

# CITY OF PORTALES COMPREHENSIVE PLAN

2016 UPDATE

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## ACKNOWLEDGEMENTS

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# I. EXECUTIVE SUMMARY

This plan is an update to the 2010 City of Portales Comprehensive Plan. The Comprehensive Plan is a dynamic expression of the community's vision for the next 20 years. The plan is updated every five years to address changes in the community and its priorities over time, moving the planning horizon forward five years. The plan provides a framework for City decisions regarding the physical development of the City. The basic elements that comprise a comprehensive plan include land use, economic development, housing, transportation and infrastructure, and community services. Each section of the Comprehensive Plan includes a description of the key issues pertaining to the particular planning element. The key issues are followed by the list of goals and potential strategies developed over the course of the planning process; a description of existing conditions; identification of needs and deficiencies; and finally, a summary table of potential actions.

 <b>ECONOMIC DEVELOPMENT</b> How can the community attract jobs? Do local businesses need assistance?	 <b>HOUSING</b> Is housing affordable? What is the quality of housing? Is there enough?
 <b>TRANSPORTATION &amp; INFRASTRUCTURE</b> Are road conditions good? Are new roads needed? Do water and wastewater facilities have capacity to meet future growth?	 <b>COMMUNITY SERVICES</b> Are police and fire services adequate? Are there enough parks and community centers?
 <b>LAND USE</b> What are the main uses of land? Where should future housing and businesses be located?	 <b>GROWTH</b> What will be the population of the county in 30 years? Is growth occurring in an orderly way?

## 1. PLAN UPDATES

As an update to the 2010 Comprehensive Plan, this document reviews a number of key items from the previous plan. These items should continue to be reviewed in future updates to this plan. Updates include:

- **Demographic and Land Use Changes:** The Community Profile section has been updated to reflect changes in population since 2010. New data has been compiled from the American Community Survey 2009-2013 5-year estimates and data from UNM's Bureau of Business and Economic Research (BBER).
- **Economic & Housing Data:** updated data regarding the City and regional economy have been included to reflect changes since 2010, including information regarding the effects of the "Great Recession."
- **Implementation Review:** Implementation goals from the previous plan have been reviewed with City staff to determine which goals and objectives have been completed since 2010. The remaining goals and objectives have been re-evaluated to see if they remain relevant or whether they need to be modified.
- **Plan Consistency:** information in this plan has been reviewed for consistency with newer planning documents including the City's 2014 Affordable Housing Plan and other planning documents and City policies, including the City's updated ICIP.
- **Review of Maps:** The maps within the Comprehensive Plan have been revised if necessary to reflect changes since 2010, including the City's zoning map and changes to the City's roadways and trails networks.

## 2. SUMMARY OF KEY FINDINGS

Several issues have been identified in prior comprehensive plans and during the planning process for the updated plan. These issues represent concerns and aspirations of community stakeholders that the plan's policies and implementation strategies seek to address. Many of these issues are specific to Portales, but because the City is strongly tied to Roosevelt County as a whole and to the surrounding region, the plan identifies regional issues that the City can address in collaboration with other local communities. All of these issues, as well as other important issues, are discussed in greater detail within the remainder of the document.

### CORE STRENGTHS

- Agriculture and the dairy industry continue to be a large part of the local and regional economy and agriculture continues to be a large part of the community's identity.
- Eastern New Mexico University continues to play a vital role in the City's economy, culture, community spirit, and its growth and development.
- Cannon Air Force Base, located north of the City, employs many Portales residents and many Base personnel are active in the community.
- Recent redevelopment efforts in downtown Portales have been successful but there is a need to sustain momentum towards the implementation of additional redevelopment efforts.

## EXECUTIVE SUMMARY

- Land use in Portales is well-balanced, with no significant land use conflicts and the available of additional land for future development inside and outside the City's current boundaries.
- Portales has the "economic development" infrastructure in place such as available land, an economic development incentives package, good transportation access, and a business friendly environment to promote economic development.

## KEY ISSUES

- Water availability issues are critical for growth. The Eastern New Mexico Water System project, wellfield and reclaimed water development projects, and water conservation are high priorities for Portales.
- Portales residents have indicated that a diversity of housing is needed, including a range in price of single-family housing, multi-family housing, and senior housing.
- An estimated total of 2,175 housing units will be needed in Roosevelt County alone to help meet demand from projected population growth in the next 30 years.
- The highest priority needs for Portales' senior citizens are housing options and transportation opportunities. Senior citizens are a growing population group and additional senior citizen services should be prioritized.
- The City is lacking the needed number and types of health care professionals and specialists, and the City has the opportunity to support Roosevelt General Hospital and other medical services in attracting these professionals and specialists.
- Portales residents have indicated a desire to beautify the City through redevelopment and elimination of nuisance properties.
- Current truck traffic on US Highway 70 running through downtown Portales has caused excessive road damage and poses a danger to pedestrians. Options for addressing this issue may include realignment of the highway or an alternate truck route.

## 3. PLAN IMPLEMENTATION

The goals, objectives, and strategies contained in the plan are based on an analysis of existing community conditions, demographic trends, public meetings, interviews with community stakeholders, and meetings with City staff. Implementation strategies designed to systematically complete the steps necessary for the community to accomplish goals outlined in this document. The implementation strategies involve a series of proactive and interrelated actions including the 1) creation of and/or updates to regulations and ordinances; 2) completing additional plans or studies on specific topics (e.g., economic development); 3) investments in community infrastructure; 4) financing community projects or programs; 5) changes to City practices or operations; 6) community marketing and lobbying and 7) coordination with other agencies or partners (e.g., neighboring jurisdictions and State agencies). These strategies function as an "action agenda," which provides a summary of specific acts the City of Portales needs to initiate.

## GUIDING PRINCIPLES FOR IMPLEMENTATION

## EXECUTIVE SUMMARY

Because this is the City's plan, it is critical that the City take the first steps in implementing the Comprehensive Plan. A few guiding principles that may increase the likelihood that the goals outlined in this plan are accomplished include:

1. **Assign Responsible Parties:** City staff will ultimately be responsible for implementing many of these strategies, which will require the assignment of the following actions to the relevant city department as long term actions to take. Outlining who, when, and how these goals and objectives can be completed will require coordination among City departments.
2. **Link to ICIP:** Implementation strategies that involve City investment and funding should be linked to the City's future ICIPs.
3. **Review and Update:** The plan should be reviewed annually and updated every five to ten years, or as needed, as conditions in the community change. The City should establish a schedule for reviewing the plan so that it happens every year. The City Planning and Community Development Director and Planning Commission should prepare implementation progress reports, which can be presented to the City Council on a regular basis. These reports should detail how implementation is taking place and identify milestones in implementation.
4. **Collaboration:** Many of these goals and objectives require collaboration with other agencies and organizations, including private developers and residents. To facilitate ongoing collaboration, the City should continue to initiate and/or take part in regional events that are related to the goals outlined in this plan, as well as create active partnerships with local and state organizations.

Figure 1 below summarizes Goals, Objectives, and Implementation Strategies, and responsible parties, from each section in the Comprehensive Plan. A timeframe column for implantation (T) is also identified in the table as follows:

- O: Ongoing
- ST: Short Term, 0-5 years
- IT: Intermediate Term, 5-10 years
- LT: Long Term, 10+ years

**FIGURE 1: GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES**

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
<b>LAND USE</b>		
<b>GOAL 1: PROMOTE A SENSE OF PRIDE IN COMMUNITY APPEARANCE</b>		
<b>Objective 1.1:</b> Improve the appearance of the built environment and identify ways to beautify the community.		
> <b>Strategy 1:</b> Create and maintain a pedestrian friendly atmosphere downtown and major corridors by highlighting major crosswalks, increasing pedestrian level lighting, public art, and installing benches and other street furniture.	Public Works Mainstreet Planning/Zoning	IT
> <b>Strategy 2:</b> Improve and maintain the appearance of City-owned properties.	Public Works	IT
> <b>Strategy 3:</b> Work with realtors on maintaining an inventory of substandard buildings and vacant land appropriate for redevelopment within the existing municipal boundaries.	Planning/Zoning	O
> <b>Strategy 4:</b> Work with developers and contractors on creating incentives for development of vacant properties.	Planning/Zoning	O

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
› <b>Strategy 5:</b> Develop design standards for new subdivisions.	Planning/Zoning	ST
› <b>Strategy 6:</b> Create parking lot development standards for landscaping, screening, lighting, and handicap accessibility.	Planning/Zoning Public Works	ST
<b>GOAL 2: ENSURE LAND USE SUPPORTS THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY</b>		
<b>Objective 2.1:</b> Seek ways to strengthen the City's land use and development codes.		
› <b>Strategy 1:</b> Work with owners of rental properties on compliance with building codes.	Planning/Zoning	O
› <b>Strategy 2:</b> Provide adequate staffing for enforcement of nuisance laws.	Planning/Zoning Police	ST
› <b>Strategy 3:</b> Amend the Zoning Map to establish a downtown district.	Planning/Zoning Mainstreet	ST
› <b>Strategy 4:</b> Create a manufactured home district and develop minimum site development standards.	Planning/Zoning	IT
› <b>Strategy 5:</b> Create rural residential development standards in order to preserve rural living.	Planning/Zoning	ST
<b>GOAL 3: PROMOTE A SENSE OF ARRIVAL AND ESTABLISH A UNIQUE IDENTITY FOR THE CITY BY IMPROVING COMMUNITY GATEWAYS AT ALL MAJOR ENTRANCES INTO THE CITY.</b>		
<b>Objective 3.1:</b> Identify and implement improvements to the City's gateways and transportation systems.		
› <b>Strategy 1:</b> Develop a gateway design plan that prioritizes improvements to be made over a period of five years to the major gateways into the City.	Planning/Zoning	IT
› <b>Strategy 2:</b> Seek State and federal funding for streetscape improvements.	Planning/Zoning Public Works	ST
› <b>Strategy 3:</b> Proactively engage the State on improving the major roadway corridors including US 70, NM 206, NM 88, NM 236, NM 267, and to apply for funding through the ICIP process.	Planning/Zoning Public Works	O
<b>GOAL 4: PROVIDE SUFFICIENT LAND FOR MID TO LARGE-SCALE, RESIDENTIAL, COMMERCIAL AND INDUSTRIAL DEVELOPMENT IN APPROPRIATE LOCATIONS.</b>		
<b>Objective 4.1:</b> Increase the amount of developable land throughout Portales.		
› <b>Strategy 1:</b> Identify properties appropriate for commercial and industrial development and rezone, if necessary, to accommodate these uses.	Planning/Zoning RCCDC	IT
› <b>Strategy 2:</b> Develop inventory of land available for small and large-scale residential development to accommodate low income, single-family, and multi-family housing.	Planning/Zoning	ST
› <b>Strategy 3:</b> Complete more detailed land use planning for vacant City parcels that delineate the desired residential densities and neighborhood scale commercial development as identified through a public involvement process.	Planning/Zoning	IT
› <b>Strategy 4:</b> Identify and prioritize annexation of additional land outside municipal boundaries that can be efficiently served with City utilities and public safety services.	Planning/Zoning	LT
<b>GOAL 5: PROMOTE THE DEVELOPMENT OF VACANT LAND TO RESIDENTIAL, COMMERCIAL, AND INDUSTRIAL USERS.</b>		
<b>Objective 5.1:</b> Market available land that could be utilized for the City's growth and development.		

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
➢ <b>Strategy 1:</b> Develop a marketing packet that highlights these properties, identifying zoning, acreage, and utility availability, to potential new employers and local and statewide homebuilders.	Planning/Zoning RCCDC	ST
➢ <b>Strategy 2:</b> Market and provide incentives for commercial development of the areas adjacent to existing large-scale commercial development in the north part of the City.	Planning/Zoning RCCDC	IT
<b>ECONOMIC DEVELOPMENT</b>		
<b>GOAL 1:</b> VALUE, SUPPORT, AND MAINTAIN THE COMMUNITY'S RICH AGRICULTURAL HERITAGE IN ORDER TO KEEP IT STRONG AND VIABLE.		
<b>Objective 1.1:</b> Strengthen the City and Roosevelt County's agricultural significance through activities and events.		
➢ <b>Strategy 1:</b> Co-sponsor community events, such as the Ag Expo, with the County and the Chamber of Commerce to highlight locally grown agricultural products and practices.	Planning/Zoning Recreation	O
<b>Objective 1.2:</b> Recognize the importance of agriculture and the right-to-farm for all people involved in the industry.		
➢ <b>Strategy 1:</b> Work with the County to create agricultural best management practices that minimize conflicts between agricultural and other land uses.	Planning/Zoning	ST
<b>GOAL 2:</b> ATTRACT NEW INDUSTRY, RETAIN EXISTING INDUSTRY, AND RETAIN SMALL LOCAL BUSINESSES, AND ENCOURAGE ENTREPRENEURSHIP.		
<b>Objective 2.1:</b> Identify strategies to provide incentives and promote business development in Portales.		
➢ <b>Strategy 1:</b> Develop a comprehensive economic development strategy that identifies incentives, targets small and large business, and promotes service occupations that represent a cross section of job levels, wages, and benefits.	Planning/Zoning RCCDC	ST
<b>Objective 2.2:</b> Identify barriers and help assist small business growth in the City.		
➢ <b>Strategy 1:</b> Work with existing small businesses to identify and address obstacles to small business growth and provide opportunities to support business education, retention, and expansion.	Planning/Zoning RCCDC	O
<b>Objective 2.3:</b> Assist in expanding and growing small business by working to increase awareness about grants, resources, and technical assistance for current and prospective small business owners.		
➢ <b>Strategy 1:</b> Work with the State Economic Development Department and Small Business Administration on increasing awareness of small business and access to programs, grants, and loans.	Planning/Zoning RCCDC	O
<b>GOAL 3:</b> DEVELOP AND MAINTAIN A DIVERSE ECONOMY THAT SUPPORTS ECONOMIC GROWTH.		
<b>Objective 3.1:</b> Work on regional initiatives with Roosevelt, Quay, and Curry counties, and Eastern Plains Council of Governments to increase tourism.		
➢ <b>Strategy 1:</b> Partner with agencies to identify economic incentives and possible areas for growth	Planning/Zoning RCCDC	ST
<b>Objective 3.2:</b> Continue community reinvestment in the Main Street program through systematic improvements to sidewalks and roadways, streetscape amenities, and public –private partnerships.		
➢ <b>Strategy 1:</b> Identify streetscape improvements needed	Planning/Zoning Public Works	ST

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
➢ <b>Strategy 2:</b> Identify funding for implementing streetscape improvements	Planning/Zoning Public Works	ST
➢ <b>Strategy 3:</b> Develop a mainstreet project implementation plan and timeline	Planning/Zoning Mainstreet Public Works	IT
<b>Objective 3.3:</b> Develop a strategy for attracting businesses that offer goods and services desired by the community.		
➢ <b>Strategy 1:</b> Support the work of the RCCDC and Portales/Roosevelt County Chamber of Commerce in retaining and expanding local businesses and engaging Portales residents in new businesses.	Planning/Zoning RCCDC	O
<b>Objective 3.4:</b> Work with RCCDC and the Portales Development Corporation in marketing efforts to attract value added industries involved in food production, manufacturing of goods, and small business growth.		
➢ <b>Strategy 1:</b> Target industries that pay high wages, offer benefits, and respect the existing character of the community in the City.	RCCDC	O
<b>Objective 3.5:</b> Involve ENMU students in strategies for economic development to ensure needs for goods, services, and jobs are met.		
➢ <b>Strategy 1:</b> Create partnership program with students to identify jobs needs.	RCCDC	ST
➢ <b>Strategy 2:</b> Target industries and businesses to hire and retain students after graduation.	RCCDC	O
<b>GOAL 4: CREATE AND MAINTAIN BENEFICIAL PARTNERSHIPS WITH NEIGHBORING COMMUNITIES, ROOSEVELT COUNTY, EASTERN NEW MEXICO UNIVERSITY, AND CANNON AIR FORCE BASE.</b>		
<b>Objective 4.1:</b> Initiate a systematic community forum between the City, County, ENMU, and Cannon Air Force Base to identify shared goals and help solve community challenges.		
➢ <b>Strategy 1:</b> Maintain strong relationships with ENMU and Cannon Air Force Base in order to create economic development opportunities.	RCCDC	O
➢ <b>Strategy 2:</b> Involve ENMU students, faculty, and staff in ensuring that economic development initiatives meet their needs.	RCCDC	O
➢ <b>Strategy 3:</b> Support Cannon Air Force Base Activities and personnel.	Planning/Zoning RCCDC	O
➢ <b>Strategy 4:</b> Establish partnerships with other organizations with the common goal of economic development.	Planning/Zoning RCCDC	ST
<b>GOAL 5: MARKET PORTALES AS A FOCUS FOR CULTURAL AND ART EVENTS AND CELEBRATIONS.</b>		
<b>Objective 5.1:</b> Schedule community events in a variety of locations throughout the City and post on the City's web site.		
➢ <b>Strategy 1:</b> Devote staff time to programming community events.	Recreation	ST O
<b>Objective 5.2:</b> Work with ENMU to promote its art and cultural activities to a larger audience in Eastern New Mexico and West Texas.		
➢ <b>Strategy 1:</b> Coordinate with ENMU on sponsoring art and cultural events.	Recreation	O
<b>Objective 5.3:</b> Recognize the importance of the artisan community in contributing to economic development by promoting public art opportunities in highly visible areas like downtown and the university area.		

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
<ul style="list-style-type: none"> <li>➢ <b>Strategy 2:</b> Work with Portales Mainstreet to identify downtown properties that may be appropriate for galleries and artist studios.</li> </ul> <p><b>Objective 5.4:</b> Beautify the community public areas and spaces through a public art program created by local students and artisans.</p>	Planning/Zoning MainStreet	ST
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Create community art competitions and identify areas appropriate for public art installations.</li> </ul>	Planning/Zoning MainStreet Public Works	ST O
<b>HOUSING</b>		
<b>GOAL 1: SUPPORT HOUSING OPPORTUNITIES FOR ALL PORTALES RESIDENTS OF ALL INCOME LEVELS</b>		
<b>Objective 1.1:</b> Support Affordable Housing initiatives. Affordable Housing Plan.		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Implement recommendations in the 2014 Affordable Housing Plan.</li> </ul> <p><b>Objective 1.2:</b> Maximize human and financial resources for housing programs and development.</p>	Planning/Zoning	ST O
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Continue to strengthen working relationship with regional housing organizations, developers and non-profits serving Roosevelt County.</li> </ul>	Planning/Zoning	O
<ul style="list-style-type: none"> <li>➢ <b>Strategy 2:</b> Host yearly training programs for non-profits, City staff, and others on issues related to affordable housing.</li> </ul>	Planning/Zoning Human Resources	ST O
<ul style="list-style-type: none"> <li>➢ <b>Strategy 3:</b> Create a targeted marketing plan listing City's developable land, development incentives, amenities, etc.</li> </ul>	Planning/Zoning	IT
<b>GOAL 2: INCREASE OPPORTUNITIES FOR AFFORDABLE HOMEOWNERSHIP</b>		
<b>Objective 2.1:</b> Enable agencies with financial resources and training programs to assist low-income households that wish to purchase a first home.		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Support a variety of incentives programs designed to attract homebuilders to the community as identified in the Affordable Housing Ordinance.</li> </ul> <p><b>Objective 2.2:</b> Support and enable the development of single family infill housing to provide affordable workforce housing.</p>	Planning/Zoning	ST O
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Amend the Comprehensive Zoning Ordinance minimum lot size to allow for development of detached and attached dwelling units.</li> </ul>	Planning/Zoning	ST
<ul style="list-style-type: none"> <li>➢ <b>Strategy 2:</b> Assist qualifying grantees that develop affordable housing, such as Habitat for Humanity, by contributing appropriate City-owned properties.</li> </ul>	Planning/Zoning	O
<b>GOAL 3: EXPAND THE SUPPLY OF DECENT, AFFORDABLE &amp; MARKET RATE RENTAL HOUSING</b>		
<b>Objective 3.1:</b> Facilitate the construction of affordable rental properties.		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Identify a development team capable of financing and constructing a large multifamily apartment complex.</li> </ul>	Planning/Zoning	ST
<ul style="list-style-type: none"> <li>➢ <b>Strategy 2:</b> Pursue public-private partnerships with local and regional developers of affordable housing.</li> </ul>	Planning/Zoning	ST O
<ul style="list-style-type: none"> <li>➢ <b>Strategy 3:</b> Contribute to qualifying grantees and projects.</li> </ul>	Planning/Zoning	O
<b>Objective 3.2:</b> Assist regional providers of supportive housing for persons with disabilities to locate in Portales.		

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
➢ <b>Strategy 1:</b> Identify possible service provider partners who may have capacity and funding to expand existing programs.	Planning/Zoning	ST
➢ <b>Strategy 2:</b> Identify additional sources of funding for the expansion of supportive housing units.	Planning/Zoning	ST
➢ <b>Strategy 3:</b> Identify possible sites that may accommodate the development of a future group home or other supportive housing development.	Planning/Zoning	ST IT
<b>Objective 3.3:</b> Support development of senior housing and assisted living facilities.		
➢ <b>Strategy 1:</b> Identify possible service provider partners who may have capacity and funding to expand existing senior housing programs.	Planning/Zoning	ST
➢ <b>Strategy 2:</b> Provide development incentives for affordable senior assistance developments.	Planning/Zoning	ST IT
<b>GOAL 4: PRESERVE &amp; REHABILITATE THE PORTALES AFFORDABLE HOUSING STOCK</b>		
<b>Objective 4.1:</b> Facilitate owner-occupied home rehabilitation.		
➢ <b>Strategy 1:</b> Seek entities that provide weatherization and rehabilitation services in the region and provide in-kind assistance to enable them to better serve Portales residents.	Planning/Zoning	ST
➢ <b>Strategy 2:</b> Identify and secure additional funding sources to provide rehabilitation assistance to homeowners.	Planning/Zoning	IT
<b>Objective 4.2:</b> Ensure upkeep of existing rental properties.		
➢ <b>Strategy 1:</b> Examine options like the International Property Maintenance Code for creating a health and safety code for rental housing to ensure that units leased to the public meet basic health and safety requirements.	Planning/Zoning	IT
➢ <b>Strategy 2:</b> Conduct a housing assessment survey to determine overall condition of housing stock and neighborhoods with the highest need.	Planning/Zoning	ST
<b>COMMUNITY SERVICES</b>		
<b>GOAL 1: MAINTAIN THE CITY AS A SAFE PLACE TO LIVE WITH QUALITY AFFORDABLE HEALTH CARE FOR ALL AND CONTINUED OUTSTANDING POLICE, FIRE, AND EMERGENCY MEDICAL SERVICES.</b>		
<b>Objective 1.1:</b> Support the hospital board on developing a strategy for attracting and retaining health care professionals and specialists.		
➢ <b>Strategy 1:</b> Support the hospital in attracting and retaining needed health care professionals, programs, and facilities in order to improve the health and quality of life for Portales residents.	Hospital Planning/Zoning	ST O
<b>Objective 1.2:</b> Continue being a senior friendly community by offering facilities, programs, and services geared toward seniors.		
➢ <b>Strategy 1:</b> Work with governmental agencies and private service providers on developing a continuum of senior care facilities and services.	Hospital Planning/Zoning	O
<b>Objective 1.3:</b> Provide systematic review of police, fire, and emergency medical services to ensure adequate staffing, levels of training, equipment, and emergency response times.		

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
➤ <b>Strategy 1:</b> Update and upgrade law enforcement and fire/EMS facilities and equipment as needed to ensure a high level of public safety services to community residents.	Planning/Zoning Police Fire Department	IT
➤ <b>Strategy 2:</b> Partner with other regional entities to develop new regional training facilities for Eastern New Mexico communities.	Planning/Zoning Police Fire Department	IT
➤ <b>Strategy 3:</b> Continue investment in City infrastructure, so that components such as signage, traffic signals, and emergency sensors, are adequate to ensure safety and optimal response times for law enforcement and fire/EMS	Public Works	O
➤ <b>Strategy 4:</b> Continue to develop the selected site for a new fire substation in the northern portion of the City.	Planning/Zoning Fire Department	IT
<b>GOAL 2: CREATE, IMPROVE, AND MAINTAIN RECREATIONAL OPPORTUNITIES AND FACILITIES FOR RESIDENTS OF ALL AGES.</b>		
<b>Objective 2.1:</b> In cooperation with the parks and recreation board, develop a parks and recreation master plan.		
➤ <b>Strategy 1</b> Identify and prioritize needed capital improvements, operational standards.	Parks Recreation Planning/Zoning Public Works	ST
➤ <b>Strategy 2:</b> Secure funding for identified improvements.	Parks Recreation Public Works	IT
➤ <b>Strategy 3:</b> Improve and maintain existing facilities, and expand recreational programs.	Parks Recreation Public Works	ST O
<b>Objective 2.2:</b> Coordinate City, school, university, and community efforts in developing and managing recreational and extracurricular activities for Portales youth, with additional use for tournaments.		
➤ <b>Strategy 1:</b> Develop and maintain safe and accessible recreation facilities and programs that meet the needs of Portales residents of all ages and abilities.	Parks Recreation	IT
➤ <b>Strategy 2:</b> Bring all parks into compliance with the Americans with Disabilities Act (ADA).	Parks Planning/Zoning	IT
➤ <b>Strategy 3:</b> Work cooperatively with the Portales Public Schools, Eastern New Mexico University, and other community groups in developing and managing recreational and extracurricular activities for Portales residents.	Public Schools ENMU Recreation	ST O
<b>GOAL 3: PROMOTE AND SUPPORT BASIC EDUCATIONAL STANDARDS IN THE PUBLIC SCHOOLS.</b>		
<b>Objective 3.1:</b> Foster dialogue between the public schools, ENMU, elected officials, and community leaders on developing educational, literacy, and school to-work programs for Portales youth.		
➤ <b>Strategy 1:</b> Take a leadership role in promoting educational opportunities, programs, and facilities for Portales youth.	ENMU Public Schools Recreation	O
<b>Objective 3.2:</b> Continue to support the public library through a systematic plan for expanding the collection and library technologies, and accessibility to services and programs.		

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Seek additional funding sources to help expand access to Library services and programs.</li> </ul>	Public Library	ST
<ul style="list-style-type: none"> <li>➢ <b>Strategy 2:</b> Promote ridesharing and alternative options for transportation and accessibility to the City Library as a way of decreasing demand for limited parking facilities in the area.</li> </ul>	Public Library Transportation Planning/Zoning	ST O
<b>GOAL 4:</b> MAINTAIN EFFICIENCY IN CITY OPERATIONS BY IDENTIFYING PHYSICAL CHANGES OVER TIME IN LAND USE, HOUSING, INFRASTRUCTURE, AND OTHER CRITICAL PLANNING AREAS.		
<p><b>Objective 4.1:</b> Improve government decision making and planning activities through the monitoring of physical and social change over time through Geographic Information System (GIS) technologies.</p>		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Develop a Geographic Information System (GIS) program to assist the City in planning and operations of all relevant City departments.</li> </ul>	Public Works Planning/Zoning	ST
<b>TRANSPORTATION &amp; INFRASTRUCTURE</b>		
<b>GOAL 1:</b> MAINTAIN EXISTING AIRPORT SERVICES AND MARKET THE AIRPORT AS AN ECONOMIC ANCHOR FOR THE COMMUNITY.		
<p><b>Objective 1.1:</b> Work in conjunction with the RCCDC and the Portales Development Corporation on the airport industrial park.</p>		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Implement the Industrial Park Master Plan.</li> </ul>	Planning/Zoning RCCDC Public Works	LT
<p><b>Objective 1.2:</b> Continue to apply for federal grant money to expand the airport and extend existing runways.</p>		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Evaluate and pursue needed expansions to airport facilities as the need arises.</li> </ul>	Municipal Airport Planning/Zoning	ST O
<b>GOAL 2:</b> CREATE, IMPROVE, AND MAINTAIN GOOD QUALITY ROADS TO MAKE ALL AREAS OF THE CITY AND COUNTY ACCESSIBLE.		
<p><b>Objective 2.1:</b> Identify and prioritize needed improvements to the transportation system including roads, sidewalks, bicycle facilities, and traffic control devices to ensure safety and increase multi-modal transportation.</p>		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Develop a transportation master plan to ensure adequate transportation infrastructure and maintain a high level of safety in Portales.</li> </ul>	Public Works Planning/Zoning	IT
<ul style="list-style-type: none"> <li>➢ <b>Strategy 2:</b> Apply for available state and federal funding for improvements to existing roads.</li> </ul>	Public Works Planning/Zoning	ST O
<ul style="list-style-type: none"> <li>➢ <b>Strategy 3:</b> Provide adequate staffing levels to ensure adherence to street maintenance programs.</li> </ul>	Public Works	ST O
<b>GOAL 3:</b> CREATE A COMMUNITY WIDE BICYCLE AND PEDESTRIAN SYSTEM TO PRIMARY COMMUNITY ACTIVITY AREAS.		
<p><b>Objective 3.1:</b> Develop a plan that identifies preferred routes, improvements, and priorities for bicycling and recreation.</p>		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Acquire additional right-of-way where needed and seek access to easements from landowners along approved trail and bikeway corridors.</li> </ul>	Public Works Planning/Zoning	IT LT

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
➢ <b>Strategy 2:</b> Include trail and bikeway improvements in the City's ICIP.	Planning/Zoning Public Works	O
➢ <b>Strategy 3:</b> Seek input from the community on pedestrian and bicycle transportation needs.	Public Works Planning/Zoning	ST O
<b>GOAL 4:</b> STRIVE TO BALANCE WATER RESOURCES TO SERVE AGRICULTURE, NEW INDUSTRY, AND RESIDENTIAL DEVELOPMENT.		
<b>Objective 4.1:</b> Continue to work with the Eastern New Mexico Rural Water System Plan to utilize Ute Lake water resources for the community.		
➢ <b>Strategy 1:</b> Participate in the efforts of Eastern New Mexico Water Utility Authority (ENMWUA) to develop the Eastern New Mexico Rural Water System.	Public Works	O
<b>Objective 4.2:</b> Ensure adequate funding for the City's local match requirement in the Eastern New Mexico Water System Plan Project.		
➢ <b>Strategy 1:</b> Explore all potential funding resources for local match requirement in the Eastern New Mexico Water System Plan including, but not limited to, an increase in gross receipt taxes, general obligation bonds, and utility revenue bonds.	Public Works	ST O
<b>Objective 4.3:</b> Promote sound management of the City and regional water resources through water conservation and supply development.		
➢ <b>Strategy 1:</b> Meet the future water needs of the City by developing a water supply plan that utilizes available local water sources and potential Ute Lake water.	Public Works Planning/Zoning	ST
➢ <b>Strategy 2:</b> Work with Roosevelt County and farmers on promoting agricultural best management practices.	Planning/Zoning	O
➢ <b>Strategy 3:</b> Implement a water conservation plan that reduces water waste by assessing existing water lines and replacing when necessary, sets a threshold for per capita daily water use, provides incentives for conservation, includes a public education strategy, and identifies a regionally appropriate plant palette for use by the community.	Public Works Planning/Zoning	IT
➢ <b>Strategy 4:</b> Reduce municipal water use through the reuse of treated wastewater for irrigation of public landscapes.	Public Works Planning/Zoning	O
<b>GOAL 5:</b> PROVIDE MUNICIPAL WATER AND WASTEWATER SERVICES TO CURRENT AND FUTURE CITIZENS OF PORTALES		
<b>Objective 5.1:</b> Maintain and expand municipal water and wastewater systems to meet municipal water demand.		
➢ <b>Strategy 1:</b> Complete water and wastewater improvements identified as needs, including major rehabilitation and system expansion to accommodate growth.	Public Works	IT LT
➢ <b>Strategy 2:</b> Continue to implement a program of ongoing scheduled maintenance of existing water and wastewater facilities.	Public Works	O
<b>GOAL 6:</b> PROTECT THE PUBLIC HEALTH, SAFETY, AND WELFARE AND PROPERTY VALUES FROM DAMAGE CAUSED BY FLOODING.		
<b>Objective 6.1:</b> Reduce flooding and drainage problems throughout the City.		

