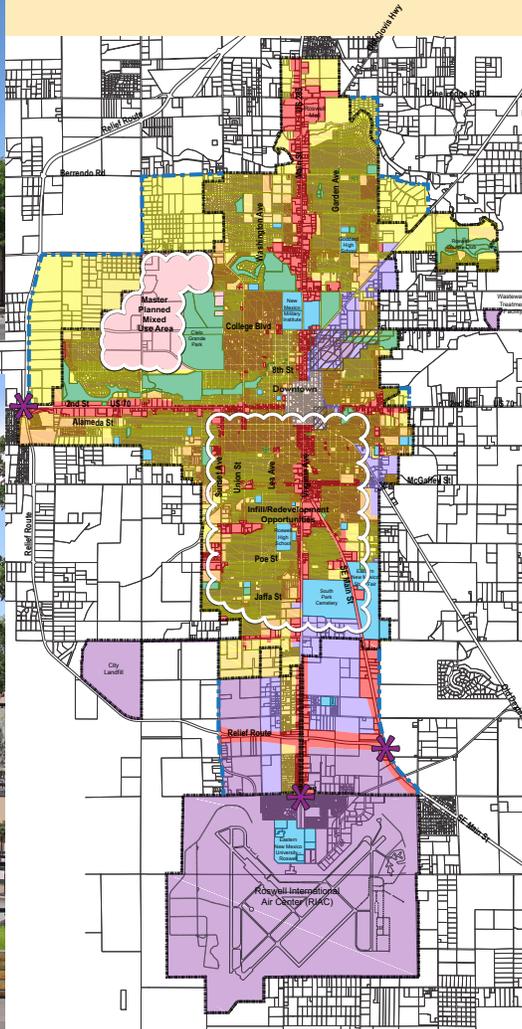
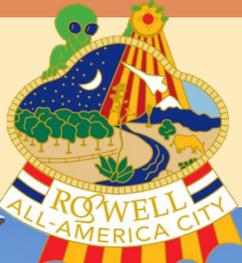


CITY OF ROSWELL

Comprehensive Master Plan 2016

ADOPTED JULY 14, 2016



From the Western Frontier to the Final Frontier...

Ordinance 16-17

AN ORDINANCE OF THE CITY OF ROSWELL ADOPTING THE COMPREHENSIVE MASTER PLAN, THE WAYFINDING PLAN, AND THE RAILROAD DISTRICT METROPOLITAN REDEVELOPMENT AREA PLAN, PROVIDING FOR REPEAL OF ALL ORDINANCES IN CONFLICT, PROVIDING FOR SEVERABILITY AND EFFECTIVE DATE

WHEREAS, the City of Roswell has determined that it is in its best interest to engage in long-range planning activities for the City; and,

WHEREAS, the City of Roswell has prepared three documents which will assist the City in future land development activities; and,

WHEREAS, these documents include the Comprehensive Master Plan which will provide assistance with planning decisions City-wide; and,

WHEREAS, the City of Roswell also developed the Wayfinding Plan to assist locals and visitors to more easily traverse throughout the City; and,

WHEREAS, the City of Roswell is striving to create a more sustainable and harmonious community for its citizens.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL AS THE GOVERNING BODY OF THE CITY OF ROSWELL, NEW MEXICO, that:

Section 1: The City of Roswell adopts the following plans:

- A. The 2016 Comprehensive Master Plan; and
- B. The 2016 Wayfinding Plan; and,
- C. The 2016 Railroad District Metropolitan Redevelopment Area Plan.

Section 2. All ordinances or parts of ordinances in conflict or inconsistent herewith are hereby repealed to the extent of such inconsistency. This repealer shall not be construed to revive any ordinance or part of any ordinance heretofore repealed.

Section 3. If any section, paragraph, clause or provisions of this ordinance for any reason shall be held to be invalid or unenforceable, the invalidity or unenforceability of such section, paragraph, clause or provision shall not affect any other part of this ordinance.

Section 4. This ordinance shall be effective after five (5) days following its publication as required by law. Underscoring indicates addition to existing Code section.

PASSED, ADOPTED, SIGNED and APPROVED the 14th day of July, 2016.

CITY SEAL



ATTEST:

Sharon Coll

Sharon Coll, City Clerk

Dennis Kintigh

Dennis Kintigh, Mayor

ACKNOWLEDGMENTS

Dennis J. Kintigh, Mayor

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Introduction

Chapter 1

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1.1 OVERVIEW

The City of Roswell is the largest city in southeastern New Mexico and the county seat for Chaves County. Home to nearly 50,000 people and located at the crossroad of two major highways, the City is a major hub of economic activity, growth, and tourism for this region. Maintaining a high quality of life as the community continues to grow and preserving those assets that make Roswell a special community are the reasons why planning for the City's future is so important.

The City of Roswell Comprehensive Master Plan is the key policy document that helps make the City livable and prosperous by guiding the physical growth and development of Roswell over the next 20 years. The Plan provides the necessary tools and framework for determining capital expenditures based on community priorities and input as articulated through the public engagement process and as expressed in words and graphics.

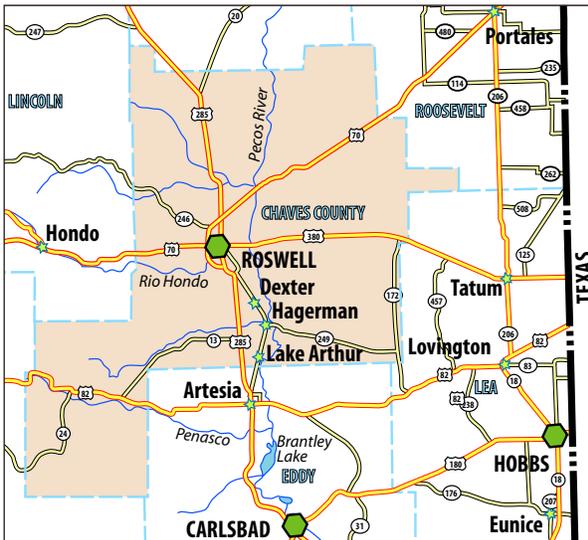
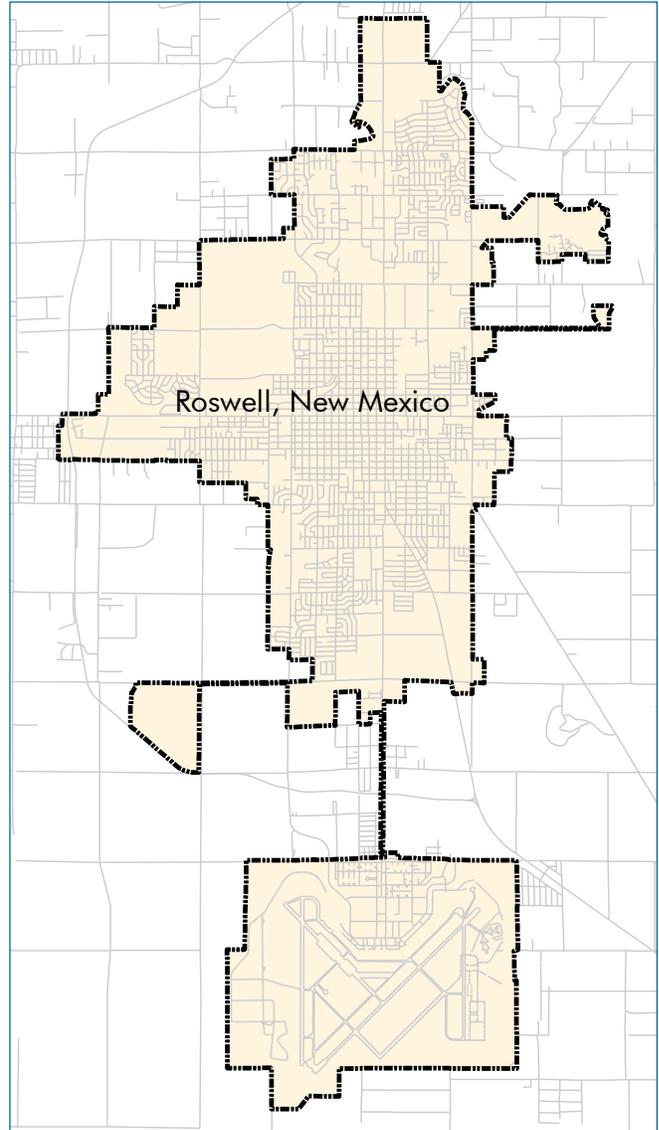
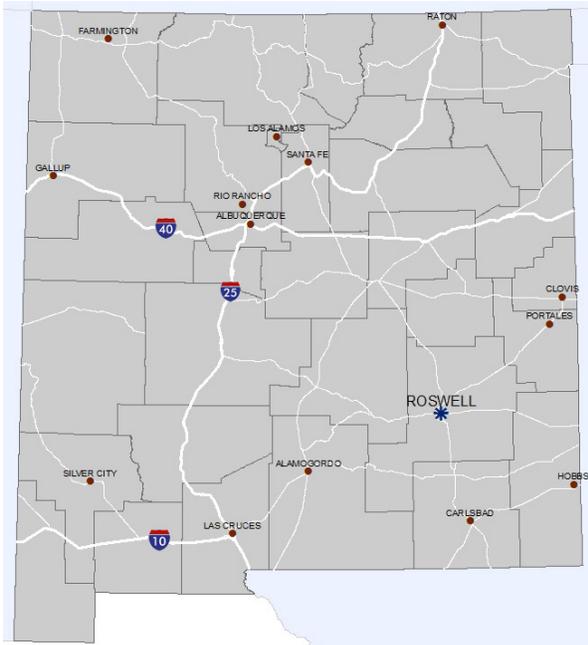
The City of Roswell Comprehensive Master Plan seeks to:

- Inspire with new and bold ideas;
- Provide the basis for orderly and consistent land use decision making;
- Facilitate quality development throughout Roswell; and
- Build on the ideas and momentum generated by the participants in the planning process.

The City of Roswell Comprehensive Master Plan is the culmination of a planning process that started in March 2015 as an update to the 2005 Comprehensive Master Plan. The planning process also included two implementation projects that were identified in the 2011 City of Roswell MainStreet Master Plan: the Metropolitan Redevelopment Plan for the Railroad District and the Wayfinding Plan. The Railroad District Metropolitan Redevelopment Plan identifies catalytic projects, both for the public and private sector, that will help spur redevelopment of this important area of Downtown Roswell. The Wayfinding Plan provides the City with the first step in branding and helps direct visitors to a wide variety of community amenities within Roswell. The recommendations and strategies from these two other planning documents are integrated with the Comprehensive Master Plan.

Chapter 1: INTRODUCTION

The City of Roswell is located in the southeastern portion of New Mexico within Chaves County (see maps below). Roswell is a growing community with a diverse economy based mainly in agriculture, in industry primarily through the Roswell International Air Center, and in tourism.



Maps shown above: Top left, State of New Mexico; bottom left, Chaves County and Vicinity; right, City of Roswell.

1.2 WHAT IS A COMPREHENSIVE MASTER PLAN?

A Comprehensive Master Plan describes through words and graphics a community in the present and defines the direction a community should take in the future. A Comprehensive Master Plan assesses existing resources and issues and projects future needs. It provides a policy framework for future development and decision making. A Comprehensive Master Plan is a method of translating the community's values into specific actions and organizes those actions into a general time frame for implementation.

A Comprehensive Master Plan is not a zoning ordinance or a regulatory document; it typically is adopted by resolution by the governing body of the municipality, although the City of Roswell adopted the 2016 Comprehensive Master Plan by ordinance. It is not intended to be a rigid set of rules and should be viewed as a living, flexible document that can be modified over time. A Comprehensive Master Plan should complement other community initiatives and plans. It should cover a 20-year planning horizon, but be reviewed on a regular basis and updated every five years.

1.3 ORGANIZATION OF THE COMPREHENSIVE MASTER PLAN

The City of Roswell Comprehensive Master Plan is comprised of the following nine elements:

- Community Engagement
- Community Profile
- Land Use
- Economic Development
- Infrastructure
- Transportation
- Housing
- Community Services and Facilities
- Implementation

The Comprehensive Master Plan provides a description of existing conditions, identifies issues specific to the planning element, and provides goals, objectives, and implementation strategies to support the community's vision for Roswell. The narrative for each planning element is supplemented by graphics, maps, photos, tables, and charts to illustrate and ensure the understanding of concepts.

1.4 IMPLEMENTATION OF THE COMPREHENSIVE MASTER PLAN

The City of Roswell Comprehensive Master Plan is designed to be used by all community members with an interest in the future of Roswell including elected officials, City administration and staff, residents, business owners, and developers. Implementation and oversight of the Comprehensive Master Plan is the responsibility of the City Council. Chapter 10: Implementation categorizes all of the implementation strategies contained in the Comprehensive Master Plan by planning element and provides a general time line.

Guiding principles to ensure the successful implementation and relevancy of the Comprehensive Master Plan include:

- The Comprehensive Master Plan should be reviewed regularly and updated every five years. The City should establish and adhere to a schedule to review the Comprehensive Master Plan on an annual basis.
- Updates to the Comprehensive Master Plan should include community input and be tied to a strong public engagement process.
- The City's Infrastructure Capital Improvement Plan (ICIP) should be linked to the priorities and implementation strategies regarding physical improvements contained in the Comprehensive Master Plan.
- The City should monitor and identify funding sources and programs that could be utilized for implementation of capital improvements identified in the Comprehensive Master Plan.
- The City should base future grant applications and funding requests on the implementation strategies contained in the Comprehensive Master Plan.

