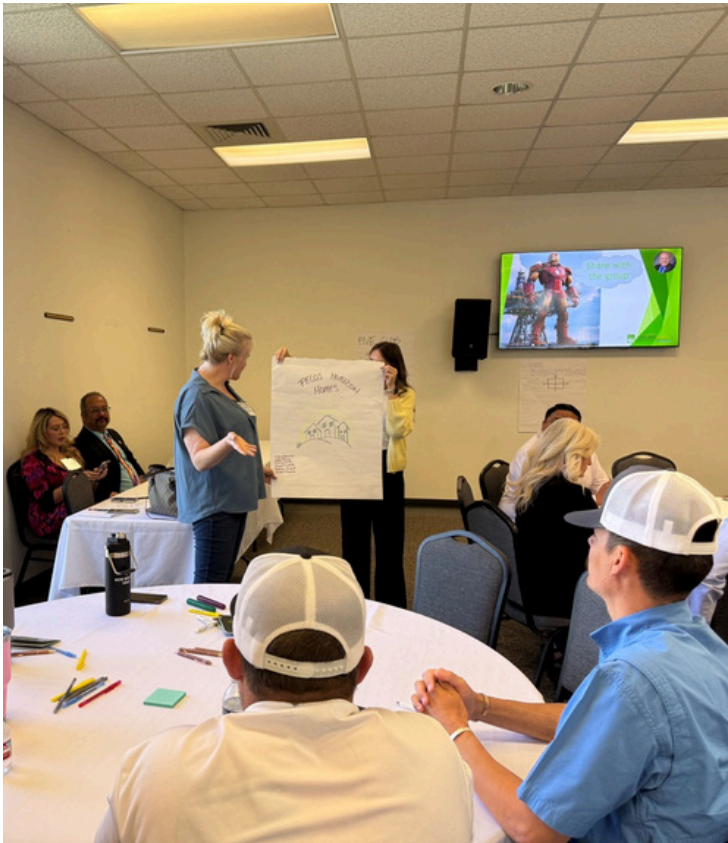




# EDDY COUNTY NEW MEXICO

# HOUSING SUMMIT REPORT

April 29, 2025



## THE MISSION OF THE URBAN LAND INSTITUTE:

Shape the future of the built environment for transformative impact in communities worldwide.

**CONNECT** active, passionate, diverse members through the foremost global network of interdisciplinary professionals

**INSPIRE** best practices for equitable and sustainable land use through content, education, convening, mentoring, and knowledge sharing

**LEAD** in solving community and real estate challenges through applied collective global experience and philanthropic engagement

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# EXECUTIVE SUMMARY

The housing crises that effects Eddy County is not unique to its location or demographic, as the state of New Mexico has much work to do in creating the housing and infrastructure for the growing populations need to sustain healthy, happy, and thriving communities. The Housing Summit's purpose is to dig deep into the housing issues and challenges in Eddy County with the help of the local community.



On April 29, 2025 Urban Land Institute (ULI) of New Mexico hosted its first Housing Summit of 2025, in Carlsbad, NM. This event was in partnership with the Carlsbad Department of Development. Thank you to our event sponsor, Ventana Fund.

The Housing Summits intent is to create a plan for improving the housing crises in Eddy County, NM. This is done through a collaborative and engaging activity of identifying a challenge in the housing crises, identifying "the ask" of resources needed to improve the challenge, and lastly identifying the solution including the number of units created by this solution. This facilitation method helped collect information from a wide range of experts in a short amount of time.

The 60 attendees were comprised of locals in diverse industries including neighborhood and community leaders, residential and commercial real estate brokers, commercial lenders and developers, architects and planners, as well as government agencies.



## EVENT SPONSOR:

The Ventana Fund is a non-profit CDFI headquartered in New Mexico. We are dedicated to financing the creation and preservation of affordable multi-family housing by providing low-interest loans for developers who serve New Mexico's low-income residents and high need communities.

[www.ventanafund.org](http://www.ventanafund.org)