## EXECUTIVE SUMMARY

GOALS, OBJECTIVES, & IMPLEMENTATION STRATEGIES	RESPONSIBLE PARTIES	T
> <b>Strategy 1:</b> Develop a stormwater master plan that includes FEMA identified flood plains; identifies and prioritizes improvements to address flooding and drainage issues; and lists funding sources and an implementation schedule.	Planning/Zoning Public Works	IT
> <b>Strategy 2:</b> Develop a master drainage plan to ensure that drainage structures can transport adequate water volumes during significant rain events.	Planning/Zoning Public Works	IT
<b>Objective 6.2:</b> Develop stormwater criteria as an addendum to the City's Subdivision Regulations.		
> <b>Strategy 1:</b> Systematically fund and develop a comprehensive system of drainage and storm water control measures and facilities.	Planning/Zoning Public Works	IT



# II. COMMUNITY PROFILE

## 1. OVERVIEW

The Community Profile section is intended to establish a context and baseline for recommendations in the Comprehensive Plan. This assessment begins with a background discussion of Portales, and is followed by a brief demographic analysis. Additional demographic analysis is included in the other plan sections more specific to each topic. These data help determine the needs in the community based on social and economic trends, current physical conditions, and projections.

## 2. COMMUNITY BACKGROUND

The City of Portales is located on the eastern plains of New Mexico, surrounded by productive agricultural land. Portales is the county seat of Roosevelt County and has a close relationship to the City of Clovis, 19 miles to the northeast. Approximately 62 percent of Roosevelt County's population lives within the Portales municipal boundary. Major cities close to Portales include Albuquerque, 240 miles to the northwest; Roswell, 90 miles southwest; Amarillo, Texas, 122 miles to the northeast, and Lubbock, Texas, 100 miles to the southeast.

Agriculture is an important component of Portales' economic base and an important aspect of the City and County's culture and history. Roosevelt County leads New Mexico in the production of several crops, including corn, milo, wheat, peanuts, alfalfa, and potatoes. Dairy production is also a significant component of the agricultural industry in Portales and has the potential to become even more important in the future, evidenced by the second expansion of the Southwest Cheese plant.

Portales is not only an agricultural community, but also a college town. Eastern New Mexico University's (ENMU) main campus is located in Portales. Over 5,000 students attend ENMU each year. It is the third largest university in New Mexico behind New Mexico

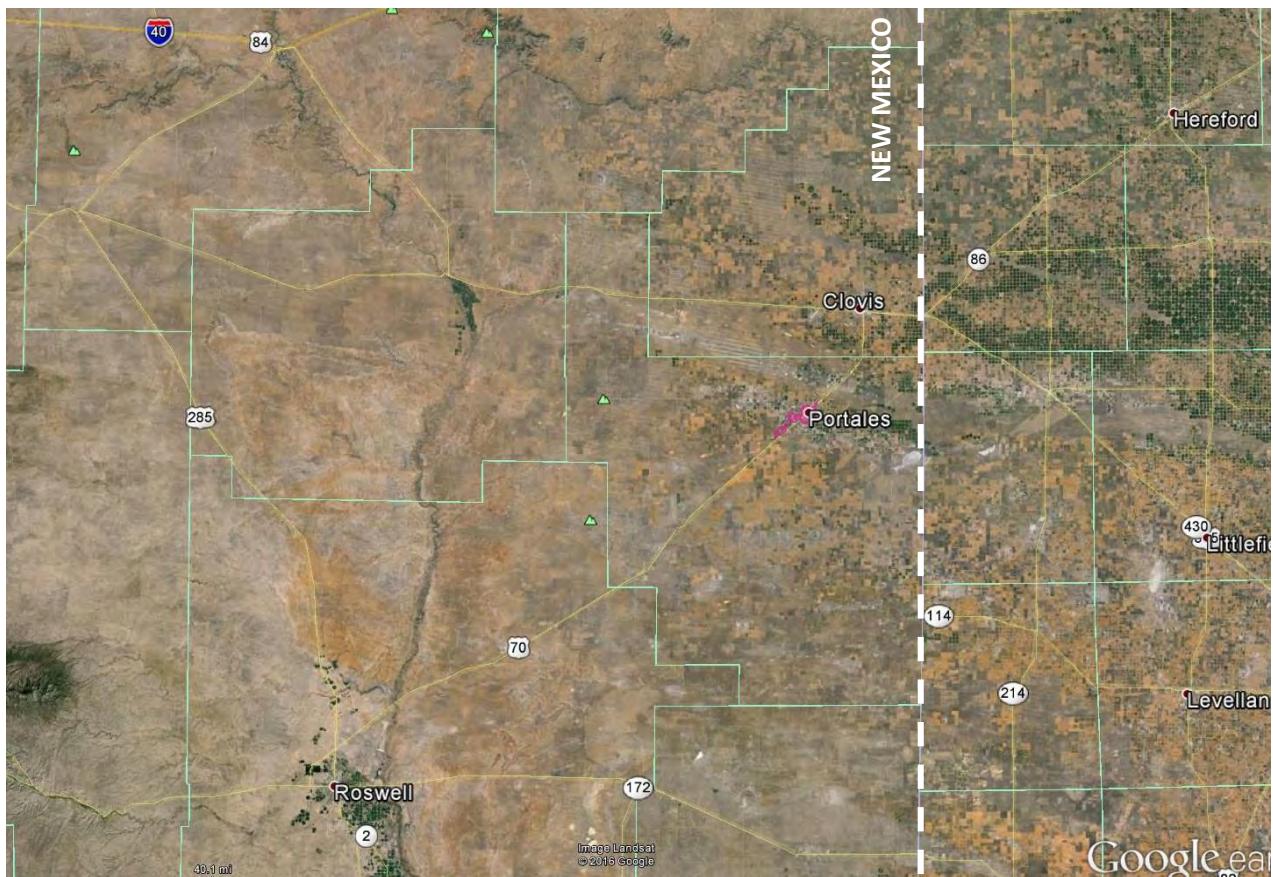
## COMMUNITY PROFILE

State University and the University of New Mexico. Educational services and health care and social assistance are the largest employment sector in Portales, making up just over 35 percent of the labor force.

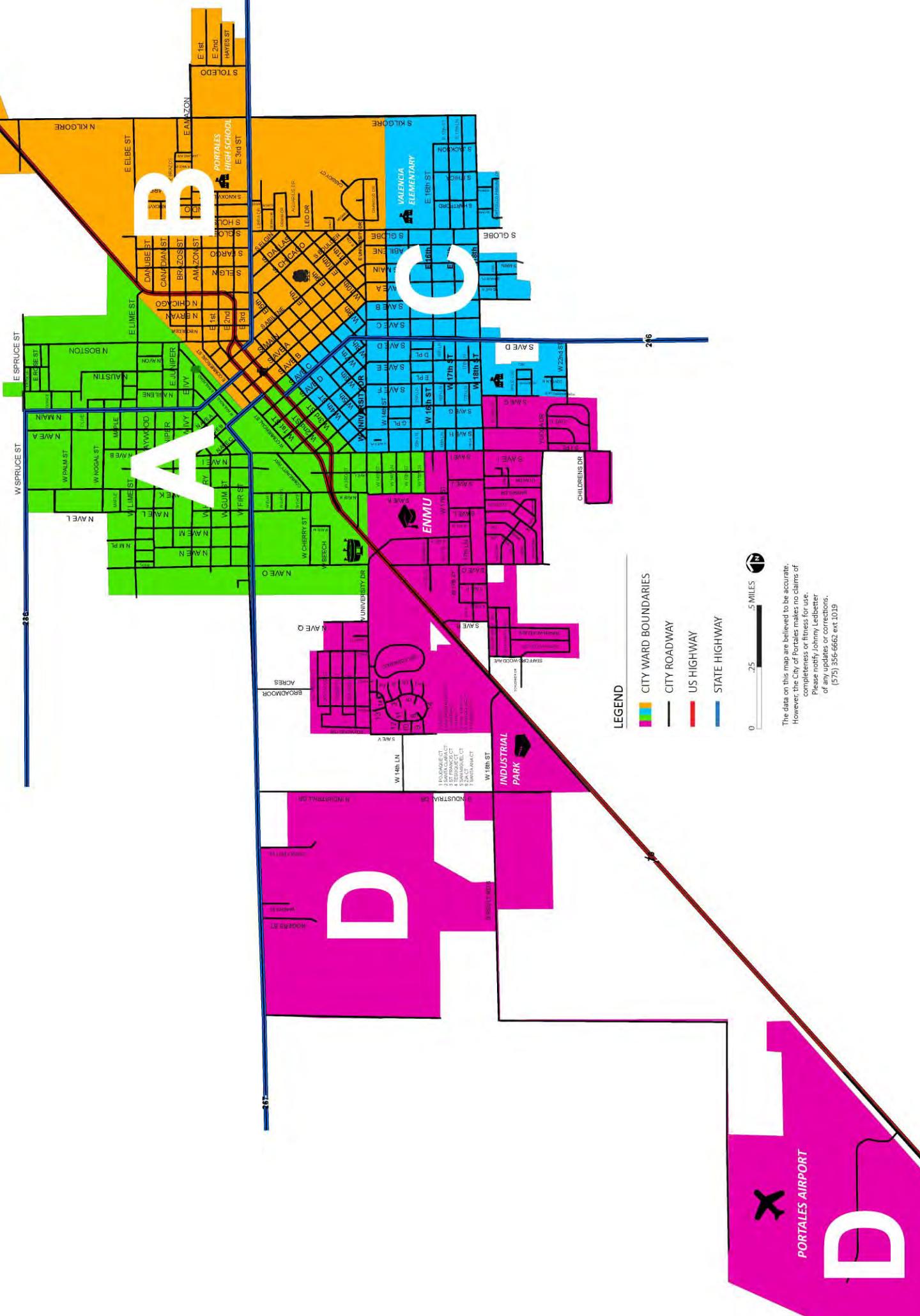
The many cultural and educational activities provided by ENMU attract visitors to Portales and make it a desirable place to live. With a new football stadium under construction, Portales will further increase its ability to host events that serve the entire region. The ENMU College of Fine Arts provides musical and dramatic programs and is home to a local symphony orchestra. Other community events in Portales include the Annual Heritage Days Celebration, the New Mexico Agricultural Expo, the Roosevelt County Fair, and the Peanut Valley Festival. Portales is also home to the Blackwater Draw Museum and the Roosevelt County Museum.

Cannon Air Force Base is another asset to Portales that contributes to its economy and workforce. The Base has recently obtained a new mission as a special operation wing base. In 2014 it was elected by the Air Force Times to be amongst the ten best Air Forces bases in the United States. Cannon Air Force Base is located about 17 miles from Portales with a new mission as a special operations wing base. Approximately 5,000 active-duty members and 600 civilians work on base and between 150 and 200 individuals and their families live in Portales.

**FIGURE 2: PORTALES AND VICINITY**



CITY OF PORTALES WARDS & CITY OVERVIEW



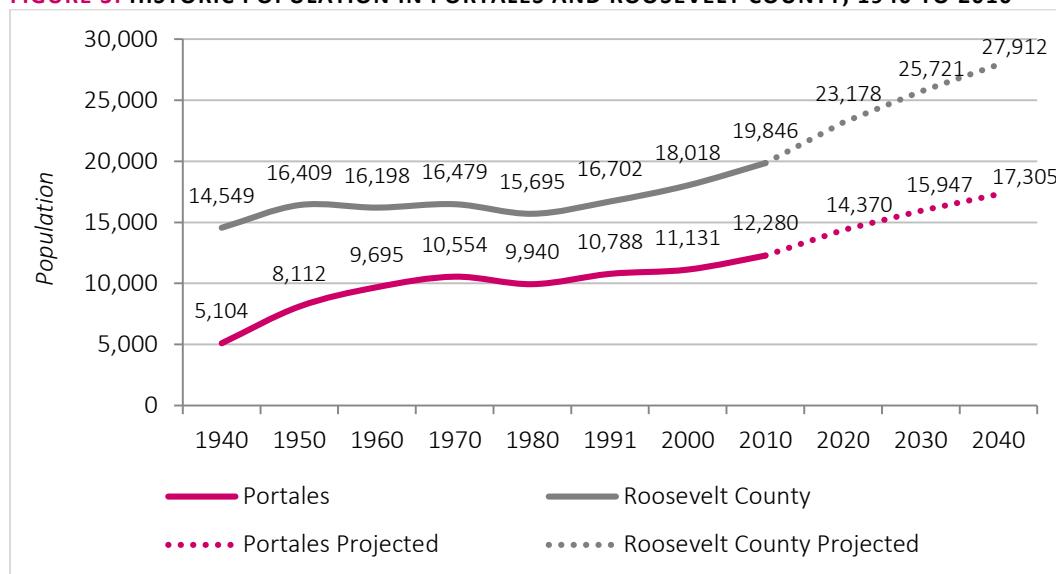
## 3. DEMOGRAPHICS

Portales and the region surrounding Portales are expected to experience steady population growth over the next several decades. Many indicators point toward a bright future for Portales and the community stands ready for new challenges and new growth. The Portales workforce is increasing in size and becoming more educated, income levels are increasing, and the agricultural industry (specifically dairy) is booming. Portales wishes to take the positive step of planning for this growth now in order to ensure a quality environment for future generations. Understanding past trends and future projections will aid in this task.

### POPULATION TRENDS & PROJECTIONS

Existing demographic trends point toward population growth for Portales over the next three decades. Based on the 2010 US Census, 62 percent of Roosevelt County's population resides in Portales. [Figure 3](#) shows population trends for the City and Roosevelt County since 1940. Between 1980 and 2010, the population increased steadily in Portales and the County.

**FIGURE 3: HISTORIC POPULATION IN PORTALES AND ROOSEVELT COUNTY, 1940 TO 2010**



Source: UNM BBER, 2014; US Census 2010; Sites Southwest. Portales' population projection is based on the City continuing to represent 62% of Roosevelt County's population.

County population projections from the Bureau of Business and Economic Research at the University of New Mexico (BBER) estimate population growth through 2040. [Figure 4](#) indicates that population in the County is expected to increase to nearly 28,000 by 2040. It can be anticipated that much of the growth that occurs in the County will take place within the boundaries of the City of Portales. If Portales follows existing trends and continues to account for 62 percent of the County's population, the City is projected to be home to 17,300 residents by 2040, or a 40 percent increase in population from 2010. The

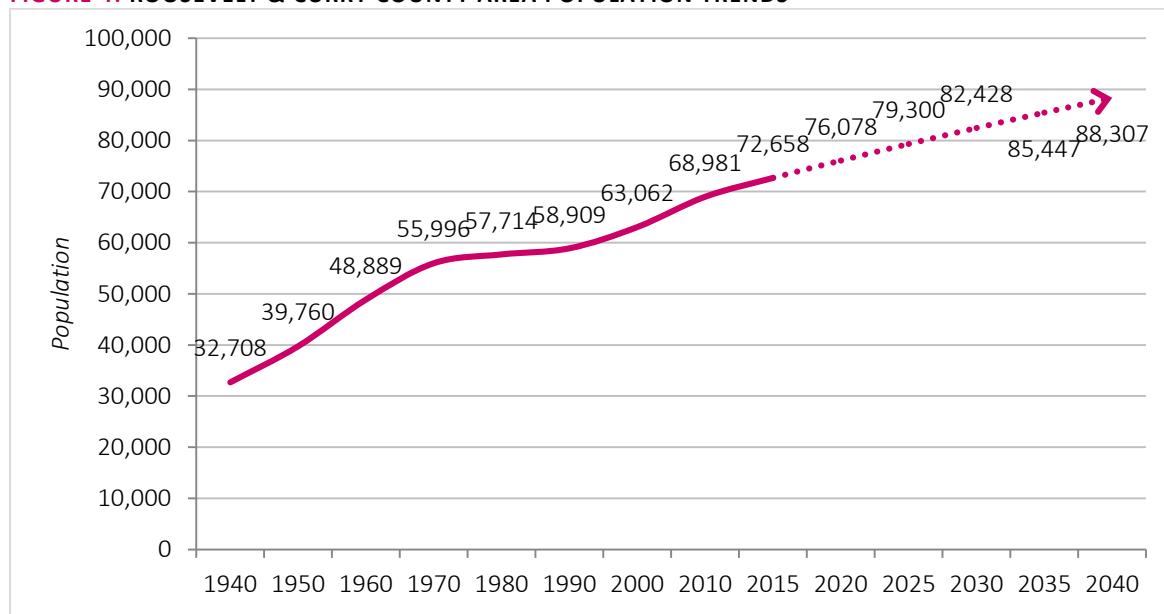
## COMMUNITY PROFILE

projected annual growth rate (1.56%) exceeds both the state (0.72%) and national (0.71%) growth rates.

BBER's projections rely on historic growth, and assume that growth rates will continue to follow historic trends. County-wide developments could change these projections in the near future. However, it is also important to look at regional trends in order to fully understand how population growth is expected to impact the region over the next decades. Many national businesses looking to locate in a community require a minimum population threshold (typically 50,000) to consider moving into an area.

A market profile of Portales indicates that the population within a 20 mile radius exceeded 63,000 in 2010 and is expected to grow to over 70,000 by the end of the decade. [Figure 4](#) shows historic population and population projections through 2040 for the region that includes Roosevelt and Curry Counties, which encompass the population centers within the 20 mile radius. The total population for the two counties was 68,891 in 2010. By 2040, the population for the two counties is projected to exceed 88,000 people. This population growth offers opportunities for Portales businesses to serve a regional market that is larger than Roosevelt County alone.

**FIGURE 4: ROOSEVELT & CURRY COUNTY AREA POPULATION TRENDS**



Source: UNM BBER, 2014

## FACTORS CONTRIBUTING TO GROWTH

Several factors will continue to influence future growth in Portales. Many of these factors, including the availability of water, may affect future growth and business investment significantly. In addition, although some of these factors are beyond the control of the City to influence, many are and should be addressed as the City continues to evolve. Central factors include:

- **Economic Competitiveness:** The ability of local businesses to capitalize on economic activity in the region, including the Southwest Cheese factory and other projects

in the area. In addition, the City's ability to diversify its economy and add or retain jobs.

- **Agriculture:** One of the reasons that Portales and Roosevelt County expect sustained growth for the foreseeable future is the strength and growth of agricultural industries in the region. The Roosevelt County Community Development Corporation (RCCDC) sees food processing as value added agriculture and processing as key growth sectors for the local economy.
- **Growth in Large Institutions:** The continued growth of Cannon Air Force Base and an increase or decrease in enrollment, staffing, and programs at ENMU.
- **Housing:** The number of homes available for purchase or rent in Portales and surrounding area and their affordability.
- **Marketing:** The area's ability to market itself to new residents, and enhance its quality of life amenities. The area's ability to retain young families (which will lead to an increase in fertility rates).
- **Water Supply:** The area's ability to conserve water and secure new water supply sources.

## AGE OF POPULATION

Understanding the age of the population helps in planning for housing, social services, and other services for different age groups (e.g. senior housing and medical services, youth recreation opportunities). These data aid in understanding the need for job opportunities and how citizens derive their income (e.g. change in working age population, income from retirement and social security).

Portales has a young population and a growing group of "working age" residents between the age of 18 and 64 years old. According to the 2010 US Census, the median age in Portales was 27.1 years old. This is much younger than the median age of the State, which was 36.7 years old. The location of ENMU's main campus in Portales and the proximity of Cannon Air Force Base have a direct impact on the number of young adults in the community. The segments of the population that are growing the most are those between the ages of 20 to 34 and 45 to 59 years old. Both groups are being considered to be part of the "working age" population. Both segments are likely to be part of the labor force, while the 20 to 34 group may also be seeking home ownership opportunities. However, there has also been a significant decrease in residents in the age group of 35 to 44, indicating that adults in this age group may leave the community for opportunities elsewhere. There has been a slight increase in the percentage of residents aged 60 to 74. Lastly, the number of children below the age of five has increased since 2000, indicating the presence of young parents and growing families.

## COMMUNITY PROFILE

**FIGURE 5: AGE DISTRIBUTION IN PORTALES, 2000 AND 2010**

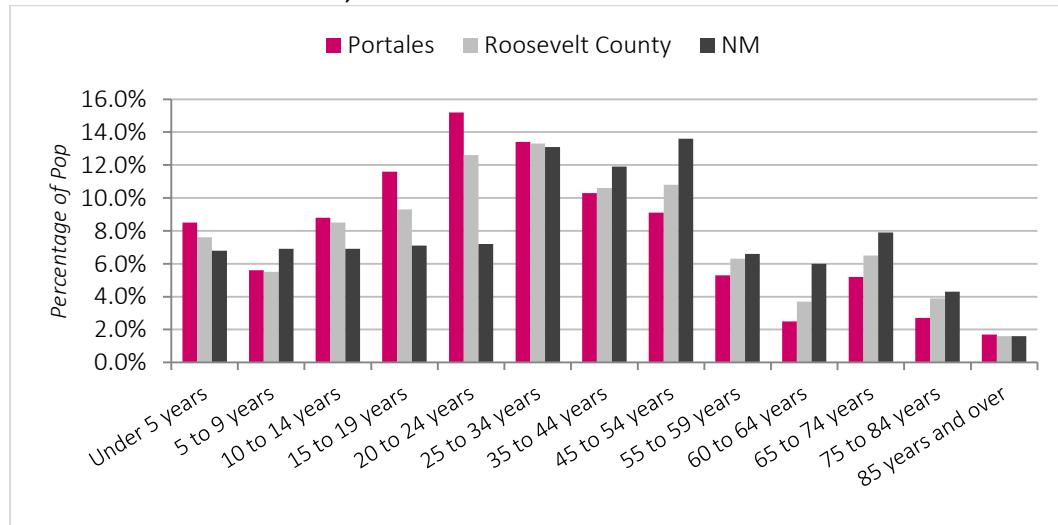


Source: US Census 2000, 2010

Figure 5 breaks down the age of Portales residents by 5 to 10-year age cohorts and compares data from 2000 and 2010. Based on this analysis, population cohorts between 20 and 34 years of age increased between 2000 and 2010 from 2,936 to 3,545 persons, making up some 30 percent of the City's population in 2010. Portales offers many amenities, such as quality schools and a high quality of life that is attractive to new residents in search of a good place to raise a family.

Figure 6 compares age cohorts for Portales, Roosevelt County, and the State. According to this data, Portales has a larger proportion of residents aged 20 to 24 years old than either the County or the State. This larger proportion can be attributed to the presence of students at Eastern New Mexico University.

**FIGURE 6: AGE DISTRIBUTION, 2009-2013 AVERAGE**



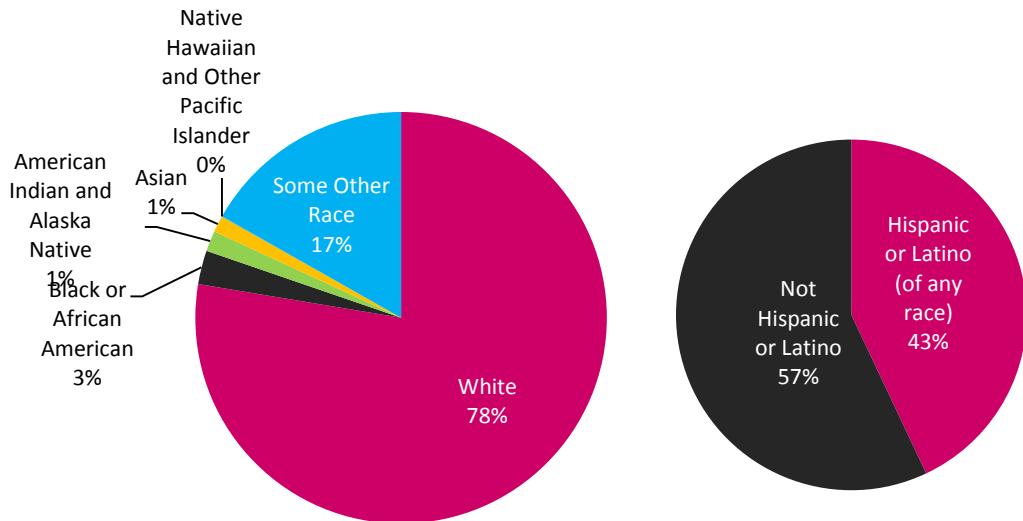
Source: American Community Survey, 2009-2013 5-year Estimates

## RACE & ETHNICITY

## COMMUNITY PROFILE

A majority (78%) of Portales residents reported their race as "white", with 17 percent identifying as "other race," and a small percentage of residents (3%) identifying as "black or African American." In addition, 43% of residents identified as "Hispanic or Latino" which is similar to the state average. Following statewide and national trends, the population of Hispanics and Latinos has increased since 2000.

**FIGURE 7. RACE AND ETHNICITY, 2010**



Source: US Census, 2010

## 4. SOCIOECONOMIC INDICATORS

### EDUCATIONAL ATTAINMENT

Trends related to the educational level of a community provide insight into the skill and ability of the labor force. Communities that demonstrate an educated and trainable workforce (those with a high number of high school and college graduates) are much more likely to attract businesses in need of skilled labor. Figure 8 demonstrates that the percentage of the population 25 years and older with a high school diploma increased from 74 to over 78 percent between 2000 and 2010. However, the percentage of the population with a bachelor's degree or higher decreased slightly from 25.2 to 24.3 percent. The proportion of the adult population with graduate or professional degrees decreased slightly from 11.2 to 10.9 percent.

**FIGURE 8: SOCIOECONOMIC INDICATORS, 2000 - 2010**

	2000 COUNT	2000 PERCENT	2010 COUNT	2010 PERCENT
Population 25 years and over	5,995	100.0%	6,211	100.0%
Less than 9th grade	717	12.0%	599	9.6%
9th to 12th grade, no diploma	839	14.0%	731	11.8%

## COMMUNITY PROFILE

	2000 COUNT	2000 PERCENT	2010 COUNT	2010 PERCENT
High school graduate	1,269	21.2%	1,670	26.9%
Some college, no degree	1,270	21.2%	1,291	20.8%
Associate degree	392	6.5%	411	6.6%
Bachelor's degree	838	14.0%	835	13.4%
Graduate or professional degree	670	11.2%	674	10.9%
Percent high school graduate or higher	-	74.0%	-	78.6%
Percent bachelor's degree or higher	-	25.2%	-	24.3%
Median Household Income	\$24,658	-	\$30,135	-
Median Family Income	\$30,462	-	\$34,530	-
Per Capita Income	\$12,935	-	\$14,994	-
Persons Below Poverty Level	2,523	-	3,382	-

Source: US Census, 2000-2010

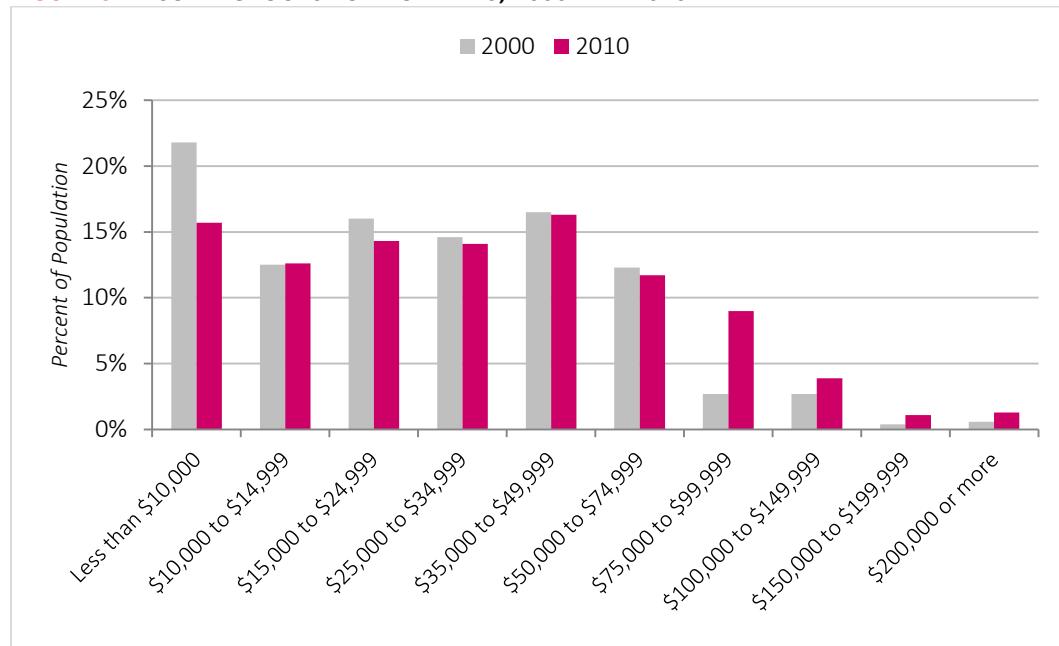
## INCOME

Analysis of income and poverty statistics for Portales shows that income levels are increasing in Portales; however poverty levels have also risen between 2000 and 2010. Figure 9 compares median household income, median family income, per capita income, and the number of persons below poverty between 2000 and 2010 for Portales. Median household income increased over 22 percent between 2000 and 2010. The median family income increased 13.4 percent.

In 2010, median household income in Portales was \$30,135 and median family income was \$34,530. Per capita income increased 16 percent from 2000 and 2010 to \$14,994 in 2010. However, the percentage of persons in poverty has increased from 24.9 percent in 2000 to 30.2 percent in 2010. The national poverty threshold increased from \$18,052 in 2000 to \$22,113 in 2010, and while incomes in Portales increased, they did not keep pace with national income growth.

