal governments to enter into Joint Powers Agreements to support regional economic development projects. A for-profit SDW sort yard business clearly meets the requirements to be eligible for support under this program. The Taos County LEDA ordinance allows for a SDW business to submit a proposal to the Taos County Commission which, if approved, would give the county the ability to donate land and help construct utilities and other infrastructure necessary for a sort yard.

LEDA funding could potentially offset costs for the purchase of land by allowing Taos County to legally transfer a parcel of land to the sort yard. Additionally, LEDA allows for Taos County to cover the expenses for installing infrastructure such as utilities at the property. Per the profit/loss table, LEDA could reduce total capital investment by at least \$60,000. If that savings is counted as a reduction in the total loan amount, the reduction to the sort yard expenses would be approximately \$8,500 per year for the 10-year life of the loan.

• **Collaborative Forest Restoration Program** — The U.S. Forest Service administers this program, which provides grants of up to \$360,000 for, among other things, projects that emphasize small-diameter tree utilization and creation of forest-related local employment. A 20% non-federal match is required for any awarded grant. Funding can be used to pay for labor, supplies, equipment, machinery, materials, training, and travel. A CFRP proposal for this sort yard could provide operating capital of up to \$120,000 per year — a notable issue highlighted in the profit/loss section above. There are limited grant options for securing operating capital, and a sort yard proposal should focus on covering those initial costs in order to get the business off the ground. The table below shows the sizeable impact this grant would have on enhancing profitability and reducing risk (especially related to cash flow) in the challenging early years of the business:

Sort Yard Profit/Loss: Years 1-5 with \$360k CFRP Utilization Grant					
Operating Year	Total Income	Total Expense	With CFRP	Net Profit	Cumulative Profit/Loss
Year 1	\$ 326,390.00	\$ 436,611.00	\$ 120,000.00	\$ 9,779.00	\$ 9,779.00
Year 2	\$ 448,076.80	\$ 598,080.00	\$ 120,000.00	\$ (30,003.20)	\$ (20,224.20)
Year 3	\$ 866,612.00	\$ 670,009.20	\$ 120,000.00	\$ 316,602.80	\$ 296,378.60
Year 4*	\$ 866,612.00	\$ 670,009.20	\$ -	\$ 196,602.64	\$ 492,981.24
Year 5*	\$ 866,612.00	\$ 670,009.20	\$ -	\$ 196,602.64	\$ 689,583.88
TOTALS	\$ 3,374,302.32	\$ 2,999,018.40	\$ 360,000.00	\$ 689,583.88	

Table 9 — Sort Yard Profit/Loss with CFRP Grant Funding

- [USDA Wood Innovations Grants](#)** — The U.S. Forest Service administers this nationwide program, which seeks to “reduce hazardous fuels and improve forest health on National Forest System and other forest lands; reduce costs of forest management on all land types; and promote economic and environmental health of communities.” Allowable uses of grant funding include “developing manufacturing capacity, other necessary wood products infrastructure, and markets for wood products that support forest ecosystem restoration.” Awards usually do not exceed \$250,000 per grant, with a 1:1 non-federal match requirement. Proposals to this program should blend operating costs (namely personnel) with allowable equipment purchases and or infrastructure costs. Again, the bottom-line impact to the sort yard’s success in Years 1 and 2 would be similar to that shown in the table above, increasing the likelihood of the business becoming profitable and self-sustaining.

- [SBA 504 Business Loan](#)** — The CDC/504 Loan Program provides long-term, fixed rate financing of up to \$5 million for major fixed assets that promote business growth and job creation. A 504 loan can be used for a range of assets that promote business growth and job creation. These include the purchase or construction of: Existing buildings or land; New facilities; Long-term machinery and equipment; or the improvement or modernization of: land, streets, utilities, parking lots, existing facilities and landscaping. If the sort yard were to

qualify for a 504 Business Loan, it could cover anticipated building and equipment costs at a competitive rate, but it could not be used for operative capital.

- [NM EDD Job Training Incentive Program](#) — The Job Training Incentive Program (JTIP) “funds classroom and on-the-job training for newly-created jobs in expanding or relocating businesses for up to 6 months.” Eligible businesses may be 50-75% of full-time (at least 32 hours/week) employee wages under the program for newly created jobs. “Companies that manufacture or produce a product in New Mexico” and “Certain green businesses” are eligible for the program, however businesses in certain industries, including “agriculture,” are not eligible. Eligibility is determined by JTIP staff. Additionally, employees paid at least \$40,000/year may also be eligible for the High Wage Jobs Tax Credit, which provides an 8.5% credit on wages and benefits for qualifying employees.

12. Sort Yard Marketing Strategy

The Taos sort yard brand identity will be partially based on the “triple bottom line” concept, which emphasizes the economic, social and environmental impacts of a business’ operations. Because the impetus for this business plan is primarily to provide market-based support for existing and future restoration and fuel reduction work, branding and marketing of small-diameter wood products should give customers the confidence that their purchase from the sort yard will help protect watersheds, reduce wildfire risk and support jobs and small businesses in the local restoration industry.

This is more than a “feel-good” marketing strategy. Appealing to the broad local support for protection of water and traditional uses, the sort yard can attract customers and become a credible business partner and economic driver in existing collaborative efforts such as the Taos Valley Watershed Coalition and Tres Rios Watershed Coalition. Branding and marketing should focus on storytelling — with online and print campaigns that feature traditional forest users, small local business owners and crew members, and landowners who all share the message that restoration is needed to protect the Taos landscape, and buying from the sort yard helps accomplish that goal.

This overarching branding message will be necessary, in part, because some products — especially firewood — may have a different look than what customers are accustomed to. That is, a cord of split ponderosa — with that quintessential wood stack appearance — may appear very different from a cord of very small diameter (2"-5") unsplit rounds that will be part of a sort yard cord. Marketing should lean in to that difference. The sort yard should use its marketing to explain why buying and owning a stack of small-diameter firewood represents the wise choices of a conscientious consumer — one who cares about supporting a healthy environment and a healthy economy. In some ways, this strategy is analogous to the extremely successful “organic” and “local food” movements, which underscore the ecological and health benefits of eating locally grown foods over unsustainable, mass produced products. The target clientele for the sort yard should be those customers who already use these products (again, namely firewood) and who appreciate the opportunity to make a moral choice about who they buy from. There may also be opportunities to partner with the Source Verified Good Wood program (www.goodwoodverified.com), which also seeks to brand wood products that have been harvested using practices that improve forest health and reduce the risk of catastrophic wildfire.