# WHY ARE WE HERE?

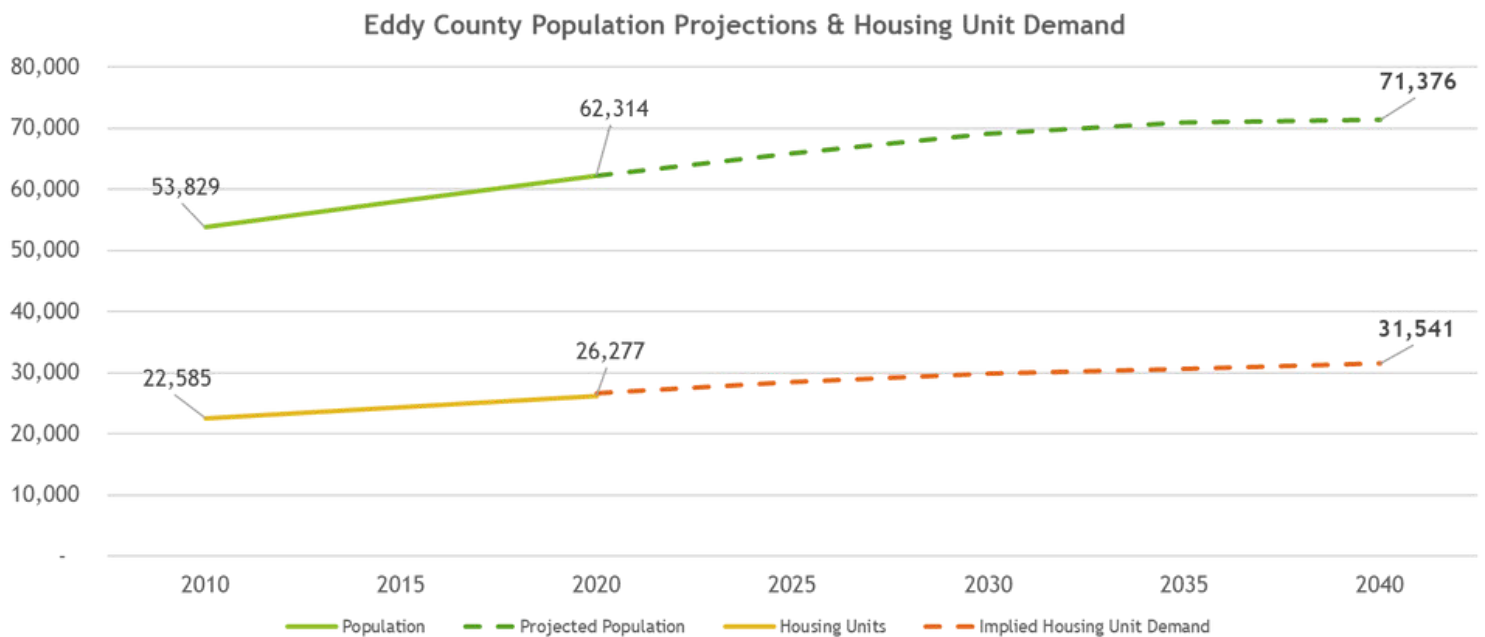
Based on historical population-to-employment and population-to-housing ratios, the 2024 employment data from the New Mexico Department of Workforce Solutions implies that Eddy County had a housing gap of 712 units at the end of 2024 and a projected housing gap of 4,098 units by 2040.

## Eddy County Housing Demand Analysis Population to Employment - 2023 to 2024

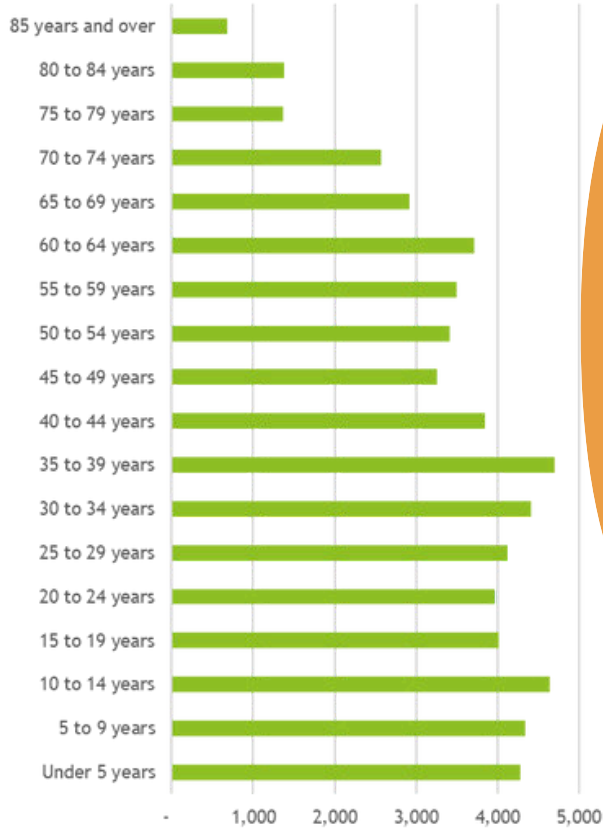
Estimated Population	61,114	<i>ACS 2023 5 Year Survey, Table DP05</i>
- Population in Group Quarters	920	<i>ACS 2023 5-Year Survey, Table B26001</i>
<b>= Population in Housing Units</b>	<b>60,194</b>	
Total Housing Units	26,633	<i>ACS 2023 5 Year Survey, Table B25001</i>
- Vacant Housing Units	3,388	<i>ACS 2023 5-Year Survey, Table B25004</i>
<b>= Occupied Housing Units</b>	<b>23,245</b>	
Population in Housing Units	60,194	
/ Occupied Housing Units	23,245	
<b>= Population to Housing Ratio</b>	<b>2.59</b>	
Estimated Population	61,114	<i>ACS 2023 5 Year Survey, Table DP05</i>
/ 2023 Average Employment	31,163	<i>NM QCEW 2023</i>
<b>= Population to Employment Ratio</b>	<b>1.96</b>	
2024 Average Employment	31,996	<i>NM QCEW 2024 (Jan-Sep)</i>
* Population to Employment Ratio	1.96	
= Estimated Population, September 2024	62,748	
- Estimated Population in Group Quarters	945	<i>(1.51% in 2023)</i>
= Estimated Population in Housing Units	61,803	
/ Population to Housing Ratio	2.59	
= Estimated Occupied Housing Demand	23,866	
+ Allowance for Vacancy	3,479	<i>(12.72% in 2023)</i>
= Total Estimated Housing Demand	27,345	
- Total Housing Units	26,633	
<b>= Estimated Housing Gap</b>	<b>712</b>	<i>September 2024, Based on Employment</i>