## COMMUNITY PROFILE

**FIGURE 9: INCOME GROUPS FOR PORTALES, 2000 AND 2010**



Source: US Census, 2000-2010



# III. LAND USE

## 1. OVERVIEW

The land use element, which describes the physical layout of the City, provides a critical link between all other elements within a comprehensive plan. The type, location, and intensity of land uses have a direct impact on the way residents feel about their community, the way the community looks and functions, and the ability for the City to attract new industry, investment, and development. Land use helps to define a community through maintaining, or sometimes establishing, a unique sense of place. Without a clear vision for land use to guide the future of the community, it is difficult to accomplish many other planning goals contained in a comprehensive plan. For instance, the provision of adequate and affordable housing has emerged as a primary issue for Portales. A land use plan will provide the critical framework for making decisions regarding the size, type, and design of new housing. The City has recently adopted a Downtown Master Plan that will, in conjunction with the Comprehensive Plan, guide future decision making regarding growth and community investment in the downtown area and beyond.



*Downtown Portales streetscape*

## 2. SUMMARY OF KEY ISSUES

- The City currently has a relatively good balance of various land uses needed to sustain a community. They are generally well placed, with no significant conflicts between residential and non-residential uses.
- There is a widespread community desire to beautify the City through redevelopment and elimination of nuisance properties. This desire has been very clearly expressed in the community meetings during prior planning processes.
- The City has invested in planning for downtown and has seen positive results from recognizing the value of the historic center of the City.
- There is a lack of available housing for all income levels, but particularly for low to moderate income residents. This is true both for owner-occupied units and rental units; however the need is greatest for affordable rental units, as identified by the City of Portales Housing Needs Assessment and Affordable Housing Plan.

## LAND USE

- There are large vacant parcels of land within the City limits that are either not zoned appropriately, have multiple owners, or do not currently have municipal services. These parcels provide the opportunity to accommodate growth through infill, making efficient use of existing infrastructure. It would be beneficial for the City to engage in more detailed land use planning for these areas within the City so that new development could be accomplished without a significant delay.
- Historically, annexations have occurred as the result of petitions by landowners. The result of this practice has created a very irregular municipal boundary, which in turn results in an inefficient delivery of services. Filling in vacant parcels around the edges of the City are another way to maximize the utility of existing infrastructure.

## 3. EXISTING LAND USE CONDITIONS

This section describes existing land uses in Portales. In general, there are no significant conflicts between residential and non-residential land uses.

### RESIDENTIAL LAND USE

Residential is the largest land use category in Portales, which is typical of most municipalities. In general, residential development in Portales is in good condition; however, approximately 13.5% of existing residences are vacant. The City of Portales Housing Needs Assessment and Affordable Housing Plan found that some 60 percent of all units in Portales were built in 1969 or earlier. As these units continue to age the units will be in need of rehabilitation, maintenance and in some cases need to be replaced. A large number of properties that have vacant buildings in need for rehabilitation are located in the North Main area. Most of the older subdivisions in the City are organized in a grid pattern, while the newer subdivisions on the south and east sides are characterized with curvilinear streets and cul-de-sacs. Lower density residential is located throughout the City, while higher density residential is generally concentrated in the central portion of the City close to the ENMU, both main and west campuses, and the junior and elementary schools. It also extends to the North Main area, adjacent to a commercial strip. Only a small percentage of residential land use is in manufactured homes, which is somewhat atypical for New Mexico communities.

### COMMERCIAL LAND USE

The two primary commercial areas in Portales are east and west of the railroad tracks, with the majority on the east between West First Street and West Fifth Street. Commercial uses extend south and east along South Avenue, north between East Third Street and Canadian Street. A more recent major commercial area is north within the Walmart Subdivision. This area has good potential for new commercial development, with adequate utilities and appropriate adjacent land uses. In general, greater diversity in commercial development is needed and desired by the residents and the gross receipts tax revenues from new commercial development can assist the City in funding needed services.

### INDUSTRIAL LAND USE

## LAND USE

The primary industrial area in Portales is on the south end of the City, east of the railroad tracks. Today the Industrial Park is combined with the Portales Airpark and encompasses over 450 acres. Portales Industrial Park, Units 1 and 2, is well located along US Highway 70 and adjacent to the Municipal Airport. It is also connected through a rail switch to the Burlington Northern Santa Fe railway. The Park has several very good industrial users such as Heflin Lumber, , Dairy Farmers of America and Western Dairy Transport. The Park has recently drafted a master plan to guide and facilitate future development. The Master Plan identifies the location of specific uses including sites for proposed green detention basin/wetlands, heavy industry, light industry, mixed use development, renewable energy, commercial, rail yard and transhipment facilities, and parcels that could be annexed and added to extend the industrial park in the future. The Park is well maintained and attractively landscaped with trees planted along the street edge. There is very good potential for both expansion of existing industries and industries new to Portales, both within the current boundary of the park and in adjacent areas. Another industrial area is located in the central area of the City. These uses have been in place for many years, and potential for expansion is limited both from a land availability perspective and the likelihood of conflicts with adjacent land uses.



*Portales Industrial Park*

## PUBLIC/INSTITUTIONAL LAND USE

Institutional land use comprises a significant land area including ENMU campus and Portales Public Schools. ENMU campuses are centrally located, drawing a significant amount of residential uses close by. They are attractively landscaped and well maintained. ENMU is in the process of adding a new stadium that will increase acreage of existing institutional areas and create another site for public venues. The central downtown area also contains a mix of institutional land uses, including the Roosevelt County Courthouse, Portales City Hall and the US Post Office.

## PARKS AND RECREATIONAL LAND USE

The City has a wide range of parks and recreational land uses. Neighborhood scale park facilities are relatively limited and are generally located close to ENMU campus and public school properties. The City's Recreational Complex is 211 acres and can accommodate a wide variety of recreational uses, both passive and active. It is located adjacent to Country Club Estates, which contains a private nine-hole course.

## VACANT LAND

A significant amount of vacant land exists within Portales. Much of it is adjacent to the Country Club and the City's Recreational Complex, pockets of vacant land exist throughout the City. Approximately 419 acres of vacant land within the City is residentially zoned. New residential subdivisions include Oakwood Manor, Territorial Estates, Ravenwood Estates and Portales HomeSpot North. The City owned old municipal airport site offers opportunity for the City to develop needed housing and amenities, such as the Recreation Complex that is already located on the site. There is also a large amount of vacant land adjacent to

## LAND USE

the City's boundary that may be suitable for annexation. Typically, annexations are most appropriate where municipal services (water and sanitary sewer) can be extended.

# 4. LAND USE REGULATIONS

## COMPREHENSIVE ZONING ORDINANCE

The Comprehensive Zoning Ordinance (No. 387) for the City of Portales was originally adopted in April, 1973, as required by New Mexico State Statutes. Zoning categories covered in the Ordinance include\*:

<b>RAZ</b>	<i>Rural Agricultural Zone</i>
<b>RA &amp; RS</b>	<i>Rodeo Arena and Riding Stable</i>
<b>R-1</b>	<i>Single Family/Residential Zone</i>
<b>R-2</b>	<i>Multiple Family/Residential Zone</i>
<b>C-1</b>	<i>Neighborhood/Commercial Zone</i>
<b>C-2</b>	<i>General Commercial Zone</i>
<b>M-1</b>	<i>Light Manufacturing Zone</i>
<b>M-2</b>	<i>Heavy Manufacturing Zone</i>
<b>PZ</b>	<i>Planned Unit Zone</i>

*\*Special use permits are also allowed for certain specific land uses such as airports, amusement parks, cemeteries, hospitals, etc.*

The Zoning Ordinance has not been comprehensively updated in a long time, and in many cases, does not reflect the needs and desires of the community. Zoning categories are relatively limited, with little differentiation between zones. Development standards for rural development are not included in the Ordinance. A thorough review and revision to both the Zoning and Subdivision Ordinances would be an appropriate action step to take in implementing the Comprehensive Plan.

### Special Districts

It is common for zoning ordinances to include specific districts due to the unique place they hold within the community. Development standards can be created and specifically designed to reinforce a unique setting or sense of place. These standards may address a mix of land uses, height and setback restrictions, lighting, signage, etc.

The City and its elected officials have recognized the special character the downtown area holds for the community and have therefore designating a special zoning district for the downtown core.

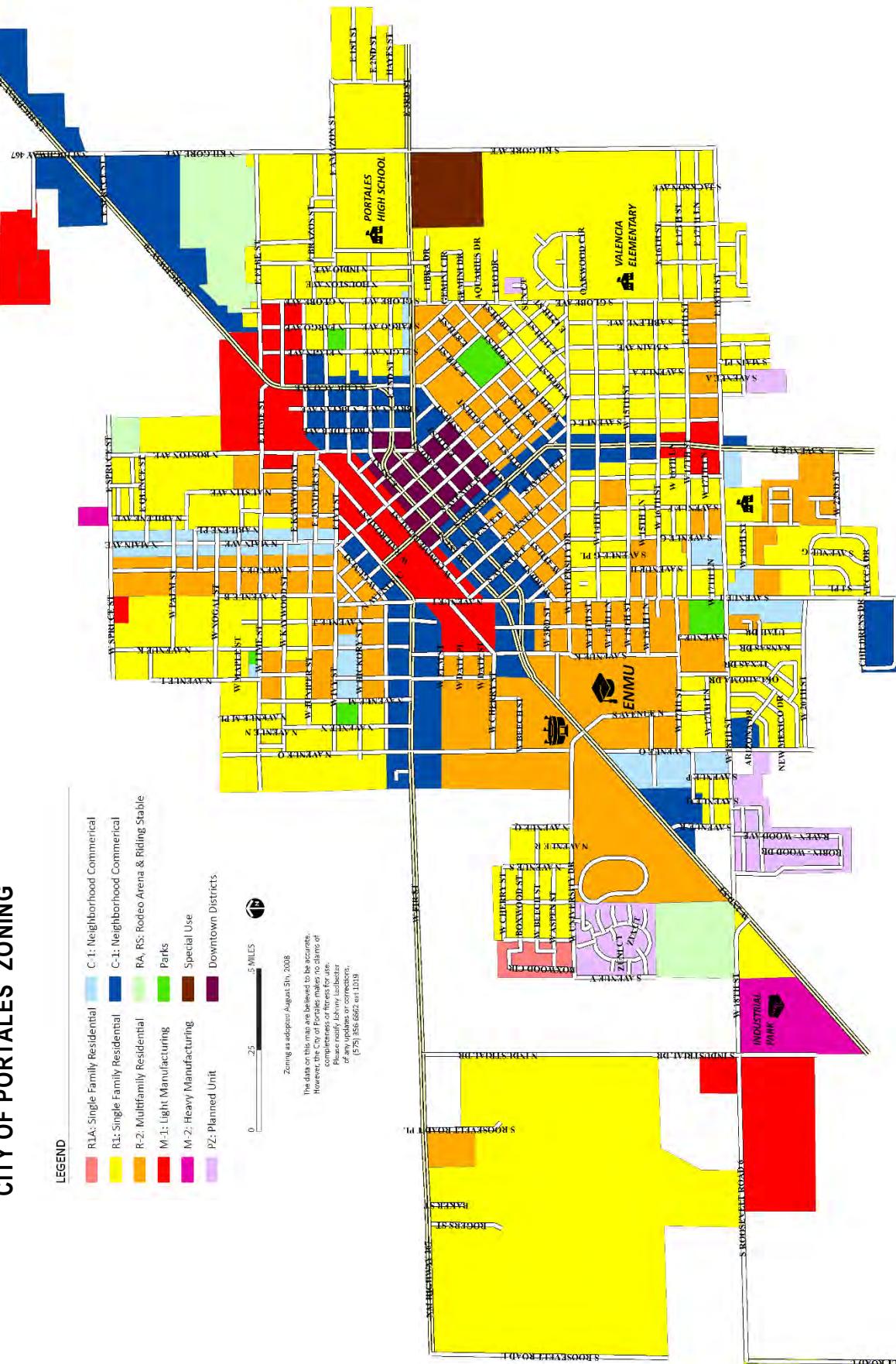
## CITY OF PORTALES ZONING

### LEGEND

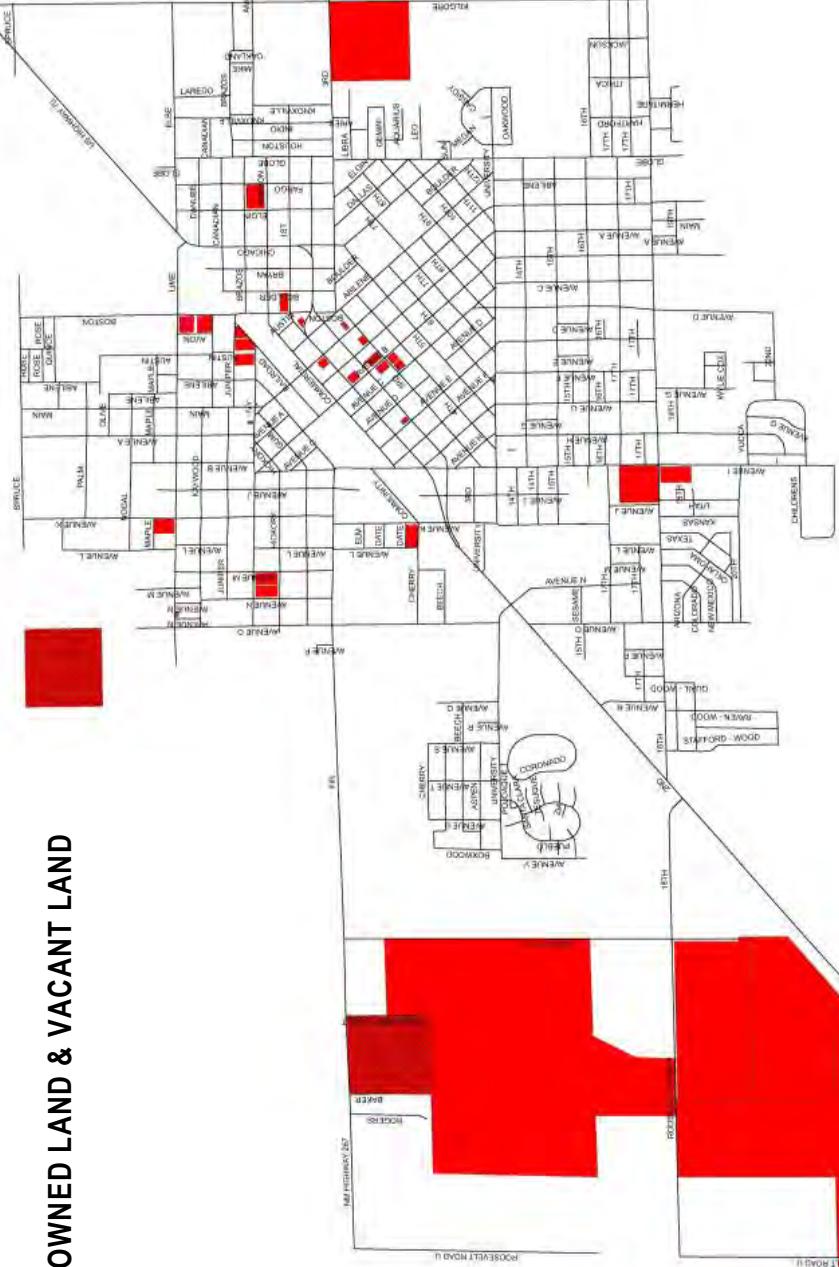
R1A: Single Family Residential	C-1: Neighborhood Commercial
R1: Single Family Residential	C-2: Neighborhood Commercial
R-2: Multifamily Residential	RA, RS: Rodeo Arena & Riding Stable
M-1: Light Manufacturing	Parks
M-2: Heavy Manufacturing	Special Use
P2: Planned Unit	Downtown Districts

0 25 5 MILES

Zoning as of August 5th, 2006  
The data on this map are believed to be accurate.  
However, the City of Portales makes no claim of  
completeness or fitness for use.  
Please notify City Hall if there is a  
need for corrections.  
(575) 356-6622 ext 1019



## CITY OF PORTALES OWNED LAND & VACANT LAND



### LEGEND

- CITY PROPERTY
- RCCDC PROPERTY
- VACANT
- ROAD

The data on this map are believed to be accurate, however, the City of Portales makes no claims of completeness or fitness for use. Please notify Kenny LeMaster at (575) 785-5462 ext 5019 if any updates or corrections.

## DOWNTOWN MASTER PLAN

The City adopted a Downtown Master Plan aims to rejuvenate, preserve and redevelop the downtown core. The Plan identifies Character Areas downtown, and presented new zoning categories for downtown districts. A key aspect of the Downtown Master Plan and Downtown Districts zoning is the focus on mixed uses and higher residential densities within the downtown core.

Each Character Area identifies particular characteristics and building typologies for a specific downtown area. These characteristics are intended to guide shape and form of future development patterns within the Character Areas. The Master Plan was created through a public planning process and the analysis of issues the downtown core is challenged with. The resulting Character Areas and their definitions, as described in the Downtown Master Plan, are listed below:

- ***Shopfront:*** Portion of downtown where the highest level of walkability is required, consisting primarily of wide sidewalks and retail shopfronts pulled up to the street, creating a “main street” like environment. Buildings are intended to be vertically mixed. Ground floor spaces should be flexible enough to accommodate a variety of retail and office uses. Upper stories should be used for offices or residential apartments. There is no on-site parking between the building and the street. On-site parking areas are located to the rear of the building. Entrances are prominent and street facing. Large storefront windows are provided to encourage interaction between the pedestrian and the ground floor retail space. Buildings should be no more than four stories in height.
- ***Mixed Use:*** Intended to accommodate a mix of compatible uses (residential, civic, retail, office) at urban intensities all in close proximity to one another. Unless specifically designated, ground floor shopfronts, vertical mixing of uses and wide sidewalks are still desired but are not mandatory. Sidewalks should be wide enough to accommodate a moderate amount of foot traffic. Uses must be mixed horizontally within the area as a whole. Buildings are pulled up to the street but with greater spacing to balance the needs of the both pedestrian and the automobile. There is no on-site parking between the building and the street. On-site parking areas are located to the rear or side of buildings. Entrances are prominent and face the street or a designated courtyard.
- ***Live-Work:*** Intended primarily to accommodate a mix of higher density housing options (courtyard apartment, townhouse) at urban intensities. In addition, small ground floor office and artisanal uses are allowed in order to offer live-work opportunities and to provide a sufficient transition to the single-family neighborhood situated just south of downtown. Sidewalks should be wide enough to accommodate a moderate amount of foot traffic. Buildings are pulled up to the street but may be set back slightly further than buildings in mixed use areas. There is no on-site parking between the building and the street. On-site parking areas are located to the rear and side of buildings. Entrances are prominent and face the street or a designated courtyard. Buildings should be no more than three stories in height.

## LAND USE

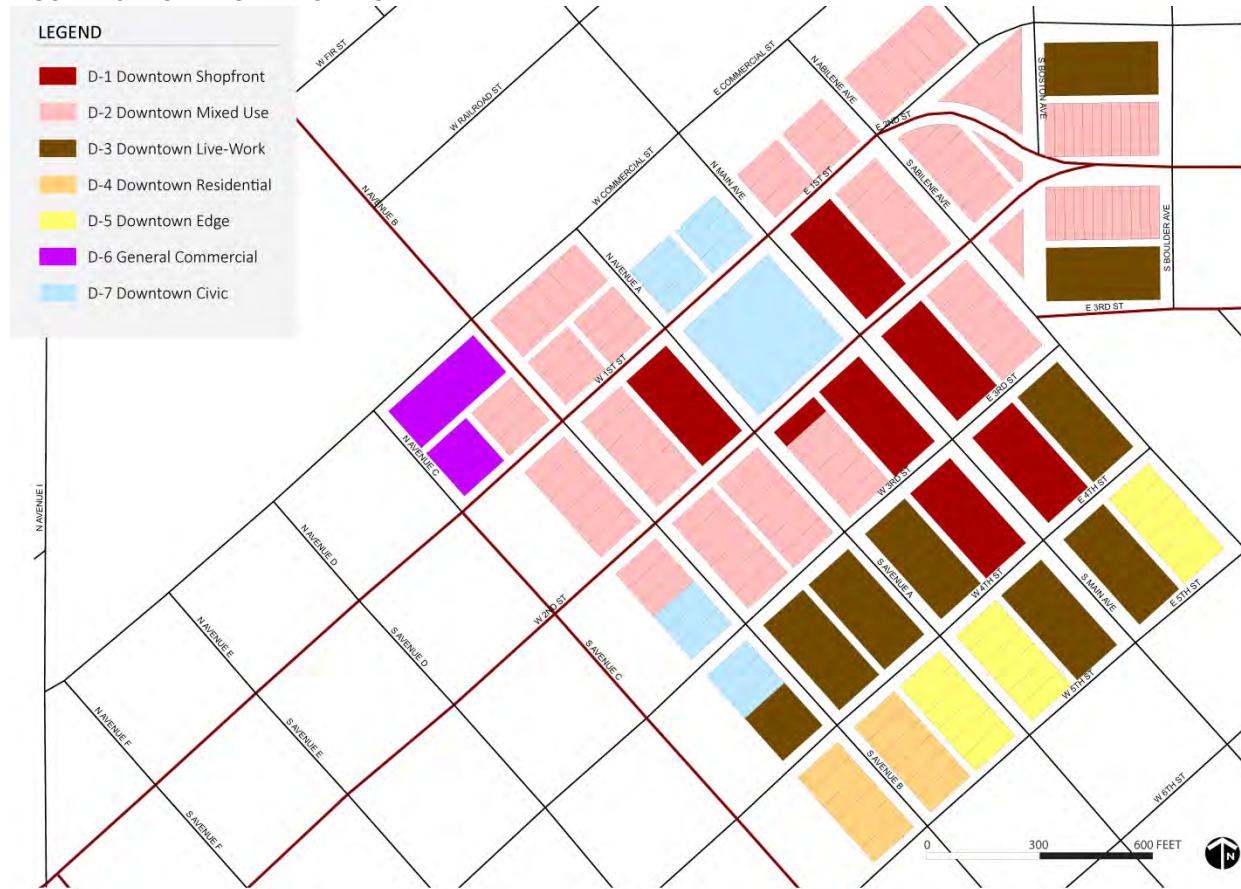
- **Urban Residential:** Intended to accommodate a mix of higher density housing options (courtyard apartment, townhouse) at urban intensities. Provides transition to residential neighborhood situated just east of Avenue C. Sidewalks should be wide enough to accommodate a moderate amount of foot traffic. Buildings are pulled up to the street but may be set back slightly further than buildings in a mixed use area. There is no on-site parking between the building and the street. On-site parking areas are located to the rear and side of buildings. Entrances are prominent and face the street or a designated courtyard. Buildings should be no more than three stories in height.
- **Residential:** Intended to accommodate a mix of moderate density housing options (small lot single-family, townhouse). Provides transition to single-family neighborhood situated just south of downtown. Sidewalks should be wide enough to accommodate a moderate amount of foot traffic. Buildings are set back to allow for green space between the building and the street. Wherever possible, parking should be alley-accessed. Parking may be permitted between the building and the street, however, garage doors should not be visible from the street. Entrances are prominent and face the street or a designated courtyard. Buildings should be no more than 2½ stories in height.
- **Commercial:** Intended to accommodate commercial uses where access by automobile is desired but some level of walkability is maintained. Buildings should be flexible enough to accommodate a wide range of commercial uses. Residential uses are not appropriate in this setting. Buildings are set back further from the street to allow for on-site automobile access. Parking occurs in front of buildings but is limited to two bays with a single drive aisle. Entrances are prominent and face the street or a designated courtyard. Buildings should be no more than three stories in height.



*The Roosevelt' in Downtown Portales*

## LAND USE

**FIGURE 10. DOWNTOWN ZONING MAP**



## PORTALES MAINSTREET PROGRAM

In 1995, the State helped the City initiate the Portales MainStreet Program. The purpose of the program is to spur redevelopment downtown through visual improvements to buildings, adding street trees, benches, lighting, and upgrades to sidewalks and utilities. A public/private partnership was established between the City, State, and private sector. Volunteers donate hundreds of hours in time in order to make the Portales MainStreet Program successful. In 2002, through a generous donation, the Program purchased the historic Yam Theater and renovations began shortly after. Today the theater is hosting a series of cultural events and attracts people to visit and dwell downtown. In 2006, adjacent buildings were added to the program and identified for restoration as funding becomes available. Another success was the attraction and relocation of Roosevelt Brewing Company into a historic building on a prime corner of the Portales Plaza. The success of the program is evident to residents and visitors alike and has noticeably impacted the downtown core and spurred other development and businesses to relocate there. In 2014, renovations to the historic courthouse began and are expected to be completed in 2015.

## ANNEXATION

Annexation is an important tool that municipalities can use to ensure land use patterns in adjoining areas do not conflict, but rather, are consistent with land use patterns within the

## LAND USE

municipal boundary. Annexation allows a municipality to provide services uniformly and effectively, and to manage growth and land use.

Benefits of annexation can accrue to the municipality and to residents of the annexed areas. Annexation allows the municipality to realize an increase in property and gross receipts taxes (in cases of annexation of commercial areas), while properties within annexed areas receive municipal services. However, annexation needs to be pursued cautiously since it also means greater expense in extending services to new areas.

Municipalities in the State of New Mexico receive the authority to annex territory from Section 3, Article 7 of the New Mexico State Statutes. Pursuant to Section 3-7-1, NMSA 1978. There are three methods available to municipalities wishing to annex territory. Each method is based upon certain goals and conditions, and illustrates different degrees of legislative delegation of power to municipalities in the state. They include:

- a. **Arbitration Method** (Sections 3-7-5 through 3-7-10 NMSA 1978), allows a municipality to annex contiguous territory if the municipality can declare that the benefits of annexation can be made within a reasonable time frame to the desired territory.
- b. **Municipal Boundary Commission Method** (Sections 3-7-11 through 3-7-16 NMSA 1978), establishes an independent commission to determine annexation of a territory to the municipality. The Commission will meet whenever a municipality petitions to annex a territory or if a majority of the landowners of a territory petition the Commission to annex the territory into the municipality.
- c. **Petition Method** (Section 3-7-17, NMSA 1978), requires a petition signed by the majority of property owners (at least 51%) in a contiguous territory supporting annexation into a municipality.

Annexations of the City of Portales have primarily been in response to petitions from landowners. In the past, the City has not taken a proactive stance in annexing new lands. While there is room for infill within the current City limits, it would be wise to prioritize areas for annexation for future growth, particularly in areas that would be easy and efficient to serve with water and sanitary sewer.

Land annexed by the City will automatically be zoned R-1A, single-family/residential. Land will be maintained with this zoning designation until the classification is changed by an amendment to the Official Zoning Map (Section 159).

## INTERFACE WITH ROOSEVELT COUNTY

Roosevelt County does not have zoning regulations. The semi-urban to rural interface between the City of Portales and Roosevelt County is an important issue to consider. Land use conflicts are common where the goals of those living within a city on smaller lots conflict with residents desiring a more rural way of life engaging in agricultural activities.

The City reviews subdivision plats and issues building permits for development within the County that is within three miles of the municipal boundary.

## LAND USE

### DEVELOPMENT STANDARDS

Development standards govern the way a community looks and functions. Elements such as residential density, commercial floor area ratios, signage, lighting, building height, setbacks, minimum lot sizes, and parking requirements are typical development standards addressed in a zoning ordinance. While the City's Zoning Ordinance addresses some of these basic issues, there are several gaps that once filled, would help the City create the appearance desired by its residents.

The City has adopted New Mexico building codes (14.7.1 through 14.7.8 NMAC) and updates these as the state implements updates. The City is considering adoption of a property maintenance code which would be adapted from the International Property Maintenance Code.



*Landscaping enhances curb appeal in the community.*

### COMMUNITY DESIGN

The “front door” impact a community has on its visitors and residents can make a difference when new businesses and industry are considering relocation to a new community. Paying attention to gateways at the City’s primary entries will help convey the image Portales wants to portray of the community. The Downtown Master Plan identified character enhancing improvements to downtown core as an important economic development strategy. Proposed improvements include gateways, pedestrian enhancements and improvements to the depot area. These are described further in Section 4: Economic Development.