Advertising mediums should include online ads (including social media buys), print advertisements in local media (newspaper and special section magazine), and radio spots on local stations. Ads should be short and should feature the story behind the wood for sale at the sort yard. The sort yard must also have an online presence that includes its own social media channels and a simple, easy-to-navigate website where customers can place orders for wood products, schedule deliveries and make online payments.

13. Business Plan Distribution and Next Steps

In order to increase the chances that this plan does more than “sit on the shelf,” the following steps should be taken to increase the likelihood that a sort yard is actually established in the study area:

- Post the complete plan, including contractor surveys, feasibility study and final business plan, to www.taoscountywildfire.org under the Economic Development section
- Draft and submit a press release to local media about the completion of the plan, its purpose, a summary of the results, and information about how to find the plan and associated documents.
- Present the plan at meetings of the Taos Valley Watershed Coalition, Tres Rios Watershed Coalition and Taos County CWPP Core Team and ask partners to share the plan with others.
- Present the plan at a meeting of the Taos Entrepreneurial Network (www.taosten.org), and make a copy available to the Small Business Development Center office in Taos.
- Present the business plan as part of a regular update to the Taos County Commission, Taos Town Council, Red River Town Council and Questa Village Council on the state of forest restoration and wildfire risk reduction activities.
- Share the business plan and related documents with all thinning contractors, forest landowners, tribal representatives, federal land managers and forest industry experts who contributed to the report.

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Appendix B — Complete Profit/Loss Tables
[\(Click This Link to Download All Tables as Excel Spreadsheets\)](#)

YEAR 1							
Estimated Income/Expense	Total	Jan	Feb	Mar	Apr	May	Jun
INCOME							
PJ Firewood	\$ 52,500.00						\$ 7,500.00
Mixed Firewood	\$ 250,250.00						\$ 35,750.00
Latillas	\$ 600.00						\$ 50.00
Cedar Posts	\$ 9,600.00						\$ 800.00
Haul Fees	\$ 6,720.00						\$ 960.00
Delivery Fees	\$ 6,720.00						\$ 960.00
Total Income	\$ 326,390.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 46,020.00
EXPENSE							
Payroll: Business Manager	\$ 45,000.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00
Payroll: Sort Yard Foreman	\$ 40,000.00	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33
Payroll: Sort Yard Laborer	\$ 18,200.00						\$ 2,600.00
Work comp, FICA, Etc...	\$ 36,120.00	\$ 2,479.17	\$ 2,479.17	\$ 2,479.17	\$ 2,479.17	\$ 2,479.17	\$ 3,389.17
Business Licenese/Permits/Fees	\$ 1,000.00	\$ 1,000.00					
Wholesale PJ Expense	\$ 32,500.00		\$ 5,416.67		\$ 5,416.67		\$ 5,416.67
Wholesale Mixed Expense	\$ 110,000.00		\$ 18,333.33		\$ 18,333.33		\$ 18,333.33
Wholesale Latillas Expense	\$ 200.00		\$ 33.33		\$ 33.33		\$ 33.33
Wholesale Cedar Posts Expense	\$ 4,800.00		\$ 800.00		\$ 800.00		\$ 800.00
Insurance-Com Liab, Equip	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Insurance-Vehicles	\$ 4,500.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00
Maintenance/Operation	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Supplies-Fuel/Diesel/Oil	\$ 23,000.00	\$ 1,916.67	\$ 1,916.67	\$ 1,916.67	\$ 1,916.67	\$ 1,916.67	\$ 1,916.67
Supplies-Yard tools	\$ 5,000.00	\$ 2,500.00					\$ 2,500.00
Supplies-Office	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Supplies-Other/Miscellaneous	\$ 5,000.00						\$ 2,500.00
Utilities	\$ 7,000.00	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33
Accounting	\$ 2,500.00	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33
Equip/RealEstate Ammoritization (\$300k)	\$ 39,000.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00
Marketing Expense	\$ 12,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Total of Above	\$ 415,820.00	\$ 22,895.83	\$ 43,979.17	\$ 19,395.83	\$ 43,979.17	\$ 19,395.83	\$ 52,489.17
Miscellaneous--5%	\$ 20,791.00	\$ 1,144.79	\$ 2,198.96	\$ 969.79	\$ 2,198.96	\$ 969.79	\$ 2,624.46
Sub Total -Expense not incl Interest	\$ 436,611.00	\$ 24,040.63	\$ 46,178.13	\$ 20,365.63	\$ 46,178.13	\$ 20,365.63	\$ 55,113.63
Expense less Income	\$ (110,221.00)	\$ (24,040.63)	\$ (46,178.13)	\$ (20,365.63)	\$ (46,178.13)	\$ (20,365.63)	\$ (9,093.63)
Net Profit-							
Net Profit-	\$ (110,221.00)	\$ (24,040.63)	\$ (46,178.13)	\$ (20,365.63)	\$ (46,178.13)	\$ (20,365.63)	\$ (9,093.63)
Cummulative Operating Profit/Loss							
Cummulative Operating Profit/Loss		\$ (24,040.63)	\$ (70,218.75)	\$ (90,584.38)	\$ (136,762.50)	\$ (157,128.13)	\$ (166,221.75)