# WHAT PROJECTED GROWTH MEANS FOR HOUSING NEEDS

UNM's Geospatial Population Studies department projects 14.5% growth in Eddy County's population between 2020 and 2040. This represents 9,062 additional people living in Eddy County across an implied 4,098 additional households.



Eddy County  
Population Age Distribution

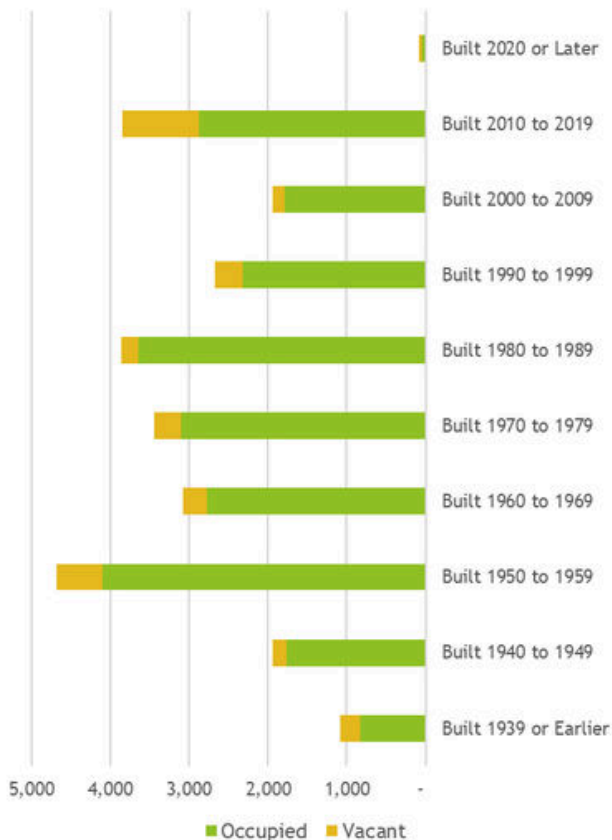


The younger population reflects a significantly larger household size than the state and nation. The household size at 2.55 instead of 2.9 means an additional 1,000 units are needed by 2040. This represents the long-term trend that household sizes are decreasing across the state and nation.

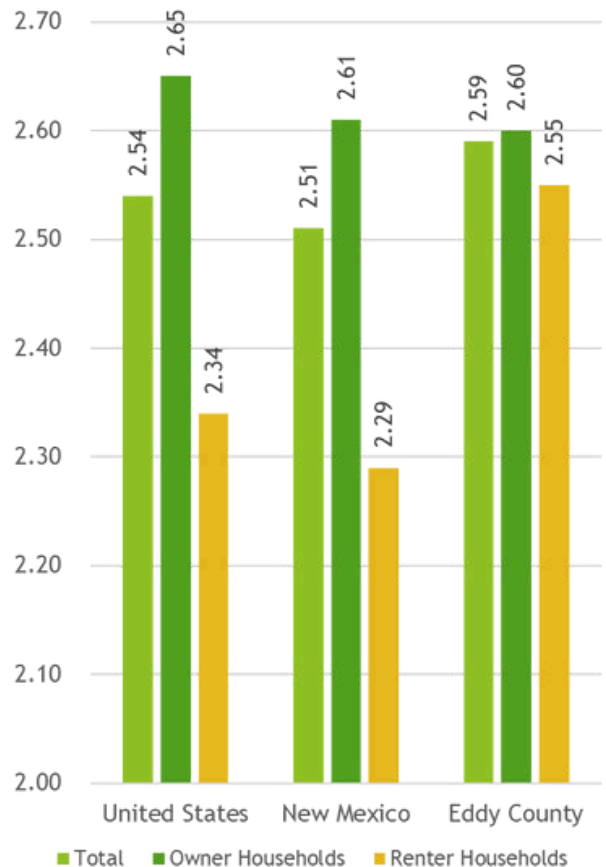
***As kids move out, (when household sizes decrease), where will they live?***