## 5. GOALS, OBJECTIVES, AND STRATEGIES

The following Goals, Objectives, and Strategies are intended to aid implementation of the ideas set forth in the Comprehensive Plan. The table includes responsible parties and a Timeframe (T) for each implementation strategy as follows:

- a) O: Ongoing
- b) ST: Short Term, 0-5 years
- c) IT: Intermediate Term, 5-10 years

## LAND USE

d) LT: Long Term, 10+ years

LAND USE		
<b>GOAL 1:</b> PROMOTE A SENSE OF PRIDE IN COMMUNITY APPEARANCE		
<b>Objective 1.1:</b> Improve the appearance of the built environment and identify ways to beautify the community.		
› <b>Strategy 1:</b> Create and maintain a pedestrian friendly atmosphere downtown and major corridors by highlighting major crosswalks, increasing pedestrian level lighting, public art, and installing benches and other street furniture.	Public Works Mainstreet Planning/Zoning	IT
› <b>Strategy 2:</b> Improve and maintain the appearance of City-owned properties.	Public Works	IT
› <b>Strategy 3:</b> Work with realtors on maintaining an inventory of substandard buildings and vacant land appropriate for redevelopment within the existing municipal boundaries.	Planning/Zoning	O
› <b>Strategy 4:</b> Work with developers and contractors on creating incentives for development of vacant properties.	Planning/Zoning	O
› <b>Strategy 5:</b> Develop design standards for new subdivisions.	Planning/Zoning	ST
› <b>Strategy 6:</b> Create parking lot development standards for landscaping, screening, lighting, and handicap accessibility.	Planning/Zoning Public Works	ST
<b>GOAL 2:</b> ENSURE LAND USE SUPPORTS THE HEALTH, SAFETY, AND WELFARE OF THE COMMUNITY		
<b>Objective 2.1:</b> Seek ways to strengthen the City's land use and development codes.		
› <b>Strategy 1:</b> Work with owners of rental properties on compliance with building codes.	Planning/Zoning	O
› <b>Strategy 2:</b> Provide adequate staffing for enforcement of nuisance laws.	Planning/Zoning Police	ST
› <b>Strategy 3:</b> Amend the Zoning Map to establish a downtown district.	Planning/Zoning Mainstreet	ST
› <b>Strategy 4:</b> Create a manufactured home district and develop minimum site development standards.	Planning/Zoning	IT
› <b>Strategy 5:</b> Create rural residential development standards in order to preserve rural living.	Planning/Zoning	ST
<b>GOAL 3:</b> PROMOTE A SENSE OF ARRIVAL AND ESTABLISH A UNIQUE IDENTITY FOR THE CITY BY IMPROVING COMMUNITY GATEWAYS AT ALL MAJOR ENTRANCES INTO THE CITY.		
<b>Objective 3.1:</b> Identify and implement improvements to the City's gateways and transportation systems.		
› <b>Strategy 1:</b> Develop a gateway design plan that prioritizes improvements to be made over a period of five years to the major gateways into the City.	Planning/Zoning	IT
› <b>Strategy 2:</b> Seek State and federal funding for streetscape improvements.	Planning/Zoning Public Works	ST
› <b>Strategy 3:</b> Proactively engage the State on improving the major roadway corridors including US 70, NM 206, NM 88, NM 236, NM 267, and to apply for funding through the ICIP process.	Planning/Zoning Public Works	O
<b>GOAL 4:</b> PROVIDE SUFFICIENT LAND FOR MID TO LARGE-SCALE, RESIDENTIAL, COMMERCIAL AND INDUSTRIAL DEVELOPMENT IN APPROPRIATE LOCATIONS.		
<b>Objective 4.1:</b> Increase the amount of developable land throughout Portales.		
› <b>Strategy 1:</b> Identify properties appropriate for commercial and industrial development and rezone, if necessary, to accommodate these uses.	Planning/Zoning RCCDC	IT
› <b>Strategy 2:</b> Develop inventory of land available for small and large-scale residential development to accommodate low income, single-family, and multi-family housing.	Planning/Zoning	ST
› <b>Strategy 3:</b> Complete more detailed land use planning for vacant City parcels that delineate the desired residential densities and neighborhood scale commercial development as identified through a public involvement process.	Planning/Zoning	IT

## LAND USE

> <b>Strategy 4:</b> Identify and prioritize annexation of additional land outside municipal boundaries that can be efficiently served with City utilities and public safety services.	Planning/Zoning	LT
<b>GOAL 5: PROMOTE THE DEVELOPMENT OF VACANT LAND TO RESIDENTIAL, COMMERCIAL, AND INDUSTRIAL USERS.</b>		
<b>Objective 5.1:</b> Market available land that could be utilized for the City's growth and development.		
> <b>Strategy 1:</b> Develop a marketing packet that highlights these properties, identifying zoning, acreage, and utility availability, to potential new employers and local and statewide homebuilders.	Planning/Zoning RCCDC	ST
> <b>Strategy 2:</b> Market and provide incentives for commercial development of the areas adjacent to existing large-scale commercial development in the north part of the City.	Planning/Zoning RCCDC	IT

# IV. ECONOMIC DEVELOPMENT

## 1. OVERVIEW

The Economic Development section of the Comprehensive Plan aims to build upon the tremendous potential of the City to sustain and create jobs, build wealth, and enhance the overall quality of life. With dynamic changes occurring in the region related to economic growth, Portales is well positioned to take advantage of several opportunities including continued housing development, targeting of the area by several national franchise businesses, and successful efforts to diversify the regional economy. This Element will build upon existing economic momentum, identify challenges needing to be met, and provide strategies to ensure economic vitality for the City of Portales for years to come.

When discussing economic development in Portales, the topic can be examined in two ways. One way is to focus on how economic development is occurring exclusively within the City of Portales boundaries. This is related to business retention, business expansion, attraction of new businesses to the City, and growth of the City's gross receipts tax monies. The second way is to look at what is happening in the County and surrounding region. The region within a 20-mile radius of the City is made up largely of Roosevelt County, (including Portales) and Curry County, (including the City of Clovis). The local economy is directly tied to other dynamics such as Cannon Air Force Base, agriculture, transportation, and Eastern New Mexico University. All of these economic forces are discussed in greater detail within this Element.

This section provides a multi-pronged approach to building upon the City's strengths and addressing challenges Portales will face in the future. It is based upon setting priorities, and basing implementation actions on these priorities. The section begins by providing a broad overview of the existing conditions and issues in Portales, and concludes by outlining key steps the City needs to undertake to promote economic growth.

## 2. STRENGTHS, WEAKNESSES, OPPORTUNITIES, AND THREATS

Economic development issues in Portales can be organized according to a Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis. The SWOT analysis is designed to build upon community assets favorable to generating economic growth (strengths), while minimizing challenges and impediments (weaknesses). Opportunities include external or internal forces Portales could take advantage of to promote economic growth

## ECONOMIC DEVELOPMENT

such as untapped resources, programs, or industries. Finally, issues can be identified according to threats, which are external or internal forces that could have a negative impact on economic growth.

### PORATALES STRENGTHS

- Portales is known for its business-friendly environment, which is bolstered by broad based community support.
- The City of Portales has the ability to offer incentives such as industrial revenue bonds and/or Local Economic Development Act (LEDA) funds to qualifying businesses wanting to locate in the community.
- Portales is strategically located along US 70, a major route through eastern New Mexico and west Texas. The City is located 90 miles from Roswell, 100 miles from Lubbock, 110 miles from Amarillo, and 240 miles from Albuquerque.
- Portales has a strong downtown core, and has adopted a Downtown Master Plan to further capitalize on downtown growth and development. The Master Plan is intended to revitalize, redevelop, and preserve the downtown core and reinvigorate a bustling and thriving community center.
- Agriculture in the area remains strong with peanut, corn, and alfalfa crops being the key products. Dairies continue to be active in Roosevelt County. Food processing and value-added agriculture are key industry sectors that can help create good-paying jobs.
- Portales has been successful in retaining its small town character, which residents have expressed as an important goal.
- Portales has “economic development” infrastructure in place such as available land, economic development incentives package, good access, and a business friendly environment to promote economic development;
- The Roosevelt County Community Development Corporation (RCCDC) and Portales Development Corporation own land adjacent to the airport that is available for industrial development. RCCDC also maintains an inventory of available land and buildings for industrial locations.
- The City of Portales is located within a region that has more than 60,000 people within a 20-mile radius and more than 90,000 within a 50-mile radius. This population creates opportunities for local businesses that can take advantage of a regional trade area.

### PORATALES WEAKNESSES

- Portales and ENMU have not been able to retain many graduates or students. Many leave for other employment areas or new schools. Retention of ENMU graduates and students needs to be prioritized by ensuring appropriate housing, jobs, and entertainment venues are located in Portales.
- The City should continue improving zoning code enforcement to maintain a visually pleasing environment throughout the City, which has been thoroughly expressed by residents (and explained in detail in the Land Use Section).
- Lodging related business has improved, but the community could still support another hotel.

## ECONOMIC DEVELOPMENT

- High speed internet and fiber infrastructure needs to be expanded to support business more growth.

## PORTALES OPPORTUNITIES

- The success of Southwest Cheese Co. LLC highlights the significance of the region as an important dairy producer and location for value-added dairy products. The company maintains 200 permanent full time employees. In addition to providing good paying jobs, the plant has potential to attract other businesses related to the cheese plant's production or by-products.
- Peanuts and peanut processing, part of the Portales area landscape for over a century, comprise an important sector for value added agriculture that is continuing to grow.
- Historically, the City's economy has been driven by agriculture and transportation. While these industries still play a role, Cannon Air Force Base and ENMU are also key players in the City's economic growth and potential. The Special Operations mission at Cannon Air Force Base has created new construction projects on base, and hundreds of construction jobs attracting workers to the Portales area. This activity is expected to continue for several more years. ENMU has also consistently grown in student enrollment over the past 10 years to a total of almost 2,000.
- After the City of Portales passed a measure to allow restaurant owners to serve liquor, it also approved Sunday liquor sales. These measures have created opportunities to lure national franchised restaurants to the City, as well as encourage local entrepreneurs to venture into self-employment. Now there is a greater diversity of entertainment options for residents, students and visitors.
- Portales has passed a Local Economic Development Act (LEDA) tax, which taxes 1/8 of 1% of gross receipts monies and can raise about \$130,000 to be spent on economic development. As a result, the City can offer land and buildings as business incentives, and has successfully attracted companies to locate in Portales.
- Building community character and beautification can help enhance livability in the City and attract new residents.
- The Portales MainStreet Program has been successful in preserving historic buildings in the downtown core and repurposed them to host cultural events.
- Downtown revitalization efforts were effective and have attracted new businesses, including a brewery to the downtown area.
- The City has potential to draw tourists with the addition of new motels and national hotel chains.
- Portales has high speed internet coverage available through Category 6 (CAT6) fiber-optic cable. This available infrastructure provides a beneficial service to companies and individuals looking to locate in Portales.
- There were 64,000 people living within a 20-mile radius of Portales in 2010, with an expected population of over 70,000 by 2018. There were nearly 90,000 people living within a 50-mile radius in 2010, with an expected population of nearly 100,000 by 2018.

## PORTALES THREATS

## ECONOMIC DEVELOPMENT

- Lingering drought facing the State could ultimately impact growth and development, and increase challenges to maintaining agriculture in the area.
- Changes to Cannon Air Force Base, including contraction or closure, are a possibility.
- Potential decline in student enrollment could impact ENMU's ability to provide certain programs.
- Possible growth and development in the Clovis area could mean a decline in growth and development in Portales if the City does not take advantage of strengths to grow businesses in Portales.
- Portales is highly dependent on the health of ENMU and Cannon Air Force Base for economic well-being. Any fluctuations in stability of these institutions, such as elimination of programs or reductions in personnel, could impact the overall economy of the area.

## 3. PORTALES ECONOMIC INDICATORS

The following indicators provide a general overview of components that drive the City of Portales' economy. These indicators, for the most part, are composed of socioeconomic and demographic data for the City. Given the importance and proximity of the region's population centers to Portales, statistics for the region, including both Roosevelt and Curry counties, are provided where appropriate.

### LABOR FORCE

The labor force for a community is comprised of those people over 16 who desire or are capable of holding employment. 2009-2013 American Community Survey (ACS) data shows 9,416 people are over the age of 16 in the City of Portales, with 5,970 making up the labor force. The total labor force for the region as a whole is 34,009 people. At the time of the 2010 Census, approximately 1,771 people considered to be in the labor force were not working for some reason (i.e. could not find employment or were injured or sick). Analysis of the labor force for Portales and the Clovis-Portales area are significant since these numbers show available trained employees living within a 20 to 50-mile radius for businesses are seeking to move into the area. A larger labor force is an indication of the community being able to attract new businesses. Figure 11 compares the labor force in the region with peer communities located in New Mexico.

**FIGURE 11: PORTALES PEER COMMUNITY LABOR FORCE**

Peer Communities	Labor Force
Portales	5,970
Clovis	18,810
Clovis-Portales Area	34,009
Farmington Metropolitan Area	21,492
Santa Fe	37,347
Roswell	21,712
Rio Rancho	43,585
Las Cruces	47,857

Source: 2009-2013 ACS

### EMPLOYMENT BY INDUSTRY

## ECONOMIC DEVELOPMENT

According to the 2009-2013 ACS data, 34.6 percent of Portales residents in the labor force are employed in educational, health, and social services industries. Other industries employing a significant amount of Portales residents include retail trade (14.9 percent), transportation and warehousing (6 percent), public administration (5.3 percent associated with Cannon AFB, the City of Portales, Roosevelt County), food service/entertainment (11.3 percent), and construction (5 percent). Figure 12 provides a breakdown of employment in Portales by industry.

**FIGURE 12: PORTALES AND REGIONAL EMPLOYMENT BY INDUSTRY**

Industrial Sector	Number Employed in Portales	Number Employed in Region	Percent of Labor Force for Portales	Percent of Labor Force for Region
Agriculture, Forestry, Fishing, Hunting, Mining	180	2,252	3.5%	16.3%
Construction	257	2,422	5.0%	14.9%
Manufacturing	229	1,266	4.5%	8.7%
Wholesale Trade	105	734	2.1%	4.8%
Retail Trade	761	3,468	14.9%	24.7%
Transportation, Warehousing, and Utilities	307	2,401	6.0%	16.3%
Information Technology	71	397	1.4%	2.5%
Finance, Insurance, Real Estate, Property	169	1,123	3.3%	6.8%
Professional, Scientific, Management, Administrative, and Waste Management Services	157	1,717	3.1%	10.6%
Educational, Health, Social Services	1,764	7,096	34.6%	51.2%
Arts, Education, Recreation, Accommodation, and Food Service	578	2,529	11.3%	17.7%
Other Services	248	1,409	4.9%	9.6%
Public Administration	269	2,613	5.3%	15.8%

Source: 2009-2013 ACS

## PORATALES AREA INDUSTRIAL BASE

The Portales area industrial base is comprised of four primary sectors: Agriculture, Education, Public Administration, and Retail Trade. Each of these sectors is described below.

### Agriculture

While only 3.5 percent of City residents work in the Agricultural industry, data indicates 16.3 percent of residents within the region as a whole work in Agriculture. The Portales area has attracted food industry related manufacturers because of the presence of strong agricultural industry. In addition to Southwest Cheese Co. LLC, one of the largest cheese plants in North America, a Dairy Farmers of America (DFA) plant and Ready Roast Nut Company are also located in Portales. Smaller scale food manufacturers locate in the region due to proximity to crops and other materials needed for operations.



Alfalfa field outside of Portales

## ECONOMIC DEVELOPMENT

Agriculture crops, including dairy, beef, alfalfa, and peanuts, remain the top commodities for Portales and Roosevelt County.

As mentioned previously, the dairy industry, and specifically cheese production, will play a significant role in the City's future. Figure 13 compares agricultural statistics for Roosevelt County from the 2007 and 2012 Agricultural Census. This data illustrates growth that has occurred in Roosevelt County in the agricultural industry. Southwest Cheese Co. LLC is one example of the thriving dairy industry in the region. After being commissioned in 2006, the plant underwent an expansion in 2010 and is due to complete a second expansion in 2015. The plant processes approximately 3.8 billion pounds of milk annually and is said to be one of the world's largest cheese plants.

Peanut processing is another example of value added agriculture. Hampton Farms and Ready Roast Nut Company are examples of local peanut processing firms.

The County's total acreage in farmland decreased by 10 percent from 2007 to 2012. In addition, the number of farms declined by 22 percent from 876 to 680. The average size of individual farms has increased by 16 percent, indicating consolidation in the industry. Market value of products sold by these farms has experienced a positive growth of four percent. On average, individual farms increased sales by a staggering 34 percent.

The most telling data that points toward growth in agriculture is the amount of farm sales, over half of which is from milk and other dairy products. Between 2007 and 2012, total farm sales increased by 34 percent in the County from \$289,897 to \$388,712. The proportion of farm sales attributed to milk and other dairy products increased by 16 percent, from \$180,075,000 in 2007 to \$209,621,000 in 2010.

**FIGURE 13: FARM STATISTICS FOR ROOSEVELT COUNTY, 2007 AND 2012**

	2007	2012	Rate of Change
<b>Number of Farms</b>	876	680	- 22.0%
<b>Land in Farms (acres)</b>	1,494,051	1,349,222	-10.0%
<b>Total Farm Sales (\$1,000)</b>	\$289,897	\$388,712	+ 34.0%
<b>Sales from Milk and Other Dairy Products (\$1,000)</b>	\$180,075	\$209,621	+16.0%

Source: US Census of Agriculture

### Education

The largest employment sector in the City of Portales and the region is the Educational, Health, and Social Services sector. Employment is spread around ENMU, Portales Public School District, Clovis Community College, and Clovis Public School District. ENMU by far is the largest employer in Portales/Roosevelt County, and the second largest employer in the region, behind Cannon Air Force Base. The University provides the highest paying jobs in the area. Growth of ENMU and its programs will support development of the Portales workforce and help attract businesses valuing proximity to a university.

### Arts/Culture

Arts, culture, and entertainment contribute to quality of life, making Portales an attractive community to live and work. ENMU serves as a major center for culture, arts, and sports in the region. Portales residents often attend ENMU athletic events, shows, performances,

## ECONOMIC DEVELOPMENT

and lectures providing a strong link between the University and City. These links are important to maintain, especially since the University's presence makes Portales the arts/culture and entertainment hub for Eastern New Mexico. From an economic development perspective, events associated with arts and culture bring people into the community to watch or participate, which benefits the City's growing hospitality industry. Recently, two national hotel chains have expanded their business into Portales and increased hospitality options to accommodate visiting sports teams and performers. ENMU's new Greyhound Stadium, which is being constructed on campus, and the Greyhound Arena provide a focal point for sports and other large events. The university plans to complete construction of the stadium in 2016. Through the efforts of the Portales MainStreet Program, renovation of the historic Yam Theater has been completed, and the theater is host to a variety of cultural events.

### Public Administration

A relatively high number of people in the City and region are employed in the Public Administration sector. Cannon Air Force Base employs 533 civilian and 4,189 active duty personnel. Not only does the base employ a significant number of civilians in high paying jobs, but it also has tremendous financial impact on the region. According to the Fact Sheet published by the Base Public Affairs Officer, the economic impact on the area is \$666.4 million dollars. Military and civilian payroll totals \$298.7 million dollars. The City of Portales and Roosevelt County are other large employers in this sector.



*Beall's Department Store*

### Retail Trade

Retail trade represents another healthy sector in the local economy. Walmart Supercenter is the largest retail employer, accounting for the majority of people working in this sector. Aside from Walmart, however, Portales boasts several other healthy smaller retail businesses located in downtown and other areas of the City. Recently, the area has also attracted several national retail stores including True Value Hardware and Ashely Furniture. Roosevelt Brewing Company also opened in 2012.

## LARGE EMPLOYERS IN THE REGION

Figure 14 details a list of major employers in the Portales region.

**FIGURE 14: LARGE EMPLOYERS IN PORTALES AND THE SURROUNDING REGION**

Business/Organization	Number of Employees	Type of Business/Organization
Eastern New Mexico University	1,420	Education
Cannon Air Force Base	686 (Civilians)	Air Force Base
Portales Municipal Schools	375	Education
Roosevelt General Hospital	247	Health Care
Wal-Mart Supercenter	215	Retail Trade
City of Portales	143	Local Government
Dairy Farmers of America		Food Manufacturing

## ECONOMIC DEVELOPMENT

Business/Organization	Number of Employees	Type of Business/Organization
La Casa de Buena Salud, Inc.	99	Health Care
Plains Regional Medical Center	600	Health Care
Burlington Northern Santa Fe Railroad's	550	Transportation
Southwest Canners	100	Food Manufacturing
Clovis Community College	1,894	Education
Allsup's Convenience Stores Inc.	2,900	Retail Trade
Southwest Cheese Co. LLC	300	Food Manufacturing

## ROOSEVELT COUNTY UNEMPLOYMENT

Another important economic indicator relating to economic development involves the measurement of unemployment rates. The State of New Mexico Department of Labor tracks unemployment by County on a quarterly basis. Historically, Roosevelt County has always maintained one of the lowest unemployment rates in the State of New Mexico.

The annual average unemployment rate from 2013 indicates Roosevelt County historically has had an unemployment rate lower than the State and among the lowest in New Mexico counties. As shown in Figure 22, unemployment rose sharply following the financial crisis of 2008. Since reaching a highpoint in 2010, unemployment has decreased annually since 2010, and was reported to be 5.5% in 2014. Figure 23 compares unemployment rates for a sample of Counties throughout New Mexico.

**FIGURE 15: UNEMPLOYMENT RATES FOR NEW MEXICO COUNTIES**

County	Unemployment Rate
Los Alamos County	4.0%
Union County	5.0%
Roosevelt County	5.0%
Curry County	5.1%
Lincoln County	5.6%
Santa Fe County	5.5%
Lea County	4.1%
Bernalillo County	6.9%

Source: Department of Labor, Annual Average 2013

## 4. PORTALES ECONOMIC ASSETS/RESOURCES

Having infrastructure in place necessary to support economic development is important for communities wishing to grow and retain jobs. Economic development infrastructure includes:

- Available land to accommodate growth;
- Industrial/business parks with basic utilities, roads, and high speed data and telecommunications;
- Transportation access to the community via roadway, air, and rail service systems;
- Sustainable water resources for existing businesses, residential development, and new businesses being recruited to the community;
- Established chamber of commerce and economic development corporation;

## ECONOMIC DEVELOPMENT

- Economic development incentive packages; and
- A friendly business environment.

Economic development infrastructure currently exists in Portales in various forms, although the community needs to assess and plan for water supply. High speed telecommunications availability has continued to improve.

## CITY OF PORTALES AIRPORT INDUSTRIAL PARK

The City of Portales Airpark and Industrial Park, spanning 450 plus acres, is owned by the City of Portales, RCCDC, and Portales Development Corporation and meets the requirements for available land served by utilities. Today the Industrial Park combines 450 acres of land zoned for industrial and commercial uses and guided by a newly adopted master plan. The Park is located in the southwest part of Portales on US 70, and is connected to the Burlington Northern Santa Fe railway through a rail switch. Much of the 450 acres are available for development, although over the last 20 years, several companies moved into the Park including, Dairy Farmers of America (DFA), and Western Dairy Transports. While land has been added to the Industrial Park over the last years, there is additional vacant land adjacent to the park for possible expansion. The Portales Development Corporation is a private, for-profit organization that owns and manages the Industrial Park. The organization also assists the City in recruitment of businesses.

## ECONOMIC DEVELOPMENT INCENTIVES

The City of Portales has been among the more proactive communities in the State to adopt ordinances allowing economic development incentives to stimulate the economy. The primary tool the City has developed is the LEDA which opens the door to other opportunities, such as the ability for the City to offer land, buildings, and infrastructure incentive packages to qualified companies wishing to do business in Portales.

## ROOSEVELT COMMUNITY DEVELOPMENT CORPORATION (RCCDC)

The RCCDC is a non-profit corporation established to protect and expand the economy in Roosevelt County. The corporation is actively engaged in business expansion and retention, entrepreneurial development, business recruitment, and community oriented marketing, and hopes to achieve the creation of high paying jobs in key sectors in the region. RCCDC is funded partially by the City, County and ENMU.

## PORATALES MAINSTREET

The Portales MainStreet District encompasses a 16 square-block area of downtown. The district has a concentration of business and professional services and retail businesses, along with arts and entertainment. With a Board and members composed of volunteers from the community, Portales MainStreet promotes downtown economic health and vitality.

## CITY OF PORTALES AIRPORT

The City of Portales Airport has two runways and a self-service 24/7 fueling facility with all grades of fuel available. It represents a major asset since air access is important for companies wishing to relocate in an area. The airport's longest runway length is 5,500 feet,

## ECONOMIC DEVELOPMENT

while the length of the other runway is 4,800 feet. The airport is open to charter, private, and freight air carriers. Expansion and improvement of airport facilities and infrastructure is important to attracting and retaining new business. Between 2002 and 2009, the airport has installed a new automated fuel system, paved the geo access road, and constructed a snow removal equipment building to further improve the airport. In 2010 the City received funding to repair runway lighting and signs.

## SMALL BUSINESS DEVELOPMENT CENTER CLOVIS COMMUNITY COLLEGE

The role of the Small Business Development Center is to provide information and assistance to new and existing businesses in the region. The Center is located at Clovis Community College and provides one-on-one counseling, assistance with business planning, basic administration, information on other government assistance programs for business development, and business workshops and conferences. Although the Small Business Development Center is located in Clovis, it does provide services in Portales per request. Generally, the Center meets with clients at the RCCDC offices.

## INDUSTRIAL REVENUE BOND PROGRAM

The City of Portales has the ability to issue Industrial Revenue Bonds (IRBs) to facilitate expansion and relocation of commercial and industrial projects in the City. This type of financing can be used for land, buildings, and equipment for certain types of facilities and businesses (typically those that are service related facilities that are not engaged in the retail sales of goods). As a result, IRB financed projects are exempt from ad valorem taxes as long as the bonds are outstanding and the project title is held by the City. To qualify for an IRB, a company must meet qualification criteria and be approved by the City through resolution.



*'Portales National Bank'*

## COMMUNITY DEVELOPMENT INCENTIVE ACT

The Community Development Incentive Act enables the City of Portales to exempt up to 100 percent of commercial personal property taxes at a new business facility, including some facility expansions, for up to 20 years. The only tax not exempt is tax owed to the local school district.

## STATE OF NEW MEXICO INCENTIVE PROGRAMS

The State offers businesses relocating or expanding in New Mexico a package of incentives including tax abatements, grants, and training programs. The City's role is to steer potential businesses toward State incentives, many of which go untapped by small businesses. State incentives include:

### Property Tax Abatement

## ECONOMIC DEVELOPMENT

This gives Portales the opportunity to abate property taxes on plant location or expansion, depending on community desires. It gives Portales an advantage to attracting businesses in line with community values.

### **Compensating Tax Abatement**

This provides companies the opportunity to abate gross receipts taxes on purchases made within the state and for equipment brought in from outside the State being used in the plant.

### **New Mexico Job Training Incentive Program (JTIP)**

The New Mexico Job Training program pays for classroom training for newly created jobs. Businesses qualify when they expand or relocate their business for up to six months. This program is one of the most popular incentive programs in New Mexico, and can reimburse 40 to 75 percent of employee wages.

### **Federal Job Training Partnership Act (JTPA)**

This Federal program provides classroom and on-the-job training to economically disadvantaged individuals, seniors, and dislocated workers.

### **Angel Investment Tax Credit**

The Angel Investment Tax Credit is a corporate income tax credit offered to companies investing in high-tech research and manufacturing. The State offers companies operating in this field a tax credit of up to \$25,000 (25% of the first \$100,000).

### **Child Care Corporate Income Tax Credit**

The Child Care Corporate Income Tax Credit offers a \$30,000 tax credit for either providing or paying for licensed child care services for employees' children under 12 years of age.

### **High Wage Jobs Tax Credit (NM Taxation & Revenue Dept.)**

The High Wage Jobs Tax Credit offers a 10 percent corporate income tax credit for wages and benefits paid to employees earning at least \$28,000 annually. This tax credit is capped at \$12,000 per year, per job.

### **Investment Tax Credit for Manufacturing Equipment**

The State offers a tax credit for manufacturers applied to the value of equipment purchased for use in their operations. In order to qualify for this credit, the manufacturer must create local jobs.

### **Job Mentorship Tax Credit**

The Job Mentorship Tax Credit offers an annual corporate income tax credit of up to \$12,000 for hiring youth participating in work-based learning or school-to-career programs. The tax credit is based on 50 percent of gross wages paid to a maximum of 10 students for the first 320 hours of employment for each qualified student.

### **New Markets Tax Credits**

The New Markets Tax Credits program offers a 39 percent federal income tax credit in return for investments in business or economic development projects. These projects have

## ECONOMIC DEVELOPMENT

to be located in qualifying Census tracts. The City as a whole is located in qualifying Census tracts, subsequently qualifying business or economic development efforts for the tax credit.

### **R&D Small Business Tax Credit (NM Taxation & Revenue Dept.)**

New Mexico offers research and development (R & D) small businesses a corporate income tax credit equal to annual gross receipts taxes or up to half of annual withholding taxes. This credit can be applied to taxes due on state gross receipts, compensating, and withholding taxes, and may be accrued for 3 years of operation.

### **Rural Jobs Tax Credit (NM Taxation & Revenue Dept.)**

The Rural Jobs Tax Credit Program applies to businesses that fill a position with a qualified worker. It offers corporate income tax credit of up to \$1,000 for each job filled for the duration of at least 48 weeks within a 12-month period.

### **Sustainable Building Tax Credit**

The Sustainable Building Tax Credit is offered to the construction of certified sustainable buildings. The credit can be applied to either personal or corporate income taxes. All projects must reduce energy consumption for the new or renovated building.

### **Veteran Employment Tax Credit (NM Taxation & Revenue Dept.)**

The Veteran Employment tax credit will offer up to \$1,000 to a business when hiring a recently discharged veteran.

### **Work Opportunity Tax Credit (NM Dept. of Workforce Solutions)**

The Work Opportunity Tax Credit offer tax credits when providing on-the-job experience to traditionally under-employed populations

## LOCAL AND REGIONAL TOURIST ATTRACTIONS

While Portales is not considered to be one of the top tourist destinations in New Mexico, there is potential for this sector to grow. Several potential cultural and recreational facilities and events exist in the area that could draw visitors to the City. Some of these events include:

- ENMU College Daze Rodeo;
- ENMU Homecoming Festivities;
- Peanut Valley Festival;
- New Mexico Ag Expo Tradeshow
- Oasis State Park – camping, fishing lake and hiking trails;
- Blackwater Draw National Archaeological Site and Museum; and
- Roosevelt County Fair

As the City improves its hospitality-related infrastructure, Portales will improve its position in attracting tourism to the area.

## 5. ECONOMIC DEVELOPMENT STRATEGY AND IMPLEMENTATION

## ECONOMIC DEVELOPMENT

Up to this point, the stage has been set for developing an economic development strategy for Portales by identifying economic development issues, the region's key industrial base sectors, and economic development assets/resources. This next section sets forth an economic development strategy for the City to follow based upon setting economic development priorities, and following implementation actions designed to achieve the City's economic goals. Economic development in Portales should be built first on focusing efforts on enhancing existing small business or by identifying ideas and talent within the community that can be directed to business resources. Second, the City should concentrate on diversifying its economy by attracting businesses and industries that complement the community's character or take advantage of the City's strengths.

These economic development priorities build upon Portales' strengths and address its challenges. These priority areas will provide the City with a balanced economic development strategy based upon enhancing the position of existing businesses while creating opportunities for new growth.

### DEVELOP AN ECONOMIC VISION

The City of Portales needs to define an overall economic vision – how it wants to grow and what it needs to concentrate on in order to achieve its ultimate desire for sustainable community growth. Creating an economic development vision will provide the City with a focus and consensus for economic growth. Part of this vision should focus on regional opportunities that exist in Clovis and involve Cannon Air Force Base and ENMU.

### ESTABLISH CLEAR AND STRONG LEADERSHIP

The City of Portales and Roosevelt County have local talent in several organizations devoted to economic development. These economic development organizations include RCCDC, the Portales/Roosevelt County Chamber of Commerce, Portales MainStreet, the City of Portales, Roosevelt County and ENMU. While each organization plays a vital role, it is critical that they work together to support the local economy. Strong leadership and a common economic development vision can be accomplished through the LEDA process and participation on joint projects.

### GROWING AND IMPROVING EXISTING BUSINESSES

The mission of the RCCDC is "to protect and expand the diversion regional economy through proactive engagement in business expansion and retention, entrepreneurial development, business recruitment and community-oriented marketing." While business recruitment is a component of the RCCDC business development strategy, the primary focus of the organization is to strengthen local businesses and establish new businesses from the pool of local residents.

Focusing on retention and growth of small businesses is vital to retaining a healthy economy. A strong emphasis should be given to expanding existing businesses, employing Portales residents, and paying gross receipts taxes to the City. Portales has a history of sustaining small businesses that choose to locate and remain in the City. Small businesses are important to any community since, collectively, they comprise the largest source of jobs in the community. Economic development priorities related to growing and improving capacity for small business in Portales should focus on the following:

## ECONOMIC DEVELOPMENT

- Increasing awareness and access to capital, grants, programs, and other resources for people wanting to start their own business or expand their existing business;
- Conduct seminars on how to establish a small business and the types of financial and technical assistance available for small businesses growth and expansion;
- Identify gaps in services and goods in Portales, such as lodging, and identify potential entrepreneurs who may be willing to providing these services;
- Seek local business people who could serve as mentors to those wishing to open a small business in order to identify steps needed and potential pitfalls to be avoided; and
- Establish a small business incubator that could be used to provide low rent space and equipment for those wishing to establish their own business. Study similar incubators in other communities like Taos and Farmington.