YEAR 1

Jul	Aug	Sep	Oct	Nov	Dec	Totals	Notes
\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 7,500.00	\$ 52,500.00	150 cords
\$ 35,750.00	\$ 35,750.00	\$ 35,750.00	\$ 35,750.00	\$ 35,750.00	\$ 35,750.00	\$ 250,250.00	910 cords
\$ 50.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 600.00	200 count
\$ 800.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 9,600.00	300 count
\$ 960.00	\$ 960.00	\$ 960.00	\$ 960.00	\$ 960.00	\$ 960.00	\$ 6,720.00	\$2/mile @ 20 mile average trip @ 24 trips/month
\$ 960.00	\$ 960.00	\$ 960.00	\$ 960.00	\$ 960.00	\$ 960.00	\$ 6,720.00	\$2/mile @ 20 mile average trip @ 24 trips/month
\$ 46,020.00	\$ 46,870.00	\$ 46,870.00	\$ 46,870.00	\$ 46,870.00	\$ 46,870.00	\$ 326,390.00	
\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 45,000.00	
\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 40,000.00	
\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 18,200.00	
\$ 3,389.17	\$ 3,389.17	\$ 3,389.17	\$ 3,389.17	\$ 3,389.17	\$ 3,389.17	\$ 36,120.00	
						\$ 1,000.00	
	\$ 5,416.67		\$ 5,416.67		\$ 5,416.67	\$ 32,500.00	260 cords
	\$ 18,333.33		\$ 18,333.33		\$ 18,333.33	\$ 110,000.00	1100 cords
	\$ 33.33		\$ 33.33		\$ 33.33	\$ 200.00	200 count
	\$ 800.00		\$ 800.00		\$ 800.00	\$ 4,800.00	300 count
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 4,500.00	
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 48,000.00	
\$ 1,916.67	\$ 1,916.67	\$ 1,916.67	\$ 1,916.67	\$ 1,916.67	\$ 1,916.67	\$ 23,000.00	
						\$ 5,000.00	
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
					\$ 2,500.00	\$ 5,000.00	
\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 7,000.00	
\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 2,500.00	
\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 39,000.00	\$300k loan/10 year/5%
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00	
\$ 22,905.83	\$ 47,489.17	\$ 22,905.83	\$ 47,489.17	\$ 22,905.83	\$ 49,989.17	\$ 415,820.00	
\$ 1,145.29	\$ 2,374.46	\$ 1,145.29	\$ 2,374.46	\$ 1,145.29	\$ 2,499.46	\$ 20,791.00	
\$ 24,051.13	\$ 49,863.63	\$ 24,051.13	\$ 49,863.63	\$ 24,051.13	\$ 52,488.63	\$ 436,611.00	
\$ 21,968.88	\$ (2,993.63)	\$ 22,818.88	\$ (2,993.63)	\$ 22,818.88	\$ (5,618.63)	\$ (110,221.00)	
\$ 21,968.88	\$ (2,993.63)	\$ 22,818.88	\$ (2,993.63)	\$ 22,818.88	\$ (5,618.63)		
\$ (144,252.88)	\$ (147,246.50)	\$ (124,427.63)	\$ (127,421.25)	\$ (104,602.38)	\$ (110,221.00)		

YEAR 2							
Estimated Income/Expense Yr 2 Operations	Total	Jan	Feb	Mar	Apr	May	Jun
INCOME							
PJ Firewood	\$ 91,000.00	\$ 7,583.33	\$ 7,583.33	\$ 7,583.33	\$ 7,583.33	\$ 7,583.33	\$ 7,583.33
Mixed Firewood	\$ 302,500.00	\$ 25,208.33	\$ 25,208.33	\$ 25,208.33	\$ 25,208.33	\$ 25,208.33	\$ 25,208.33
Latillas	\$ 600.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00
Cedar Posts	\$ 9,600.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00
Haul Fees	\$ 22,188.40	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03
Delivery Fees	\$ 22,188.40	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03
Total Income	\$ 448,076.80	\$ 37,339.73	\$ 37,339.73	\$ 37,339.73	\$ 37,339.73	\$ 37,339.73	\$ 37,339.73
EXPENSE							
Payroll: Business Manager	\$ 45,000.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00
Payroll: Sort Yard Foreman	\$ 40,000.00	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33
Payroll: Sort Yard Laborer	\$ 31,200.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00
Payroll: Sort Yard Laborer	\$ 31,200.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00
Work comp, FICA, Futa...	\$ 51,590.00	\$ 4,299.17	\$ 4,299.17	\$ 4,299.17	\$ 4,299.17	\$ 4,299.17	\$ 4,299.17
Business Licenese/Permits/Fees	\$ 200.00	\$ 200.00					
Wholesale PJ Expense	\$ 48,750.00		\$ 8,125.00		\$ 8,125.00		\$ 8,125.00
Wholesale Mixed Expense	\$ 165,000.00		\$ 27,500.00		\$ 27,500.00		\$ 27,500.00
Wholesale Latillas Expense	\$ 300.00		\$ 50.00		\$ 50.00		\$ 50.00
Wholesale Cedar Posts Expense	\$ 7,200.00		\$ 1,200.00		\$ 1,200.00		\$ 1,200.00
Insurance-Com Liab, Equip	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Insurance-Vehicles	\$ 4,500.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00
Maintenance/Operation	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Supplies-Fuel/Diesel/Oil	\$ 44,160.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00
Supplies-Yard tools	\$ 5,000.00	\$ 2,500.00					\$ 2,500.00
Supplies-Office	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Supplies-Other/Miscellaneous	\$ 5,000.00						\$ 2,500.00
Utilities	\$ 7,000.00	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33
Accounting	\$ 2,500.00	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33
Equip/RealEstate Ammort (\$300k)	\$ 39,000.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00
Marketing Expense	\$ 12,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Total of Above	\$ 569,600.00	\$ 30,879.17	\$ 65,054.17	\$ 28,179.17	\$ 65,054.17	\$ 28,179.17	\$ 70,054.17
Miscellaneous--5%	\$ 28,480.00	\$ 1,543.96	\$ 3,252.71	\$ 1,408.96	\$ 3,252.71	\$ 1,408.96	\$ 3,502.71
Sub Total -Expense not incl Interest	\$ 598,080.00	\$ 32,423.13	\$ 68,306.88	\$ 29,588.13	\$ 68,306.88	\$ 29,588.13	\$ 73,556.88
Expense less Income	\$ (150,003.20)	\$ 4,916.61	\$ (30,967.14)	\$ 7,751.61	\$ (30,967.14)	\$ 7,751.61	\$ (36,217.14)
Net Profit-	\$ (150,003.20)	\$ 4,916.61	\$ (30,967.14)	\$ 7,751.61	\$ (30,967.14)	\$ 7,751.61	\$ (36,217.14)
Cummulative Operating Profit/Loss		\$ 4,916.61	\$ (26,050.53)	\$ (18,298.93)	\$ (49,266.07)	\$ (41,514.46)	\$ (77,731.60)