***Old housing units (1977 median), which housing units need replacing?***

Eddy County  
Age of Housing Units



Household Size by Tenure



Source: ACS 5-Year Community Surveys 2022

# GETTING STARTED - BRAINSTORM

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After opening presentations and a 10,00 foot view of the current housing situation in the area, each participants at each table were asked to come up with a “team name”, a “team logo” and a “team motto”. Participants were then asked to consider one “housing creating super power” that they would want to have if it were possible and to develop a “magic wand solution”.

In order to facilitate discussion teams were ask to consider the following:

1. The challenges they see to creating housing in Eddy County
2. The “Ask” as defined by what would you ask for and from whom?
3. What resources would your idea need in order to be successful
4. The Outcome of your approach defined in how many units could be potentially created.

Tables were set up with all items needed for each group to be as expressive in the execution as they desired, with the primary goal being to “create more housing units” by defining what they viewed as the issues and challenges each perspective sees as being associated with building (“creating”) new units and have a discussion surrounding possible solutions and what the implementation of their solutions could look like by explaining what resources would be needed, from who(m), and what outcome they would like to see if their magic wand solution “wish” could be granted (with the outcome expressed in the number of units created).

Teams worked diligently as facilitators walked around the room to capture the conversations and answer questions.

# GETTING STARTED - BRAINSTORM

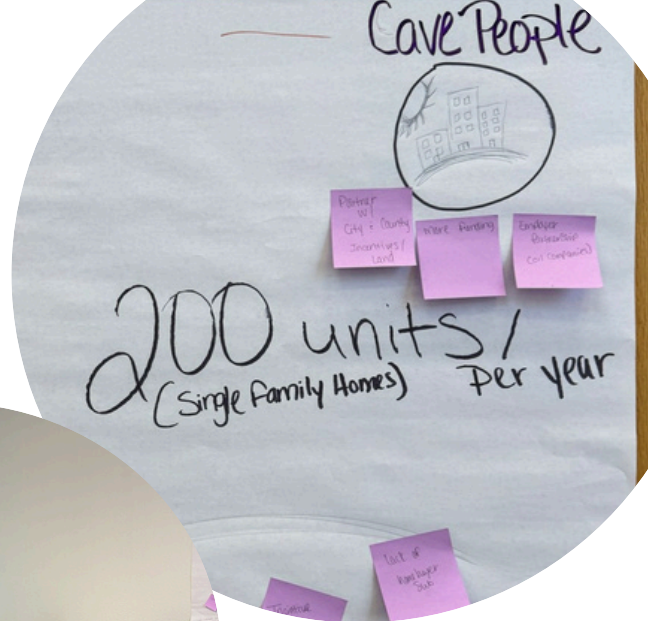
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# TEAM: CAVE PEOPLE

## TEAM SUPERPOWER: SEE THE FUTURE

- Elena Gonzales
- Wendy Austin
- Daniel Fernandez
- Krishna Reddy
- Joe Koerper
- Amy Calderon
- Veronica Vazquez
- Joaquin Alaniz



## CHALLENGES IDENTIFIED:

There's a lack of skilled trade, from Las Cruces along with the public schools. There's a need to train and educate the younger generation so the community can build homes.

## SOLUTION:

Partner with oil employers to incentivize homebuilding for employees and discuss how to get them involved in down payment assistance. Funding for the down payment assistance can come from companies Conoco/Phillips, K2 homes, and developers. Start on 300 lots, 150 lots have been absorbed (driven by affordability). Using local financing will drive costs down to increase home prices.