## WORKFORCE DEVELOPMENT TRAINING

Workforce development is critical for expansion of the workforce in Portales. Even though Portales has a low unemployment rate, there is a need to ensure the labor force adapts to the changing environment and technology characterizing today's marketplace. Training new people to enter the labor force is also critical due to some skills gaps in the local economy. For example, there is an inadequate supply of people experienced in the construction trades, as discussed in Section 5. A gap analysis should be performed to determine what other skills are lacking in the City and to identify training programs tailored to closing those gaps. In addition, workforce development and training is needed in all areas to ensure economic diversity. Workforce development training can be enhanced in Portales by focusing on the following:

- Create a task force made up of local businesses leaders, representatives from ENMU and Cannon Air Force Base, Portales Public Schools, and Clovis Community College to identify current and projected gaps in skill sets that are needed in the area and establish vocational programs designed to meet these skills. Data collected by the Task Force could be the basis of a focused workforce training development program;
- Actively promote State of New Mexico incentives for workforce training and development to small businesses; and
- Establish opportunities for distance education for Portales residents through the Portales Public Schools, ENMU, Clovis Community College, and Texas Tech University.
- Engage in job fairs throughout regional communities to promote employment opportunities in Portales and Roosevelt County.

## INFRASTRUCTURE IMPROVEMENTS AND ENHANCEMENTS

The City of Portales would greatly enhance its economic development potential by maintaining a high level of quality infrastructure particularly that related to water, wastewater, fiber optics, and transportation access to the City's commercial and industrial areas. Maintaining quality infrastructure allows new companies to establish quickly and be ready for businesses.

- In 2013 the City of Portales was awarded \$27 million by the State to upgrade its wastewater system.

## ECONOMIC DEVELOPMENT

- In 2013 the Ute Pipeline Project or Eastern New Mexico Rural Water System (ENMRWS) broke ground, which is intended to sustain future water supply for the City and the region.

### IDENTIFYING TARGET INDUSTRIES AS A MEANS OF ECONOMIC DIVERSIFICATION

Relatively speaking, Portales' economy is more diversified than most smaller communities in New Mexico, many of which are reliant on one dominant industry. However, Portales is still reliant on Public Administration, Education, and Agriculture for its primary economic base, all of which can fluctuate to a great extent depending on other factors. Diversification is an on-going process, and an important goal to maintain.

After consensus is reached on an economic development vision, the City should identify target industries for retention, expansion and recruitment. Economic development does not happen in an isolated manner. It builds upon existing assets of the community or region. The idea of economic "clusters" emphasizes sets of competing and complementary export-based businesses linked together by similar products or by reliance on one business to supply another. The obvious economic cluster existing in Portales is agriculture. Many agricultural businesses in the area export goods to other parts of the southwest and country, while bringing new money into the community. Agricultural businesses have spawned value added businesses that process the region's agricultural products. Due to this agricultural cluster, Portales is well suited to attract businesses wishing to take advantage of the existing concentration of agricultural activity.

Portales residents desire economic development that reflects their own values and maintains the existing character of the community. Figure 24 lists potential businesses to target for the community.

**FIGURE 16: POTENTIAL TARGET INDUSTRIES FOR PORTALES**

Potential Target Industry	Basis for Targeting to Portales
<b>Value added agriculture and processing</b>	Proximity to agricultural crops and diaries. Area has successfully attracted cheese plant. Spin off industries may be interested in the by-products of existing food processing industries and may be attracted to the area.
<b>Technology Development</b>	In partnership with ENMU, develop technology that complements other potential target industries.
<b>Biosciences Research</b>	In partnership with companies working on related projects advance biosciences research through state universities, National Labs and local industries.
<b>Alternative Energy</b>	Biofuels plants have located in the area, and others have shown interest. Biofuels manufacturing takes advantage of agricultural crops and proximity to other energy related industry in eastern and southeastern New Mexico.
<b>Hospitality Industry</b>	The City has attracted new hospitality enterprises, however need may still exist for expanding capacity.

## ECONOMIC DEVELOPMENT

Potential Target Industry	Basis for Targeting to Portales
Agricultural Manufacturing (manufacturing of products used in agriculture)	Presence of agricultural industry demonstrating need. Within a day's drive of border and Maquiladora.
Research and Development	Presence of ENMU, Cannon Air Force Base, and Texas Tech University within a two hour drive.
Restaurant/Entertainment	Portales has a high percentage of young adults who would patronize appropriate restaurants and entertainment venues. The City has helped finance the new Greyhound stadium through LEDA to help expand entertainment options in the City.
Quality Retail and Services	Portales, Roosevelt County and the surrounding region are growing communities that can support a diversity of retail and service businesses.
Professional Services	ENMU and

## MAINTAINING AND ENHANCING QUALITY OF LIFE

The City of Portales maintains a quality of life characterized by small town atmosphere, low crime rate, excellent weather, strong downtown, and friendly people. There are areas Portales could improve in order to strengthen its opportunities for economic development. Quality of life is an economic development issue because it impacts the location decisions of companies and workers and the desire of existing businesses to remain and expand in the community. Specifically, Portales should focus on the following areas in order to enhance its quality of life:

- Recruitment and retention of medical professionals, especially those who offer specialties not found in the area;
- More pro-active zoning enforcement;
- Beautification initiatives for the City's entries and redevelopment of the North Main area; and
- Continued improvement in the local school system.
- Improved retail shopping.
- Family recreation including outdoor activities and events.

## 6. GOALS, OBJECTIVES, AND STRATEGIES

The following goals, objectives, and strategies address issues identified in the SWOT analysis, and lay the foundation for vibrant growth in the community for years to come. The table includes responsible parties and a Timeframe (T) for each implementation strategy as follows:

- a) O: Ongoing
- b) ST: Short Term, 0-5 years
- c) IT: Intermediate Term, 5-10 years
- d) LT: Long Term, 10+ years

### ECONOMIC DEVELOPMENT

**GOAL 1:** VALUE, SUPPORT, AND MAINTAIN THE COMMUNITY'S RICH AGRICULTURAL HERITAGE IN ORDER TO KEEP IT STRONG AND VIABLE.

**Objective 1.1:** Strengthen the City and Roosevelt County's agricultural significance through activities and events.

## ECONOMIC DEVELOPMENT

<ul style="list-style-type: none"> <li>➤ <b>Strategy 1:</b> Co-sponsor community events, such as the Ag Expo, with the County and the Chamber of Commerce to highlight locally grown agricultural products and practices.</li> </ul>	Planning/Zoning Recreation	O
<b>Objective 1.2:</b> Recognize the importance of agriculture and the right-to-farm for all people involved in the industry.		
➤ <b>Strategy 1:</b> Work with the County to create agricultural best management practices that minimize conflicts between agricultural and other land uses.	Planning/Zoning	ST
<b>GOAL 2:</b> ATTRACT NEW INDUSTRY, RETAIN EXISTING INDUSTRY, AND RETAIN SMALL LOCAL BUSINESSES, AND ENCOURAGE ENTREPRENEURSHIP.		
<b>Objective 2.1:</b> Identify strategies to provide incentives and promote business development in Portales.		
➤ <b>Strategy 1:</b> Develop a comprehensive economic development strategy that identifies incentives, targets small and large business, and promotes service occupations that represent a cross section of job levels, wages, and benefits.	Planning/Zoning RCCDC	ST
<b>Objective 2.2:</b> Identify barriers and help assist small business growth in the City.		
➤ <b>Strategy 1:</b> Work with existing small businesses to identify and address obstacles to small business growth and provide opportunities to support business education, retention, and expansion.	Planning/Zoning RCCDC	O
<b>Objective 2.3:</b> Assist in expanding and growing small business by working to increase awareness about grants, resources, and technical assistance for current and prospective small business owners.		
➤ <b>Strategy 1:</b> Work with the State Economic Development Department and Small Business Administration on increasing awareness of small business and access to programs, grants, and loans.	Planning/Zoning RCCDC	O
<b>GOAL 3:</b> DEVELOP AND MAINTAIN A DIVERSE ECONOMY THAT SUPPORTS ECONOMIC GROWTH.		
<b>Objective 3.1:</b> Work on regional initiatives with Roosevelt, Quay, and Curry counties, and Eastern Plains Council of Governments to increase tourism.		
➤ <b>Strategy 1:</b> Partner with agencies to identify economic incentives and possible areas for growth	Planning/Zoning RCCDC	ST
<b>Objective 3.2:</b> Continue community reinvestment in the Main Street program through systematic improvements to sidewalks and roadways, streetscape amenities, and public –private partnerships.		
➤ <b>Strategy 1:</b> Identify streetscape improvements needed	Planning/Zoning Public Works	ST
➤ <b>Strategy 2:</b> Identify funding for implementing streetscape improvements	Planning/Zoning Public Works	ST
➤ <b>Strategy 3:</b> Develop a mainstreet project implementation plan and timeline	Planning/Zoning Mainstreet Public Works	IT
<b>Objective 3.3:</b> Develop a strategy for attracting businesses that offer goods and services desired by the community.		
➤ <b>Strategy 1:</b> Support the work of the RCCDC and Portales/Roosevelt County Chamber of Commerce in retaining and expanding local businesses and engaging Portales residents in new businesses.	Planning/Zoning RCCDC	O
<b>Objective 3.4:</b> Work with RCCDC and the Portales Development Corporation in marketing efforts to attract value added industries involved in food production, manufacturing of goods, and small business growth.		
➤ <b>Strategy 1:</b> Target industries that pay high wages, offer benefits, and respect the existing character of the community in the City.	RCCDC	O
<b>Objective 3.5:</b> Involve ENMU students in strategies for economic development to ensure needs for goods, services, and jobs are met.		
➤ <b>Strategy 1:</b> Create partnership program with students to identify jobs needs.	RCCDC	ST

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➤ <b>Strategy 2:</b> Target industries and businesses to hire and retain students after graduation.	RCCDC	O
<b>GOAL 4:</b> CREATE AND MAINTAIN BENEFICIAL PARTNERSHIPS WITH NEIGHBORING COMMUNITIES, ROOSEVELT COUNTY, EASTERN NEW MEXICO UNIVERSITY, AND CANNON AIR FORCE BASE.		
<b>Objective 4.1:</b> Initiate a systematic community forum between the City, County, ENMU, and Cannon Air Force Base to identify shared goals and help solve community challenges.		
➤ <b>Strategy 1:</b> Maintain strong relationships with ENMU and Cannon Air Force Base in order to create economic development opportunities.	RCCDC	O
➤ <b>Strategy 2:</b> Involve ENMU students, faculty, and staff in ensuring that economic development initiatives meet their needs.	RCCDC	O
➤ <b>Strategy 3:</b> Support Cannon Air Force Base Activities and personnel.	Planning/Zoning RCCDC	O
➤ <b>Strategy 4:</b> Establish partnerships with other organizations with the common goal of economic development.	Planning/Zoning RCCDC	ST
<b>GOAL 5:</b> MARKET PORTALES AS A FOCUS FOR CULTURAL AND ART EVENTS AND CELEBRATIONS.		
<b>Objective 5.1:</b> Schedule community events in a variety of locations throughout the City and post on the City's web site.		
➤ <b>Strategy 1:</b> Devote staff time to programming community events.	Recreation	ST O
<b>Objective 5.2:</b> Work with ENMU to promote its art and cultural activities to a larger audience in Eastern New Mexico and West Texas.		
➤ <b>Strategy 1:</b> Coordinate with ENMU on sponsoring art and cultural events.	Recreation	O
<b>Objective 5.3:</b> Recognize the importance of the artisan community in contributing to economic development by promoting public art opportunities in highly visible areas like downtown and the university area.		
➤ <b>Strategy 2:</b> Work with Portales Mainstreet to identify downtown properties that may be appropriate for galleries and artist studios.	Planning/Zoning Mainstreet	ST
<b>Objective 5.4:</b> Beautify the community public areas and spaces through a public art program created by local students and artisans.		
➤ <b>Strategy 1:</b> Create community art competitions and identify areas appropriate for public art installations.	Planning/Zoning Mainstreet Public Works	ST O



# V. HOUSING

## 1. OVERVIEW

The City of Portales is at a significant juncture. Recent dynamic changes in the area have opened the door for new economic opportunities to emerge for the Portales area. These changes include the successful expansion of Southwest Cheese LLC, the continued growth of Cannon Air Force Base, and the growing number of students attending ENMU. These and other changes have created a synergy that has a strong potential to spur growth of the community. As these changes take hold, it is critical that the City of Portales be prepared to accommodate the need for a diversified housing stock.

As recognized by the City of Portales, the access for all residents to safe, decent, and affordable housing is one of the City's primary goals. This housing element focuses on rentals and homeownership opportunities in all categories, including the provision of market rate housing, entry level/workforce housing, senior housing, and low income housing.

The City of Portales 2014 *Housing Needs Assessment and Affordable Housing Plan* addresses housing needs in the City and forms the basis of the recommendations in this Plan. The Affordable Housing Plan was drafted through analysis of local and national housing and real estate data as well as the input from a variety of local stakeholder groups and the general public. The detailed analyses of housing needs are contained in the Affordable Housing Plan, and findings and recommendations are summarized here.

## 2. SUMMARY OF KEY ISSUES

- Projections prepared by the Bureau of Business and Economic Research (BBER) at the University of New Mexico estimate that the population of the City of Portales will grow by eleven percent between 2015 and 2025 and increase by 29 percent by 2040.
- This increase is due to growth expected from an increase in college admissions at Eastern New Mexico University, and a recovering national and regional economy. Key trends include the increase in the number of young adults 24 years and below,

and an increase in the number of smaller households consisting of one or two people. Another trend is the increasing number of minority households in Portales.

- There is a strong possibility the Portales area will attract ancillary businesses related to the expansion of large regional businesses related to agriculture and the dairy industry, which could further facilitate growth and demand for residential development.
- During the Great Recession new construction declined sharply. Because the construction of new housing units has not kept pace with new households, the demand for new housing is high. This has led to increased rent prices, as well as long waitlists for affordable housing units.
- In addition, the Housing Needs Assessment and Affordable Housing Plan found that most new single family homes for sale are only affordable to households with incomes of 100 percent of Area Median Income (AMI) and above. There is a need to increase the supply of homes affordable to households with incomes in the range of 60% to 100% of AMI, which represents entry level salaries in Portales. This is an especially crucial factor in continuing to attract new businesses and employees who require affordable homeownership opportunities.
- As with many other cities around the nation, there is an increasing need to provide housing options that are suitable for seniors and residents with special needs.
- According to the Housing Needs Assessment, the average price of a home in Portales in 2011 was \$132,397, although smaller, older homes could be purchased for below \$100,000. Most units on the market had three bedrooms and two bathrooms.
- According to homebuilders, to support the construction of additional affordable housing, the City of Portales should work with builders to develop an incentive package, prove a depth-of-market demand (described later in this section), enforce its zoning ordinance, and ensure that there is a local workforce trained in the construction trades.

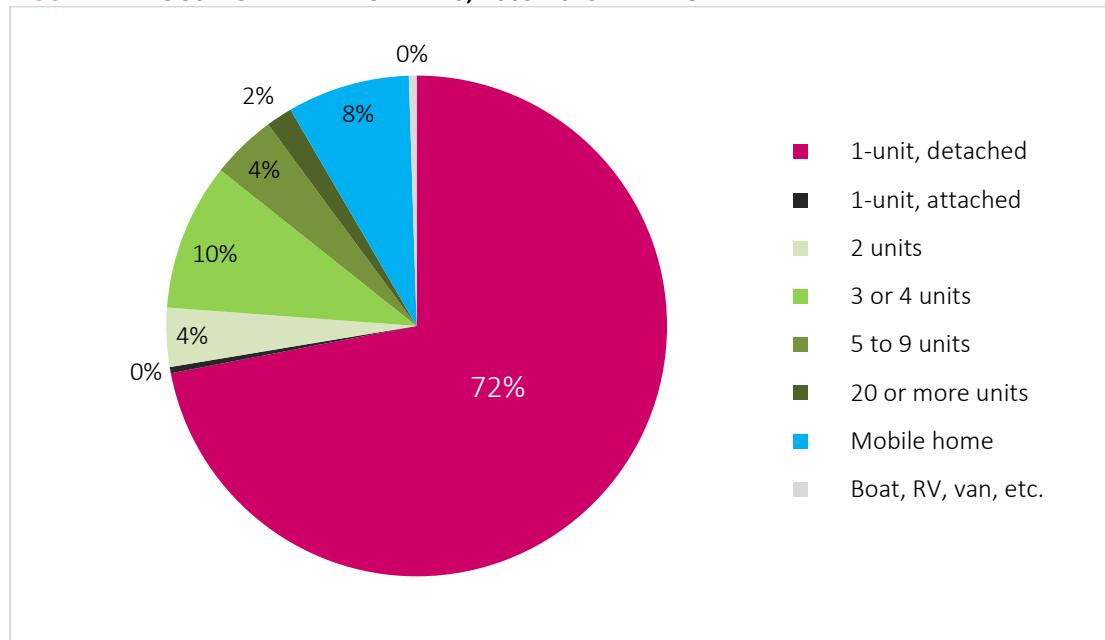
### 3. HOUSING MARKET & TRENDS

American Community Survey estimates show that Portales had 4,787 housing units in 2013, which is approximately sixty percent of the total housing units in Roosevelt County. Single-family detached housing is the predominant type of housing in Portales, representing approximately 72 percent. The remainder of housing in Portales is multi-family (15.4%), mobile homes (7.9%), duplexes (3.8%), and single-family attached (0.4%).

Figure 17 shows the current distribution of housing by type.

## HOUSING

**FIGURE 17: HOUSING TYPE IN PORTALES, 2009-2013 AVERAGE**



Source: American Community Survey, 2009-2013 5-year estimates

## OCCUPANCY & TENURE

Overall, occupancy rates of housing units are similar in Portales (86.5%) and Roosevelt County (85.9%). However, vacancy rates (13.5%) are higher in the City than the State average, most likely due to the age of the housing stock and a higher percentage of uninhabitable buildings. Of occupied units, 54.0% are owner-occupied, and 46.0% are renter occupied. Vacancy rates were higher for renter households (11% of units), but only 3.9% for homeowner-occupied units. The higher level of vacancies is similar to patterns seen in other communities with a large student population and older housing stock. According to the Affordable Housing Plan, actual vacancy rates may be much lower for "habitable units," meaning there may be fewer units available for rent than Census estimates would indicate.

**FIGURE 18: SELECTED AREA HOUSING STATISTICS, 2009-2013 AVERAGE**

	PORTALES	%	ROOSEVELT COUNTY	%
Total Housing Units	4,787	100%	8,201	100%
Occupied Housing Units	4,141	86.5%	7,043	85.9%
Vacant Housing Units	646	13.5%	1,158	14.1%
Owner-Occupied	2,238	54.0%	4,265	60.6%
Renter Occupied	1,903	46.0%	2,778	39.4%
Paying 30% or More of Income on Rent	1,165	66.3%	1,475	63.6%
Paying 30% or More of Income on Homeowner Costs	317	23.4%	596	25.0%

## HOUSING

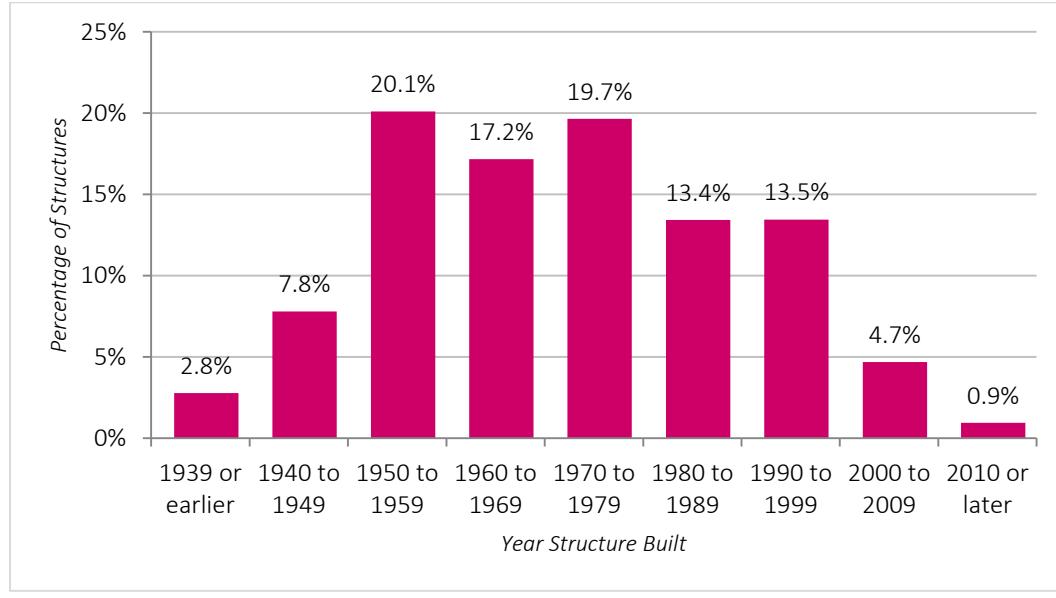
Source: American Community Survey, 2009-2013 5-year estimates

### CONDITION & AGE

As seen in [Figure 19](#) almost 60% of the existing housing structures in Portales were built in 1969 or earlier, and 31% were built prior to 1950. This is significantly older than the State averages, indicating that Portales' housing stock consists of many older homes that currently need rehabilitation to address repair issues including new roofing, siding, plumbing, etc. The Affordable Housing Plan estimates the current need for rehabilitation, noting that approximately 430 owner-occupied single family homes may need rehabilitation, along with an additional 300 renter occupied single family homes. In addition, approximately 40 multifamily units may need rehabilitation.

As these older housing units continue to age, renovation and maintenance costs will increase and some of these older housing units will eventually need to be replaced. The older housing may also need other upgrades and improvements to make the housing safer, such as, installation of smoke alarms, and replacement of older plumbing and electrical systems, and new insulation, roofs, and siding. In addition, the lack of complete plumbing facilities and/or complete kitchen facilities may be an issue with some older homes in the County. While a home without one or more of these features may be immaculately maintained, the home should still be considered in need of rehabilitation to provide these facilities. However, Census estimates show that only 0.8% of homes lack either complete kitchen or bathroom facilities, indicating that older homes may have been upgraded to include these features.

**FIGURE 19: AGE OF EXISTING HOUSING STRUCTURES IN PORTALES**



Source: American Community Survey, 2009-2013 5-year Estimates

### NEW CONSTRUCTION

According to City permit data, 224 housing units were constructed between 2000 and 2009. This is a decrease from the previous ten-year period of 1990 to 2000, when 644 structures were built. Recent permit data shows that new construction has continued

## HOUSING

despite the Great Recession and the subsequent downturn in the housing market. Figure 20 shows building permit issued for Portales for the period from January 2008 to June 2011. According to Census Building Permit records, there were 283 permits for single family dwelling units reported in Roosevelt County, all of which were issued for units located within City. All permits were issued for single dwelling units. However the Affordable Housing Plan found that between 2008 and 2011 the City issued 15 permits for multi-family units.

**FIGURE 20: BUILDING PERMITS DATA, JULY 2008 THROUGH JULY 2013**

	PORTALES	ROOSEVELT COUNTY
Single Family Building Permits (Units)	283	283
Multifamily Building Permits (Units)	0	0
Total	283	283

Source: City of Portales

## HOUSING VALUE & AFFORDABILITY

In 2010, the median value of an owner occupied home in Portales was \$102,100. This is almost a 100 percent increase from 2000, when the median home value in Portales was reported to be \$52,300. The monthly median mortgage payment in Portales was \$935 and median gross rent was \$648 in 2010. According to the Affordable Housing Plan, average rental prices are higher than similar rural communities because of pressure from students at ENMU and personnel at Cannon Air Force Base who in some cases may be able to afford higher rents.

Typically, housing is the largest single expenditure of a household's income on a monthly basis. The generally accepted definition of housing affordability is for a household to pay no more than 30% of its monthly income on housing. Families who pay more than 30% of their income for housing are considered "cost burdened" and may have difficulty affording necessities such as food, clothing, transportation and medical care. The lack of affordable housing is a significant hardship for low-income households, preventing them from meeting their other basic needs, such as nutrition and healthcare, or saving for their future and that of their families.

Figure 18 indicates that almost 16.9 percent of Portales homeowners were paying 30 percent or more of household income on homeowner costs according to the 2013 American Community Survey. Over 60 percent of renters were paying 30 percent or more of household income on gross rent. In addition, a large number of senior-headed homeowner households are cost-burdened. As outlined in the Affordable Housing Plan, the high number of cost-burdened renter households indicates a need for more affordable rental housing units for households earning below 60% of the Area Median Income (AMI).

## HOUSING DEMAND

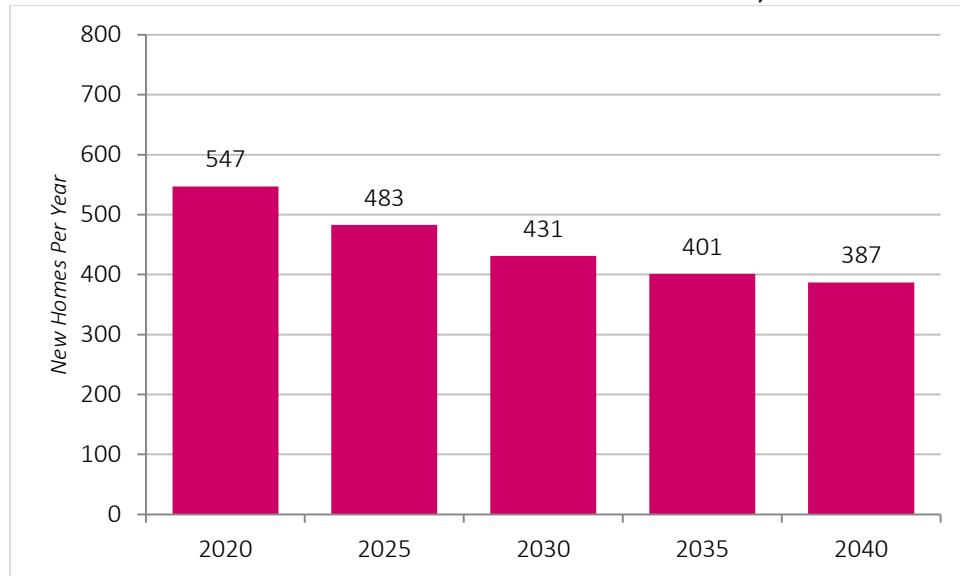
The population in Portales and Roosevelt County is projected to grow by 29 percent over the next twenty-five years. The City will need to ensure that housing is available to meet

## HOUSING

this need. Estimated future housing needs include new housing and rehabilitation of existing housing as well as rent assistance to qualified households.

The Affordable Housing Plan outlines the estimated need for new housing based on projected population growth and changes in average household size. The immediate need for new construction of single family homes is highest, with a total need of 547 homes by 2020. The estimated need in subsequent decades is shown in [Figure 21](#). Together, there is a need for approximately 100 acres of residentially zoned land per decade to accommodate new housing. This land could include additional infill of vacant or underutilized parcels, or greenfield development on the edges of the City.

**FIGURE 21: ESTIMATED DEMAND FOR NEW HOUSING PER DECADE, 2020-2040**



*Source: UNM BBER, housing estimates based on projected population growth and average household size.*

## 4. HOUSING NEEDS

### NEED FOR HOUSING BY TYPE

#### Affordable Rental Housing

The Affordable Housing Plan found that low-income households disproportionately bear a housing cost burden and lack affordable housing options. Assistance will be needed to make housing affordable to households with incomes below 60 percent of AMI. This includes students, and female-headed households, and senior households. Some of this need could be met through infill development of multifamily housing as recommended in the 2007 Downtown Master Plan.

#### Diversified Housing Stock

Military personnel, university students, families, residents with disabilities and seniors have different housing needs. The housing stock should reflect the diversity in housing types that will meet these varied needs. The needs of population groups that require

## HOUSING

specialized housing because of their physical and mental disabilities may include supportive services such as case management, housekeeping, and personal care.

Public comments received by the City during the planning process for the 2005 Comprehensive Plan and the Affordable Housing Plan indicate that young families and young professionals entering the housing market need more housing options affordable to them. As the population ages, there will be increased demand for senior housing in the community.

### **Rehabilitation of Existing Housing**

The Affordable Housing Plan noted the large percentage of older homes in Portales that likely need repair and rehabilitation. In addition to rehabilitation loans and grants for low and moderate income homeowners, the Plan recommends enforcement of the local building code to ensure that renters live in safe and decent housing units. Currently, the high demand for rental units allows some landlords to fill substandard living quarters without making necessary repairs.

Certain areas of the City, such as the North Main Area, could benefit from redevelopment, allowing for new home construction through infill and demolition and replacement of substandard housing. Community Development Block Grants are a potential resource to fund a homeowner rehabilitation program. A further needs assessment for housing rehabilitation would identify target areas that would benefit most from funding.

## NEEDS OF POTENTIAL HOME BUILDERS

The following elements are important to home builders when considering a new market for housing construction.

### **Depth of Market**

One of the key indicators a home builder considers is the “depth of market,” which examines the size of the market and demographic trends with a focus on the potential for the market to generate new homeowners. Current data indicate that the area is expected to see moderate growth over the next 30 years, creating housing demand. This can play a role in promoting the community and attracting new developers who can construct a diverse range of housing types.

### **Accessibility to Building Materials**

The Lowe's Home Improvement Store in Clovis, coupled with other hardware and lumber stores in the area, has improved the accessibility to building materials. Rural areas typically face higher production costs of housing development due to the need to bring in building materials from elsewhere. Retention of home improvement and building supply stores will help in promoting the area to home builders.

### **Incentives and Business Climate**

Portales has a strong reputation for being a business-friendly community. Homebuilders have indicated their willingness to partner with the City on providing infrastructure, creating a predictable development approval process, removing unnecessary barriers to

development (such as long review processes), and providing incentives to builders to lure them into the market. Additional incentives include:

- Streamlining the development process so that projects move quickly;
- Waiving of development fees and utility hook-up fees where possible; and
- Working in partnership with developers to extend and/or improve infrastructure, such as water lines, sewer lines, and roads to subdivisions.
- Land donation or assembly.

### **Flexible Land Use Regulations and Enforcement**

Zoning has a clear role to play in creating protecting existing neighborhoods and shaping future housing development, including the placement, density, and type of housing that is built. However, the enforcement of zoning regulations is a concern for homebuilders and homeowners, especially if regulations are too stringent or create a barrier to housing development.