YEAR 2							
Jul	Aug	Sep	Oct	Nov	Dec	Totals	Notes
\$ 7,583.33	\$ 7,583.33	\$ 7,583.33	\$ 7,583.33	\$ 7,583.33	\$ 7,583.33	\$ 91,000.00	260 cords
\$ 25,208.33	\$ 25,208.33	\$ 25,208.33	\$ 25,208.33	\$ 25,208.33	\$ 25,208.33	\$ 302,500.00	1100 cords
\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 600.00	300 count
\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 800.00	\$ 9,600.00	450 count
\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 22,188.40	\$2/mile @ 20 mile average trip @ 24 trips/month
\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 1,849.03	\$ 22,188.40	\$2/mile @ 20 mile average trip @ 24 trips/month
\$ 37,339.73	\$ 37,339.73	\$ 37,339.73	\$ 37,339.73	\$ 37,339.73	\$ 37,339.73	\$ 448,076.80	
\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 45,000.00	
\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 3,333.33	\$ 40,000.00	
\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 31,200.00	
\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 2,600.00	\$ 31,200.00	
\$ 4,299.17	\$ 4,299.17	\$ 4,299.17	\$ 4,299.17	\$ 4,299.17	\$ 4,299.17	\$ 51,590.00	
						\$ 200.00	
	\$ 8,125.00		\$ 8,125.00		\$ 8,125.00	\$ 48,750.00	260 cords
	\$ 27,500.00		\$ 27,500.00		\$ 27,500.00	\$ 165,000.00	1100 cords
	\$ 50.00		\$ 50.00		\$ 50.00	\$ 300.00	300 count
	\$ 1,200.00		\$ 1,200.00		\$ 1,200.00	\$ 7,200.00	450 count
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 4,500.00	
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	\$ 3,680.00	\$ 44,160.00	
						\$ 5,000.00	
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
					\$ 2,500.00	\$ 5,000.00	
\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 7,000.00	
\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 2,500.00	
\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 39,000.00	\$300k loan/10 year/5%
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00	
\$ 28,179.17	\$ 65,054.17	\$ 28,179.17	\$ 65,054.17	\$ 28,179.17	\$ 67,554.17	\$ 569,600.00	
\$ 1,408.96	\$ 3,252.71	\$ 1,408.96	\$ 3,252.71	\$ 1,408.96	\$ 3,377.71	\$ 28,480.00	
\$ 29,588.13	\$ 68,306.88	\$ 29,588.13	\$ 68,306.88	\$ 29,588.13	\$ 70,931.88	\$ 598,080.00	
\$ 7,751.61	\$ (30,967.14)	\$ 7,751.61	\$ (30,967.14)	\$ 7,751.61	\$ (33,592.14)	\$ (150,003.20)	
\$ 7,751.61	\$ (30,967.14)	\$ 7,751.61	\$ (30,967.14)	\$ 7,751.61	\$ (33,592.14)	\$ (150,003.20)	
\$ (69,979.99)	\$ (100,947.13)	\$ (93,195.53)	\$ (124,162.67)	\$ (116,411.06)	\$ (150,003.20)		

YEAR 3							
Estimated Income/Expense Yr 3 Operations	Total	Jan	Feb	Mar	Apr	May	Jun
INCOME							
PJ Firewood	\$ 182,000.00	\$ 15,166.67	\$ 15,166.67	\$ 15,166.67	\$ 15,166.67	\$ 15,166.67	\$ 15,166.67
Mixed Firewood	\$ 605,000.00	\$ 50,416.67	\$ 50,416.67	\$ 50,416.67	\$ 50,416.67	\$ 50,416.67	\$ 50,416.67
Latillas	\$ 1,200.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00
Cedar Posts	\$ 19,200.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00
Haul Fees	\$ 29,606.00	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17
Delivery Fees	\$ 29,606.00	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17
Total Income	\$ 866,612.00	\$ 67,283.33	\$ 67,283.33	\$ 67,283.33	\$ 67,283.33	\$ 67,283.33	\$ 67,283.33
EXPENSE							
Payroll: Business Manager	\$ 50,000.00	\$ 4,166.67	\$ 4,166.67	\$ 4,166.67	\$ 4,166.67	\$ 4,166.67	\$ 4,166.67
Payroll: Sort Yard Foreman	\$ 45,000.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00
Payroll: Sort Yard Laborer	\$ 18,720.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00
Payroll: Sort Yard Laborer	\$ 18,720.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00
Work comp, FICA, Futa...	\$ 46,354.00	\$ 3,862.83	\$ 3,862.83	\$ 3,862.83	\$ 3,862.83	\$ 3,862.83	\$ 3,862.83
Business Licenese/Permits/Fees	\$ 200.00	\$ 200.00					
Wholesale PJ Expense	\$ 65,000.00		\$ 10,833.33		\$ 10,833.33		\$ 10,833.33
Wholesale Mixed Expense	\$ 220,000.00		\$ 36,666.67		\$ 36,666.67		\$ 36,666.67
Wholesale Latillas Expense	\$ 400.00		\$ 66.67		\$ 66.67		\$ 66.67
Wholesale Cedar Posts Expense	\$ 9,600.00		\$ 1,600.00		\$ 1,600.00		\$ 1,600.00
Insurance-Com Liab, Equip	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Insurance-Vehicles	\$ 4,500.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00
Maintenance/Operation	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Supplies-Fuel/Diesel/Oil	\$ 59,110.00	\$ 4,925.83	\$ 4,925.83	\$ 4,925.83	\$ 4,925.83	\$ 4,925.83	\$ 4,925.83
Supplies-Yard tools	\$ 5,000.00	\$ 2,500.00					\$ 2,500.00
Supplies-Office	\$ 10,000.00	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33
Supplies-Other/Miscellaneous	\$ 5,000.00						\$ 2,500.00
Utilities	\$ 7,000.00	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33
Accounting	\$ 2,500.00	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33
Equip/RealEstate Ammort (\$300k)	\$ 39,000.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00
Marketing Expense	\$ 12,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00
Total of Above	\$ 638,104.00	\$ 30,442.00	\$ 76,908.67	\$ 27,742.00	\$ 76,908.67	\$ 27,742.00	\$ 81,908.67
Miscellaneous--5%	\$ 31,905.20	\$ 1,522.10	\$ 3,845.43	\$ 1,387.10	\$ 3,845.43	\$ 1,387.10	\$ 4,095.43
Sub Total -Expense not incl Interest	\$ 670,009.20	\$ 31,964.10	\$ 80,754.10	\$ 29,129.10	\$ 80,754.10	\$ 29,129.10	\$ 86,004.10
Expense less Income	\$ 196,602.80	\$ 35,319.23	\$ (13,470.77)	\$ 38,154.23	\$ (13,470.77)	\$ 38,154.23	\$ (18,720.77)
Net Profit-	\$ 196,602.80	\$ 35,319.23	\$ (13,470.77)	\$ 38,154.23	\$ (13,470.77)	\$ 38,154.23	\$ (18,720.77)
Cummulative Operating Profit/Loss		\$ 35,319.23	\$ 21,848.47	\$ 60,002.70	\$ 46,531.93	\$ 84,686.17	\$ 65,965.40