1.5 ROSWELL CONTEXT and HISTORY

The City of Roswell is the economic hub of southeastern New Mexico and the fifth largest city in New Mexico. The City is intersected by U.S. Routes 70, 285, and 380. Roswell is also the only community in New Mexico to have the proud distinction of being a two-time winner of the All-America City Award from the National Civic League (2002 and 1978-79). It is the home of a variety of diverse and distinguished institutions such as the New Mexico Military Institute, Eastern New Mexico University-Roswell, International Law Enforcement Academy, Roswell International Air Center, Roswell UFO Museum, Roswell Artist-in-Residence Program, Roswell Museum and Art Center, Robert H. Goddard Planetarium, and the Anderson Museum of Contemporary Art.

The geography of Roswell is characterized by its location on the Llano Estacado (also known as the southern high plains) of southeastern New Mexico. The northwest part of the Permian Basin, which is rich in oil and gas, underlies southeastern New Mexico. Roswell sits at an elevation of 3,649 feet above sea level and is located at the confluence of the Spring River and the Hondo River, which are tributaries to the Pecos River, located approximately seven miles west of Roswell. The land around Roswell is characterized by flat to rolling hills that stretch westward to slopes of the Sierra Blanca, Sacramento, and Capitan Mountains, approximately 40 miles away. Roswell has a large ground water supply primarily through the artesian waters that have supported the creation of a strong ranching and agricultural economy in Roswell. Nearby geologic and natural sites include the Bottomless Lakes State Park and the Bitter Lake National Wildlife Refuge.

There are a number of historic assets that tell the story of Roswell as a community. Some of Roswell's historic assets are officially recognized through the State Register of Cultural Properties and the National Register of Historic Places. Roswell

has 23 individually registered properties, as well as the following resources and registered districts:

- Chihuahuita Historic District
- Downtown Roswell Historic District
- New Mexico Military Institute Historic District
- Roswell Warehouse Historic District
- Historical and Architectural Resources of Roswell

Roswell is also home to the Historical Society of Southeastern New Mexico.

A Brief History of Roswell

Roswell has grown from a tiny trading post on the Goodnight-Loving Trail to a community of almost 50,000. Roswell’s 130-year history covers the gamut from Texas Longhorns, Billy the Kid, Pat Garrett, and J. C. Lea to Bob Crosby, Robert Goddard, Louise Massey, Nancy López, and aliens. The following excerpts are a brief history of Roswell and were written by Elvis E. Fleming, the official City Historian.

Pioneer Period: 1866-1890

Although the Spanish explorers Antonio de Espejo (1582) and Gaspar Castaño de Sosa (1590) traversed the Pecos Valley, very little history of the area was recorded until about 1866. That is when the first permanent residents, Hispanic farmers and sheep ranchers, began settling in areas such as Missouri Plaza, Berrendo, and Río Hondo. That part of Roswell is now known as “Chihuahuita.”

Anglo cattlemen from Texas followed; Charles Goodnight and Oliver Loving blazed the Goodnight-Loving Trail in 1866. John Chisum settled here to become the “Cattle King of the Pecos.” By mid 1870, he was the largest cattle-producer in the United States with tens of thousands of cattle on the ranges along the Pecos River from Ft. Sumner south to Texas.

The confluence of the Río Hondo and the Pecos rivers made an excellent resting and watering spot for cattlemen and their herds. With no supply post between Seven Rivers and Ft. Sumner, James Patterson built a little adobe trading post in the late 1860s in what is now the 400 block of N. Main Street in Roswell. Roswell was established around 1870 when Van C. Smith enlarged Patterson’s trading post into a saloon/restaurant/casino/hotel and built a store nearby (now Fourth & Main Streets) to cater to the needs of drovers on the Goodnight-Loving Trail. In the spring of 1872, Smith began calling his place “Roswell” after his father. The Roswell Post Office opened in Smith’s store on August 20, 1873 and he became the first postmaster.

The job of developing Roswell fell to Captain Joseph C. Lea, who earned the honorary title of “The Father of Roswell.” The Lincoln County War was raging when Captain Lea’s family arrived in 1877 and he kept it away from Roswell. Another Roswell resident, Pat Garrett, became sheriff of Lincoln County, put an end



Historic photo of "An 85,000 Wool Clip" in Roswell.

to the violence, and hunted down Billy the Kid. The Army sent the famous "Buffalo Soldiers" to protect Roswell from outlaws after the war.

The first farmers began arriving in the late 1870s, one of the most notable being Martin Van Buren Corn. The first industry in Roswell was George Blashek's gristmill, established in 1883 on the banks of the North Spring River near the intersection of

the now North Atkinson Avenue and East College Boulevard on land provided by Captain Lea. Captain Lea bought land along the Río Bonito and Río Hondo Rivers from Fort Stanton to the Pecos River and established the Lea Cattle Company in 1885. By 1890, the Lea Ranch was, according to some accounts, the largest ranch with the most cattle in the New Mexico Territory. Lea's company platted the streets of Roswell in 1885 to bring about orderly development. Many businesses sprang up including Jaffa, Prager & Company, the first department store in Roswell. To attract settlers to the vast amounts of farmland around Roswell, Lea built numerous irrigation canals to water thousands of acres.

Developmental Period: 1890-1903

Chaves County was created in 1889, organized in 1891 and named after Jose Francisco Chaves, New Mexico's delegate to Congress. The town of Roswell had a population of 343 in 1890 and was chosen as the County seat. Roswell became an incorporated town in 1891 and Nathan Jaffa was elected chairman of the Board of Town Trustees. Artesian water was discovered in 1890 and New Mexico Military Institute was established in 1891. The first newspaper, bank, schools, churches and many new businesses were established during this period.

Roswell's economic base was agriculture. In the early decades of settlement in the Roswell area, fruit, especially apples, constituted one of the most important cash crops. The huge Joyce-Pruit store was established in 1895. John B. Gill started Roswell Seed Company in the 1890s and it is still operated by his descendants.

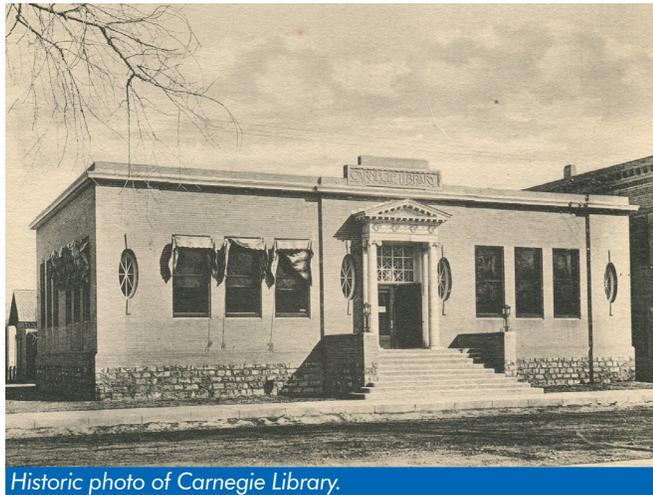
Pecos Valley Railway arrived from Eddy County in 1894 and was a huge turning point in the area's history. It went east to Amarillo in 1899 as the Pecos Valley & Northeastern Railway.

Maturing Period: 1903-1940

The 1900 census listed the population in Roswell at 2,049. After reincorporation, the city limits were extended to bring in additional population. The newly-expanded city now had 4,500 residents. The boundaries were now from Atkinson Avenue on the east to Montana and Sunset Avenues on the west, and from Nineteenth Street

on the north to Chisum Street on the south. Captain J. C. Lea was drafted by the Democrats to run for mayor and was duly elected in a special election in 1903, only to die two months later. James F. Hinkle was elected mayor in the regular election of March 1904.

Over the next several years, utilities and paved streets were developed. The Carnegie Library and the Roswell Country Club were established. The Sisters of the Sorrowful Mother started Saint Mary's Hospital in 1906.



Historic photo of Carnegie Library.

New Mexico became a state in 1912. In preparation for statehood, Chaves County built a new courthouse, one of the largest buildings in the Southwest and one of the most beautiful public buildings in New Mexico. Roswell's first airport was built in 1929 and the first radio station, KGFL, went on the air in 1931.

Clear skies and wide-open spaces attracted Dr. Robert H. Goddard, the "Father of Modern Rocketry," to Roswell in the 1930s from Worcester, Massachusetts. Goddard is credited with creating and building the world's first liquid-fueled rocket in 1926. In Roswell, Goddard's work was funded mainly by the Guggenheim Foundation and here he began the first attempts to explore outer space. The community honored his work by naming a new high school after him in 1965 and adding the Goddard Workshop Replica and Goddard Planetarium to the Roswell Museum and Art Center in the late 1960s.

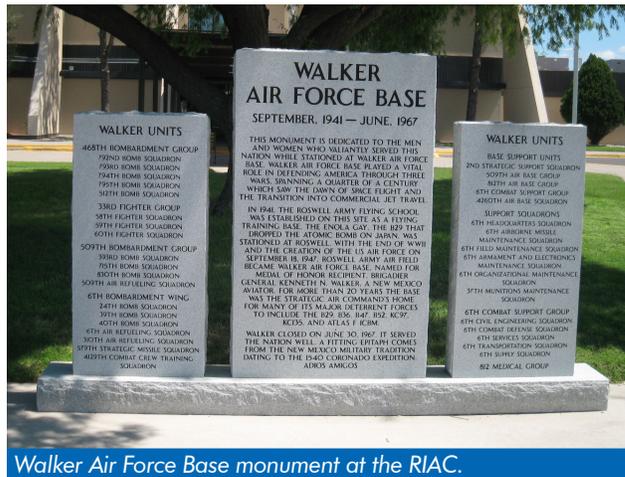
The Great Depression and New Deal of the 1930s visited Roswell and left a legacy of monuments. The Civilian Conservation Corps (CCC) built Bottomless Lakes State Park, the first state park in New Mexico. The Works Progress Administration (WPA) built City Hall, Cahoon Park, and Bitter Lake National Wildlife Refuge. The WPA also built schools, DeBremond Stadium, and the Roswell Museum and Art Center.

The Roswell Museum and Art Center opened in 1937 under the auspices of the City of Roswell and the Chaves County Archaeological and Historical Society. One of its most important collections is the Peter Hurd collection. Hurd was born in Roswell in 1904.

Roswell's population grew throughout this period, although only three annexations took place. The population in 1910 was 6,172, which grew to 7,033 by 1920, and 11,173 by 1930. Despite the Great Depression, Roswell continued to grow to a population of 13,482 by 1940.

Military Base Period: 1940-1967

Roswell’s climate brought the U.S. Army to the community in the 1940s to establish the Roswell Army Air Field (RAAF). After World War II, the RAAF became home to the world’s only atomic warfare unit, the 509th Bomb Wing and the “Enola Gay” B-29 bomber. In January 1948, the RAAF became Walker Air Force Base, an important link in the Strategic Air Command. It was designated in 1960 as a support base for a squadron of Atlas Inter-Continental Ballistic Missiles. A dozen missile sites were built in a 25-mile radius of Walker Air Force Base. They were completed by the end of 1962 and then deactivated by March 1965.



Walker Air Force Base monument at the RIAC.

Roswell thrived while Walker Air Force Base was in operation. The population almost doubled between 1940 and 1950. By 1960, Roswell’s population climbed to 39,593 and the County’s was 57,649. Walker Air Force Base closed in 1967 which brought about a decrease in the City’s population to 33,908 by 1970.

The conversion of Walker Air Force Base into the Roswell Industrial Air Center (RIAC) occurred after the deactivation. With the second longest runway in New Mexico, RIAC continues to provide an attractive testing site for aircraft manufacturers and airlines. The Roswell Housing Authority was established to administer the former military housing at RIAC.

Roswell Incident: 1947

In July 1947, Lieutenant Walter Haut of the RAAF told the Roswell Daily Record that the Army had captured a UFO that had crashed on a ranch near Corona, 75 miles northwest of Roswell. Witnesses that saw the wreckage said that the strange debris was not of this world and claimed to see some little gray bodies. General Roger Ramey insisted that it was only a weather balloon. The federal government was not forthcoming about what later became known as the “Roswell Incident,” offering explanations that did not satisfy UFO researchers. The International UFO Museum and Research Center opened in 1992 with a mission to learn the truth about the Roswell Incident. The UFO Museum has since become Roswell’s most popular tourist attraction, attracting visitors from all over the world.

Community Engagement

Chapter 2

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2.1 OVERVIEW

Community engagement is a key component of any planning process. The goal is to engage all segments of the community in an on-going discussion of the various issues related to growth and development. The success of a community engagement process is measured by how accurately the Comprehensive Master Plan reflects the community's vision for the future.

The community engagement process for the Comprehensive Master Plan began in March 2015 and included the establishment of the Steering Committee and three subcommittees, interviews with stakeholders, public meetings, a three day workshop, and meetings with the City Council.



Participants at the third public meeting.