The Affordable Housing Plan recommends smaller lot sizes for single-family dwelling units in the R-2 zone to allow for the construction of single-family homes on 3,000 square foot lots. This would make homes more affordable by reducing land and infrastructure costs per unit. At present, higher density development is permitted under the City's Planned Unit Zone (PZ), which has not been utilized in the past. The City has also created higher density zoning in the downtown districts to encourage infill close to downtown.

### **Experienced Labor Force**

Based on interviews with local homebuilders, one critical need for new housing construction is skilled labor related to the construction industry. Builders need a critical mass of framers, brick masons, carpenters, plumbers, electricians, and contractors. As a result, it is in the best interest of the City of Portales to encourage this type of vocational training at area public schools.

## **5. HOUSING RESOURCES**

There are several non-profit and governmental agencies that can work with developers and residents alike to provide certain types of housing in Portales. The City of Portales Housing Needs Assessment and Affordable Housing plan identified local agencies with available funds for housing projects:

1. **City of Portales.** The City of Portales owns the site of the former Portales Airport. The City has constructed a Senior Center, a nature trail and Sports Complex on this site. Land is available for housing, which can be located to take advantage of the amenities on site. A 12-acre parcel at the northeast corner of the site is zoned for multifamily housing. The City is also willing to consider incentives for housing priced for households making below 100% of AMI.
2. **Habitat for Humanity.** Habitat for Humanity of Roosevelt & Curry Counties builds houses in Portales. These projects are typically small scale, with one house under construction at a time.
3. **Eastern Plains Community Action Agency (EPCAA)** covers the seven counties along New Mexico's northeastern border. EPCAA provides social services in the region.

One of its programs is the Community Service Block Grant program, which provides emergency help with rent and mortgage payments.

4. **Eastern Plains Council of Governments** (EPCOG) owns multi-family housing in Portales. This housing is managed by JL Gray. EPCOG is a potential non-profit partner for a developer of new affordable housing.
5. **Housing Repair and Rehabilitation.** Southwestern Regional Housing and Community Development Corporation based in Deming currently administers the owner-occupied HOME rehabilitation program for Roosevelt County.

There are also a number of state and national agencies that have funds for housing projects. The following were identified by the City of Portales Housing Needs Assessment and Affordable Housing Plan:

1. **USDA Rural Development:** Section 502 mortgage funds for very low and low income purchasers. Section 504 rehabilitation loans for low and very low income homeowners. Section 517 Housing Preservation funds for low and very low income homeowners. Section 515 Rental Construction and rehab of existing 515 properties occupied by low, very low and moderate income residents.
2. **Federal Home Loan Bank (FHLB):** The Federal Home Loan Bank of Dallas makes affordable housing loans and grants to housing providers in New Mexico. Generally, the loans are made through a member local bank at terms and rates considerably below market. For some projects serving very low income borrowers, the loans become equity advances which do not require repayment by the borrower.
3. **New Mexico Finance Authority:** The NMFA administers Capital Outlay funds for the State. Programs include infrastructure loans and grants and administration of CDBG funds. The focus of the agency is on planning and infrastructure development, but affordable housing is an eligible activity for some of the funding sources administered by NMFA.
4. **New Mexico Mortgage Finance Authority:** The MFA provides assistance to and funds a variety of affordable housing products for both homeownership and rental housing. MFA relies on for profit developers, nonprofits, housing authorities and local governments to administer these programs. Funds are awarded through competitive RFP processes.
5. **Eastern Regional Housing Authority:** Section 8 Rental Assistance Vouchers to assist renters with their rent payments. Vouchers are generally available to households at less than 50% of the Area Median Income. There is currently a waiting list for tenant based assistance. The Housing Authority does not manage or own rental housing in Portales, although it does own and manage housing elsewhere in the region.
6. **HUD Section 202 Supportive Housing for the Elderly:** Section 202 Supportive Housing for the Elderly program provides capital advances and project rental assistance under Section 202 of the Housing Act of 1959 for housing projects serving low-income elderly households. The program provides direct loans and capital advances from the federal government to enable private, not-for-profit sponsors to produce secure, barrier-free and supportive housing facilities for older persons with incomes up to 50 percent of the median family income.

## HOUSING

7. **HUD Section 231:** HUD Section 231 insures mortgage loans to facilitate the construction and substantial rehabilitation of multifamily rental housing for elderly persons (62 or older) and /or persons with disabilities.

## 6. GOALS, OBJECTIVES & STRATEGIES

The City of Portales has identified goals, objectives and strategies in the 2014 Affordable Housing Plan. The key goals and objectives of this plan are identified below, as well as some additional strategies the City may pursue to begin implementation of these objectives. The table includes responsible parties and a Timeframe (T) for each implementation strategy as follows:

- a) O: Ongoing
- b) ST: Short Term, 0-5 years
- c) IT: Intermediate Term, 5-10 years
- d) LT: Long Term, 10+ years

HOUSING		
<b>GOAL 1: SUPPORT HOUSING OPPORTUNITIES FOR ALL PORTALES RESIDENTS OF ALL INCOME LEVELS</b>		
<b>Objective 1.1:</b> Support Affordable Housing initiatives. Affordable Housing Plan.		
> <b>Strategy 1:</b> Implement recommendations in the 2014 Affordable Housing Plan.	Planning/Zoning	ST O
<b>Objective 1.2:</b> Maximize human and financial resources for housing programs and development.		
> <b>Strategy 1:</b> Continue to strengthen working relationship with regional housing organizations, developers and non-profits serving Roosevelt County.	Planning/Zoning	O
> <b>Strategy 2:</b> Host yearly training programs for non-profits, City staff, and others on issues related to affordable housing.	Planning/Zoning Human Resources	ST O
> <b>Strategy 3:</b> Create a targeted marketing plan listing City's developable land, development incentives, amenities, etc.	Planning/Zoning	IT
<b>GOAL 2: INCREASE OPPORTUNITIES FOR AFFORDABLE HOMEOWNERSHIP</b>		
<b>Objective 2.1:</b> Enable agencies with financial resources and training programs to assist low-income households that wish to purchase a first home.		
> <b>Strategy 1:</b> Support a variety of incentives programs designed to attract homebuilders to the community as identified in the Affordable Housing Ordinance.	Planning/Zoning	ST O
<b>Objective 2.2:</b> Support and enable the development of single family infill housing to provide affordable workforce housing.		
> <b>Strategy 1:</b> Amend the Comprehensive Zoning Ordinance minimum lot size to allow for development of detached and attached dwelling units.	Planning/Zoning	ST
> <b>Strategy 2:</b> Assist qualifying grantees that develop affordable housing, such as Habitat for Humanity, by contributing appropriate City-owned properties.	Planning/Zoning	O
<b>GOAL 3: EXPAND THE SUPPLY OF DECENT, AFFORDABLE &amp; MARKET RATE RENTAL HOUSING</b>		
<b>Objective 3.1:</b> Facilitate the construction of affordable rental properties.		
> <b>Strategy 1:</b> Identify a development team capable of financing and constructing a large multifamily apartment complex.	Planning/Zoning	ST
> <b>Strategy 2:</b> Pursue public-private partnerships with local and regional developers of affordable housing.	Planning/Zoning	O
> <b>Strategy 3:</b> Contribute to qualifying grantees and projects.	Planning/Zoning	O

## HOUSING

<b>Objective 3.2:</b> Assist regional providers of supportive housing for persons with disabilities to locate in Portales.		
> <b>Strategy 1:</b> Identify possible service provider partners who may have capacity and funding to expand existing programs.	Planning/Zoning	ST
> <b>Strategy 2:</b> Identify additional sources of funding for the expansion of supportive housing units.	Planning/Zoning	ST
> <b>Strategy 3:</b> Identify possible sites that may accommodate the development of a future group home or other supportive housing development.	Planning/Zoning	ST IT
<b>Objective 3.3:</b> Support development of senior housing and assisted living facilities.		
> <b>Strategy 1:</b> Identify possible service provider partners who may have capacity and funding to expand existing senior housing programs.	Planning/Zoning	ST
> <b>Strategy 2:</b> Provide development incentives for affordable senior assistance developments.	Planning/Zoning	ST IT
<b>GOAL 4: PRESERVE &amp; REHABILITATE THE PORTALES AFFORDABLE HOUSING STOCK</b>		
<b>Objective 4.1:</b> Facilitate owner-occupied home rehabilitation.		
> <b>Strategy 1:</b> Seek entities that provide weatherization and rehabilitation services in the region and provide in-kind assistance to enable them to better serve Portales residents.	Planning/Zoning	ST
> <b>Strategy 2:</b> Identify and secure additional funding sources to provide rehabilitation assistance to homeowners.	Planning/Zoning	IT
<b>Objective 4.2:</b> Ensure upkeep of existing rental properties.		
> <b>Strategy 1:</b> Examine options like the International Property Maintenance Code for creating a health and safety code for rental housing to ensure that units leased to the public meet basic health and safety requirements.	Planning/Zoning	IT
> <b>Strategy 2:</b> Conduct a housing assessment survey to determine overall condition of housing stock and neighborhoods with the highest need.	Planning/Zoning	ST



# VI. COMMUNITY SERVICES

## 1. OVERVIEW

The Community Services and Facilities element encompasses a wide range of subjects important to quality of life within a community. This section of the Comprehensive Plan addresses recreational opportunities and facilities in Portales as well as public safety services, such as police, fire fighting, and emergency medical services. Additionally, senior services, library services, solid waste, and educational services are incorporated into this section. The City provides these services in varying degrees, and each service is important to maintaining and enhancing the quality of life for all Portales residents. Communities with high quality recreational amenities, recreational events, and reliable and high-quality community safety services, are more likely to attract new residents and economic growth opportunities. Recommendations contained in this section aim to improve each of these services by building upon the City's existing strengths in these areas.



*The Portales Recreation Complex*

This section begins with a summary of key issues followed by Goals, Objectives, and Policies for community services in Portales. Following is a description of current conditions and a needs assessment for each identified community service. Lastly, implementation steps are outlined providing clear steps the City can take to achieve the Goals, Objectives, and Policies in this section.

## 2. SUMMARY OF KEY ISSUES

The following is a summary of key issues for each Community Services element:

## COMMUNITY SERVICES

- The City is in need of health care professionals and specialists.
- The Fire Department's high priority needs include a manned substation in northern Portales and a pumper fire apparatus.
- The Portales Police Department is in need of new headquarters.
- Capital improvement needs for Parks and Recreation include, but are not limited to, repairs and improvements to the Recreation Complex, Memorial Building, and City Hall building, and a new roof for the library. New facilities needed include lighted multipurpose football and soccer fields and gyms.
- Additional senior housing options and transportation opportunities are needed to serve Portales seniors.
- The Portales Senior Center needs repairs and a roof replacement, and ADA improvements to its facility to allow access to all user groups.

## 3. COMMUNITY SERVICES ASSESSMENT

### FIRE/EMS

#### Existing Conditions

The Portales Fire Department provides a wide range of firefighting, rescue, emergency medical services (EMS), and public education services to residents of Portales and Roosevelt County. The fire department is staffed with 24 full-time personnel providing various firefighting, EMS, and support services. Fire protection services in Portales rate high for a town of its size. The Insurance Services Office (ISO) rating for Portales is currently at a 4. This rating helps to determine costs of property insurance and is based on a scale of one to 10, with a lower number being a superior rating.

The main fire station, and only manned station, is located at 301 South Avenue A. There are two unmanned substations. One is located with the City Warehouse and contains one pumper and an auxiliary unit. The second is located at the City Airport and contains one pumper and one advanced life support ambulance.

The service area for Portales Fire Department is Roosevelt County. The Fire Department maintains mutual aid agreements with the City of Clovis Fire and EMS, Texico Fire and EMS, Cannon Air Force Base, and six county volunteer fire and EMS services in the area. The Fire Department also has training and clinical agreements with Roosevelt General Hospital, Plains Regional Medical Center-Clovis, ENMU, ENMU-Roswell, University of New Mexico (UNM), Clovis Community College, Cannon Air Force Base, and EMS Region III.

#### Needs Assessment

There is one critical need ranking highest among the Fire Department's capital and operational improvements, which include:

- The need for a new Class A pumper fire apparatus. Current funding is not adequate for the acquisition of this equipment, but is essential in providing top-quality firefighting services to City and County residents.

## COMMUNITY SERVICES

- A staffed substation is needed to serve the southern part of the City in order to decrease response times. To build, supply, and staff such a station would require significant additional resources.
- The water distribution system in Portales is aging. Water circulation patterns and fire hydrants need to be upgraded to improve performance.

Additional needs of the Fire Department include:

- Competitive pay for Fire and EMS professionals. Partner with local County Departments to promote educational opportunities and begin a recruit and retain campaign to offer employment opportunities to the local work force.
- Continue site development and planning for a manned fire station on the North side of the City.
- Develop a plan to add 3 additional personnel for manning of the North side station.
- Develop a practical fleet replacement plan for vehicles and apparatus.
- Continue upgrades to fire suppression systems hydrant water supply.
- Develop relationships and partner with local business owners regarding a schedule and frequency of fire inspections and pre-fire planning.
- Plan for upgrades, maintenance and repairs to station 1.
- Plan for an addition to station 1 to add on a training room/classroom/meeting facility and a physical training room to allow for current storage shortages.

## POLICE AND SAFETY SERVICES

### Existing Conditions

The Portales Police Department currently shares facilities with the Roosevelt County Sheriff's Office. The Roosevelt County Law Enforcement Complex is located at 1700 North Boston Street. The Police Department currently has 23 certified officers and 17 marked and six unmarked vehicles.

In addition to providing police and public safety services to citizens of Portales, the Police Department maintains a close relationship and mutual aid agreements with ENMU, Roosevelt County, Cannon Air Force Base, and the Town of Elida. The Police Department also has a successful relationship with Portales Public Schools through their Adopt-a-Cop program. This program matches police officers in second grade classes for the year. The police officer meets regularly with classes providing education programs and community service opportunities.

### Needs Assessment

The Police Department provides great value to the community, and ensuring the department is well equipped and trained improves quality of life for all Portales residents. The following needs assessment addresses capital and operational improvements to enhance police and safety services in Portales.

- The Police Department is in need of a new headquarters, as it is currently located in a leased facility.
- A new communications center is being installed. However, repeaters are needed to boost the signal around the City for portable radios.

## COMMUNITY SERVICES

- There are line-of-sight problems at some intersections in Portales. These intersections should be identified and plans made to address the problem in order to ensure safety and improve police response times.
- The Police Department is continuously in need of updating its vehicle fleet. An annual maintenance and replacement schedule should be developed to keep the fleet maintained and up-to-date.

## PORTALES PUBLIC LIBRARY

### Existing Conditions

The Portales Public Library is located at 218 South Avenue B. The Library is a modern facility, remodeled in 1999. During the remodel, square footage of the facility doubled, and several upgrades were made to the building to accommodate new technologies. Upgrades included pipe channels in the floor, wiring in the ceiling, and an increase in wall connections to accommodate future technology expansion. The new floor plan of the Library is designed to be flexible and open, and new track lighting was installed so it could be easily adjusted.

The Library staff includes seven full-time employees and offers a collection of books, audiobooks, videos, e-books, and e-audiobooks totaling over 60,000 titles, as well as 118 electronic databases. Yearly circulation for the period between July 2013 and June 2014 was 126,887. Number of books circulated has slightly declined over the past years. The Library works closely with ENMU and public schools in Portales and the County, however, there are no official programs or agreements between the library and these schools. The Portales Public Library also takes part in State-wide reciprocal borrowing and offers a digital card catalog on their website.

The Library is committed to offering services twenty-four hours a day, seven days a week. To that end, the Library's website allows for online access to the card catalog to renew and reserve books, download books and audiobooks, and do database research from any PC anywhere. In March, 2015, the Library will offer online live tutoring to students of all ages. This service will be available for all subject areas, seven days a week until 11 p.m. through the Brainfuse portal.

The Library provides many programs for children and adults, with over 130 total programs scheduled each year. Children's programs include story times, summer reading programs, and family nights. Adult programs include book discussion groups and an author speaker series. 24-hour public access to a computer lab with high speed Internet access, and an online database access, is also available. Computers are in high demand and are replaced every three years to keep up with technology. A variety of tools and services can also be accessed from the online library portal including tutorials, career resources, magazines, multimedia, podcasts and articles. Wireless internet is also available for patrons with personal laptop computers.

### Needs Assessment

With recent remodeling and expansion of the library facilities, there is no projected need for additional building space. However, other needs have been identified, and maintaining and expanding library facilities and programs as needed is essential to maintaining a high quality of life for Portales residents. The following needs assessment addresses specific issues the Library faces or may face in the future.

- Parking for the library is limited and may need expanding if the Portales Inn, located across the street, reopens. A deficiency in parking could also be partially remedied through promotion of ridesharing or other alternative transportation programs.
- Computer replacement and technology upgrades are an ongoing need. The Library utilizes Government Obligation Bond funds (GO Bonds), which have been voter supported, to increase the number of public access computers available as well as replace outdated machines. New Mexico has generously supported libraries with GO Bond funds in the past 15 years.
- Currently, Roosevelt County does not contribute to Library funding; however, approximately 23% of the Library's users are County residents. In the past, the County was paying \$4,000 per year for Library services, but funding was cut several years ago.
- The library roof is leaking and needs to be replaced as funding becomes available. This will prevent damage to library collections, equipment, and furnishings.

### CITY INFORMATION TECHNOLOGIES

The Information Technology (IT) vision for City government emerges from a technology vision of a connected City. In a connected City, information is appropriately applied to the benefit of the entire community, including its' residents, businesses, community based organizations, government operations and visitors.

#### **Secure, innovative and accessible systems are the foundation to success.**

The first part of the vision starts with a robust, ubiquitous and unfettered broadband platform. At the heart of the City's IT operations, this platform depends upon low-cost, high-bandwidth fiber optic cabling connecting the City's buildings and infrastructure to secure and innovative operational systems. In turn, this platform is being rapidly expanded to allow free wireless connectivity to employees, residents, and visitors via wireless technology located in the Portales Public Library thereby enabling a constituent-centric government that aligns municipal services with resident needs.

Modernization of the City's infrastructure (data storage, networks, telecommunications, wireless systems, etc.) is needed to ensure this part of the vision is realized. The infrastructure of the City has long been neglected and, while fragments have been improved within individual departments, the core infrastructure has been managed in a fragmented approach. To improve in this area the City will need to proactively pursue industry standard ideas like data storage, high capacity networks and virtualized servers. This approach will enable the City to continue to make improvements in key infrastructure while simultaneously meeting budget reduction targets.

## COMMUNITY SERVICES

In addition to accessible networked systems, the Plan envisions that these systems will also be secure and disaster resilient. While security adds a level of complexity to the resulting systems the need to ensure the security of systems, and privacy of information, is key to the successful operations of the systems. Given the probability of disaster in the region and the need of modern governments to use technology to manage disasters, the vision of the Plan is to ensure disaster resiliency via a mixture of virtualization, redundant networks, robust data storage, cloud based data backup and proactive business continuity planning.

The City of Portales has drafted an Information, Communication and Technology Plan for Fiscal Years 2015 – 2020. The plan envisions the following:

- Create a robust, ubiquitous and unfettered broadband platform that connects buildings and infrastructure to secure and innovative operational systems.
- Allow free wireless connectivity to employees, residents, and visitors via wireless technology located in the Portales Public Library thereby enabling a constituent-centric government that aligns municipal services with resident needs.
- Modernization of the City's infrastructure including data storage, networks, telecommunications, and wireless systems.

### Needs Assessment

The needs listed below are based on steps identified by the Information, Communication and Technology Plan. These include:

- Develop bond/debt financing instruments for large infrastructure IT replacements and enhancements in order to complete high priority projects in the next five years, while extending repayment over a longer period of time.
- Expand the City's current lease financing program to include more IT projects, and commit to an annual allocation to pay for annual lease payments.
- Extend “enterprise” department IT investments to citywide use to the extent allowed by regulations and law and reimburse them for citywide costs.
- Also, use an allocation methodology so that the costs of citywide investments are shared between enterprise departments and the General Fund.
- Pursue grants and other state and federal sources.
- Free up existing funds for IT investments by pursuing the following strategies:
  - Redirect base budgets to fund future projects, and include IT base budget funding in annual budget justification discussions.
  - Prioritize enterprise-wide applications and retire existing stand – alone systems that provide the same functional requirements.
  - Re-allocate savings from consolidations to fund IT infrastructure improvements and new citywide or multi-department ICT projects.
- Defer projects to later years through prioritization and planning.
- Eliminate or reduce the cost of proposed projects to shrink overall funding need. This should be done through collaboration, sharing of current systems and review of alternatives with stakeholders.

## PARKS AND RECREATION

## COMMUNITY SERVICES

The City of Portales Parks Department and Recreation Department maintain approximately 270 acres of parks facilities with a wide range of recreation, athletics, and associated facilities. These facilities are summarized in Figure 22. The table also summarizes planned and/or needed improvements to each of these facilities.

In addition to City parks and recreational facilities, there is a need to attract local entertainment businesses and sponsor more local events to enhance quality of life in Portales. One possibility is the construction of a multi-use fun center. Examples of such facilities in other New Mexico communities include the Starmax Family Entertainment Center in Deming, which includes a movie theater, bowling center, arcade, and restaurant. This facility was financed through bonds approved by Luna County voters and is operated by Luna County. All expenses, other than the facility manager, are paid out of facility revenues. Carlsbad Department of Development is currently working with local developers to build a similar facility in the Cascades at Carlsbad project. The Carlsbad facility will be financed through a combination of private investors, private donations and grant funds and will be operated by the private investors.

**FIGURE 22: PARKS FACILITIES SUMMARY**

Name of Facility	Size (acres)	Address	Amenities	Planned/Needed Improvements
City Park	10	7th Abilene	and 1 softball field; 15 picnic tables; Playground equipment; 4 swings; Swimming pool; Bath house; Snack bar; Memorial Building	New lights and poles, new bleachers; Renovate concession area; New dog park; New decking for the pool, repairs and renovations on the bathhouse
Tennis Courts	5	3rd Abilene	and 5 tennis courts; Restrooms	Need to resurface courts
Rotary Park	10.8	18th Ave. A	2 minor league baseball fields; 2 snack bars; Restrooms; 2 units of playground equipment; 4 swings; 6 skateboard ramps; 10 picnic tables; 1 covered picnic area	Built a recreational half mile walking trail; New ball field lighting; New vandalism resistant modular restrooms; additional swings; additional playground equipment; upgrade fencing and lighting; new bleachers, sprinklers, concession area
Morrison Park	2.75	Elgin Avenue N	and 1 softball field; 2 swings; 1 slide; Snack bar; Restrooms	Replace existing poles and lights; New bleachers; Bring concession area to code; Bring restroom facilities to code
La Buena Vida Park	3.8	East Juniper and East Ivy	1 basketball court; Restrooms; Playground equipment; 5 picnic tables	New play structure; Add restroom facilities
Old Senior Center Park	0.77	North Boston and East 1st	4 picnic tables; 1 swing	—
Lindsey Park	3.33	West Ivey and North Ave. M	1 minor league baseball field; Playground equipment; Snack bar; Restrooms; Pavilion; 5 picnic tables; Merry go round and slide	New ball field poles and lights; New 6' fence; Rebuilt concession area and restrooms; New equipment to rehabilitate the concession building and park facilities

## COMMUNITY SERVICES

Name of Facility	Size (acres)	Address	Amenities	Planned/Needed Improvements
Confere Park	1.65	West Lime St.	Playground equipment; Picnic area	Additional playground equipment
Recreation Complex	212	Industrial Drive	4 field softball complex; Restroom; Snack bar; Jogging trail; 4 soccer fields; Model airplane strip; 10 picnic tables	Additional concession area at the soccer complex, including restrooms, equipment for concession area; Improvements to the Recreation Center, including new multipurpose floors, ceiling replacement, upgrade storage and activity room; lights at the trail
High School Ball Field	3	East 3rd St.	1 major league ball field (joint use with schools)	—
Little Girls Ball Park	1.5	3rd and Abilene	1 ball field, restrooms, snack bar	—
Oasis State Park	NA	1891 Base Line	Fishing lake, hiking trails, campground and sand dunes	Managed by the NM State Parks Division
Public Pool		210 E 7 <sup>th</sup> St		
Skate Park		1001 W 18 <sup>th</sup> St	Railing, ramps, picnic tables and basketball hoop	
Portales Golf Course	0.7	523B S Roosevelt Rd	9 hole golf course	Privately managed Portales Country Club

Additional needs of the Parks Department include:

- The new Wastewater Reuse Plant needs to be connected to all park facilities within Portales and the cemetery. This requires the installation of wastewater reuse tie-ins and sprinkler systems that will facilitate the use of reclaimed water for park irrigation. This project includes four phases: environmental, planning, design and construction.
- The Parks Department is in need of three new vehicles to conduct and deliver service to the public.
- The Portales Memorial Building also needs to be repaired and upgraded. Repairs and upgrades include; upgrades to the HVAC system, improvement to the ADA access and compliance, and structural, interior, and facade work.

Recreation facilities are also available through ENMU and Portales Public Schools. The High School Ball Field and Little Girls Ball Park, summarized in Figure 22, are shared between the City and Portales Public Schools.

## COMMUNITY SERVICES

The highest priority needs listed in Figure 22, based on the City's 2016-2020 ICIP and information from the Parks and Recreation Director, include:

- Recreation Complex expansion
- Memorial Building improvements
- Tennis courts resurfacing
- Ball field complex upgrades
- Restrooms and snack bar at Lindsey and Morrison Parks

The Portales Recreation Center, located at 1001 West 18<sup>th</sup> Street, is operated separately from the Parks Department. The Center offers a wide range of activities including music lessons, homework room, arts and crafts, and fitness programs. The Center also includes a computer lab, a weight room, and offers games and equipment for rental. The Recreation Department also provides after school and summer programs at the Center. City and County users of the facility are required to purchase memberships. However, funding for the Recreation Center comes from the City only.

Proposed Recreation Center improvements include a multipurpose, shock resistant floor for the sports area, aerobic or weight room area flooring, ceiling replacement, and upgrades to storage and activity rooms. The facility needs to be expanded to include a gymnasium to allow sports such as volleyball and basketball. The ceilings are currently too low for these activities. The highest priority is new flooring to reduce injuries associated with existing concrete floors.



*Community Park Facilities in Portales*

## SENIOR CITIZEN SERVICES

There are three City supported senior citizen centers providing services in Portales, each open to all seniors in the area: Los Abuelitos, the Portales Senior Center, and the Community Services Center. A summary of services provided at each senior center is as follows:

### **Los Abuelitos**

Recreation Center  
Health/Physical fitness program  
Information/Assistance program

### **Portales Senior Center**

Recreation Center  
Information/Assistance program  
Arts/Crafts program  
  
Weekly entertainment program  
Annual festivities program  
Health Insurance Benefits Assistance Corps (HIBAC) program

## COMMUNITY SERVICES

### **Community Services Center**

Adult day care program  
Senior companion program  
Foster grandparents program  
Senior meal site, on-site and home delivered meals  
Home care program  
Caregivers support program  
Retired Senior Volunteer Program  
TRA-Transportation – non emergency medical transportation (must qualify)  
Emergency food program  
Utility assistance program

For the short term, the City's facilities are adequate enough to meet the needs of the existing senior population. The focus should be on maintaining and improving current facilities. As the Baby Boom generation begins to retire over the next 5 to 15 years, an increased demand for senior services is expected. Consideration should be given now for the future provision of these services in Portales. This may include identifying additional funding sources in the near future to ensure needed facilities and services are ready in the upcoming years.

### **Needs Assessment**

Current needs of the senior citizen community in Portales include additional senior housing facilities, similar to the existing Golden Acres Retirement Housing. It is important to ensure a continuum of senior housing opportunities and level of care are available to Portales residents.

- The Portales Senior Center needs repairs and improvements. The City is planning to replace the leaking roof and improve ADA access to the Center to allow users to utilize the building and its offered services provided. In addition, the fire alarm and suppression system needs to be upgraded.

Transportation for senior citizens is also a current need. Regular transportation services are only provided in a five-mile radius of City limits. Funding is currently not available to extend these services. Seniors in Portales and the County would benefit from increased transportation services to Clovis, Lubbock, Albuquerque, and Amarillo in order to access medical services not available in Portales.

## SCHOOLS

The relationship between the City and Schools is important in establishing a high quality of life for Portales residents. Residents have benefited through shared use agreements for facilities, and through cooperation with school and City programs.

Figure 23 summarizes existing public schools in Portales for the 2013-2014 and 2014-2015 school year. Since 2013-2014 the number of enrollments for pre-kindergarten and Kindergarten grades has increased by 22 percent, while enrollment in grades from 2<sup>nd</sup> thru 8<sup>th</sup> has decreased between 3 and 9 percent. The overall enrollment decreased by 1.45 percent. Total number of enrolled students for the 2014-2015 school year was 2,845. Since

## COMMUNITY SERVICES

the 2010-2011 school year, student enrollment has been declining in the district, however this trend has slowed. Some attribute declining enrollment to prolonging drought conditions in the area and the closure of diaries.

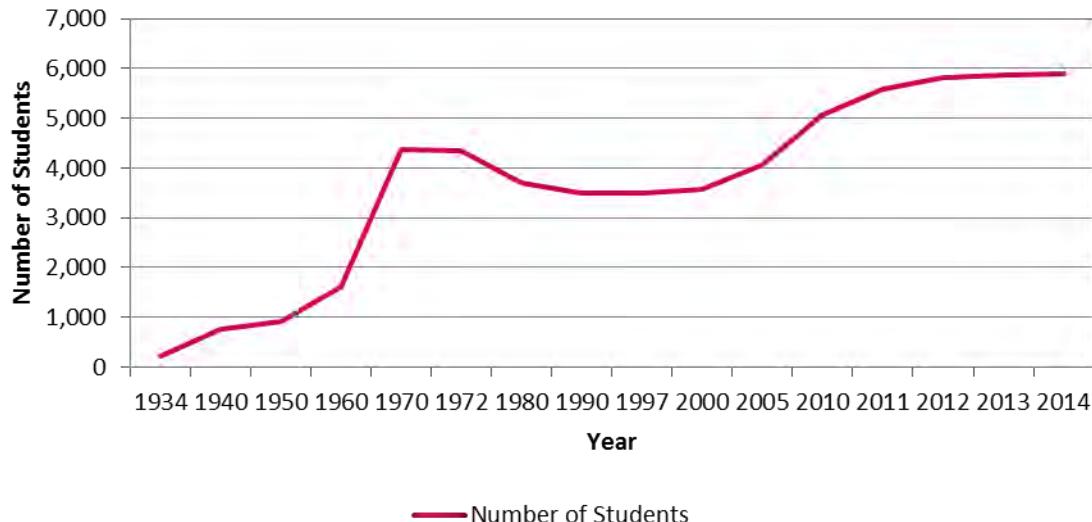
**FIGURE 23: PORTALES MUNICIPAL SCHOOL DISTRICT SCHOOLS SUMMARY**

Name of School	Grades	Address	Enrollment		
			2013-2014	2014-2015	% Change
Brown Development Center	Early Pre-Kindergarten and Kindergarten	520 West 5th Street	291	355	22.0%
James Elementary	2nd and 3rd Grades	701 West 18th Street	488	441	-9.6%
Valencia Elementary	4th and 5th Grades	1415 South Globe	466	438	-6.0%
Lindsey Steiner Elementary	6th Grade	1216 West Ivy	418	400	-4.3%
Portales Junior High	7th and 8th Grades	700 East Third Street	431	418	-3.0%
Portales High	9th through 12th Grades	2001 South Knoxville	793	793	0.0%
Total Enrollment			2,887	2,845	-1.45%

Source: Portales Municipal Schools

ENMU has a student enrollment of approximately 5,887. Established in 1934, ENMU is the third largest university in New Mexico. The University has a large impact on culture and development in Portales. ENMU offers degrees in business, liberal arts, fine arts, education, and technology. The University provides the City with many cultural and educational opportunities not available in similar sized towns. The number of students has steadily increased since 1997 with 3,495 students enrolled.