YEAR 3							
Jul	Aug	Sep	Oct	Nov	Dec	Totals	Notes
\$ 15,166.67	\$ 15,166.67	\$ 15,166.67	\$ 15,166.67	\$ 15,166.67	\$ 15,166.67	\$ 182,000.00	520 cords
\$ 50,416.67	\$ 50,416.67	\$ 50,416.67	\$ 50,416.67	\$ 50,416.67	\$ 50,416.67	\$ 605,000.00	2200 cords
\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 100.00	\$ 1,200.00	400 count
\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 1,600.00	\$ 19,200.00	600 count
\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 29,606.00	\$2/mile @ 20 mile average trip @ 24 trips/month
\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 2,467.17	\$ 29,606.00	\$2/mile @ 20 mile average trip @ 24 trips/month
\$ 67,283.33	\$ 67,283.33	\$ 67,283.33	\$ 67,283.33	\$ 67,283.33	\$ 67,283.33	\$ 866,612.00	
\$ 4,166.67	\$ 4,166.67	\$ 4,166.67	\$ 4,166.67	\$ 4,166.67	\$ 4,166.67	\$ 50,000.00	
\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 3,750.00	\$ 45,000.00	
\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 18,720.00	
\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 1,560.00	\$ 18,720.00	
\$ 3,862.83	\$ 3,862.83	\$ 3,862.83	\$ 3,862.83	\$ 3,862.83	\$ 3,862.83	\$ 46,354.00	
						\$ 200.00	
	\$ 10,833.33		\$ 10,833.33		\$ 10,833.33	\$ 65,000.00	520 cords
	\$ 36,666.67		\$ 36,666.67		\$ 36,666.67	\$ 220,000.00	2200 cords
	\$ 66.67		\$ 66.67		\$ 66.67	\$ 400.00	400 count
	\$ 1,600.00		\$ 1,600.00		\$ 1,600.00	\$ 9,600.00	600 count
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 375.00	\$ 4,500.00	
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
\$ 4,925.83	\$ 4,925.83	\$ 4,925.83	\$ 4,925.83	\$ 4,925.83	\$ 4,925.83	\$ 59,110.00	
						\$ 5,000.00	
\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 833.33	\$ 10,000.00	
					\$ 2,500.00	\$ 5,000.00	
\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 583.33	\$ 7,000.00	
\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 208.33	\$ 2,500.00	
\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 3,250.00	\$ 39,000.00	\$300k loan/10 year/5%
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 12,000.00	
\$ 27,742.00	\$ 76,908.67	\$ 27,742.00	\$ 76,908.67	\$ 27,742.00	\$ 79,408.67	\$ 638,104.00	
\$ 1,387.10	\$ 3,845.43	\$ 1,387.10	\$ 3,845.43	\$ 1,387.10	\$ 3,970.43	\$ 31,905.20	
\$ 29,129.10	\$ 80,754.10	\$ 29,129.10	\$ 80,754.10	\$ 29,129.10	\$ 83,379.10	\$ 670,009.20	
\$ 38,154.23	\$ (13,470.77)	\$ 38,154.23	\$ (13,470.77)	\$ 38,154.23	\$ (16,095.77)	\$ 196,602.80	
\$ 38,154.23	\$ (13,470.77)	\$ 38,154.23	\$ (13,470.77)	\$ 38,154.23	\$ (16,095.77)	\$ 196,602.80	
\$ 104,119.63	\$ 90,648.87	\$ 128,803.10	\$ 115,332.33	\$ 153,486.57	\$ 137,390.80		

Appendix C — Relevant Local Codes and Ordinances



**Taos County
Planning Department**

105 Albright Street, Suite H
Taos, NM 87571

Phone: (575) 737-6440
Fax: (575) 737-6449



**COUNTY OF TAOS,
NEW MEXICO**

**Land Use
Regulations**

**Ordinance: 2018-02
Adopted: September 4, 2018**

An Ordinance Adopting Land Use Regulations for Taos
County and repealing certain existing Land Use Regulations

SECTION 4.4

Commercial Zoning Clearance, Administrative Zoning Clearance or Special Use Zoning Permit Review

Section 4.4.1 Commercial Zoning Clearance, Administrative Zoning Clearance or Special Use Zoning permit Pre-application Conference: All permit applications require a pre-application conference.

- A. **Participating Parties.** Pursuant to this section, a pre-application conference shall be held between the applicant (or the applicant's agent as designated in writing) and the Planning Director or the Planning Director's designee.
- B. **Purpose.** The meeting is intended to provide an understanding of the applicable review procedures, requirements and standards, and to obtain information pertinent to the site and the proposal. The Planning Director or staff will explain the application procedures and the materials required for submittal.
- C. **Materials.** The applicant shall provide at the meeting a conceptual site plan showing the location, parcel size, and basic concept of the proposed land use in sufficient detail as to disclose the full scale of the project being proposed.

Section 4.4.2 Commercial Zoning Clearance, Administrative Zoning Clearance and Special Use Zoning permit Application Submittal Requirements: The following are the minimum requirements for a Commercial Zoning Clearance permit, an Administrative Zoning Clearance permit and a Special Use Zoning permit application. For certain types of a Commercial Zoning Clearance permit, an Administrative Zoning Clearance permit or Special Use Zoning permit applications, there are additional application submittal requirements and procedures in Section 4.9 through Section 4.16. The Planning Director will determine the number of copies of the materials that will be required. The Planning Director may waive or alter any of these minimum requirements if they are determined to be inappropriate or unnecessary to determine whether the application satisfies applicable standards. The applicant shall provide a written explanation and an analysis of application requirements and performance standards identified in this section, or a written substantiation as to why they do not apply. The following information and data are required:

- A. **Application Form.** Application forms for special use permits shall be obtained from the Planning Department. Applications submitted shall include all information identified by the Planning Department on the application, and as may be required for the proposal. Completed application forms and accompanying materials shall be submitted to the attention of the Planning Director by the owner of the property for which the permit is being requested or the owner's authorized agent.
- B. **Deeds.** The applicant shall submit a complete copy of the deed, deed restrictions, and conditions, covenants and restrictions (CC&Rs) for the subject property, if any. Deed restrictions and CC&R's are required to evaluate the project's compliance with the Development Compatibility Standards of Section 4.6, not to enforce deed restrictions and CC&R's. Taos County does not enforce private deed restrictions and CC&R's.
- C. **Affidavit of Compliance.** An Affidavit of Compliance is required for all applications located within a County approved subdivision stating that either there are no deed restrictions and/or CC&Rs, or the application is in full compliance with existing deed restrictions and/or CC&Rs. The Affidavit of Compliance is required to evaluate the project's compliance with the Development Compatibility Standards of section 4.6, not to enforce deed restrictions and CC&R's.
- D. **Applicant Is Not The Owner.** If the applicant is not the owner of the land, the applicant shall submit a notarized letter signed by the owner consenting to the submission of the application.
- E. **Applicant Is Not The Sole Owner.** If the applicant is not the sole owner of the land, the applicant shall submit a notarized letter signed by the other owner(s) or an authorized representative of the owners consenting to or joining in the application for a special use permit.
- F. **Notification and Approvals.** The applicant shall, with his or her application, obtain, submit, and provide evidence to the Planning Department of notifications to and approvals required from other entities such as pueblos, sovereign nations, state, federal, local government agencies, neighborhood associations and acequia associations, as applicable.