The public meetings included discussions relevant to the Comprehensive Master Plan, Wayfinding Plan, and the Metropolitan Redevelopment Plan for the Railroad District.

2.2 PUBLIC PARTICIPATION PROCESS

This section provides a summary of the various meetings, interviews, and workshops held by the consultants during the planning process.

Steering Committee

The Steering Committee was established as part of the planning process. Members of the Steering Committee, comprised of two City Councilors, representatives from the Planning and Zoning Commission, ETZ Commission, Roswell-Chaves County Economic Development Corporation, MainStreet Roswell, Hispano Chamber of Commerce, Chaves County, Roswell Independent School District, and two members of the general public, were appointed by each respective group.

The role of the Steering Committee was to provide feedback and guidance to the consultants throughout the planning process. The Steering Committee was broken into three smaller subcommittees with two additional outside members, each addressing different components of the project. The Steering Committee and the subcommittees met on a regular basis and provided recommendations on various aspects of the plans.

The initial kick-off meeting with the Steering Committee was held on March 2, 2015. Mayor Kintigh and City Manager Steve Polasek welcomed and thanked everyone for their participation and gave brief introductions to the project. Both expressed the importance of planning for the future and encouraged the Steering Committee to be bold. The consultants gave a brief overview of

what each of the planning components would entail. The specific activities within the project phases were also described. The Steering Committee members were asked to brainstorm and express their goals, visions, and ideas regarding the future of Roswell.

Stakeholder Interviews

The consultants held a series of 30 minute stakeholder interviews at the Starbucks on Main Street. The stakeholders were identified by City staff and included individuals in the fields of business, education, government, and real estate. The stakeholders were asked questions regarding what they appreciated about Roswell, what they were concerned about, how they envision the future of Roswell, and any particular challenges to achieving that vision. In general, the stakeholders expressed an appreciation for Roswell’s history and its diverse cultural assets, from UFO tourism to its art galleries and museums. Aesthetic improvements, such as landscaping, were also a common need mentioned. Ideas regarding where Roswell should grow were varied, although most identified the RIAC, aviation, and high tech industries as areas that should be expanded. Roswell’s stakeholders envision Roswell as a vibrant community with an excellent educational system, well-paying jobs, and a strong arts and culture community.

First Public Meeting, May 2015

The first public meeting was held on May 19, 2015 and attended by approximately 85 community members. The meeting was held at the Daniels Leadership Center on the campus of the New Mexico Military Institute. The meeting introduced the general public to the project and asked the public, through a survey, some general questions about how they envision Roswell in the future. In general, the participants identified job opportunities, increased safety and security, and improvements to the overall appearance as their top priorities for Roswell.



Participants at the first public meeting.

Public Survey Key Findings:

Top Quality of Life Factors:

- Safety and public services
- Schools
- Water

Critical Issues Facing Roswell today:

- High crime rate
- Jobs and growth
- Education
- A brand for Roswell
- Housing costs
- The appearance of Roswell

Where should Roswell expand:

- South between RIAC and the City - 46%
- West - 22%
- Northwest - 22%
- East - 10%

Greatest challenge to growth:

- Lack of investment - 51%
- Isolated location - 16%
- Housing affordability - 13%

Desired non-residential development:

- Entertainment and attractions
- Larger retail centers
- Mixed-use (live/work)

Desired residential development:

- Workforce housing
- Moderate housing
- Townhouses/ condos

Second Public Meeting, June 2015

The consultants held the second public meeting on June 16, 2015 at the Bassett Auditorium in the Roswell Museum and Art Center. The primary purpose of this meeting was to facilitate a discussion on the main planning elements of the Comprehensive Master Plan: land use, economic development, transportation, infrastructure, housing, and community services and facilities. The meeting opened with introductions and a short presentation from the consultant. The attendees then broke into three groups to engage in a facilitated discussion.



Participants at the second public meeting.

The discussions in each group were facilitated and recorded by the consultants and staff. The information gathered from the discussions provided direction for the goals, objectives, and implementation strategies found in each of the Plan elements. The comments are summarized below by planning element:

Land Use

- Focus on infill throughout the City
- Focus on redevelopment and adaptive reuse in the Downtown core and Railroad District
- Annexation should be pursued - to the south and east, also to the north
- Roswell needs more housing and diversity of housing types
- As Roswell grows, it should improve connectivity with trails going north-south and east-west

- Industrial growth should occur in the area of RIAC
- Cielo Grande area (former municipal airfield area) should be developed with a mix of uses
- Roswell needs to grow through a balance of infill, as well as annexation
- Roswell has a number of historic assets, especially the Chihuahuita District, that deserve recognition and support
- Aesthetics along Main Street are important, for example facades, medians, and signage
- City-wide landscaping, weeds, trash, and code enforcement are all important aesthetic considerations

Economic Development

- RIAC has the greatest potential to support economic growth in Roswell
- Train people in the hospitality business, Roswell has a lot of tourists
- Make ENMU-Roswell a 4 year college, it is the only A&P school in the state (aviation)
- Educate the workforce to support existing industries - aviation, agriculture, financial, tourism/ hospitality, technology
- Support more growth in tourism through improved air travel, beautification, signage, and pedestrian improvements
- Promote Roswell's many cultural assets
- Change the zoning to allow live/work developments
- Explore the fire and building code allowance for older buildings
- Pedestrian improvements to make downtown Roswell more attractive, as well as landscaping
- Pedestrian improvements-landscaping, sidewalks and lighting throughout town

Transportation

- Clean up and provide signage for parking areas
- Need help with congestion through the Downtown area
- More trails
- Bicycle infrastructure, e.g. trails, bike lanes
- Sidewalks are missing throughout the City, priority areas include the Chihuahuita area and areas that connect to schools
- Bus shelters to protect riders from the wind and sun are needed
- Improve air service
- Improve pedestrian connections
- Improve transit connections

Infrastructure

- Need drainage improvements and maintenance of existing facilities
- Wider coverage with street lighting
- There are no police stations or fire stations east of the railroad tracks
- Maintenance and systematic replacement of the aging infrastructure
- ADA improvements
- Upgrade drinking water infrastructure, checking for contaminants

- Encourage rainwater harvesting and other water conservation methods
- Incentives for alternative energy should be provided

Housing

- Housing should be used as infill throughout Roswell
- Roswell needs more apartments - the limited number of apartments affect recruiting
- Need more code enforcement
- Housing is expensive
- There is a housing shortage from Artesia that now affects Roswell
- More housing is needed to attract people to Roswell
- Apartments downtown (and elsewhere) provide an infill opportunity
- A number of the buildings downtown could be converted to include residential uses (e.g., the Hinkle Building and the JP White building)
- There is a need for rental housing
- Roswell needs housing targeted at all types of residents - young buyers, the elderly, families, veterans, and the disabled

Community Services and Facilities

- The Yucca Center needs rehabilitation
- Roswell needs more facilities like the Yucca Center, more community recreation centers, as well as youth-focused recreation centers
- Roswell needs more facilities to serve other vulnerable sections of the population, for example, the elderly and the homeless
- More training and support to help those with mental health problems
- More training, investment in community policing
- More outlets for youths and support for at-risk youths
- Maintenance of existing facilities

Public Workshop and Third Public Meeting, July 2015

Over a three day period, from July 23 through July 25, 2015, the consultants, Steering Committee, City staff, and the public participated in an interactive workshop. The workshop was based at the Roswell Chamber of Commerce and included a Steering Committee meeting, two walking tours, a series of workshop sessions, and a public meeting at the Bassett Auditorium to present the workshop results. Throughout the three day period, over 50 members of the public stopped by to review and vote on the goals and objectives, to see the progress at the workshop, and to attend the public presentation, with a number of individuals attending multiple times.



Consultants and City staff at the 3-day workshop.

The draft goals and objectives were displayed on large sheets that were mounted on the walls throughout the workshop and public meeting. Participants were asked to review and vote on the draft goals and objectives according to their priorities. The top five goals focused on economic development, job training and a strong local economy, infrastructure for the Railroad District, transportation, expanded operations at RIAC, and clean and safe streets. Of the objectives, by far the greatest priority was identifying an airline to provide air travel service to Phoenix and throughout the Southwest. Other priorities included mixed-use development in Downtown Roswell and the Railroad District, incentives for new businesses and development in Downtown Roswell and the Railroad District, amelioration of blight and support for private investment in the Railroad District, reduction of crime and vandalism, and support for training and equipment for the Roswell Police and Fire Departments.

The consultants also conducted a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis with City staff and the Steering Committee. The SWOT analysis provided an opportunity to take a focused look at Roswell and frame the discussion on specific issues that should be incorporated into the Comprehensive Master Plan.

Two walking tours were held during the public workshop: one tour focused on wayfinding and the other tour focused on the Railroad District. The tours provided an excellent opportunity for the consultants, Steering Committee, City staff, and other stakeholders to discuss their particular issues and concerns for each area.

The consultants and City staff also worked on future land use scenarios for the City as a whole and for the Railroad District. The land use scenarios identified areas for growth and annexation, infill development, economic development, community gateways, etc.

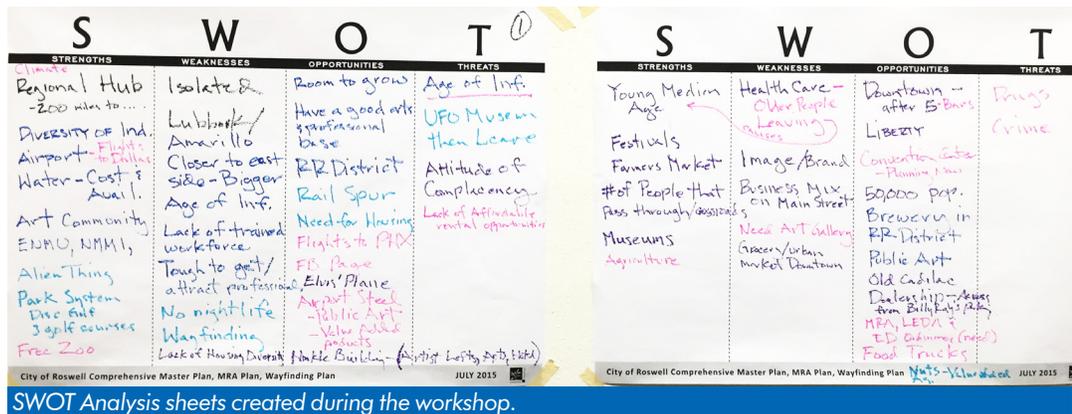
The consultants held a public open house followed by a presentation at the Bassett Auditorium. The public was given the opportunity to spend one-on-one time with the consultants and City staff to discuss the various concepts produced during the workshop and vote on the draft goals and objectives. As with previous presentations, Pecos Valley Broadcasting recorded the meeting and later it was broadcasted, ensuring that the information reached a wider audience. After the presentation, a question and answer session was held. The general tenor of the comments was supportive of the City's efforts to plan for the future.

2.3 SWOT ANALYSIS (Strengths, Weaknesses, Opportunities and Threats)

During the July workshop, the Consultants, City staff, and some members of the Steering Committee conducted a SWOT analysis. A summary of the SWOT analysis is as follows:

Roswell's Strengths

- Climate: Roswell has a mild climate with neither extreme highs or lows.
- Regional Hub: Roswell is the regional hub for southeastern New Mexico. It is 200 miles from any other major town or city.
- Diversity of Industry: Roswell's economy is based in several different industries, including agriculture, oil and gas, aerospace, and tourism.
- Roswell International Air Center (RIAC): The airport now provides daily flights to Dallas and is a strong asset for economic development purposes.
- Water availability and cost: Roswell has ample water resources and water costs are low.
- Art Community: Roswell has a strong and established art community with two museums and the Roswell Artist-in-Residence program.
- Eastern New Mexico University-Roswell and New Mexico Military Institute: Roswell has two well known and established educational institutions in ENMU-R and NMMI.
- Alien Theme: Roswell has become famous for its connection to UFO history and events. The Alien theme has been used for tourism.
- Free Zoo: The Spring River Park and Zoo is free and open year round. The Zoo includes animal exhibits and a miniature train.



- Park System: The park system in Roswell is extensive and includes a disc golf course and one golf course.
- Young Median Age: Roswell's median age is 33.5 years, this is significantly lower than the state at 36.7 years.
- Festivals and Farmers market: Roswell has a number of different festivals and farmers markets, held throughout the year.
- Number of people that travel through/ crossroads: Second and Main is the intersection of two major roadways, which bring a significant amount of traffic to and through Roswell.

- **Museums:** Roswell is well-served by museums, including the Roswell Museum and Art Center, Robert H. Goddard Planetarium, Anderson Museum of Contemporary Art, Historical Center for Southeastern New Mexico, McBride Museum at the New Mexico Military Institute, International UFO Museum and Research Center, and the Walker Aviation Museum at the RIAC.
- **Agriculture:** Roswell and Chaves County have a strong agricultural and ranching community producing a large amount of dairy products, as well as pecans, alfalfa, livestock, and corn.
- **Hospitals:** Roswell has two hospitals, the Lovelace Regional Hospital and the Eastern New Mexico Medical Center, as well as numerous other medical facilities.