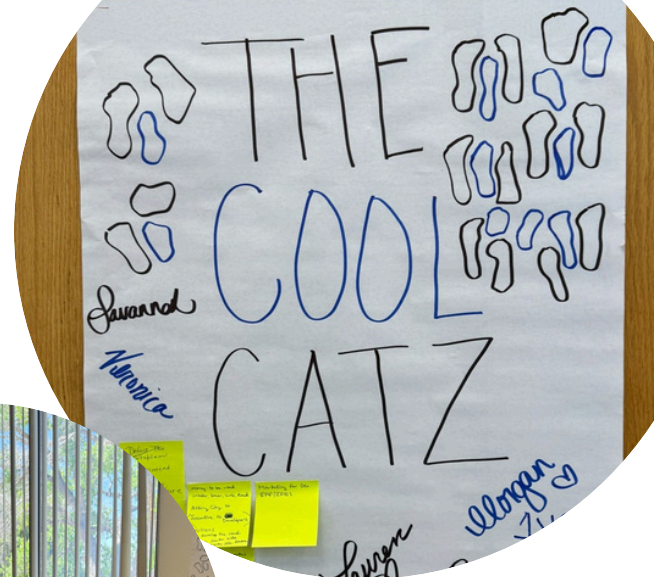
200 SF homes per year... K2 & other local builders built 100 units per year, this team is suggesting to double this output.

# 200 SINGLE FAMILY HOMES/PER YEAR

# TEAM: THE COOL CATZ

## TEAM SUPERPOWER: STOP TIME (TO GET EVERYTHING DONE)

- Savannah Cabazuela
- Veronica Methola
- Lauren Yarbrough
- Morgan Najar
- Kerri Fowler



## CHALLENGES IDENTIFIED:

Listening, understanding the development costs, curb appeal with roads and water. If the city/county could help with road and water costs, it would help.

- Infrastructure is not ready, dirt work, rooftops come before an industry – subcontractors leave if they are not working, ideas in delays, lack of land leaves the delay in going through...

## SOLUTION:

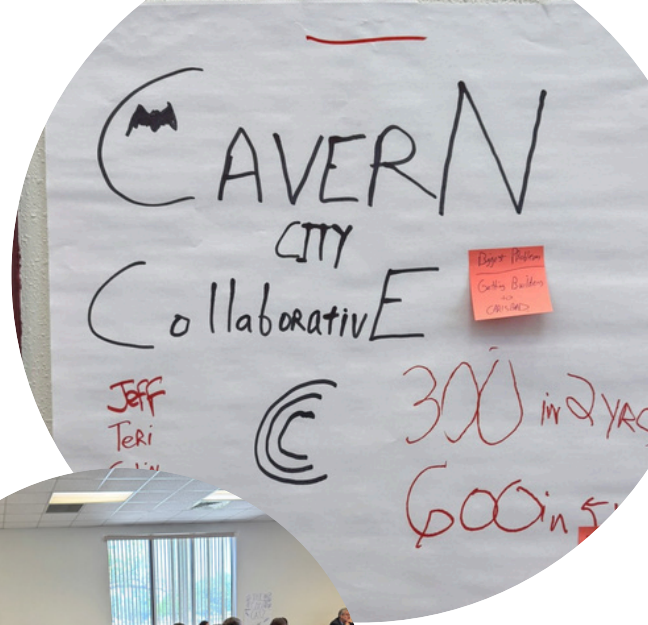
Development costs – ask the state and local government to create incentives for developers to come here and build 200-400 per year, 300 total in martin farms. 6 months for local government to bring in sewer, water, road, curb, developers build homes.

**200 UNITS SOUTH/400 UNITS NORTH -  
600 UNITS TOTAL**

# TEAM: CAVERN CITY COLLABORATIVE

## TEAM SUPERPOWER: LISTEN TO EVERYONE ELSE'S, AND TAKE THEM UNDER THE UMBRELLA

- Jeff Campbell
- Terri
- Colin Kruger
- Russ Cummins
- Justin Cooper
- RaeLynn Dunlap



## CHALLENGES IDENTIFIED:

Getting builders to locate to Carlsbad and do projects. It is hard for companies to mobilize and work here. It is a chicken and egg game, trying to determine cost effectiveness to miss out on something closer.

## SOLUTION:

Get rid of man camps and turn into permanent residents... main problem is getting builders to come to Carlsbad, they need a longer scope of work – mayor aware of any options for infrastructure funding.

# 300 UNITS IN TWO YEARS, 600 OVER 5 YEARS

# TEAM: CURB APPEAL

## TEAM SUPERPOWER: LISTEN TO EVERYONE ELSE'S, AND TAKE THEM UNDER THE UMBRELLA

- Ashley Switzer
- Ashley Cass
- Cassie Florez
- Ericka Laney
- Nick
- Jeff Patterson
- Bri

## CHALLENGES IDENTIFIED:

Attracting developers and builders who are doing 4,000 units at a time. They like bigger markets, and this industry is tied to oil and gas which is different than on the ground. High rates in the cities could attract builders, and a perception that it is a boom and bust market. Getting a big fish solves the problem, you need 5-10 years of work in front of them, continuity, and stability.