- G. **Elevation drawings** created by a NM licensed architect, if deemed necessary by Planning Department showing existing grade, finished grade, and height of the proposed structure above undisturbed existing grade. The location and dimensions of all windows must also be included on each of the elevations.
- H. **Storm and Drainage plan for Commercial Zoning Clearance permits or Administrative Zoning Clearance permits shall be** created by a licensed NM engineer or architect. Engineer must design plan to utilize Green Infrastructure and Low Impact Development techniques to control pollution from storm water during high velocity flows.
- I. **Terrain Management.** For Special Use Zoning Permit applications and Major Development Zoning permit applications refer to Appendix 3 Terrain Management Plan.
- J. **Buildable Lot.** Verification that the site is a buildable lot under the International Building Code, all other County Ordinances, these regulations, state regulations, federal regulations and that adequate legal access from a public road has been obtained from the required state, county, or federal agency, and/or private owner(s).
- K. **Agreement to Assure Completion of Infrastructure,** which demonstrates that the project is adequately funded and scheduled to reach operational status.
- L. **Taos County Taxes, Fees and Penalties.** The applicant must submit a receipt(s) demonstrating that all taxes, fees, and penalties to Taos County associated both with the property and the property owner, e.g., property taxes, solid waste fees, and code violation penalties, are paid and current.
- M. **Additional information** that may be requested by the Planning Director.
- N. **Cultural Properties.** The Planning Department shall contact the State Historic Preservation Office (SHPO) to determine whether property entered into the State Register of Cultural Properties is within the boundary of the proposed development. The Planning Department communication with SHPO shall be by email with return receipt requested. If there is no response from SHPO within 45 days of receipt of the Planning Department email, it shall be presumed that there are no cultural properties within the proposed development boundaries; and
 - 1. If there is no such property, a copy of the letter to that effect from SHPO or a memorandum by the Planning Department of no SHPO response shall be provided in the application packet for approval; or
 - 2. If any such property exists within the boundaries of the proposed development, a copy of the letter to that effect from SHPO shall be provided in the application packet for approval. Taos County will consult with SHPO pursuant to the Cultural Properties Act, NMSA 1978, §§ 18-6-1 through 18-6-17; and
 - 3. A cultural resource survey shall be prepared by a professional archeologist holding a current New Mexico Archeological Survey license to determine if significant archeological sites are identifiable prior to commencement of construction. If significant archeological sites are identified in the cultural resources survey, the requirements in Appendix 5 shall be met by the applicant.
- O. **Area of Notice Map.** The applicant shall use the maps, maintained by the Taos County Assessor, to identify the subject properties and all property owners as per Section 6.1.5.
- P. **Vicinity Map.** An 8 ½" x 11" vicinity map locating the parcel in the county shall be included with all applications. The vicinity map shall clearly show the location of the subject property, the area within a one-mile radius of the subject property, and the following:
 - 1. Major traffic arteries;
 - 2. Major public facilities;
 - 3. Location of existing municipal boundary lines (if applicable); and
 - 4. Existing open space.
- Q. **Maximum Height.** Maximum height is twenty-seven feet (27') measured consistent with its definition herein. See schematics in Appendix 6. Except as defined in zoned areas.

- R. **Site Plan.** A site plan prepared by a New Mexico licensed engineer or architect at a scale acceptable to the Planning Director, which best conveys the conceptual aspects of the plan. The site plan must have the following elements:
1. The name, address and telephone number of the property owner, the applicant (if not the owner), and the person(s) who prepared the submittal.
 2. Date of preparation, revision box, written scale, graphic scale, and north arrow (designated as true north).
 3. A complete legal description and physical address of the property, including the total size of the parcel.
 4. Clearly identified boundary lines, corner pins, dimensions of the subject property, and distance of structures from property lines.
 5. The proposed layout of the project with dimensions and other relevant site information.
 6. Description of existing and proposed buildings on the site, and the use of the property with locations and dimensions of all structures, existing and proposed.
 7. Written description of land uses in the area of notice.
 8. Existing and proposed parking areas, driveways, emergency turn-outs and emergency turn-around, sidewalks and paths, with locations and dimensions.
 9. Existing and proposed roads, railroad tracks, irrigation ditches, fences, existing and proposed utility lines, and easements and rights-of-ways on or adjacent to the parcel, shown by location and dimension; and accessibility of site to roads and utilities, including easements.
 10. Significant on-site features including: natural and artificial drainage ways, wetland areas, acequias, hydrologic features (with flooding limits based on information available through the County) and aquatic habitat; geologic features and hazards, including slopes, alluvial fans, areas of subsidence, rock outcrops and, rock fall areas, soil types and landslide areas; vegetative cover; dams, reservoirs, excavations, and mines; and off-site features that influence the development.
 11. Additional information that may be requested by the Planning Director.

Section 4.4.3

Commercial Zoning Clearance, Administrative Zoning Clearance and Special Use Zoning Permit application Review and Appeal Procedures

- A. **Review of Permit Application Materials by the Planning Director.** The Planning Director shall review an application for a Commercial Zoning Clearance permit, an Administrative Zoning Clearance permit and a Special Use Permit in accordance with the application requirements in section 4.4 and the performance standards in section 4.6 and 4.7 for completeness and prepare a letter deeming the application complete or incomplete.
- B. **Incomplete Permit Application.** The Planning Director shall have thirty (30) calendar days to review a Commercial Zoning Clearance Permit, an Administrative Zoning Clearance Permit or a Special Use Zoning Permit application for completeness. If the application is not complete or requires clarification, the Planning Director shall inform the applicant of the deficiencies in writing and shall take no further action on the application until the deficiencies are remedied. If the applicant fails to correct the deficiencies indicated in the letter deeming the application incomplete within sixty (60) calendar days of receipt of notice of deficiencies, the application shall be considered withdrawn and it will be returned to the applicant.
- C. **Review of an application Deemed complete by Planning Director for a Commercial Zoning Clearance permits.** Upon a determination of completeness and that no further review is necessary the Planning Director shall approve, approve with conditions, or deny an application for a Commercial Zoning Clearance permit, based upon compliance of the proposed use with the performance standards set forth in section 4.6 and Section 4.7 with the exception of 4.6.1 (A) "Use Compatibility" and/or Sections 4.9 through 4.15 herein, as applicable. In addition, in order to grant the permit, the use must be determined at the discretion of the Planning Director, to be consistent with the purposes of these regulations set forth in Section 1.2. The Planning Director shall inform the applicant of the approval, conditions of approval, or basis for denial of the application, in writing, no later than thirty (30) days from the date the application has been deemed complete. If, in the process of reviewing the application, questions or facts come to light that require verification, clarification, or additional information in order to render an informed or fair decision, the Planning Director or his or her designee shall inform the applicant, in writing, as soon as the need for verification, clarification, or additional information is identified. The above-required time frame for review will be considered suspended during the period that the Planning Department is waiting for a response by the applicant.