Roswell's Weaknesses

- **Isolated:** Roswell is 200 miles from any other larger cities or towns.
- **Lubbock and Amarillo are closer and have more options for people that live east of Roswell:** This attracts potential business activity away from Roswell.
- **Age of Infrastructure:** Roswell's infrastructure is beginning to age and a program of repair and replacement is needed.
- **Lack of Trained Workforce:** Roswell lacks a trained workforce for many jobs that are available, especially at RIAC and in the medical fields.
- **Tough to get/ attract professionals:** Roswell has found it difficult to hire and attract professionals to available positions. One of the challenges to this is a lack of housing diversity.
- **Limited nightlife:** There are few evening activities available in Roswell.
- **Wayfinding:** Wayfinding signage is limited which means that many visitors only see a fraction of the attractions that Roswell and the surrounding area has to offer.
- **Lack of Housing Diversity:** Roswell lacks diversity in its housing stock. There is a need for both higher priced and workforce rental housing.
- **Health care:** Health care costs for the elderly, especially those that need to see a specialist, can be expensive and often require traveling long distances to receive specialized medical care. Seniors are leaving Roswell in order to live in communities where the costs for healthcare are lower and more conveniently located.
- **Image/ Brand:** Roswell lacks a clear, cohesive, community brand.
- **Limited mix of Downtown businesses:** Downtown needs a greater diversity of businesses and entertainment venues, such as boutique retail, art galleries, restaurants, bars, as well as residential, in order to ensure the area is vibrant day and night.
- **Lack of art galleries:** While Roswell has a thriving art community and a number of great museums, there are few galleries in Roswell, limiting the opportunities for artists to show and sell their work.
- **Lack of grocery/ urban market downtown:** Downtown Roswell is not served by a grocery store. A grocery store downtown could serve the existing residents in the neighborhoods that surround the Downtown area and visitors to Roswell.

Roswell’s Opportunities

- Room to grow: Roswell has room to grow both internally and through annexation, as it seeks to reach a population greater than 50,000.
- Good arts and professional base: Roswell has an established and engaged professional artist community.
- Railroad District Metropolitan Redevelopment Area: The Railroad District provides an opportunity for Roswell to develop a unique area aimed primarily at art, culture, and entertainment.
- Rail Spur: The recently developed rail spur, located at the stockyards, provides economic development opportunities and support for the ranching and agricultural sectors.
- Value-Added Agriculture: Roswell has a strong agricultural economy. Value-added agricultural products, such as pecans, cheese, and whey protein, are an opportunity to further profit from locally produced agriculture.
- Need for housing: Roswell’s need for more diversity in its housing stock provides an opportunity for Roswell to develop some of the amenities that could attract more residents to Roswell.
- Flights to and from Phoenix: RIAC has received funding to support daily flights to and from Phoenix, providing a strong economic development opportunity for Roswell.
- Facebook page: Roswell recently established a Facebook page for the City government. An increased on-line presence is important and provides an opportunity for Roswell to be more accessible to the wider community.
- Elvis’s plane: A plane previously owned by Elvis Presley is stored at the RIAC. The plane is privately-owned; however, should the owner want to make visits to see the plane available to the public, this could provide a significant tourist draw.
- Airport steel, public art, value-added products: RIAC contains a number of air related businesses. Recycling and dismantling of retired airplanes could provide an opportunity to create unique products through the use of recycled airplane materials.
- Hinkle Building: Adaptive reuse of the Hinkle Building, located at the southeast corner of Third and Main Streets, could be a project that catalyzes the redevelopment of Downtown Roswell.
- Convention Center planning: The City of Roswell is in the process of conducting a feasibility study on the Convention Center. This study provides an opportunity for Roswell to evaluate the needs that the Convention Center serves and how best to serve those needs.
- 50,000 population: The 2010 Census noted a population of 48,366 residents in Roswell. As Roswell continues to grow and seeks to reach a population of 50,000 or more, the City will be able to attract a wider range of businesses, investment opportunities, and available funding for community priority projects.
- Railroad District Brewery: New Mexico has seen substantial economic development in recent years centered on brewery and tap room operations. The Railroad District could provide such an opportunity for Roswell.

- MRA, LEDA: The establishment of new MR areas and the use of LEDA (Local Economic Development Act) are examples of tools that can assist and support in the economic development of Roswell.
- Food Trucks: Food trucks are an opportunity to support new and small businesses. Many food trucks later become established restaurants. Food trucks can also provide an opportunity to temporarily engage areas that are usually overlooked, for example parking lots.

Roswell's Threats

- Age of Infrastructure: Roswell's infrastructure is aging and is increasingly becoming vulnerable to decay.
- Lack of tourist engagement: Roswell attracts a large number of tourists to the UFO Museum; however, many tourists are unaware of the other community attractions and leave after their visit to the Museum.
- Attitude of complacency: "Roswell is just fine as it is and doesn't need to change."
- Lack of affordable rental housing: Roswell lacks affordable and diverse rental housing, which can make it difficult to attract and retain young professionals to Roswell.
- Drugs and crime: Roswell struggles with the dual problem of drug use and the associated increase in crime levels.

The SWOT analysis provides a snapshot of existing community conditions as understood by the participants of the workshop. It is not intended as a mandate for specific actions by the City.

2.4 JOINT WORK SESSION - ROSWELL, CHAVES COUNTY, & RISD

A Joint Work Session between the City of Roswell, Chaves County, and Roswell Independent School District was held on July 23, 2015 at the Bassett Auditorium. The meeting was intended to develop communication, cooperation, and a shared vision among the elected officials in the wider area. The Work Session included presentations from staff and a general discussion period between the elected officials. This type of joint work session provides an important opportunity for increased cooperation between these entities for the betterment of the community. The presentation and discussion covered topics such as infrastructure replacement and repair, public safety, education, housing, roads, drainage, economic development, workforce development, and the value and challenges in reusing existing (often historic) buildings. The information from this Joint Work Session also was incorporated into the implementation strategies of the Comprehensive Master Plan.

Community Profile

Chapter 3

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3.1 OVERVIEW

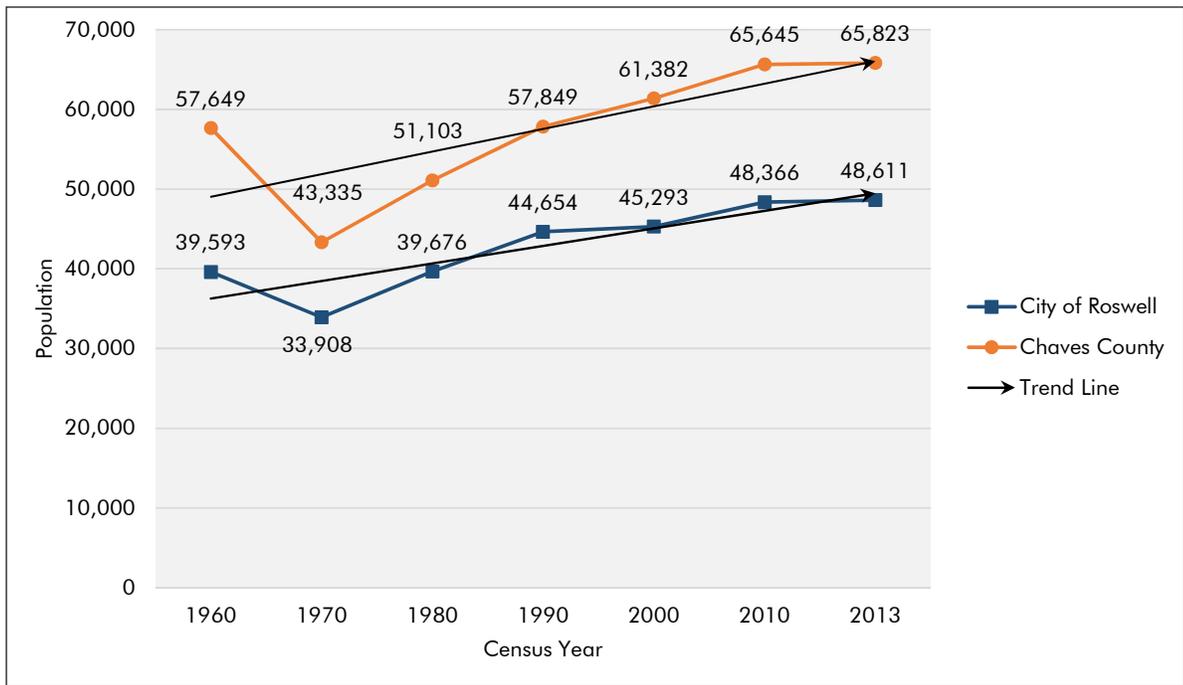
The Community Profile summarizes community indicators, such as demographics, historical population change and future projections, migration, educational attainment, and building permit trends. Data was primarily collected from the United States Census Bureau and the University of New Mexico Bureau of Business and Economic Research (BBER). Other related characteristics, such as employment, occupation, and housing data are provided in specific elements of the Comprehensive Master Plan.

3.2 DEMOGRAPHICS

Historical Population Change

In 2010, the City of Roswell had a population of 48,366. Throughout the past 50 years, the City has experienced steady growth, with the exception of the time period between 1960 and 1970 when the population shrunk from 39,593 to 33,908, a 14.4% decline. This decline in population was a result of the deactivation of Walker Air Force Base in 1967. From 1970 to 2010, the population of Roswell grew by 42.6%. In 2013, the population was estimated at 48,611.

FIGURE 3.1: HISTORICAL POPULATION CHANGE



Source: U.S. Census Bureau.

Similarly, Chaves County has experienced steady growth since 1970. During the 1960s, the County experienced a population decline of 14,314 (33%), but grew by 22,310 people (49%) from 1970 to 2010. This growth includes the City of Roswell. In 2013, the County’s population was estimated at 65,823.

Population and Age Distribution

The City of Roswell's population grew by 6.8% from 2000 to 2010 with males experiencing a higher growth rate compared to females. As expected, age distribution shifted from 2000 to 2010 with some cohorts experiencing growth, while others experienced decline. The 55 to 59 and 60 to 64 year age cohorts experienced the greatest positive change, while the biggest decline was in the 35 to 39 and 40 to 44 year age cohorts. The Migration section (see page 28) analyzes these age cohort trends in more detail. In 2010, the City of Roswell had a median age of 33.5, almost 2 years younger than in 2000. Since the City of Roswell constitutes a significant portion of Chaves County, age cohort data is relatively similar between both entities. The biggest difference was in the median age of the County which was 1.2 years older than the City's median age. Both Chaves County and the City of Roswell have a lower median age as compared to the state (36.7). A younger median age is a strength for the community, as it means that there may be more people in Roswell of working age, making the community attractive to business.

Race and Ethnicity

Race and ethnicity, as defined and categorized by the US Census Bureau, are self-identification terms in which residents choose the race or races with which they most closely identify and indicate whether or not they are of Hispanic or Latino origin (ethnicity). The Hispanic or Latino ethnic identity includes people of all races.

In 2010, 53.4% of the population in Roswell identified themselves as Hispanic or Latino (of any race), which was a significant increase from 2000. Roswell has a significantly larger Hispanic or Latino population than the state as a whole (46.3%) and slightly larger than Chaves County (52.0%). In Roswell, 28.0% of those who identified as Hispanic or Latino (53.4%) identified themselves as White alone; .4% identified as Black or African American; .6% identified as American Indian or Alaska Native; .1% identified as Asian; 21.9% identified as Some Other Race; and 2.4% identified as Two or More Races. Of the 46.6% that identified themselves as Not Hispanic or Latino, 42.0% identified themselves as White alone; 2.0% identified as Black or African American; .6% identified as American Indian and Alaska Native; .7% identified as Asian; .1% identified as Native Hawaiian and Other Pacific Islander; .2% identified as Some Other Race; and 1.0% identified as Two or More Races.