## SOLUTION:

Tackle how to get big players in, and to ask PSP to partner with the city and to put \$50M in an escrow account to start the process. Longevity of 500 units per year, with infrastructure, and a 15-20 year timeline. For military and student housing for specialization – ask of oil and gas to donate unused land and getting rid of per-diem to get housing. Hazelton rehab centers to build the local workforce, you plan on losing people to oil, and get everyone excited to come down and work. \$50M in an escrow account is the best place to start to get the serious players in.

# 500 UNITS PER YEAR, 10,000 IN 15-20 YEARS



# TEAM: FIVE GUYS HOUSING

## TEAM SUPERPOWER: UNLIMITED MONEY

- Mike Gallagher
- Arturo Lujan
- Walter Lujan
- Hector Reyna
- Dominic Longoria



## CHALLENGES IDENTIFIED:

Lack of subs and main contractors – Carlsbad is perceived as a high risk area, on paper it looks like it is not a good investment. Third busiest intersection in the state at the south Y, there is a large issue of looking here and coming here. Circular, national chain wants to come and they don't because of the perception of the financial risk.

## SOLUTION:

Perception of risk in the workforce, partnership with county and city to build 200 units or 100 rooms, specific for GB98's to stay here. \$10M estimated for building for the workers to be housed and work to complete projects. 400 sqft, 2 bed 1 bath, build it fast to attract people. Rental rates would be going to the city/county as income.

# 1,400 UNITS

# TEAM: SUBDIVIDERS

## TEAM SUPERPOWER:

- Kathi Porter
- Ashley Curbello
- Stacey Blackman
- Eddie Rodriguez
- Gary Lane
- Miguel Perez

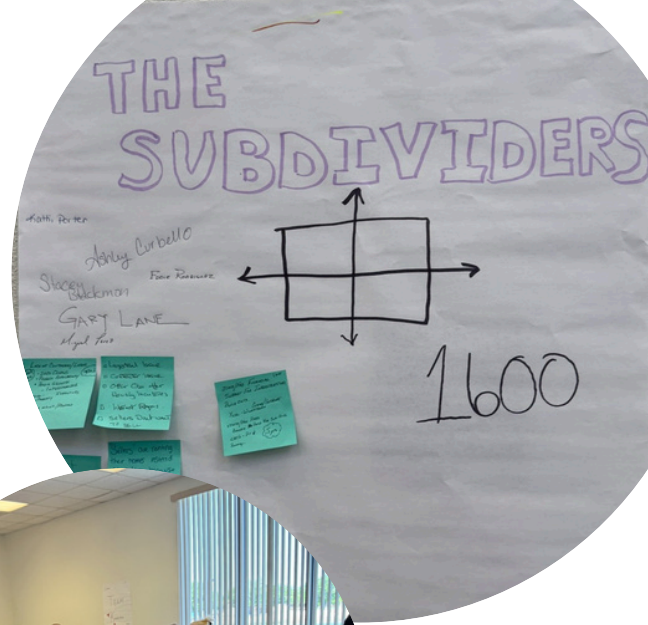
## CHALLENGES IDENTIFIED:

Lack of contractors and skilled labor – unemployment rate is at 2% and those people don't want to work... everywhere has labor need, faulty census, these numbers are low counting, logistical, infrastructure is hard to get out there, interest, financing, because the big money comes from back east and they look at the census, large communities receive people and funding... undercount of the population. Ability to get materials, skilled labor, contractors, chicken and egg. Buy houses for contractors to live in while building.

## SOLUTION:

Infrastructure and utilities, state and federal financial support to bring in arm bending for major utilities to come in and bring in financial support... ask the reps from gov. (we are energy sector) the Permian basin would be the fourth largest producer, they could get funding back through GRT and property tax, looking to put in infra for 1600 units, and asking for this over a five years at a time.