**FIGURE 24. HISTORIC STUDENT ENROLLMENT**



Source: ENMU

## HEALTH CARE FACILITIES

Portales is served by Roosevelt General Hospital, a 24-bed facility located along Highway 70 southwest of the City. The Plains Regional Medical Center is located 18 miles outside of Portales in Clovis and is a 106-bed facility. The RGH Emergency Department has seven beds and treats as many as 9,000 patients annually. The hospital hosts an air ambulance base and TriState CareFlight offers air ambulance transportation to regional hospitals within a 125-mile radius of Portales.

Las Casa Family Health Center has expanded services into Roosevelt County and offers family practice, obstetrics, gynecology, behavioral health and pediatrics.

Roosevelt County is a designated Medically Underserved Area. There are not enough primary care physicians to meet current healthcare needs of citizens of Roosevelt County. As a result, many citizens have to travel out of the county for care. RGH has expanded clinic operations to include weekend and evening hours and is constantly recruiting medical professionals. RGH currently has 10 primary care providers, 2 general surgeons, 1 sports medicine physician, and 1 pain specialist on its Medical Staff. Visiting specialists include a Cardiology, Orthopedics, and Nephrology.

RGH is currently recruiting for additional primary care physicians, nurse practitioners, and physician assistants to further expand the clinic hour of operation. RGH is also recruiting visiting specialists in Podiatry, Ophthalmology, Oncology, and Dermatology to help meet the needs of Roosevelt County.

### Needs Assessment

- Need to recruit additional primary care physicians, nurse practitioners, and physician assistants.
- Expand RGH physical facilities to meet the growing demand for healthcare services and bring new services to Roosevelt County, as identified in the RGH master facility plan. The master facility plan includes expanded outpatient surgery, skilled nursing, and physical rehabilitation areas within the hospital. New outpatient treatment areas would include Renal Dialysis, IV Therapy, and Physical Therapy.

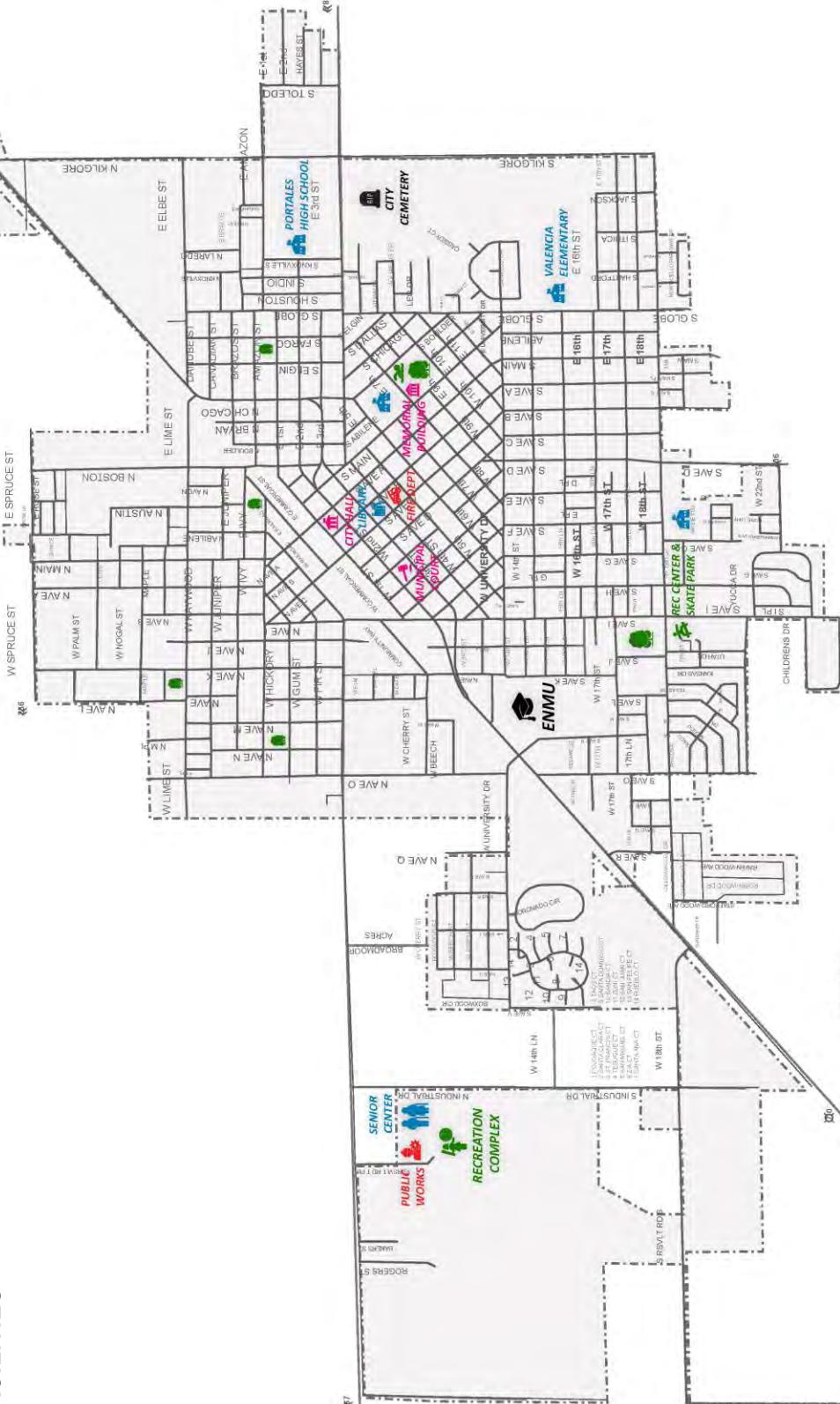
## SOLID WASTE SERVICES

The City's Sanitation Department provides solid waste services to households and businesses in Portales. The Sanitation Department operates three garbage trucks and picks up approximately 3,000 dumpsters each week. Solid waste is then transported to the Clovis Landfill. There is one transfer station open to the Public located at Kaywood and Avon Streets.

### Needs Assessment

- Purchase and Install a scale for the Convenience Center. Currently the Convenience Center does not possess its own scale and customer has to weigh at scales down the road. Having a scales on site would speed up the process and

## PORTALES CITY OWNED FACILITIES



### LEGEND

- CITY LIMITS
- ROAD
- EDUCATION/COMMUNITY FACILITY
- GOVERNMENT ADMINISTRATION
- PARKS & RECREATION
- PUBLIC WORKS & SAFETY



The data on this map are believed to be accurate.  
However, the City of Portales makes no claims of  
completeness or fitness for use.  
Please notify Johnny Lebetter  
of any updates or corrections.  
(575) 356-6662 ext 1019

## 4. GOALS, OBJECTIVES, AND STRATEGIES

The following Goals, Objectives, and Strategies are intended to aid implementation of the ideas set forth in the Comprehensive Plan. The table includes responsible parties and a Timeframe (T) for each implementation strategy as follows:

- a) O: Ongoing
- b) ST: Short Term, 0-5 years
- c) IT: Intermediate Term, 5-10 years
- d) LT: Long Term, 10+ years

COMMUNITY SERVICES			
<b>GOAL 1:</b> MAINTAIN THE CITY AS A SAFE PLACE TO LIVE WITH QUALITY AFFORDABLE HEALTH CARE FOR ALL AND CONTINUED OUTSTANDING POLICE, FIRE, AND EMERGENCY MEDICAL SERVICES.			
<b>Objective 1.1:</b> Support the hospital board on developing a strategy for attracting and retaining health care professionals and specialists.			
> <b>Strategy 1:</b> Support the hospital in attracting and retaining needed health care professionals, programs, and facilities in order to improve the health and quality of life for Portales residents.	Hospital Planning/Zoning	ST	O
<b>Objective 1.2:</b> Continue being a senior friendly community by offering facilities, programs, and services geared toward seniors.			
> <b>Strategy 1:</b> Work with governmental agencies and private service providers on developing a continuum of senior care facilities and services.	Hospital Planning/Zoning	IT	O
<b>Objective 1.3:</b> Provide systematic review of police, fire, and emergency medical services to ensure adequate staffing, levels of training, equipment, and emergency response times.			
> <b>Strategy 1:</b> Update and upgrade law enforcement and fire/EMS facilities and equipment as needed to ensure a high level of public safety services to community residents.	Planning/Zoning Police Fire Department	IT	O
> <b>Strategy 2:</b> Partner with other regional entities to develop new regional training facilities for Eastern New Mexico communities.	Planning/Zoning Police Fire Department	IT	O
> <b>Strategy 3:</b> Continue investment in City infrastructure, so that components such as signage, traffic signals, and emergency sensors, are adequate to ensure safety and optimal response times for law enforcement and fire/EMS	Public Works	IT	O
> <b>Strategy 4:</b> Continue to develop the selected site for a new fire substation in the northern portion of the City.	Planning/Zoning Fire Department	IT	O
<b>GOAL 2:</b> CREATE, IMPROVE, AND MAINTAIN RECREATIONAL OPPORTUNITIES AND FACILITIES FOR RESIDENTS OF ALL AGES.			
<b>Objective 2.1:</b> In cooperation with the parks and recreation board, develop a parks and recreation master plan.			
> <b>Strategy 1</b> Identify and prioritize needed capital improvements, operational standards.	Parks Recreation Planning/Zoning Public Works	ST	O
> <b>Strategy 2:</b> Secure funding for identified improvements.	Parks Recreation Public Works	IT	O
> <b>Strategy 3:</b> Improve and maintain existing facilities, and expand recreational programs.	Parks Recreation Public Works	ST	O

## COMMUNITY SERVICES

<b>Objective 2.2:</b> Coordinate City, school, university, and community efforts in developing and managing recreational and extracurricular activities for Portales youth, with additional use for tournaments.		
➤ <b>Strategy 1:</b> Develop and maintain safe and accessible recreation facilities and programs that meet the needs of Portales residents of all ages and abilities.	Parks Recreation	IT
➤ <b>Strategy 2:</b> Bring all parks into compliance with the Americans with Disabilities Act (ADA).	Parks Planning/Zoning	IT
➤ <b>Strategy 3:</b> Work cooperatively with the Portales Public Schools, Eastern New Mexico University, and other community groups in developing and managing recreational and extracurricular activities for Portales residents.	Public Schools ENMU Recreation	ST O
<b>GOAL 3: PROMOTE AND SUPPORT BASIC EDUCATIONAL STANDARDS IN THE PUBLIC SCHOOLS.</b>		
<b>Objective 3.1:</b> Foster dialogue between the public schools, ENMU, elected officials, and community leaders on developing educational, literacy, and school to-work programs for Portales youth.		
➤ <b>Strategy 1:</b> Take a leadership role in promoting educational opportunities, programs, and facilities for Portales youth.	ENMU Public Schools Recreation	O
<b>Objective 3.2:</b> Continue to support the public library through a systematic plan for expanding the collection and library technologies, and accessibility to services and programs.		
➤ <b>Strategy 1:</b> Seek additional funding sources to help expand access to Library services and programs.	Public Library	ST
➤ <b>Strategy 2:</b> Promote ridesharing and alternative options for transportation and accessibility to the City Library as a way of decreasing demand for limited parking facilities in the area.	Public Library Transportation Planning/Zoning	ST O
<b>GOAL 4: MAINTAIN EFFICIENCY IN CITY OPERATIONS BY IDENTIFYING PHYSICAL CHANGES OVER TIME IN LAND USE, HOUSING, INFRASTRUCTURE, AND OTHER CRITICAL PLANNING AREAS.</b>		
<b>Objective 4.1:</b> Improve government decision making and planning activities through the monitoring of physical and social change over time through Geographic Information System (GIS) technologies.		
➤ <b>Strategy 1:</b> Develop a Geographic Information System (GIS) program to assist the City in planning and operations of all relevant City departments.	Public Works Planning/Zoning	ST

# VII. TRANSPORTATION & INFRASTRUCTURE

## 1. OVERVIEW

The Transportation and Infrastructure element of the Comprehensive Plan addresses issues related to the transportation and circulation system, water, wastewater, stormwater, and drainage (refer to Section 6: Community Services for information on solid waste services). In addition to roads, this section addresses other modes of transportation, such as pedestrian, bicycle, and transit facilities. Multi-modal transportation issues are also addressed within other sections of the Comprehensive Plan, including Section 3: Land Use.

A summary of existing conditions is followed by goals, objectives, policies, and implementation actions that are intended to address needed improvements and enhancements to City infrastructure. Improving and maintaining public infrastructure is crucial to ensuring a high quality of life and enhancing economic development in and around Portales.

## 2. KEY ISSUES

- Current truck traffic running through downtown Portales on US 70 has caused excessive road damage and poses a danger to pedestrians. While improvements have been made to a two-mile stretch of US 70, truck traffic remains a challenge. A comprehensive analysis regarding the potential for redirection of truck traffic should be held in conjunction with input from the public, the trucking industry, and the downtown merchants. The analysis must also consider the impact US Highway 70 has on economic development.
- Drainage and stormwater issues have not been adequately addressed in the City's Subdivision Ordinance and flooding occurs throughout the City during major storm water events. Addressing these issues is important to ensuring public health, safety, and welfare.
- Residents have expressed a desire to improve multi-modal transportation options, including pedestrian and bicycle friendly corridors between downtown, ENMU and other major activity centers.



*Entry from south on US 70*

## TRANSPORTATION & INFRASTRUCTURE

- The major street system has good north/south access through Portales. There is a need for better east/west routes, potentially along University Drive and 18<sup>th</sup> Street.
- Addressing water availability issues are critical for any discussion of growth and development. The City and its residents are very concerned about balancing water needs between various competing interests.
- The Portales Airport will continue to play a role in enhancing the City's transportation accessibility. As a result, improvements to the runway and airport infrastructure should be prioritized.

## 3. EXISTING CONDITIONS

### TRANSPORTATION

#### Existing Conditions

Transportation in Portales is predominately auto and truck oriented. The major highway accessing Portales is US Highway 70, which connects Portales to Clovis to the northeast and Roswell to the southwest. US 70 divides Portales into northwest and southeast sections and is currently aligned through downtown Portales. This alignment brings in heavy truck traffic downtown and causes a great deal of damage to existing road infrastructure. Realignment of the highway to run west and north of the City has been proposed in the past. However, concern remains regarding protecting the vitality of the downtown area if the realignment takes place.

#### Traffic Counts

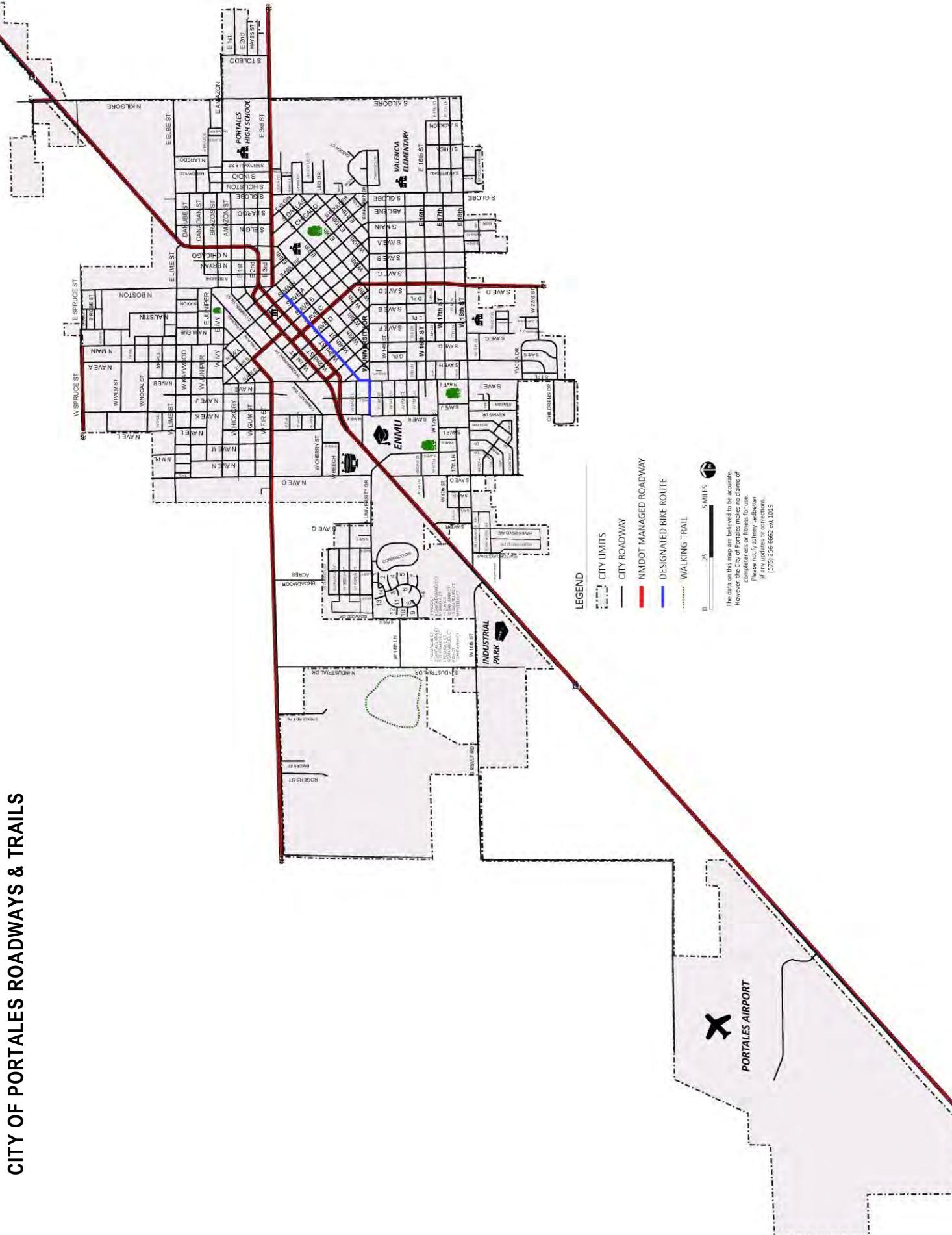
The heaviest traffic in Portales is along US 70 within the City limits. Traffic on W 1<sup>st</sup>/W. 2<sup>nd</sup> (US 70) approaches 17,500 vehicles per day total traffic volume, with approximately 20% commercial traffic.

Multi-modal transportation refers to different modes of transportation (automobile, air, pedestrian, rail, bicycle, etc) and the connections between them to the overall transportation system. Other transportation systems that should be planned for including bicycle, pedestrians, horses, as well as a local public transit system for seniors and residents in need of connections to services. Bike lanes, signage, and sidewalk connections to other pedestrian areas can be improved and utilized by the community. Corridors and trails (e.g., linking downtown and ENMU) provide important links throughout the City. The Land Use Map identifies corridors and roads that can be included in this type of multi-modal transportation planning.

#### Bike Route

The ENMU-Downtown bicycle route extends from Main Street along 3<sup>rd</sup> Street to University to Avenue K. The City of Portales and the Portales MainStreet Program partnered to designate a bicycle route from ENMU to the downtown district. The route is marked as a designated bicycle route with signs, including directional arrows. Painted on-street shared lane markings, or sharrows, are also planned.

## CITY OF PORTALES ROADWAYS & TRAILS



### Transit

Portales Area Transit (PAT) is the demand-response public transit system operated by the City of Portales and is available to all Portales residents. PAT provides curb-to-curb pick up and drop off service within the City limits and five miles outside of Portales. The system has five buses. Rides are provided from 6:30 am to 4:15 pm Monday through Friday. The service usually books rides a day in advance. The cost is \$0.75 per ride or \$5.00 for a ten-ride pass. PAT is funded, in part, through Federal grants.



### Portales Municipal Airport

The Portales Municipal Airport serves Portales and the County region. The longest paved runway at the airport is 5,500 feet. There are 21 aircraft based at the airport and an average 54 daily aircraft operations. There are several maintenance needs for the airport and a desire to expand facilities. These needs and improvements are outlined in the City's current ICIP. Identified needs include repairing and upgrading runway 1 19 with sea coat, remarking, and electrical conduit for runway lights, and expanding runway 1 19 and taxiway PI, II, III and IV, and construct a new airport maintenance facility.

The City has completed a master plan for the airport industrial park. This includes an assessment of existing conditions on the site and a preliminary site and utility plan for Phase 1A of the park.

### Needs Assessment

Planning for transportation options should not be limited to the needs of automobile traffic alone. Trail connections for pedestrians and bicycles, as well as adequate sidewalks, should be considered in transportation planning. Scheduled maintenance and improvements to the City's roads should also be a priority to ensure the public's health, safety, and welfare.

- Roadway resurfacing is necessary at the following railroad crossings: Boston, Lime, K, I and Spruce.
- The highest priority street for reconstruction is Kilgore Street between US70 and 18th Street. Other needs include major rehab, including drainage, curb, gutter, new asphalt or mill and overlay on several streets as part of the City's ongoing road maintenance.

## TRANSPORTATION & INFRASTRUCTURE

- Improving drainage issues and driving conditions infrastructure improvements are needed on Kaywood and Maple. Necessary upgrades include improvements to curb and gutter as well as new asphalt.
- Street curbs and gutters are needed at 7th and 9th Street. Mill and overlay are also needed to improve drainage issues in this neighborhood.
- Upgrading Fargo, Indio and 2nd Streets with curbs and gutters and new asphalt in order to improve drainage issues and facilitate safe travel.
- The City has completed an ADA plan and is working through recommended improvements to improve accessibility.
- Following the rebuild of US 70, drainage issues need to be addressed on Avenue A between 1st and 2nd Streets in downtown.
- The equipment of the City's Street Department is outdated and needs to be upgraded. Necessary purchases include: loader, dump truck, street sweeper, road grader and an emulsion tanks.
- The City needs to analyze existing traffic counts and perform additional traffic generation studies as necessary to determine if existing streets are adequate given loadings. Signage should also be evaluated to determine the adequacy for ensuring safety.
- The City should coordinate with the New Mexico Department of Transportation to repair State Roads within the City.
- Trails and other multi-modal transportation options should be integrated into City transportation planning. The corridor between the downtown and ENMU should be a focus of multi-modal transportation development, and consideration should be made for bicycle, pedestrian and vehicular connections for all areas of Portales.

## WATER

### Water Supply

The City of Portales obtains its water from a series of wells that tap into the Ogallala Aquifer. The water level of the aquifer has been dropping every year. The City has responded by converting wells from agricultural use to municipal use. Converted agricultural wells have been connected to the municipal system. In addition, the City is planning to further develop the wellfields. The City has also increased the efficiency of their well system by changing from high horsepower turbine pumps to submersible pumps. However, the report on Water Supply Options found in 2014 that current resources and measures may only satisfy the Cities water demand for another 10 to 15 years. Portales and other communities in eastern New Mexico are sharing similar challenges, and have joined resources to create the Eastern New Mexico Rural Water Authority (ENMWUA) to mitigate this issue. Jointly the ENMWUA initiated the Ute Lake Water Project which will potentially supply water to communities in Curry and Roosevelt County. The project will include 151 miles of pipeline and transport surface water from the Ute Lake Reservoir, southwest of Tucumcari to communities in eastern New Mexico. This project will enable the City to access a sustainable water source. However, the project is expected to be completed in 2025 and until then Portales needs to manage its groundwater resources wisely. To analyze its water resources and possible conservation measure, the City commissioned a series of studies to assess water supply options and develop a Water Conservation Plan. These documents include the following:

## TRANSPORTATION & INFRASTRUCTURE

- Review of Water Supply Options, 2013
- Water Conservation Usage Report, 2014
- Water Conservation Plan, 2014
- Water Conservation and Drought Contingency Plan

The information below summarizes the findings and recommendations of these documents.

According to the City of Portales Water Conservation Plan, the City's water is solely pumped from groundwater supplies, discharged from the Ogallala/High Plains Aquifers. The Blackwater Wellfield is the primary source of pumped water, while the Sandhill Wellfield is a secondary source. The City has four water storage tanks with a total capacity of 9.26 million gallons. To supplement its water discharge and storage capacity, the City acquired the Blackwater Farm and Las Lomas properties adjacent to the Blackwater Wellfield. There are approximately 48 wells that satisfy the City's water demand, of which 42 are in the Blackwater Wellfield, providing 90 percent of the City's water.

A new wastewater treatment facility is currently under construction to improve the quality of discharged water. The treated wastewater will then be used to irrigate City parks and cemetery, and is expected to supply more than 25 percent of the current municipal irrigation water need. This can potentially aid prolonging the wellfield depletion and help meet conservation goals. In addition, the City is constructing and updating its water distribution system to deliver the recycled water to parks and the cemetery.

The City stores water in a 3-million-gallon underground storage tank, two 3-million gallon water storage tanks on Johnson Hill near US70, and a 250-thousand-gallon water storage tank near 18th Street and Avenue I. Municipal wells are tied to the storage tanks via 18-inch AC and 24 inch PVC lines. Daily per capita water usage in Portales was 134 gallons in 2013. This is a sharp decline from 2000 where the per capita usage was 232 gallons a day.

Existing water lines are in need of replacement according to the Water Asset Management Plan. Water lines need to be replaced on a regular schedule. All areas of the City need more valving. The City has recently begun a program of regularly exercising existing valves. The City budgets for new water lines and City crews provide the labor. Fire hydrants have been added throughout the City as water lines are replaced, however, a needs assessment for fire hydrant coverage has not been done.

While capacity of local wells is dwindling, the Ute Lake Water Project broke ground in 2012 and will potentially supply surface water to the City. The ENMWUA and the U.S. Bureau of Reclamation have worked together to use water allocation to relieve critical municipal water shortage in eastern New Mexico. Portales is included in this distribution system. The Eastern New Mexico Rural Water System or Ute Lake Water Project will, when completed, transport water from the Ute Reservoir, on the Canadian River, located near Logan to communities in eastern New Mexico. First implementation measures have been taken and constructed. The Federal Government has provided partial funding and ENMRWA members are supposed to contribute matching funds. The project is expected to be completed in 2025. However, because aquifer discharge rates are declining, the City has drafted water demand reduction goals to secure sufficient water resources until the

## TRANSPORTATION & INFRASTRUCTURE

project completion date. The following goals were identified in the 2014 Water Conservation Plan.

### Water Demand Reduction Goals

With dwindling water supplies in the region exacerbated by years of drought, a sustainable water supply is among the highest priorities for Portales. Assisting in water conservation and providing safe and adequate water supply is a critical obligation for the City. The City has made significant progress in this regard, reducing total residential use in 2013 to the lowest measured since tracking began in 1995. To maintain and expand needed water and wastewater facilities in the City, substantial capital investment will be needed on an ongoing basis.

- Reduce total wellfield pumping by 40% from the 2012 demand of 1,125 million gallons to 700 million gallons/year by 2016.
  - Reclaimed water to irrigate City parks. This will be accomplished by the Wastewater treatment plant upgrades that are currently in progress. Expected completion and availability of reclaimed water for irrigation in 2016. This measure will reduce water consumption by an average of about 325 million gallons/year.
  - Enhanced seasonal landscape irrigation restrictions.
  - Reductions in water distribution system losses.
  - Enforcement of City water management ordinances.
    - Continuing reduction of indoor water use through increased conservation awareness and installation of water conserving fixtures.
    - Continued use of inverted block water rates and progressive increases in those rates
  - Enhanced outreach program to the public and local commercial and industrial water users to explain the need for enhanced water conservation, heighten public awareness of a limited water supply, and improve the acceptability of necessary water conservation measures.
  - Provide information to identify and implement water savings measures that are reasonable and appropriate for individual circumstances.

The following needs assessment addresses identified needs and improvements that should be made to the City water and wastewater systems.

### Water System

Recent improvements to the City's water system include

- New fire hydrants are being installed. This will improve the City's ISO rating.
- The City has overhauled its existing well field and rehabilitated all facilities, achieving a 25 to 30% increase in production.
- The City also converted 24 agricultural wells to municipal use.

### Needs Assessment

- Neither shallow groundwater nor deep groundwater are promising as a sustainable water supply for municipal use. Shallow groundwater provides an adequate supply for 10 to 15 years and in the long term holds promise for storage

of water from other sources. In the long term, the surface water supply from the Ute Reservoir has been identified as the only available alternative that would provide Portales with a demonstrated, renewable water supply in sufficient quantity for municipal use. However, this is an expensive project with an uncertain time frame.