TABLE 3.1: POPULATION CHARACTERISTICS, 2000 - 2010

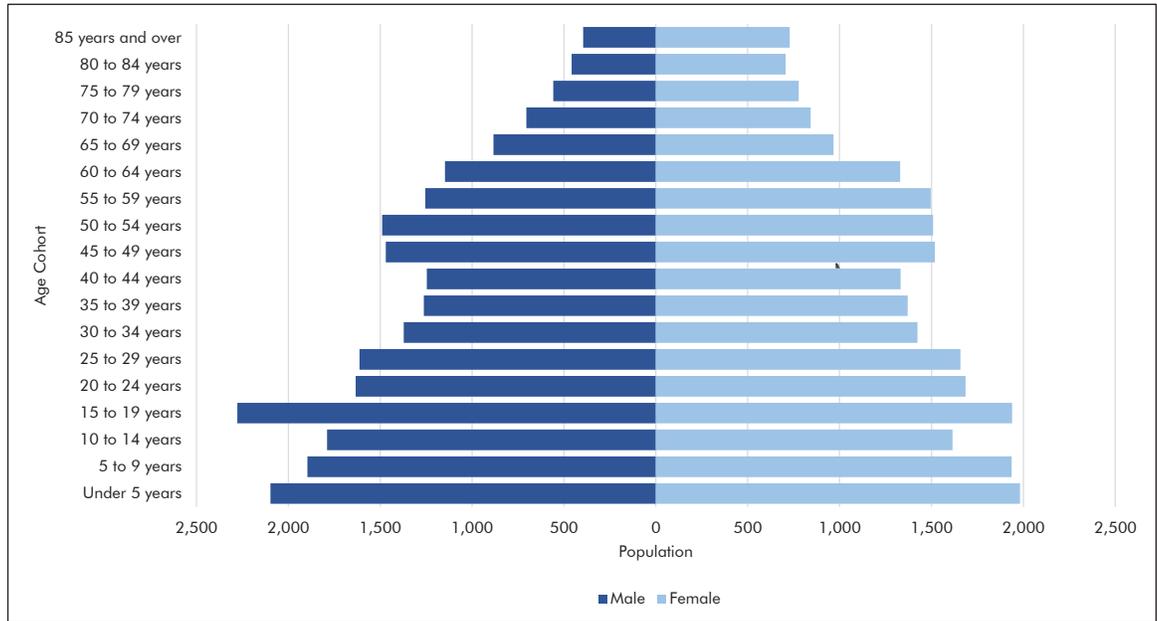
Population	City of Roswell			Chaves County		
	2000	2010	% Change 2000-10*	2000	2010	% Change 2000-10*
Total population	45,293	48,366	6.8%	61,382	65,645	6.9%
Male	48.2%	48.7%	7.8%	49.0%	49.5%	8.1%
Female	51.8%	51.3%	5.8%	51.0%	50.5%	5.9%
Age Cohorts						
Under 5 years	7.4%	8.4%	22.1%	7.2%	8.0%	19.2%
5 to 9 years	7.8%	7.9%	9.1%	8.0%	7.8%	4.7%
10 to 14 years	7.9%	7.0%	-5.4%	8.3%	7.4%	-5.3%
15 to 19 years	8.8%	8.7%	5.2%	9.0%	8.4%	0.6%
20 to 24 years	6.5%	6.9%	13.2%	6.1%	6.5%	14.6%
25 to 29 years	5.7%	6.8%	26.5%	5.5%	6.5%	25.5%
30 to 34 years	5.6%	5.8%	9.6%	5.7%	5.7%	6.9%
35 to 39 years	6.9%	5.4%	-15.7%	7.0%	5.5%	-15.9%
40 to 44 years	6.7%	5.3%	-14.9%	7.1%	5.6%	-15.4%
45 to 49 years	6.6%	6.2%	-0.7%	6.9%	6.5%	-0.2%
50 to 54 years	5.7%	6.2%	16.9%	5.8%	6.6%	22.3%
55 to 59 years	4.3%	5.7%	40.6%	4.6%	6.1%	43.8%
60 to 64 years	4.0%	5.1%	36.0%	4.2%	5.2%	33.1%
65 to 69 years	3.9%	3.8%	5.1%	3.9%	4.0%	10.6%
70 to 74 years	3.9%	3.2%	-13.5%	3.7%	3.2%	-6.5%
75 to 79 years	3.4%	2.8%	-13.7%	3.1%	2.7%	-8.0%
80 to 84 years	2.5%	2.4%	1.5%	2.2%	2.2%	9.1%
85 years and over	2.2%	2.3%	10.6%	2.0%	2.0%	17.2%
Median age (years)	35.2	33.5	-4.8%	35.2	34.7	-1.4%
18 years and over	71.5%	71.7%	7.1%	70.9%	72.0%	8.6%
65 years and over	16.0%	14.5%	-3.3%	14.7%	14.2%	3.0%
Race						
White	71.0%	69.9%	5.2%	72.0%	70.9%	5.3%
Black or African American	2.5%	2.5%	6.4%	2.0%	2.0%	9.4%
American Indian and Alaska Native	1.3%	1.2%	1.7%	1.1%	1.2%	17.3%
Asian	0.6%	0.7%	21.2%	0.5%	0.6%	28.2%
Native Hawaiian & Other Pacific Islander	0.1%	0.1%	78.3%	0.1%	0.1%	52.9%
Some Other Race	21.3%	22.1%	11.1%	21.2%	21.9%	10.4%
Ethnicity						
Hispanic or Latino (of any race)	44.3%	53.4%	28.6%	43.8%	52.0%	26.9%
Not Hispanic or Latino	55.7%	46.6%	-10.6%	56.2%	48.0%	-8.6%

Source: 2000 and 2010 U.S. Census. *Percentage calculated on raw numbers.

Age Distribution

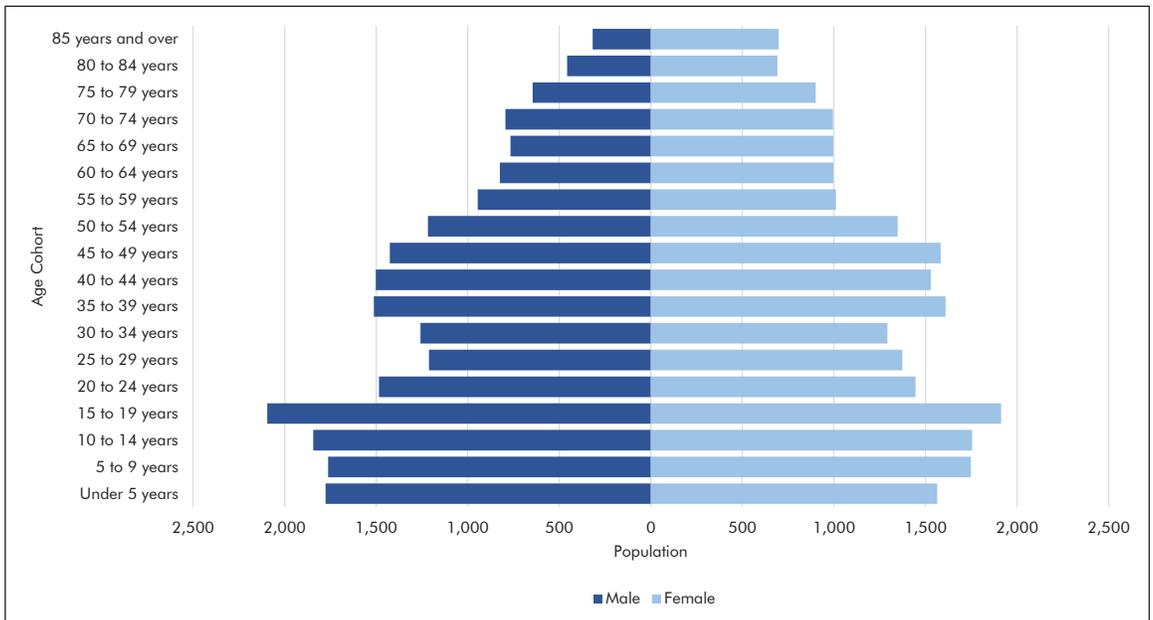
Figures 3.2 and 3.3 show the age distribution by gender in Roswell in 2000 and 2010. There was a clear majority of females over 65 years old in both 2000 and 2010. The 15 to 19 year old male and female cohorts continued to represent a large portion of the community in both 2000 and 2010. Young working adults made up a larger portion of the community in 2010 than in 2000, which is a positive indicator for the available labor pool. Children that were under 10 years of age made up a larger portion in 2010 than in 2000.

FIGURE 3.2: 2010 ROSWELL POPULATION PYRAMID



Source: U.S. Census Bureau, 2010.

FIGURE 3.3: 2000 ROSWELL POPULATION PYRAMID



Source: U.S. Census Bureau, 2000.

3.3 POPULATION PROJECTIONS

The Bureau of Business and Economic Research (BBER) provides population projections for all counties in New Mexico. Table 3.2 provides the population projections for the counties in the southeast quadrant of New Mexico from 2010 to 2040. Chaves County is projected to grow by 17,480 people, a growth rate of 26.6%. The greatest amount of growth in the southeast region is expected to occur in Lea County with a rate of 71.0%. De Baca County is the only county in this region projected to decline; BBER projects a population decline of 10.8%. The growth rate for Roosevelt and Lea counties is projected to out pace New Mexico as a whole, which is projected to grow by 36.9% by 2040.

TABLE 3.2: POPULATION PROJECTIONS, 2015 - 2040*								
County	2010	2015	2020	2025	2030	2035	2040	Projected Growth
CHAVES COUNTY	65,783	68,538	71,632	74,867	77,949	80,724	83,263	26.6%
De Baca County	2,022	1,987	1,950	1,909	1,879	1,840	1,803	-10.8%
Eddy County	53,829	55,832	57,908	59,945	61,836	63,595	65,258	21.2%
Lea County	64,727	71,465	78,407	85,773	93,712	102,090	110,661	71.0%
Lincoln County	20,497	21,104	21,577	21,875	21,979	21,959	21,888	6.8%
Otero County	64,275	65,542	66,367	66,825	67,047	67,064	66,841	4.0%
Roosevelt County	20,040	21,657	23,178	24,522	25,721	26,836	27,912	39.3%
New Mexico	2,065,826	2,208,450	2,351,724	2,487,227	2,613,332	2,727,118	2,827,692	36.9%

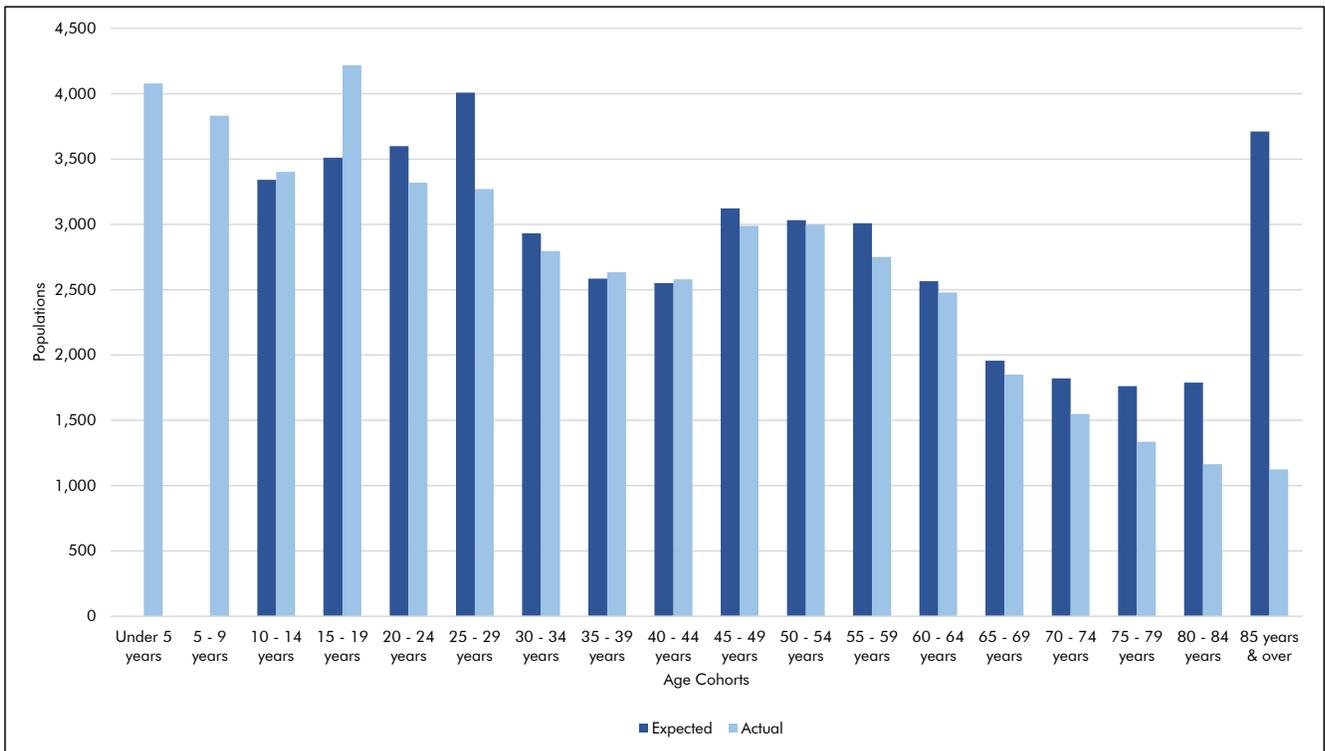
Source: UNM Bureau of Business and Economic Research, released 2012. *These projections are currently being updated by BBER and should be viewed as a general idea of future population trends. The updated projections were not published upon the release of the Comprehensive Master Plan.

3.4 MIGRATION

Migration trends are another indicator of community growth. Figure 3.4 shows the migration trends from 2000 to 2010 in the City of Roswell by age cohort. The dark blue bars represent the expected population in each cohort and is derived by taking the 2000 U.S. Census age data and aging the numbers by ten years. Comparing the expected data (dark blue bars) to the actual data (light blue bars) shows whether the age cohort experienced an in-migration or out-migration of residents during the assumed time frame. This method does not account for deaths; therefore, the expected 85 years and over age cohort will generally be higher than the actual population.

Overall, Roswell’s expected versus actual population has remained relatively even in the age cohorts over 30 years. The 15 to 19 year age cohort has experienced strong in-migration while the 20 to 24 and 25 to 29 year age cohorts have experienced above average out-migration. This is interesting because typically an increase in the 10 to 14 and 15 to 19 year age cohorts implies a similar increase in the older age cohorts; however, this is not the case in Roswell. The 35 to 39 and 40 to 44 year age cohorts show slight in-migration, but it is not as significant as the in-migration shown by the younger age cohorts.