**1,600 UNITS**



# TEAM: TEAM KARMA & PECOS HORIZON HOMES

## TEAM SUPERPOWER: UNLIMITED CONTRACTORS

- Mary Garwood
- Jodie Chism
- Emily Wirth
- Susan Crockett
- Dakota Corbell
- Mark Chavira
- Douglas Clark
- KC Cass
- Mike Loftin
- Josue Ramirez

## CHALLENGES IDENTIFIED:

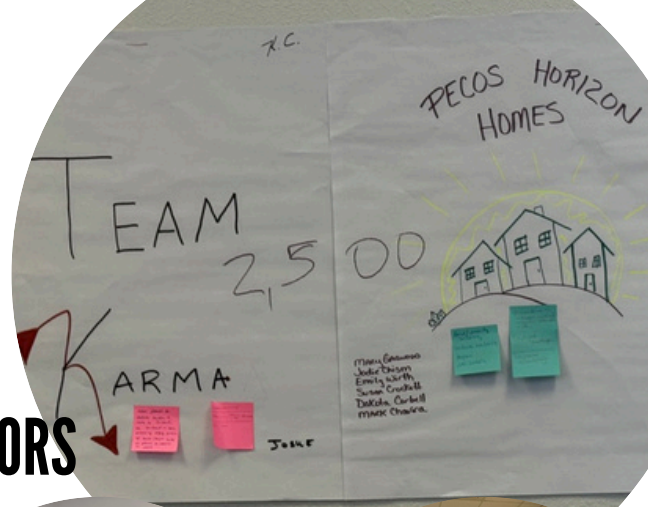
Bringing in subcontractors or getting local ones to bid on jobs. Dunkin lost a contractor, then subs, it's a long process. Lea county in Texas; subs don't have to be licensed, but in NM they do, this adds costs to building...

Difficult to bring developers in when the perception is a oil and gas boom and bust, even after 2020, there was a busy town. Underreported on the census and the perception of boom and bust, marketing, incentives to bring in developers and being retained. Incentives on infrastructure, subsidizing developers.

## SOLUTION:

Addressing developers targeting 2,500 new construction, with establishing in 3 years, with a 10 year buildout. What we are asking is a special utility district fund, to reimburse builders and developers to incentive them to create here. This would be a direct return on investment, take 3 years to establish, and then would self-fund, get it going and push from there.

# 2,500 UNITS



# COMMON CHALLENGES

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- Difficulty attracting developers
- Lack of trained workers
- Lack of contractors
- Competition with neighboring states
- Underreported population
- Community tied to oil and gas
- Infrastructure is not “build ready”

# RESULTS AND CONCLUSION

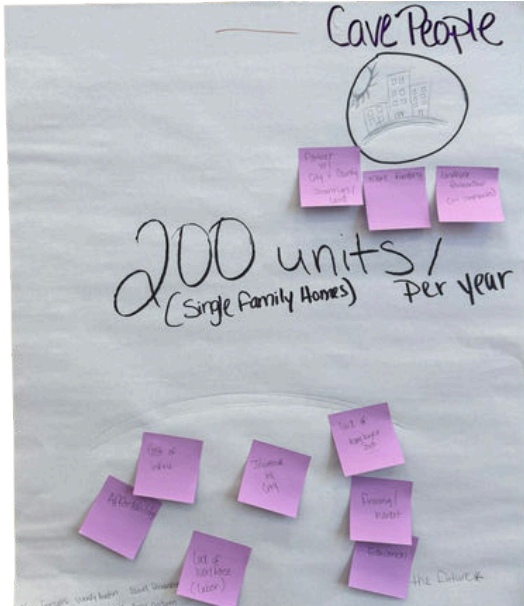
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Following each team’s presentation of their conceptual plan, participants were asked to vote for the “most exciting” and “most achievable” (indicated using sticker dots in blue indicating the most “achievable” plan, and yellow indicating the most “exciting” plan).

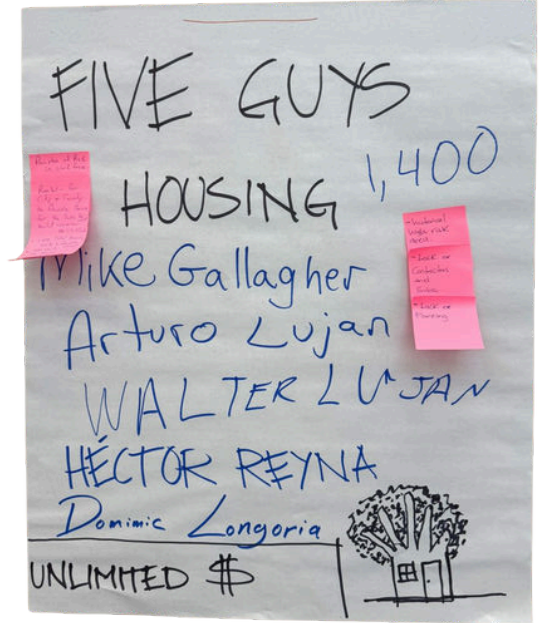
Team Name	Most Exciting	Most Achievable	Total Votes
The Subdividers	6	3	9
Five Guys	1	6	7
Curb Appeal	13	3	16
Cave People	0	9	9
Cool Catz	3	0	3
Cavern	1	2	3
Team Karma & Pecos Horizon Homes	0	4	4