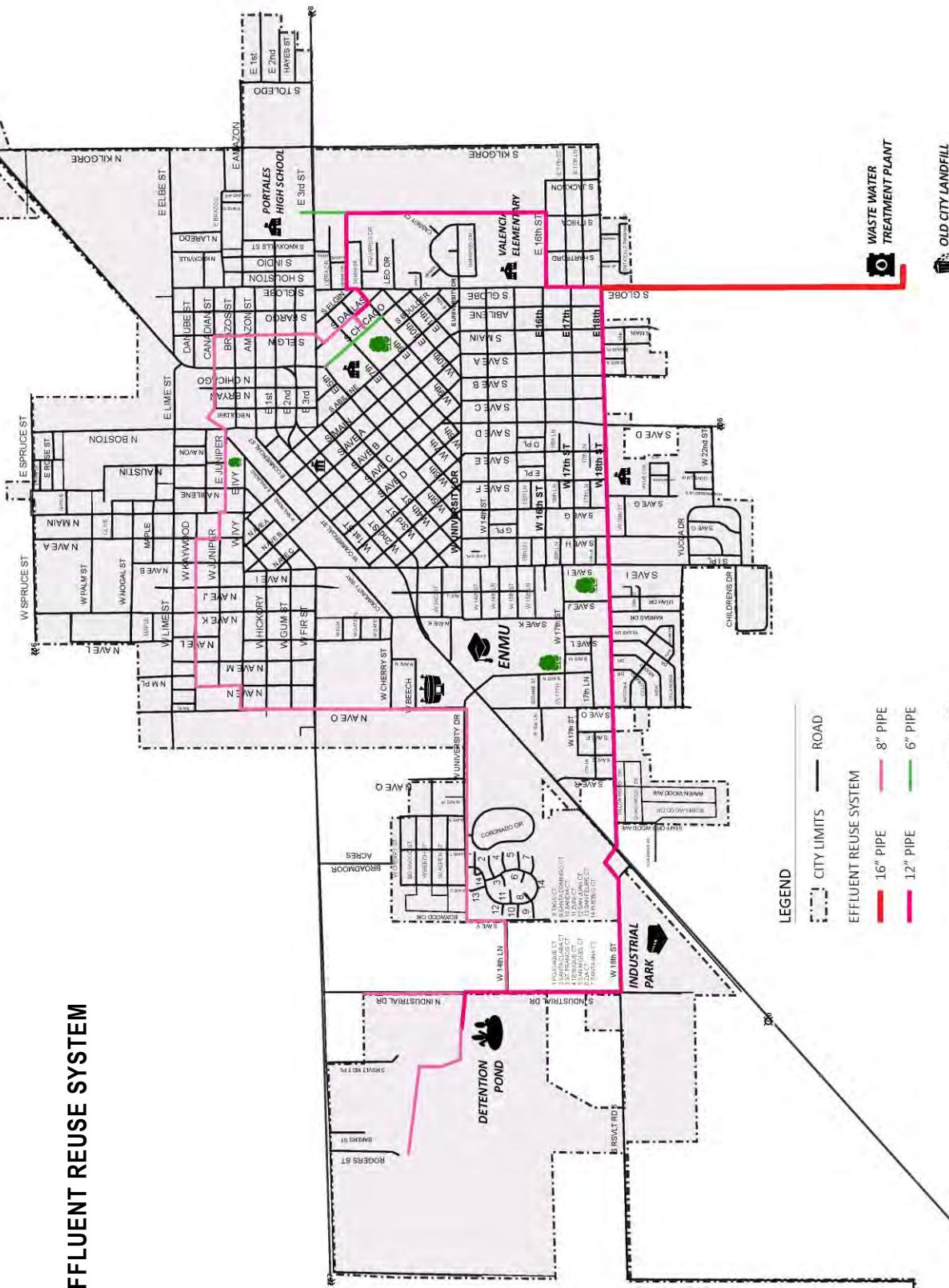
- Water conservation and reclaimed water are two potential solutions to reducing demands on the City's primary water sources. Use of reclaimed water for irrigation of City parks was identified as a significant means of reducing demand. In the future, treatment of reclaimed water to a potable standard was recommended in the recent water studies.
- The City needs to continue its ongoing water conservation education and community outreach, promoting its annual voluntary watering schedule from April through October and informing the community of ways to reduce water use.
- The City has three stages of water restrictions which will go into effect when City supply tanks fall below certain levels.
- The Ute Lake project, to bring water from the Ute Reservoir to Portales has broken ground. As member of the ENMWUA and with an allotment of 3,333 acre feet, Portales will provide water to its customers through its existing distribution system and infrastructure. However, in order to deliver this water effectively, additional environmental studies are necessary, as well as the construction of transmission lines and upgrades and ongoing repairs to the water storage and distribution system and infrastructure.
- The water distribution system is aging and needs to be upgraded. This will improve water quality and availability. The upgrade should include improving circulation patterns, through water valve, water main, replacement with size upgrades as well as fire hydrant repair and replacement when required.
- Improvements to water storage system including to the Johnson Hill Water Tank 1 and 2, the Rotary Park elevated water storage tank and the Lime Street underground storage tank.
- Due to the aquifer decline, active wells need to be rehabilitated and new wells in the Southwest section of the existing wellfield need to be developed. The development of the new wells is necessary, following the drilling of test holes to pinpoint the best water bearing formations and test wells to determine well capabilities are necessary. The wellfields need to be expanded as well.
- The City needs better mapping of its water system infrastructure to assist with system planning and asset management.
- The City's storage capacity of 9.25 million gallons does not meet the peak use of 11 to 12 million gallons per day. The City is depending on make up during non-peak use times. Additional storage capacity should be obtained.
- Additional valves need to be added to the system. This will better isolate work areas in order to minimize the areas without water service during construction or leaks.
- Water losses should be minimized by replacing the worst sections of piping identified in the replacement schedule.

## WASTEWATER

### **Existing Conditions**

A new wastewater treatment facility is under construction to treat greywater and feed reclaimed water back into the distribution system to irrigate City parks and the cemetery. This project includes 11 miles of new pipe. Other improvements needed are listed below.

## CITY OF PORTALES EFFLUENT REUSE SYSTEM



### LEGEND

	CITY LIMITS
	ROAD
	EFFLUENT REUSE SYSTEM
	16" PIPE
	12" PIPE
	8" PIPE
	6" PIPE
	0 25 5 MILES
	WASTE WATER TREATMENT PLANT
	OLD CITY LANDFILL

The data on this map is believed to be accurate.  
However, the City of Portales makes no claims of  
completeness or fitness for use.  
Please notify Johnny Lebedoff  
of any updates or corrections.  
(575) 356-6660 ext 1019

## Needs Assessment

- The City of Portales utilizes six lift stations to convey sewage to the wastewater treatment plant. Five of the lift stations in operation today are several decades old and greatly in need of repair or replacement.
- The upgrade of the wastewater treatment facility is in process. It will make reclaimed water available for park and cemetery irrigation.
- Wastewater system layouts should be maintained on a regular basis to provide updated locational data used in repair and expansion of lines.

## STORM DRAINAGE

### Existing Conditions

Due to the flat topography, areas throughout the City are prone to flooding during major storm events. Many roads in Portales are without curb and gutter and drainage problems exist in certain areas of the City.

The Federal Emergency Management Agency (FEMA) completed a flood insurance study for Roosevelt County and incorporated areas in 2010 and updated flood insurance rate maps as of October 6, 2010. The City's Flood Damage Prevention ordinance spells out the requirements for development within Flood hazard areas.

### Storm Drainage Recommendations

Flooding and drainage issues need to be addressed through a thorough a drainage management plan that assesses existing flood hazards, current conditions of roads and drainage infrastructure and implementation of needed improvements.

## 4. GOALS, OBJECTIVES, AND STRATEGIES

The following Goals, Objectives, and Strategies are intended to aid implementation of the ideas set forth in the Comprehensive Plan. The table includes responsible parties and a Timeframe (T) for each implementation strategy as follows:

- O: Ongoing
- ST: Short Term, 0-5 years
- IT: Intermediate Term, 5-10 years
- LT: Long Term, 10+ years

TRANSPORTATION & INFRASTRUCTURE			
<b>GOAL 1:</b> MAINTAIN EXISTING AIRPORT SERVICES AND MARKET THE AIRPORT AS AN ECONOMIC ANCHOR FOR THE COMMUNITY.			
<b>Objective 1.1:</b> Work in conjunction with the RCCDC and the Portales Development Corporation on the airport industrial park.			
➤ <b>Strategy 1:</b> Implement the Industrial Park Master Plan.	Planning/Zoning RCCDC Public Works	LT	
<b>Objective 1.2:</b> Continue to apply for federal grant money to expand the airport and extend existing runways.			
➤ <b>Strategy 1:</b> Evaluate and pursue needed expansions to airport facilities as the need arises.	Municipal Airport Planning/Zoning	ST O	

## TRANSPORTATION & INFRASTRUCTURE

<b>GOAL 2:</b> CREATE, IMPROVE, AND MAINTAIN GOOD QUALITY ROADS TO MAKE ALL AREAS OF THE CITY AND COUNTY ACCESSIBLE.		
<b>Objective 2.1:</b> Identify and prioritize needed improvements to the transportation system including roads, sidewalks, bicycle facilities, and traffic control devices to ensure safety and increase multi-modal transportation.		
> <b>Strategy 1:</b> Develop a transportation master plan to ensure adequate transportation infrastructure, including improved east/west access, and maintain a high level of safety in Portales.	Public Works Planning/Zoning	IT
> <b>Strategy 2:</b> Apply for available state and federal funding for improvements to existing roads.	Public Works Planning/Zoning	ST O
> <b>Strategy 3:</b> Provide adequate staffing levels to ensure adherence to street maintenance programs.	Public Works	ST O
<b>GOAL 3:</b> CREATE A COMMUNITY WIDE BICYCLE AND PEDESTRIAN SYSTEM TO PRIMARY COMMUNITY ACTIVITY AREAS.		
<b>Objective 3.1:</b> Develop a plan that identifies preferred routes, improvements, and priorities for bicycling and recreation.		
> <b>Strategy 1:</b> Acquire additional right-of-way where needed and seek access to easements from landowners along approved trail and bikeway corridors.	Public Works Planning/Zoning	IT LT
> <b>Strategy 2:</b> Include trail and bikeway improvements in the City's ICIP.	Planning/Zoning Public Works	O
> <b>Strategy 3:</b> Seek input from the community on pedestrian and bicycle transportation needs.	Public Works Planning/Zoning	ST O
<b>GOAL 4:</b> STRIVE TO BALANCE WATER RESOURCES TO SERVE AGRICULTURE, NEW INDUSTRY, AND RESIDENTIAL DEVELOPMENT.		
<b>Objective 4.1:</b> Continue to work with the Eastern New Mexico Rural Water System Plan to utilize Ute Lake water resources for the community.		
> <b>Strategy 1:</b> Participate in the efforts of Eastern New Mexico Water Utility Authority (ENMWUA) to develop the Eastern New Mexico Rural Water System.	Public Works	O
<b>Objective 4.2:</b> Ensure adequate funding for the City's local match requirement in the Eastern New Mexico Water System Plan Project.		
> <b>Strategy 1:</b> Explore all potential funding resources for local match requirement in the Eastern New Mexico Water System Plan including, but not limited to, an increase in gross receipt taxes, general obligation bonds, and utility revenue bonds.	Public Works	ST O
<b>Objective 4.3:</b> Promote sound management of the City and regional water resources through water conservation and supply development.		
> <b>Strategy 1:</b> Meet the future water needs of the City by developing a water supply plan that utilizes available local water sources and potential Ute Lake water.	Public Works Planning/Zoning	ST
> <b>Strategy 2:</b> Work with Roosevelt County and farmers on promoting agricultural best management practices.	Planning/Zoning	O
> <b>Strategy 3:</b> Implement a water conservation plan that reduces water waste by assessing existing water lines and replacing when necessary, sets a threshold for per capita daily water use, provides incentives for conservation, includes a public education strategy, and identifies a regionally appropriate plant palette for use by the community.	Public Works Planning/Zoning	IT
> <b>Strategy 4:</b> Reduce municipal water use through the reuse of treated wastewater for irrigation of public landscapes.	Public Works Planning/Zoning	O
<b>GOAL 5:</b> PROVIDE MUNICIPAL WATER AND WASTEWATER SERVICES TO CURRENT AND FUTURE CITIZENS OF PORTALES		
<b>Objective 5.1:</b> Maintain and expand municipal water and wastewater systems to meet municipal water demand.		

## TRANSPORTATION & INFRASTRUCTURE

<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Complete water and wastewater improvements identified as needs, including major rehabilitation and system expansion to accommodate growth.</li> <li>➢ <b>Strategy 2:</b> Continue to implement a program of ongoing scheduled maintenance of existing water and wastewater facilities.</li> </ul>	Public Works	IT LT
<b>GOAL 6:</b> PROTECT THE PUBLIC HEALTH, SAFETY, AND WELFARE AND PROPERTY VALUES FROM DAMAGE CAUSED BY FLOODING.		
<b>Objective 6.1:</b> Reduce flooding and drainage problems throughout the City.		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Develop a stormwater master plan that includes FEMA identified flood plains; identifies and prioritizes improvements to address flooding and drainage issues; and lists funding sources and an implementation schedule.</li> <li>➢ <b>Strategy 2:</b> Develop a master drainage plan to ensure that drainage structures can transport adequate water volumes during significant rain events.</li> </ul>	Planning/Zoning Public Works	IT
<b>Objective 6.2:</b> Develop stormwater criteria as an addendum to the City's Subdivision Regulations.		
<ul style="list-style-type: none"> <li>➢ <b>Strategy 1:</b> Systematically fund and develop a comprehensive system of drainage and storm water control measures and facilities.</li> </ul>	Planning/Zoning Public Works	IT



# VIII. PLANNING PROCESS

## 1. OVERVIEW

This plan is intended to be used by policy makers to guide their decisions concerning the City's development over the next 10-20 year time period. To maintain its relevance, the plan should be reviewed at least every five years to take into account changed conditions. This section provides an overview of the planning process which was used to arrive at the recommendations in this planning document.

## 2. COMPREHENSIVE PLANNING

A comprehensive plan is generally defined as a document prepared by the municipality that provides guidance on community growth and development, and helps to ensure adequate provision of community services. It provides the community with a strategy to address change and challenges such as where new development will take place and how the community will generate jobs. A comprehensive plan is a long-range document that functions within a planning horizon of 20 years into the future. A good plan helps the community maximize its strengths and minimize its weaknesses.

The State of New Mexico provides municipalities and counties the authority to plan through its State Statutes, sections 3-19-5, 3-19-10, and 3-19-11 NMSA 1978. These sections grant the governing body of municipalities the authority to plan for lands within the City's planning and platting jurisdiction, adopt master plans (comprehensive plans), and give legal authority to master plans.

A comprehensive plan document is typically passed by resolution, which helps to maintain the plan's flexibility and allows the plan to be easily updated over time as existing conditions and priorities change. City decision making should be consistent with the policies found within a comprehensive plan.

## RESEARCH AND ISSUE IDENTIFICATION

The research and issue identification phase for the Comprehensive Plan included the analysis of demographic and socioeconomic data and interviews with City officials to identify issues relevant to the planning process. This step involved gathering and analyzing data from a variety of sources, including the US Census Bureau, the University of New Mexico Bureau of Business and Economic Research, the State Economic Development Department, the State Department of Labor, local organizations and other sources of information. This data was used to identify issues, and provided a large part of the assessment of existing conditions and needs.

The 2005 and 2010 plans were reviewed with City staff to determine which projects have been completed, which should be carried forward in the updated plan, and new projects that should be added to the plan based on departmental needs and the City's Infrastructure Capital Improvements Plan.

## 3. PUBLIC PARTICIPATION

The ideas of Portales residents are also important to the plan. Because this plan is an update, the draft goals, objectives and strategies were prepared based on prior documents and new information rather than starting from scratch.

The draft plan was presented at a public meeting on February 23. The purpose of the presentation was to review goals and determine what additional information needed to be included. At the public meeting, comments focused on additional transportation improvements, including improvements to the existing bike route between ENMU and downtown, the need for better major streets serving east/west traffic, and the need for city-wide pedestrian and bicycle planning.

A community survey that asked residents to give their opinions on the importance of plan goals was distributed at the public meeting, through the City web site, through local schools and through email blasts. People who responded to the survey were also able to list additional concerns that should be addressed by the City. Responses will be provided to the City Council as information on public priorities.

The draft document was available through the City's web site.



# IX. APPENDICES

## 1. FUNDING SOURCES

### 1.1 CITY BUDGET AND TAXATION AUTHORITY

#### 1. Infrastructure Capital Improvements Plan (ICIP)

*Agency:* City of Portales

*Type:* Capital Outlay

*Description:* The City of Portales may fund infrastructure projects through the existing city budget and its infrastructure capital improvements plan. Although city funds are limited, they may offer be used as matching funds to secure larger grants and/or loans by outside agencies (e.g. matching road funds for a street reconfiguration on a state highway).

#### 2. General Obligation (GO) Bonds

*Agency:* City of Portales

*Type:* Bond

*Description:* For future large scale community facilities or infrastructure projects, the City of Portales may issue a general obligation bond to pay for improvements.

#### 3. Tax Increment Financing (TIF) District or Tax Increment Development District (TIDD)

*Agency:* City of Portales

*Type:* Tax Funds

*Description:* The City of Portales, may elect to establish a downtown tax increment financing district (TIF) or tax increment development district (TIDD). Both policies use expected future gains in property and/or gross receipt taxes (the tax increment) to pay for current improvements, such as streetscape improvements, public infrastructure, or building rehabilitation. Although similar tools, TIDDs may more flexible in Portales, as they also collect the additional increment in gross receipts taxes that may be generated by the addition of new business locating in Downtown (or higher overall sales).

#### 4. Quality of Life Tax

*Agency:* City of Portales

*Type:* Additional Tax Funds

*Description:* The City Council may adopt a quality of life tax increment to support arts and cultural programs, including additional promotional events. These programs can be administered by local arts and cultural non-profit. This tax increment must be approved by a majority of voters.

#### 5. Lodgers Tax

*Agency:* City of Portales

*Type:* Tax Funds

*Description:* The City may use the existing lodgers tax for promotion of downtown's attractions and events to visitors. The tax may also be used to acquire, establish, and operate tourist-related facilities.

#### 6. Local Options Gross Receipts Tax (LOGRT)

*Agency:* City of Portales

*Type:* Additional Tax Funds

## APPENDICES

*Description:* As part of the Local Economic Development Act (LEDA), residents in Portales may vote to raise the local gross receipts tax to help fund additional economic development projects within the city. The tax is collected by the State as part of the statewide gross receipts tax and redistributed to the community for local projects. In general, LOGRT provides the community with a source of additional revenue to fund additional services or projects related to arts and cultural activities as well as district revitalization.

### 7. Public Private Partnerships (P3s)

*Agency:* City of Portales and Local Developers

*Type:* Partnership

*Description:* The City of Portales may consider establishing public private partnerships with interested developers who seek additional financial support or incentives to develop community facilities, including additional affordable housing or retail and office space. Although public private partnerships take many forms, the City may enter agreements with interested organization that may wish to develop or operate a city owned property such as a future arts incubator or cultural facility.

### 8. Industrial Revenue Bonds

*Agency:* City of Portales and Local Developers

*Type:* Private Bonds

*Description:* The City of Portales can issue Industrial Revenue Bonds (IRB) for the expansion and relocation of commercial and industrial projects. IRB financing is available for land, buildings, and equipment for headquarter office buildings, warehouses, manufacturing facilities and service-oriented facilities not primarily engaged in the sale of goods and commodities at retail. IRB-financed projects are exempt from ad valorem tax for as long as the bonds are outstanding and title to the project is held by the issuing agency. Bonds may be issued in different series with variable principal amounts, interest rates and maturities to accommodate the acquisition of assets with different useful lives.

## 1.2 CAPITAL OUTLAYS & MAINSTREET PROGRAM

### 9. NM MainStreet Capital Outlay Fund

*Agency:* New Mexico MainStreet

*Type:* Capital Outlay

*Website:* <http://nmmainstreet.org/>

*Description:* New Mexico MainStreet receives money from the State Legislature each year that may be requested by MainStreet Communities to implement identified priority catalytic projects in a MainStreet district. Program funds are competitive, and are ranked using an objective scoring system. Applying for these funds for fully developed projects (such as a district wayfinding system), is also a great way to highlight Portales MainStreet's commitment to implementing district-wide projects.

### 10. LEDA Capital Outlay Requests

*Agency:* New Mexico Economic Development Department

*Type:* Capital Outlay

*Website:* <http://gonm.biz/business-resource-center/edd-programs-for-business/finance-development/leda/>

*Description:* The New Mexico Economic Development Department administers Local Economic Development Act capital outlay (LEDA CO) funds to local to help stimulate economic development efforts. LEDA funds are provided on a reimbursable basis only and must be used to fund those projects that create "stable, full-time, private sector" jobs in targeted industries.

### 11. Transportation Alternatives Program

*Agency:* NMDOT / MRCOG

*Type:* Capital Outlay

*Website:* <http://dot.state.nm.us/en/Planning.html>

*Description:* The New Mexico Transportation Alternatives Program (TAP) is a Federal-Aid funding program. TAP funds can generally be used for bicycle and pedestrian infrastructure and activities, in addition to other projects, related to economic development, increased safety, and increased accessibility. The New Mexico Department of Transportation has a competitive process to afford TAP funds, based on how well each project proposal addresses the goals of the program.

### 12. Cooperative Agreements Program (COOP) Local Government Road Fund

*Agency:* NMDOT

## APPENDICES

*Type:* Capital Outlay  
*Website:* <http://www.torcnm.org/downloads/Final%20Approved%20TorC%20Downtown%20Master%20Plan%2010.2014.pdf>  
*Description:* The New Mexico Department of Transportation sets aside money each year for local government road improvements. This program assists local governments to improve, construct, maintain, repair, and pave highways and streets with matching funds from NMDOT.

### 1.3 COMMUNITY GRANTS

#### 13. Small Cities Community Development Block Grants (CDBG)

*Agency:* New Mexico Department of Finance and Administration

*Type:* Community Grant

*Website:* [http://nmdfa.state.nm.us/CDBG\\_Information\\_1.aspx](http://nmdfa.state.nm.us/CDBG_Information_1.aspx)

*Description:* Community Development Block Grants can be used to fund planning projects and the construction of public buildings, community facilities, infrastructure, and housing. Funds are administered by the New Mexico Department of Finance and Administration, with a \$500,000 grant limit per applicant. Five percent of matching funds must be provided by the applicant.

#### 14. HUD Hope VI Mainstreet Housing Grant

*Agency:* US Department of Housing and Urban Development

*Type:* Community Grant

*Website:*

[http://portal.hud.gov/hudportal/HUD?src=/program\\_offices/public\\_indian\\_housing/programs/ph/hope6/grants/mainstreet](http://portal.hud.gov/hudportal/HUD?src=/program_offices/public_indian_housing/programs/ph/hope6/grants/mainstreet)

*Description:* HUD offers housing grants to local governments with less than 50,000 people and less than 100 units of public housing. In general, the grant funds may be used to build new affordable housing or reconfigure obsolete or surplus commercial space into affordable housing units. The grant funds cannot be used on general infrastructure or commercial development. Main Street housing units must be affordable to the initial residents that occupy the Main Street housing project.

#### 15. Rural Business Development Grants (RBDG)

*Agency:* USDA

*Type:* Community Grant

*Website:* <http://www.rd.usda.gov/programs-services/rural-business-development-grants>

*Description:* Rural Business Development Grants are available to rural communities under 50,000 in population. Grant funds may be used to finance and facilitate the development of small, private, business enterprises which includes any private business which will employ 50 or fewer new employees and has less than \$1 million in projected gross revenues. Programmatic activities are separated into enterprise or opportunity type grant activities.

#### 16. McCune Foundation Grants

*Agency:* McCune Charitable Foundation

*Type:* Community and Organization Grants

*Website:* <http://nmmccune.org/apply>

*Description:* The McCune Charitable Foundation awards grants to communities, non-profits, public schools, and government agencies that are engaged in community-based projects related to the Foundation's nine foundational priorities. This includes projects that build capacity in the non-profit sector, promote economic development, education and childhood development, healthcare, local food, the arts and community engagement, natural resources, urban design, and rural development are all considered. The average grant award is \$15,000, with some as large as \$25,000.

#### 17. National Endowment for the Arts Our Town Grant

*Agency:* National Endowment of the Arts

*Type:* Community and Organization Grants

*Website:* <http://arts.gov/grants-organizations/our-town/introduction>

*Description:* The National Endowment for the Arts offers the "Our Town" Grant to fund creative placemaking projects that showcase the distinct identity of their community. The grant will pay for cultural planning efforts, design of projects, and arts engagement efforts. The grant will not fund construction, renovation, or purchase of facilities. Projects must involve a partnership with a local non-profit organization. Grants range from \$25,000 to \$100,000.

## APPENDICES

### 1.4 COMMUNITY AND BUSINESS LOANS

#### 18. MainStreet Revolving Loan Fund (MSRLF)

*Agency:* New Mexico Historic Preservation Division

*Type:* Business/Organization Loan

*Website:* <http://nmmainstreet.org/Coalition/Members/pdfs/revloanfund-leg.pdf>

*Description:* The MainStreet Revolving Loan Fund provides low cost loans to property owners within MainStreet districts who seek to restore, rehabilitate, or repair their properties. The MSRLF can help fund improvements to historic and non-historic buildings, including façade improvements and structural repairs. Owners must agree to repay the loan and to maintain the eligible property as restored, rehabilitated or repaired for a specified period but in no case less than 5 years.

Funding amounts vary, but the maximum loan amount is \$75,000. The fund is administered by the Historic Preservation Division.

#### 19. NM Community Development Loan Fund (The Loan Fund)

*Agency:* The Loan Fund

*Type:* Business/Organization Loan

*Website:* <http://www.loanfund.org/>

*Description:* The Loan fund is a private, non-profit lender that provides \$5,000 - \$500,000 loans to small businesses and non-profits. The Loan Fund will finance equipment, inventory, building renovations, operating capital and business expansion expenses. As a private lender, the Loan Fund seeks to support low-income individuals and communities that need additional "bridge funding" to establish or expand their organizations.

#### 20. ACCION New Mexico

*Agency:* ACCION New Mexico

*Type:* Business/Organization Loan

*Website:* <http://www.accionnm.org/>

*Description:* ACCION is small-scale micro-lender that makes loans to small businesses that may not qualify for traditional bank loans, and also provides business support services. Loans are primarily intended for low-income borrowers and minority entrepreneurs. Since being founded in 1994, ACCION has financed the start-up or expansion of more than 2,300 new businesses in New Mexico with loans totaling more than \$23 million.

#### 21. The Public Project Revolving Fund (PPRF)

*Agency:* New Mexico Finance Authority

*Type:* Community Loan

*Website:* <http://www.nmfa.net/financing/public-project-revolving-fund/about-the-pprf-program/>

*Description:* The PPRF is an up to \$200,000 revolving loan fund that can be used to finance public infrastructure projects, fire and safety equipment, and public buildings. Both market rate based loans and loans to disadvantaged communities at subsidized rates are made from PPRF funds. Such funds could be used for larger infrastructure projects in the future, including upgrades to the existing public safety buildings in downtown.

#### 22. Job Training Incentive Program (JTIP)

*Agency:* New Mexico Economic Development Department

*Type:* Job Training/Business Grants

*Website:* <http://gonm.biz/business-resource-center/edd-programs-for-business/job-training-incentive-program/>

*Description:* New Mexico has one of the most generous training incentive programs in the country. 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. The program reimburses 50-75% of employee wages. Custom training at a New Mexico public educational institution may also be covered.

#### 23. New Markets Tax Credits

*Agency:* New Mexico Finance Authority

*Type:* Business Loan

*Website:* <http://www.nmfa.net/financing/new-markets-tax-credits/>

*Description:* New Markets Tax Credits (NMTC) loan funds are intended to help business investment in low-income census tracts. The fund will help finance the development of commercial, industrial and retail real estate projects (including community facilities), and some housing projects. Loans for up to 25% of the project are available at low interest rates. NMTC loans are combined with other sources of funding that is secured by the applicant and managed by Finance New Mexico.

## APPENDICES

### 1.5 TAX CREDITS

#### 24. Low-income Housing Tax Credits (LIHTC)

*Agency:* Mortgage Finance Authority

*Type:* Tax Credit

*Website:* <http://www.housingnm.org/developers/low-income-housing-tax-credits-lihtc>

*Description:* The Low Income Housing Tax Credit Program (LIHTC) provides federal income tax credits to individuals or organizations that develop affordable housing through either new construction or acquisition and rehabilitation. The tax credits provide a dollar-for-dollar reduction in the developer's tax liability for a 10-year period. Tax credits can also be used by nonprofit or public developers to attract investment to an affordable housing project by syndicating or selling the tax credit to investors. In order to receive tax credits, a developer must set aside and rent restrict a number of units for occupancy by households below 60 percent of the area median income. These units must remain affordable for a minimum of 30 years.

#### 25. State Tax Credits

*Agency:* New Mexico Economic Development Department

*Type:* Tax Credits

*Website:* <http://gonm.biz/why-new-mexico/competitive-business-climate/incentives/>

*Description:* The State of New Mexico offers several different tax credits for qualified businesses who invest in businesses that hire additional employees within certain sectors. These tax credits are worth pursuing for new business development opportunities within the County.

- **Technology Jobs:** A taxpayer that employs no more than 50 employees, has qualified expenditures of no more than \$5 million, and who conducts qualified research and development at a facility in New Mexico is allowed a basic tax credit equal to 5% of qualified expenditures, and an additional 5% credit toward income tax liability by raising its in-state payroll \$75,000 for every \$1 million in qualified expenditures claimed. The tax credit doubles for expenditures in facilities located in rural New Mexico (as defined for this tax credit as anywhere outside a three-mile radius of an incorporated municipality with a population of 30,000 or more).
- **Rural Jobs:** This credit can be applied to taxes due on (state) gross receipts, corporate income, or personal income tax. Companies that are eligible include those that manufacture or produce a product in NM, certain green industries, and non-retail service based companies that export a substantial percentage of services out of state.
- **Renewable Energy Tax Credits:** A corporate or personal taxpayer who owns a qualified energy generator is eligible for a tax credit in an amount equal to 1 cent per kilowatt hour of electricity produced by the qualified energy generator using a qualified energy resource in the tax year. A variable rate of credit is added for electricity produced using solar energy.
- **High Wage Jobs:** The High Wage Jobs Tax Credit provides businesses with a tax credit equal to ten percent of the combined value of salaries and benefits. The value of the credit cannot exceed \$12,000 per job. Qualified employers can take the credit for four years. The credit can be applied against the modified combined tax liability of a taxpayer, including the state portion of gross receipts tax, compensating tax and withholding tax. In New Mexico, companies located in communities smaller than 40,000 persons are eligible for a tax credit equal to ten percent of the wages and benefits paid for each new job created paying at least \$40,000 annually.

### 1.6 DONATIONS/SPONSORSHIP

#### 26. Sponsorships

*Agency:* Miscellaneous

*Type:* Donation

*Description:* Although they may often be considered insubstantial or time consuming, sponsorships from local businesses including banks, large retail chains, and other donors can be an effective way to raise money for small scale projects. Often, this is enough to fund façade improvements, basic building rehabilitation efforts, additional streetscape amenities (trees, furniture, etc.) and events. Some sponsorships may also involve the donation of materials or equipment.

## APPENDICES

### 27. Crowdfunding

*Agency:* Miscellaneous

*Type:* Donation

*Websites:* many, including Kickstarter.com; Indiegogo.com; gofundme.com; StartSomeGood.com;

Causes.com

*Description:* Crowdfunding is a way for individuals from around the world to pool their assets to fund projects or organizations they support. Most crowdfunding relies on internet platforms that allow donors to connect with projects they are interested in funding. Crowdfunding can be used to support a wide variety of projects that individuals feel are worthy of funding, including many of smaller-scale MainStreet projects such as façade treatments, public art installations, a downtown wayfinding system, etc. Although donations amount vary, they can be used as a supplement to larger funding sources. In some cases, these efforts can also be the impetus to moving a conceptual project to one that can actually be implemented.