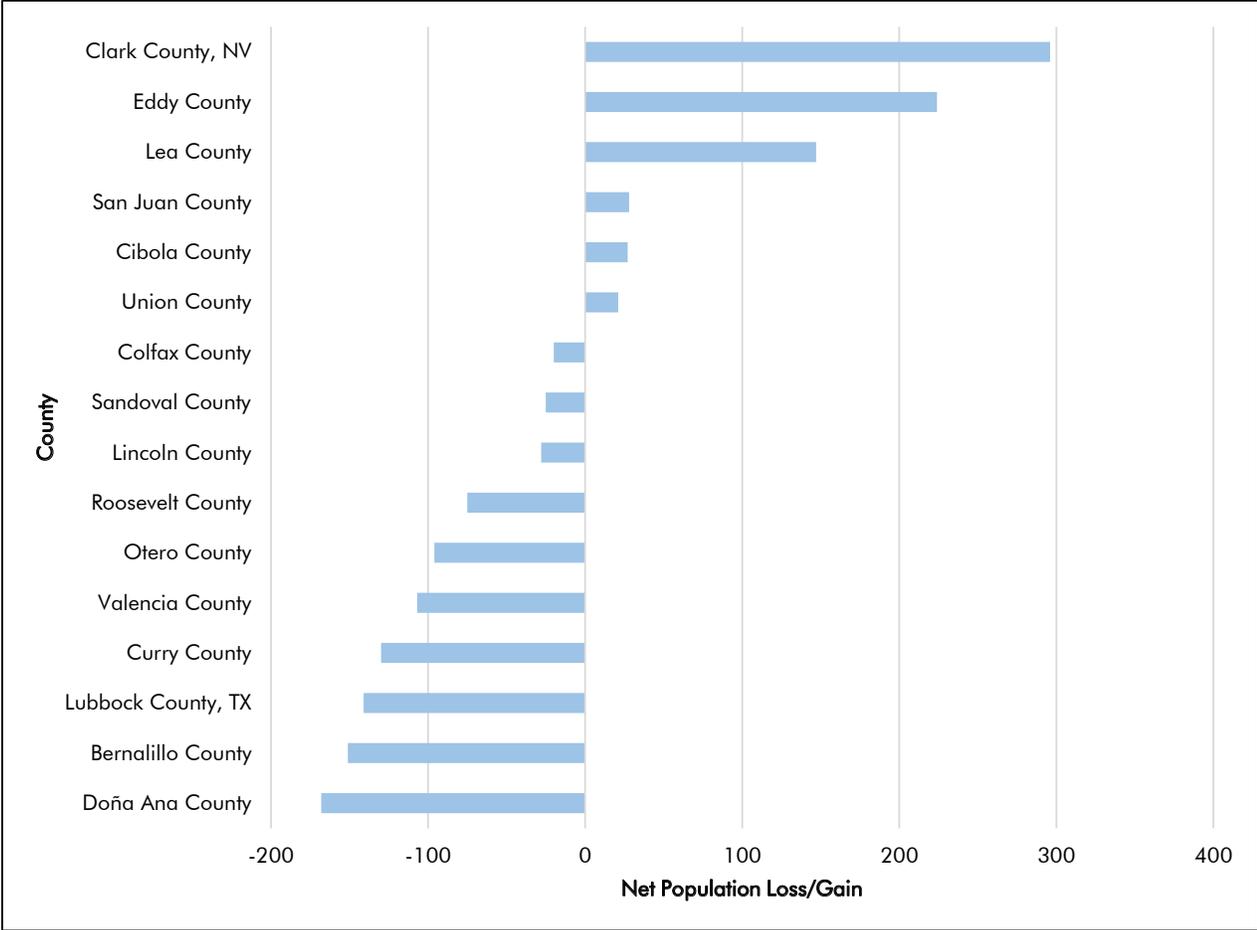
FIGURE 3.4: CITY OF ROSWELL MIGRATION BY AGE COHORT, 2000 to 2010



Source: U.S. Census Bureau, 2000 and 2010.

The 2012 county-to-county migration estimates show that Chaves County experienced a strong population gain (296 people) from Clark County, Nevada which is where Las Vegas is located. Other population gains came from the neighboring Eddy and Lea counties which have experienced rapid population growth as a result of the oil and gas boom. Chaves County and Roswell may be experiencing some in-migration from people living in Eddy and Lea counties that want to live in a bigger city, but in proximity to the higher paying jobs offered in the neighboring counties. Chaves County lost population to both Doña Ana and Bernalillo counties, the two most populous counties in the state. This may be due, in part, to the search for better jobs and more opportunities in a bigger city.

FIGURE 3.5: COUNTY TO COUNTY MIGRATION ESTIMATES, 2012



Source: U.S. Census Bureau, 2000 and American Community Survey 5-Year Estimates, 2008-2012.

3.5 EDUCATION

Roswell and Chaves County experienced positive changes in educational attainment rates for the population as a whole. In 2013, 79.5% of the population were high school graduates or higher in Roswell as compared to 73.8% of the population in 2000. Additionally, 18.9% of the population earned a bachelor’s degree or higher, up from 16.9% in 2000 (for more information on the Roswell Independent School System, see Chapter 9: Community Services and Facilities).

TABLE 3.3: CITY OF ROSWELL EDUCATIONAL ATTAINMENT

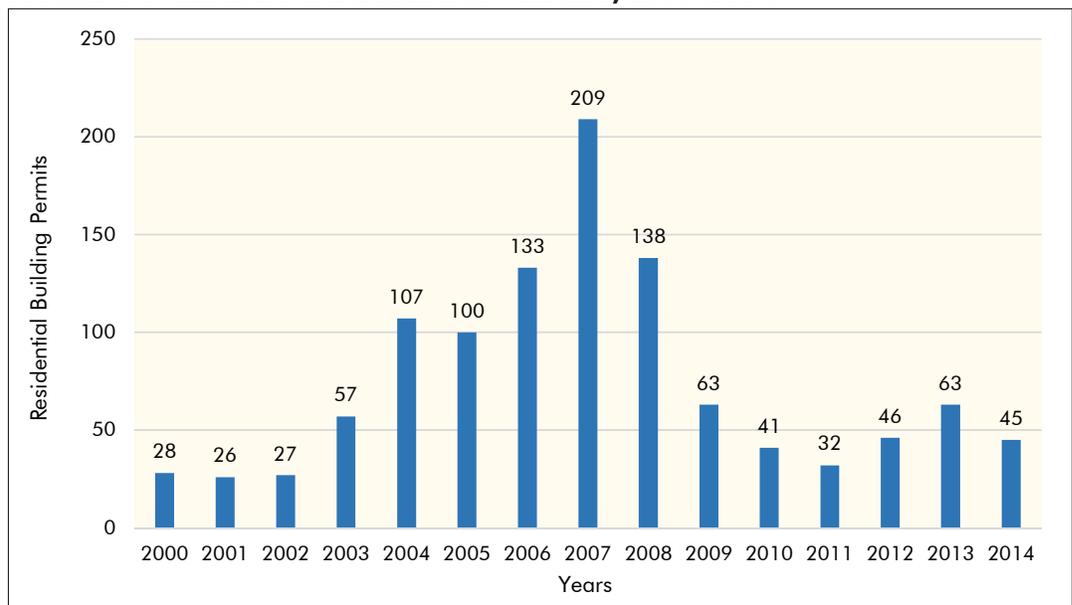
Education Level	City of Roswell			Chaves County		
	2000	2013	% Change 2000-13*	2000	2013	% Change 2000-13*
Population 25 years and over	28,013	29,866	6.6%	37,811	40,677	7.6%
Less than 9th grade	13.5%	10.3%	-18.7%	14.1%	11.5%	-12.2%
9th to 12th grade, no diploma	12.6%	10.3%	-12.9%	13.3%	10.8%	-12.6%
High school graduate (includes GED)	26.3%	26.5%	7.4%	26.4%	26.8%	9.2%
Some college, no degree	24.5%	26.0%	13.1%	23.8%	25.1%	13.5%
Associate's degree	6.2%	8.0%	37.5%	6.1%	7.5%	32.3%
Bachelor's degree	10.1%	12.5%	32.0%	9.8%	12.0%	31.7%
Graduate or professional degree	6.8%	6.4%	0.3%	6.4%	6.4%	7.6%
Percent high school graduate or higher	73.8%	79.5%	14.8%	72.6%	77.7%	15.1%
Percent bachelor's degree or higher	16.9%	18.9%	19.2%	16.2%	18.4%	22.2%

Source: 2000 U.S. Census and 2009-2013 American Community Survey 5-Year Estimates. *Percentage calculated on raw numbers.

3.6 RESIDENTIAL BUILDING PERMITS

Tracking residential building permit data is another indicator of how the community is doing. Residential building permits in Roswell peaked at 209 in 2007, but significantly fell off to a low of 32 permits in 2011. This could be the result of the 2007 to 2009 subprime mortgage crisis, affecting the population’s home buying habits. With the exception of 2014, permits have trended upwards since 2011.

FIGURE 3.6: RESIDENTIAL BUILDING PERMITS, 2000-2014



Source: City of Roswell and collected by Bureau of Business and Economic Research.

Land Use

Chapter 4

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4.1 OVERVIEW

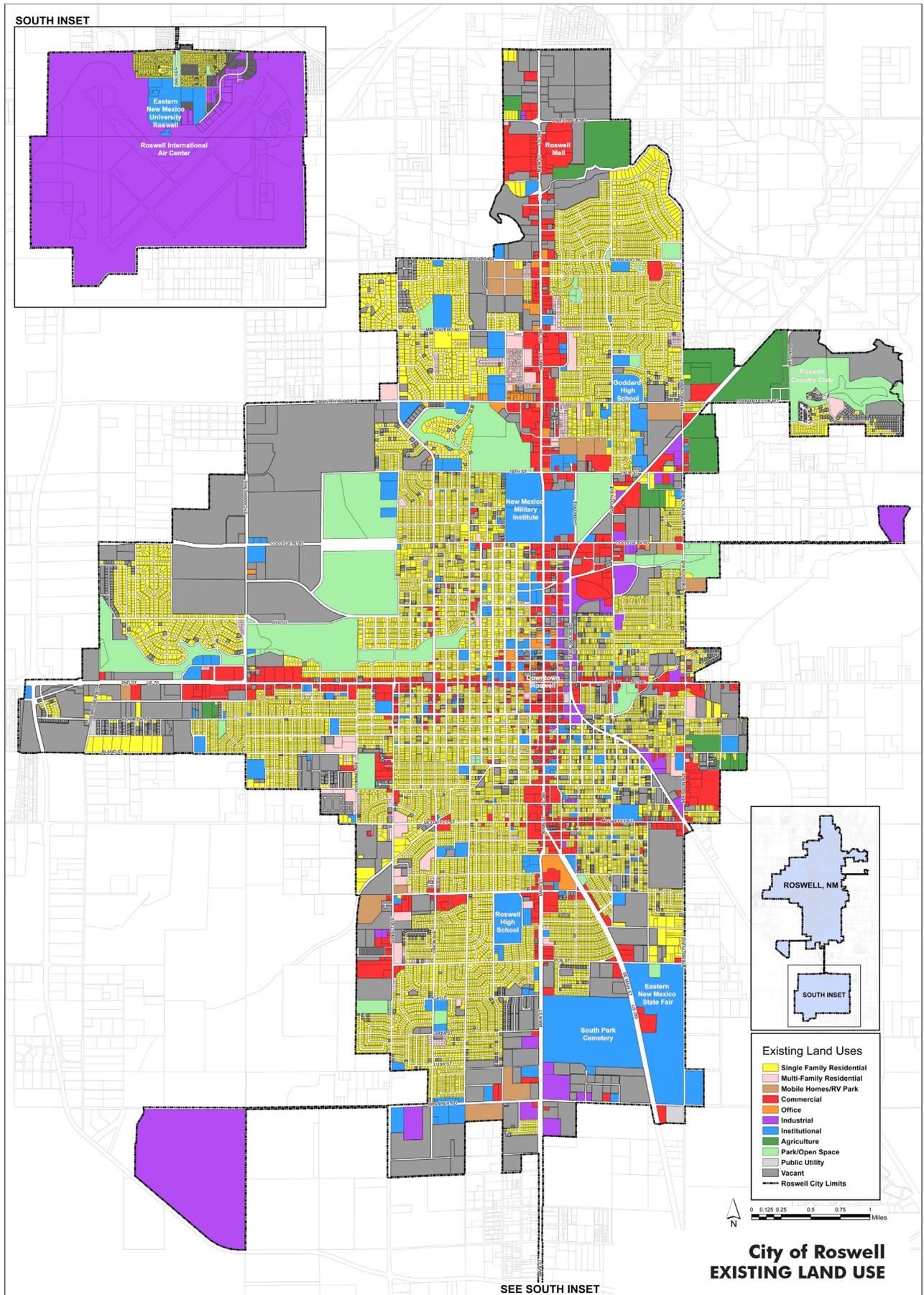
The Land Use section provides an analysis of existing land use, community character, zoning, zoning recommendations, a history of annexations and recommendations for future annexations, a Preferred Land Use Scenario, and goals, objectives, and implementation strategies for land use and development related activities in Roswell. The Land Use section is intended to provide the necessary guidance for decision-making related to the physical growth and development of Roswell that is achieved through a balance between infill and publicly supported annexations. Recommendations and implementation strategies address the full range of land uses including single-family and multi-family residential, commercial and office, light and heavy industrial development, and parks. Coordination between the City of Roswell and Chaves County on areas of mutual concern, particularly within the Extraterritorial Zone, is an important component related to land use, zoning, and development.