Top two **“Most Achievable”** plans created by:  
 “Cave People” & “Five Guys Housing”

## TEAM: CAVE PEOPLE

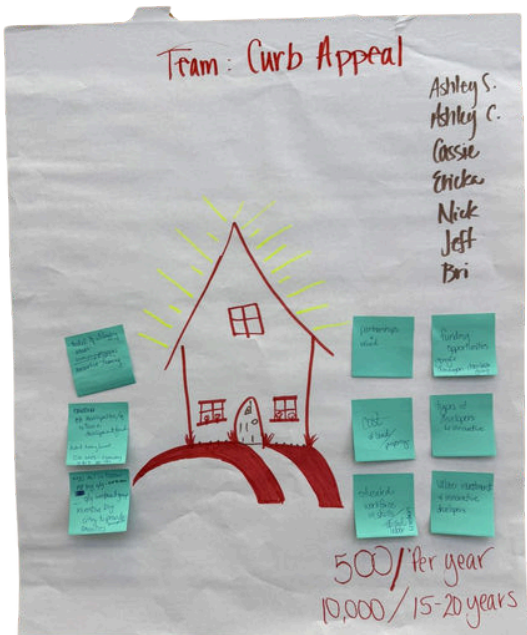


## TEAM: FIVE GUYS HOUSING

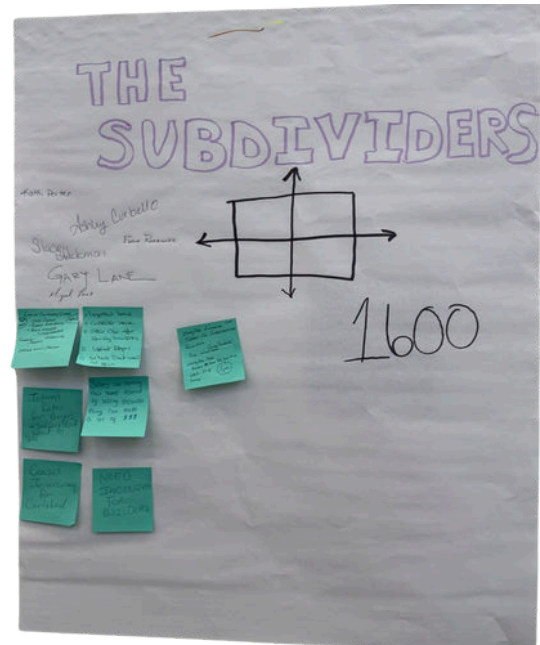


Top two **“Most Exciting”** plans created by:  
 “Curb Appeal” & “Subdividers”

## TEAM: CURB APPEAL



## TEAM: SUBDIVIDERS



# Next Steps

## What we have learned and where can we go from here?

Eddy County stands at a crossroads. The Housing Summit confirmed what many already feel: the gap between current housing supply and future demand is widening, and without action, it will limit our community's ability to grow and thrive. By 2040, we face a shortfall of more than 4,000 units—on top of the aging housing stock that must be replaced.

**The next year is critical: collaboration, creativity, and urgency will determine whether Eddy County moves from conversation to construction.**

- Advance Infrastructure Readiness
- Identify shovel-ready sites; align power, water, sewer, and roads with growth areas.
- Expand Local Workforce
- Strengthen trade training and contractor recruitment with SENMC, schools, and industry.
- Engage Major Employers
- Leverage partnerships with oil & gas, potash, and others to co-invest in housing solutions.
- Track Progress
- Annual reporting on new units delivered vs. housing gap.

The message from participants was clear. Our challenges are real: limited infrastructure, a shortage of skilled labor and contractors, and a perception of market risk that deters developers. Yet the opportunities are equally real. Employers, local governments, lenders, and community partners all expressed willingness to engage in creative solutions, from escrow-backed development incentives to partnerships with oil and gas, to stronger pipelines for trade skills and workforce housing.

What comes next must be collaborative and decisive. Local governments need to prioritize infrastructure readiness and policy tools to accelerate development. Employers can invest in housing solutions that support workforce stability. Developers and lenders can respond to a market that has proven resilient and continues to expand. Together, we can position Eddy County as a place where new residents, young families, and future generations find opportunity—and a home.

The Housing Summit was a starting point. The next step is translating ideas into commitments, commitments into projects, and projects into homes. The time to act is now.