- D. **Review of an application deemed complete by Planning Director for Administrative Zoning Clearance Permits.** Upon a determination of completeness and that no further review is necessary; the Planning Director shall approve, approve with conditions, or deny an application for an Administrative Zoning Clearance permit, based upon compliance of the proposed use with the performance standards set forth in section 4.6 and Section 4.7. and/or Sections 4.9 through 4.15 herein, as applicable. In addition, in order to grant the permit, the use must be determined, in the discretion of the Planning Director, to be consistent with the purposes of these regulations set forth in Section 1.2. The Planning Director shall inform the applicant of the approval, conditions of approval, or basis for denial of the application, in writing, not later than thirty (30) days from the date the application has been deemed complete. If, in the process of reviewing the application, questions or facts come to light that require verification, clarification, or additional information in order to render an informed or fair decision, the Planning Director or his or her designee shall inform the applicant, in writing, as soon as the need for verification, clarification, or additional information is identified. The above-required time frame for review will be considered suspended during the period that the Planning Department is waiting for a response by the applicant.
- E. **Appeal of Decision of a decision for a Commercial Zoning Clearance Permits or Administrative zoning Clearance Permit.**
1. **Request for Review by Planning Commission.** An applicant or a party may request review by the Planning Commission of an application for a commercial zoning clearance permit decision and an administrative zoning clearance permit decision by filing a written notice of appeal, pursuant to Article 9.
 2. **Consideration of Applicant's Request for Review by the Planning Commission.** Upon receiving the applicant or party notice of appeal, the Planning Director or his or her designee shall schedule a hearing before the Planning Commission at a public meeting, not more than forty-five (45) calendar days from the receipt of the applicant's request for appeal. Upon proper notice in accordance with Article 6, the Planning Commission shall conduct a hearing in accordance with the provisions of Article 7. The Planning Commission shall uphold the Planning Director's or designee's decision, modify the decision, or reverse the decision, and file its written decision within thirty (30) calendar days after the conclusion of the hearing, as well as any process and time frame for appeal, in accordance with Article 9. An endorsed copy of the decision shall be mailed to the applicant on the day of its filing.
- F. **Special Use Zoning Permit application and Action by Planning Commission.** Upon a determination of completeness and that no further review is necessary, the Planning Director shall schedule the special use zoning permit application for review by the Planning Commission, after proper notice in accordance with Article 6 of the regulations, at a scheduled public hearing, The Planning Commission shall approve, approve with conditions, or deny the application for special use based on the performance standards set forth in Sections 4.6, 4.7 and Sections 4.9 through 4.15 herein, as applicable. The Planning Commission shall not grant a special use permit if all performance standards have not been met, unless the applicant has obtained a variance on an unmet performance standard.
- G. **Appeal to the Board of County Commissioners of Planning Commission Decision.** Any party aggrieved by the decision of the Planning Commission on a special use zoning permit application may appeal the Planning Commission's decision to the Board of County Commissioners as set forth in Article 9.
- H. **Zoned Areas.** If the project is located within a Zoned area of Taos County, the applicant is required to comply with the notification and performance requirements for the Zone, and where applicable other provisions of these regulations and relevant county ordinances. Applicants shall contact the neighborhood associations for the proposed project area early in the planning of the development and to coordinate a meeting through the neighborhood association and with adjacent property owners, as neighborhood associations are notified of applications within their jurisdictions.

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- I. **Referral Agency, Engineers or Consultants Review.** The Planning Director may cause the application materials or any portion thereof to be submitted for referral agency review and comment. Within ten (10) working days after the date that the application is deemed complete, the Planning Director may forward a copy of the application and relevant supporting documentation to appropriate engineers, consultants, local agencies, state agencies and federal agencies by certified return receipt mail, with a request for review and opinions. The referral agency, engineers or consultants shall have thirty (30) calendar days from the receipt of the application to review and return an opinion regarding the application. If the Planning Department does not receive a requested opinion within the specified 30 calendar days, it shall consider the opinion on the application to be “no comment” or “no objection” by the referral agency, engineers or consultants. Any fees charged by any of the referral agencies, engineers or consultants reviewing the application materials shall be paid directly by the applicant. The Referral agency may request more time for review of the application.
- J. **Referral Agency, Engineers or Consultants Determination.** If the referral agencies, engineer’s, or consultant’s determination is adverse, the applicant may decide whether he or she wants to go forward to a public hearing in the face of adverse opinion, or if he or she would like to address the opinion and submit a revised application. Submission of a revised application will require renewed review for completeness by the Planning Department.

SECTION 4.5

Major Development Zoning Permit Application & Review Process

Section 4.5.1 Major Development Zoning Permit Specifications

- A. All Major Development projects require an approved Major Development Zoning Permit that meets all requirements for a Major Development prior to commencement of any construction or development. Major Development Projects are defined as meeting any one of the following criteria:
 - 1. Gross area of the parcel being improved or disturbed in creating the project or development is more than five (5) acres in size; or
 - 2. Building or structure will contain Eighty Thousand (80,000) square feet or more of gross floor area (All floor levels shall be included in the total gross floor area.); or
 - 3. Estimated project cost of more than five million dollars (\$5,000,000), excluding the undeveloped value of the land on which the development will take place.
 - 4. Any Existing legal non-conforming use or existing allowed use whose expansion causes the total project to exceed these limits is a major development.
- B. Major Development projects are not single family residences, wholly residential subdivisions, or agriculture, but may be a multiple-family dwelling or agro-industrial business, as defined herein. A phased major development requires a master plan per Section 4.5.8.
- C. A moratorium on Major Development may be imposed by resolution of the County Commission, but only if it makes the following findings.
 - 1. An imminent threat to public health, safety, or welfare, as determined by federal, state, or county authorities will exist if Major Development projects continue; or
 - 2. Modification of existing land use regulations effecting Major Development projects is under consideration or review.
- D. Notice of consideration by the County Commission of a resolution imposing a moratorium on Major Development shall be governed by this paragraph, not by Article 6, Public Notice. A resolution imposing a moratorium on Major Development shall only be considered after a majority of the County Commission has ordered publication of the title and a general summary of the proposed resolution in a newspaper of general circulation in the county at least once a week for two consecutive weeks prior to the date of the meeting of the County Commission at which the resolution is to be considered for approval. The published notice shall include the time and date of the meeting.