4.2 EXISTING LAND USE and COMMUNITY CHARACTER

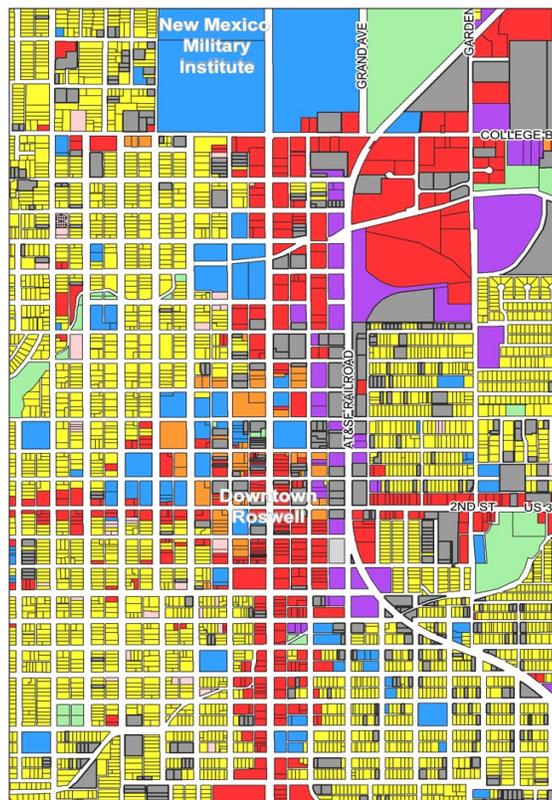
An existing land use survey of the City was conducted in March 2015 (see *Existing Land Use map on page 34*). The survey illustrates the diverse range of land uses within Roswell and provides a source of information for land use scenario planning. The survey showed commercial use primarily located along the major corridors of Main Street and Second Street and other areas with large and small vacant commercial parcels. Large parcels of vacant land are located along the northern, western, and southern boundaries of the City, while vacant residential lots are prevalent to the southeast and northwest of Downtown. Industrial uses are clustered along the railroad tracks and within the Roswell International Air Center. Downtown Roswell is primarily comprised of commercial and office uses, with few vacant properties, and the tallest buildings within Roswell. The Railroad District has a significant number of vacant buildings and properties that are in need of rehabilitation. The vast majority of residential development within Roswell is single-family detached units. Multi-family residential makes up a very small portion of residential land use and is scattered throughout the City.

Existing land uses and their approximate percentage are listed below. It should be noted that the relatively high proportion of industrial land use can be attributed to the Roswell International Air Center and the City Landfill.

- Industrial: 26%
- Single-family residential: 19%
- Vacant and undeveloped land: 17%
- Right-of-way: 15%
- Institutional: 7%
- Parks and Open Space: 6%
- Commercial: 5%
- Agricultural: 2%
- Multi-family residential: 1%
- Mobile homes: 1%
- Office: 0.5%
- Public Utilities: less than 1%



The following sections provide a general description of existing land use and community character by subarea.



Central Roswell.

Downtown and Principal Arterials

Downtown

Downtown is Roswell’s primary retail and entertainment center. As defined by the City of Roswell MainStreet Master Plan, the area is generally Eighth Street to the north, Alameda Street to the South, Railroad Avenue to the east, and Richardson Avenue to the west. The area includes several historic buildings.

Downtown, with its influx of traffic and its ability to attract tourists, is particularly well suited to attract and reap the benefits of economic prosperity in the region. Commercial and service uses are concentrated along Main Street, many of them catering to tourists. In addition, the Chaves County Courthouse

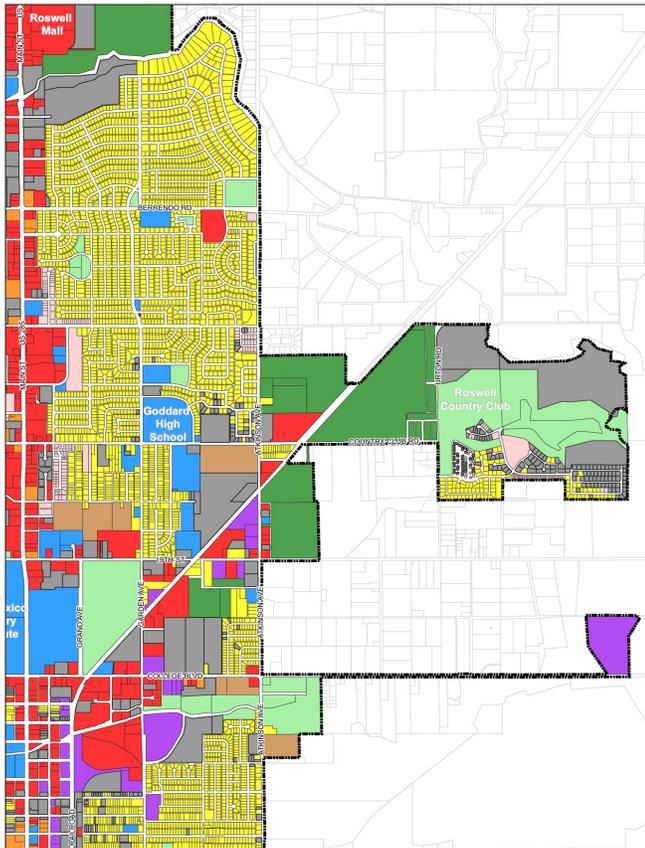
and International UFO Museum and Research Center, both located on Main Street, are the two biggest institutional uses in the area. Several industrial uses are adjacent to the railroad tracks that run north to south along the eastern boundary. Vacant land and buildings are scattered along both Grand and Virginia Avenues. There are currently no residential uses in Downtown, though the C-3 zone that most of the area is zoned allows some limited residential uses.

Main Street

Main Street (U.S. 70/285) is the primary north to south commercial thoroughfare through the City. It is characterized by commercial and office uses, as well as the New Mexico Military Institute. Several large commercial uses border Main Street, such as Sam’s Club, Wal-Mart, Roswell Shopping Mall, hotels, and large office buildings. Easy access from proximate residential neighborhoods and heavy traffic provide a large customer base for any service-related business. There are some vacant buildings and land parcels throughout this corridor. These vacant buildings and land parcels could be developed for commercial uses to take advantage of the heavy traffic flow.

Second Street

Second Street (U.S. 380) is the primary east to west commercial thoroughfare through the City. The corridor is characterized by commercial and office uses. The west end of Second Street is characterized by car dealerships and smaller commercial establishments. The far west side of Second Street is mostly vacant. Easy access from close-by residential neighborhoods provide a large customer base for any service-related business.



Northeast Roswell.

Northeast Quadrant

Northeast Railroad Area

The boundaries of the area are Country Club Road to the north, Eighth/Cherry Street to the south, the City limits to the east, and Main Street to the west. This area is characterized by industrial and heavy commercial uses. The railroad is the most prominent feature of the area.

There are a significant amount of large vacant land parcels in this area. Residential use is contained within a few mobile home parks. The area contains a portion of the North Spring River trail, which runs from west to east providing residents with a convenient recreational path. A sports complex including the Wool Bowl Stadium, Softball Complex, and other athletic fields comprise a portion of the western boundary.

Northeast Residential Area

This area is primarily composed of single-family development bounded by Country Club Road to the south, the City limits to the east, the South Berrendo Creek to the north, and Main Street to the west. It

includes the Roswell Country Club and surrounding residential and vacant land. The portion between Country Club Road and South Berrendo Creek is characterized by newer, single-family homes within residential developments characterized by curvilinear streets and cul-de-sacs. These neighborhoods are accompanied by a few larger community parks including Berrendo and Linda Vista Parks, and Goddard High School. Its proximity to Goddard High School and other services along Main Street, such as Wal-Mart, Sam's Club, and the Roswell Shopping Mall, make it an attractive residential community. Currently, there is some housing construction in the southeast area along Atkinson Avenue, but otherwise there is little room for new development.

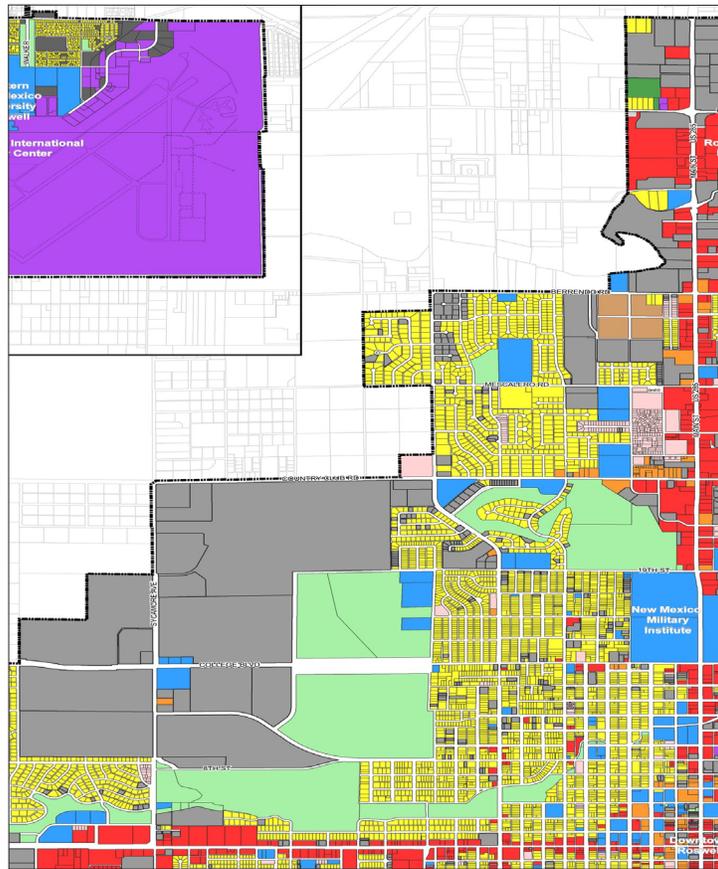
The Country Club portion of the area is comprised of single-family and multi-family development, the Country Club Golf Course, and large parcels of vacant land. This area has room for new development.

Northwest Quadrant

Outer Northwest Area

The boundaries of this area are Nineteenth Street to the south, the City limits to the north and west, and Main Street to the east. This area is characterized by new single-family homes and large churches. The NMMI Golf Course and Eastern New Mexico Medical Center are located in this area.

This area is characterized by large lot, single-family development. There are several lots under construction and some larger vacant parcels. The area has multiple large churches including Grace Community Church, Country Club Road Church of Christ, and First Assembly of God, in addition to numerous senior living facilities. The neighborhoods in this area are experiencing some development activity.



Northwest Roswell.

Inner Northwest Area

The boundaries of this area are Montana Avenue to the west, Nineteenth Street to the north, Eighth Street to the south, and Main Street to the east. The area consists of single-family, multi-family, and institutional uses. Single-family housing is smaller and older while small, multi-family housing complexes are scattered throughout the area. Neighborhood churches can be found every few blocks. Vacant lots are common in this area and could be used for the development of affordable single-family homes that would be in convenient proximity to services.

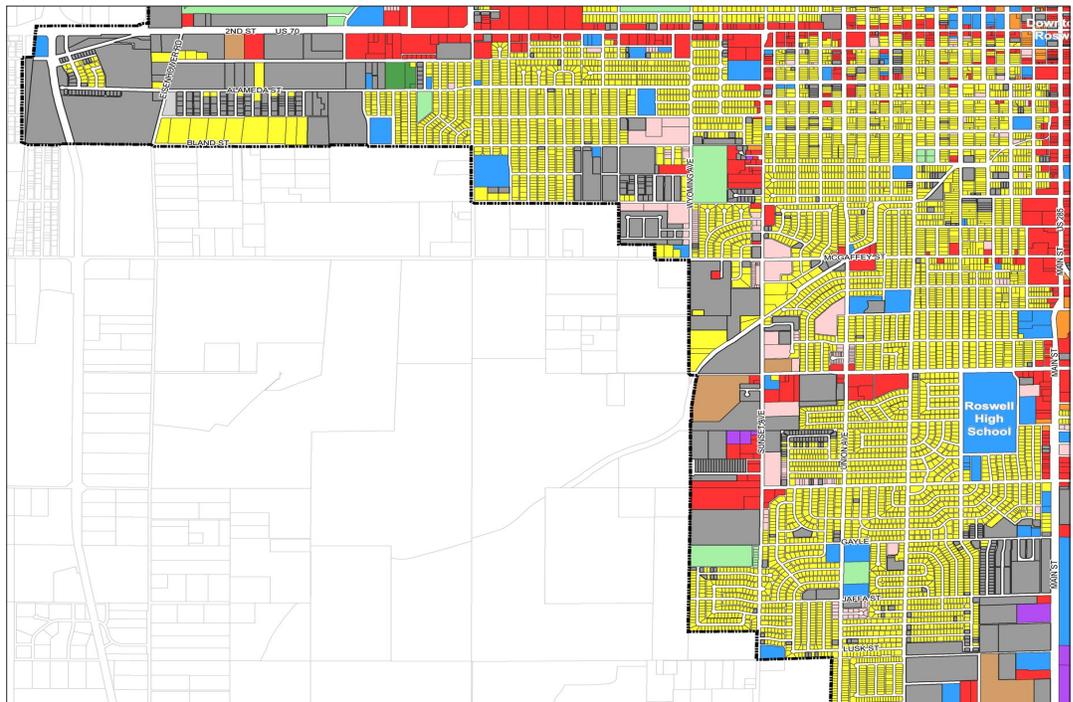
West River Corridor and Cielo Grande (Old Municipal Airport)

This area is bisected by the North Spring River and the recreational trail running from east to west. It is bounded by Country Club Road to the north, the City limits to the west, Second Street to the south, and Washington Avenue and Montana Avenue to the east.