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Appendix D — A to Z Databases Competitor's List

Business Name	Physical City	Main Line of Business	Square Footage	2019 Revenue	Employees	Est. Accounting Annual	Est. Advertising Annual
Strain's Tree Farm	Lordsburg	Garden Centers	1,000 to 4,999	\$ 2,950,679.00	11	\$5,000 to \$24,999	\$5,000 to \$14,999
Southwest Wood	Alamogordo	Firewood Stores	1,000 to 4,999	\$ 1,977,312.00	4	\$2,500 to \$4,999	\$5,000 to \$14,999
Jose M Mejia Firewood	Albuquerque	Firewood Stores	Up to 999	\$ 1,590,188.00	3	\$1,000 to \$2,499	\$1,000 to \$4,999
Olquin Sawmill & Firewood	El Prado	Logging	1,000 to 4,999	\$ 1,500,264.00	7	\$5,000 to \$24,999	Up to \$999
David's Firewood	Clovis	Firewood Stores	Up to 999	\$ 1,482,984.00	3	\$1,000 to \$2,499	\$1,000 to \$4,999
Rios Wood & Freight Service	Santa Fe	Firewood Stores	Up to 999	\$ 1,089,522.00	2	\$1,000 to \$2,499	\$1,000 to \$4,999
A Cut Above The Rest	Albuquerque	Firewood Stores	Up to 999	\$ 1,060,125.00	2	\$1,000 to \$2,499	\$1,000 to \$4,999
Jose M Mejia Firewood	Albuquerque	Firewood Stores	Up to 999	\$ 1,060,125.00	2	\$1,000 to \$2,499	\$1,000 to \$4,999
A-1 Landscaping Materials	Albuquerque	Landscape Contractors	1,000 to 4,999	\$ 770,259.00	10	\$5,000 to \$24,999	\$1,000 to \$4,999

Business Name	Est. Business Insurance	Est. Legal Annual Expense	Est. Office Equipment Annual Expense	Est. Rent Annual Expense	Est. Technology Annual Expense	Est. Telecom Annual Expense	Est. Utilities Annual Expense
Strain's Tree Farm	\$7,500 to \$19,999	\$7,500 to \$14,999	\$5,000 to \$9,999	\$25,000 to \$99,999	\$10,000 to \$24,999	\$2,000 to \$4,999	\$7,500 to \$19,999
Southwest Wood	\$2,500 to \$7,499	\$2,500 to \$7,499	\$2,000 to \$4,999	\$5,000 to \$9,999	\$5,000 to \$9,999	Up to \$1,999	\$2,500 to \$7,499
Jose M Mejia Firewood	\$2,500 to \$7,499	\$2,500 to \$7,499	Up to \$1,999	\$5,000 to \$9,999	\$5,000 to \$9,999	Up to \$1,999	\$2,500 to \$7,499
Olquin Sawmill & Firewood	\$7,500 to \$19,999	\$15,000 to \$24,999	\$5,000 to \$9,999	\$10,000 to \$24,999	\$25,000 to \$99,999	\$2,000 to \$4,999	\$7,500 to \$19,999
David's Firewood	\$2,500 to \$7,499	\$2,500 to \$7,499	Up to \$1,999	\$5,000 to \$9,999	\$5,000 to \$9,999	Up to \$1,999	\$2,500 to \$7,499
Rios Wood & Freight Service	Up to \$2,499	Up to \$2,499	Up to \$1,999	\$5,000 to \$9,999	\$2,500 to \$4,999	Up to \$1,999	\$2,500 to \$7,499
A Cut Above The Rest	Up to \$2,499	Up to \$2,499	Up to \$1,999	\$2,500 to \$4,999	\$2,500 to \$4,999	Up to \$1,999	\$2,500 to \$7,499
Jose M Mejia Firewood	Up to \$2,499	Up to \$2,499	Up to \$1,999	\$2,500 to \$4,999	\$2,500 to \$4,999	Up to \$1,999	\$2,500 to \$7,499
A-1 Landscaping Materials	\$7,500 to \$19,999	\$15,000 to \$24,999	\$5,000 to \$9,999	\$5,000 to \$9,999	\$5,000 to \$9,999	\$5,000 to \$9,999	\$7,500 to \$19,999

Appendix E — New Mexico Statutes Section 68-2-22
Cutting and removing woody material without written consent.



[Go to previous versions of this Section](#) ▼

2019 New Mexico Statutes

Chapter 68 - Timber

Article 2 - Forest Conservation

Section 68-2-22 - Cutting and removing woody material without written consent.

Universal Citation: NM Stat § 68-2-22 (2019)

No person shall cut, remove, transport or sell any woody material without written consent of the owner or proof of ownership, whether the land is publicly or privately owned. The written consent shall contain a legal description of the land where the woody material is removed, the name and address of the legal owner, the volume or amount of material to be removed, the date of execution and the expiration date of the consent. In addition, any person purchasing woody material from another for the purpose of resale must possess a valid bill of sale containing the date of sale, the amount of material purchased and the name, address and signature of the seller. The written consent, bill of sale or a true copy shall be carried by every person in charge of cutting, removing, transporting or selling the woody material and shall be exhibited to any officer of the law, forestry agent, forest ranger, forest patrolman or conservation officer at his request at any time. This provision shall not apply to campers, picnickers, hunters and fishermen who gather woody material for use in the immediate vicinity of their campsite or private landowners removing woody material from their own land for their personal use.

History: 1953 Comp., § 62-1-13, enacted by Laws 1961, ch. 200, § 1; 1963, ch. 316, § 1; 1967, ch. 15, § 1; 1977, ch. 254, § 75; 1979, ch. 395, § 1; 1978 Comp., § 68-1-10 NMSA 1978,

recompiled by Laws 1979, ch. 395, § 13; 1987, ch. 143, § 2.

ANNOTATIONS

Language of section is clear and unambiguous. 1969 Op. Att'y Gen. No. 69-121.

Am. Jur. 2d, A.L.R. and C.J.S. references. — 52 Am. Jur. 2d Logs and Timber §§ 49, 61.

98 C.J.S. Woods and Forests § 5.

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