The southern portion of the area is characterized by medium-sized, single-family homes. Homes are located within walking distance of the recreational trail. Cahoon Park, Enchanted Lands Park, Spring River Golf Course, J. Kenneth Smith Bird Sanctuary, and the disc golf course provide a variety of outdoor and recreational amenities.

The northern portion of the area is comprised of the old municipal airport, an area referred to as Cielo Grande. The site is largely undeveloped. The intersection of Sycamore Avenue and College Boulevard has some development including a church and office space, as well as the planned construction of a large apartment complex. The City of Roswell is working on creating a mixed-use zoning overlay district for the area in anticipation of public/ private partnerships to develop the Cielo Grande property.

Southwest Quadrant



Southwest Roswell.

Southwest Residential Area

The boundaries of this area are Second Street to the north, the City limits to the west, Gayle Street and Brasher Road to the south, and Washington Avenue and Main Street to the east. The area north of McGaffey Street is characterized by single-family homes with some vacant parcels. Larger multi-family complexes are located throughout the area. Its proximity to services and jobs could encourage infill on vacant land at the far western boundary of the area.

The area south of McGaffey Street is characterized by older single-family homes and multi-family complexes. There are low vacancy rates in the residential areas, but larger vacant tracts of land located along Sunset Avenue appear to be available for future development. Some construction is occurring in the residential areas.

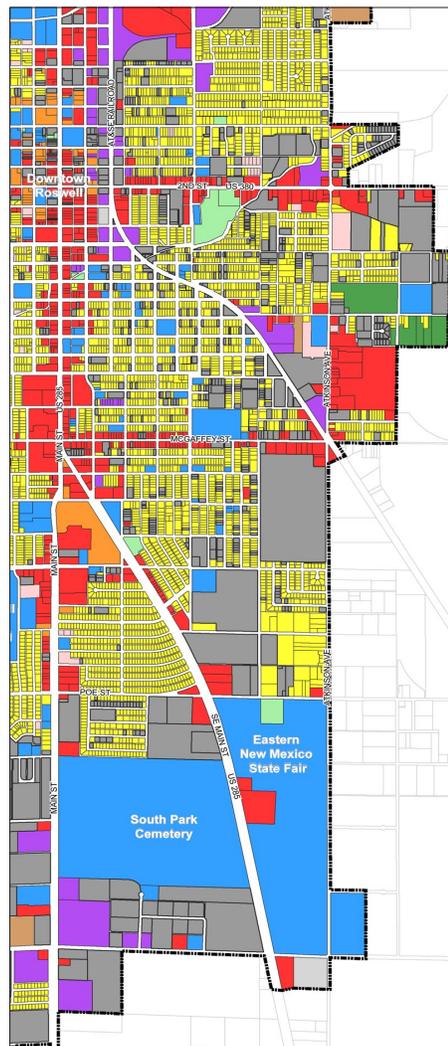
Downtown Roswell Historic District

The boundaries of this area are Deming Street to the south, Washington Avenue to the west, Eighth Street to the north, and Richardson Avenue to the east. The earliest portion of this district was platted in 1885 (Source: *National Register of Historic Places, United States Department of the Interior National Park Service, Application for Registration*). This area is characterized by larger and older single-family homes of a variety of different architectural styles. Banks and churches, including First Presbyterian, First Baptist, First United Methodist, and St. Andrew’s Episcopal, are prominent along the eastern boundary.

Southeast Quadrant

Southeast Railroad Area

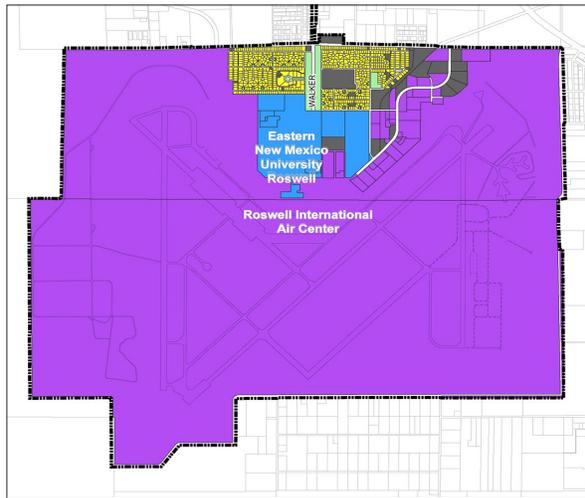
This area is bounded by Eighth/Cherry Street to the north, Hobbs Street to the south, the City limits to the east, and Railroad Avenue to the west. The corridor is bisected from northwest to southeast by the railroad. This area includes the Chihuahuita Historic District, the oldest residential area in Roswell, and is characterized by traditional New Mexican architecture and narrow streets. As an early neighborhood, this area is characterized by older, smaller single-family homes; however, there are a large number of existing vacant lots. Some industrial uses are located near the railroad at the southeast boundary and other commercial uses are found along McGaffey Street. Many small churches are located throughout the neighborhood. Its proximity to Downtown and other services along Main Street and Second Street and the existing vacant lots provide an opportunity for residential infill development.



Southeast Roswell.

Fairgrounds Area

The boundaries of this area are the City limits on the south, east, and west (not including the Roswell International Air Center). The northern boundary lines up with the intersection of Poe Street and U.S. Highway 285 to the intersection of Union Avenue and Brasher Road. This is the location of the Eastern New Mexico Fairgrounds and the South Park Cemetery. The area is characterized by large tracts of vacant land, which are scattered across the entire area. Commercial and industrial uses are prominent in this area and there are no residential uses. Large tracts of vacant land could be available for commercial and industrial development.



Roswell International Air Center and ENMU-R.

Roswell Industrial Air Center

The Roswell Industrial Air Center (RIAC) is located south along Main Street, south of Hobson Road. In addition to the RIAC, the area includes the Eastern New Mexico University-Roswell (ENMU-R) campus. The campus includes student housing and educational facilities. The area is primarily characterized by industrial and institutional uses. Single-family homes are located at the entrance to the RIAC.

Further south in the RIAC, there are some large vacant parcels that could be developed for industrial uses complementary to RIAC and aviation related businesses.

4.3 CITY-OWNED PROPERTIES

The City of Roswell has a significant portfolio of properties under its ownership. At this time, the City is aware of owning approximately 280 structures of all types, sizes, and in varying conditions. These include everything from small buildings used by the Boy Scouts of America to fire stations, a police station, community centers, an adult community center, library, and farm structures. This number of structures also includes the Roswell International Air Center which includes many barracks, offices, air hangers, and aircraft repair facilities. In order to better determine exactly what the City owns and better access the condition of these structures, the FY 2015-16 Budget has allocated a certain amount of money to create an inventory and has enough money to be able to assess the structural condition of at least the top five buildings. This inventory would help the City to make a better informed determination of what to do with these buildings in the future, specifically to keep them, try to market them, or demolish them if they are in very bad shape and have little value otherwise.

In addition to structures, the City of Roswell also owns a considerable amount of vacant land around the area, both within the City proper as well as other land found within Chaves County. This list of properties outside the City includes properties that the City has purchased in order to obtain the water rights, such as the Allison Farm located south of Roswell. Other rural properties include several farms located south of the City that still retain their water rights and are being rented out for agricultural purposes. This listing also includes the 1,000 acres the City owns at the Old Municipal Airport, also known as Cielo Grande, which the City is currently reviewing for potential redevelopment efforts. The City of Roswell is also currently in the process of compiling a listing of what it owns in terms of these vacant properties.

One final group of properties includes those parcels which have municipal liens placed on them as a result of Code Enforcement activities. Most of these are parcels which the property owners did not maintain or include structures that have fallen into disrepair. After a Code Enforcement action has been completed, if the City has to abate the site by demolishing any condemned structures or has lots cleaned up of litter or junk, the City has the right to place a lien on the site so that it can recoup its cost if the property is sold. Due to an accelerated Code Enforcement process and more aggressive policies, the City is considering foreclosing on these liens since these properties will probably not sell in a short time frame. Foreclosing on these property liens will allow the City to secure these parcels with the idea of “bundling” them in a way that would make redevelopment more attractive to builders. This is a potential policy direction that may be incorporated in the City’s upcoming Affordable Housing Plan.

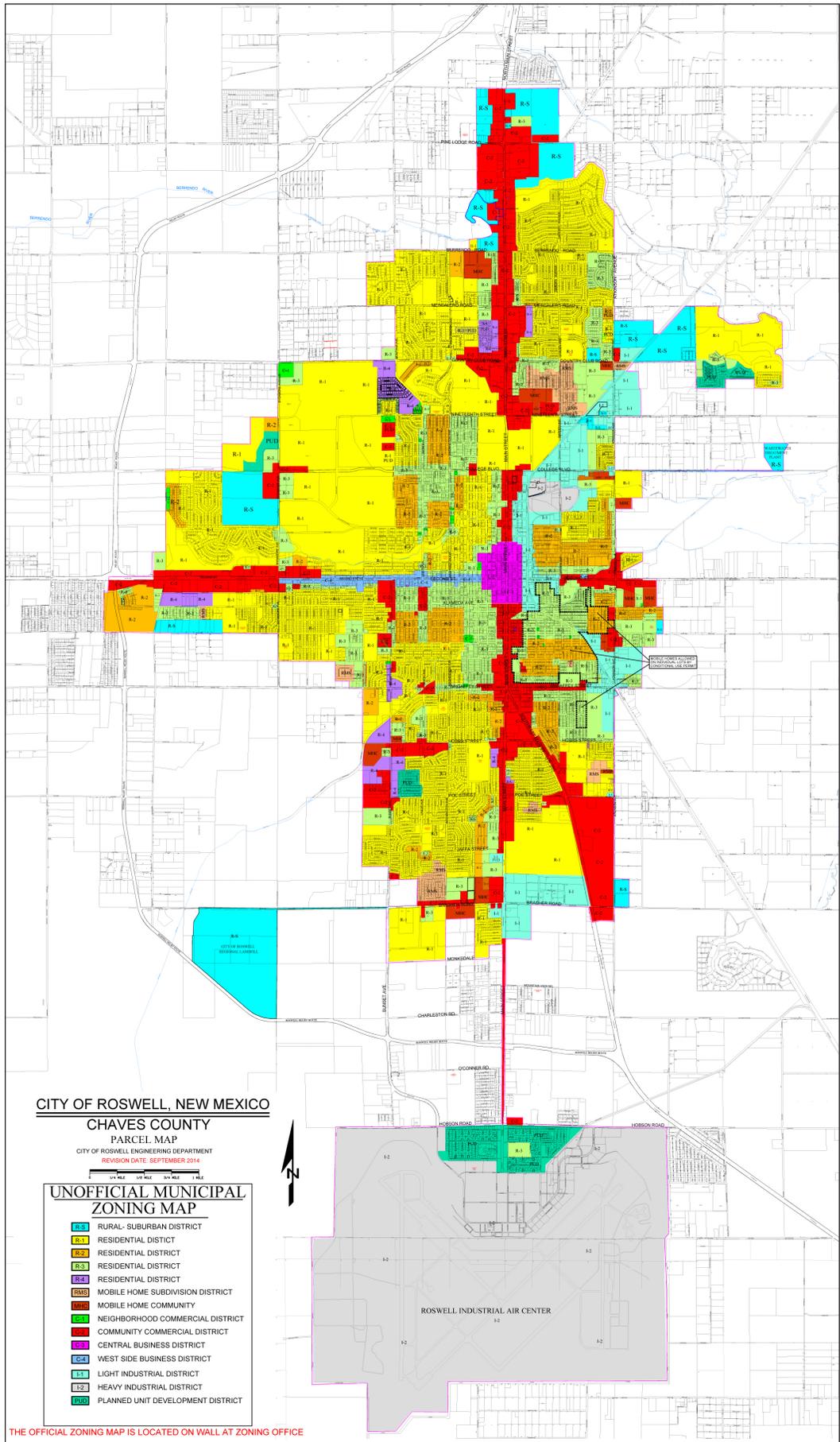
4.4 EXISTING ZONING

The City of Roswell Zoning Ordinance (No. 15-09) was adopted in 1999 and subsequently amended in 2013 and 2015 in accordance with the 2005 Comprehensive Master Plan. Administration and enforcement of the Zoning Ordinance is the responsibility of the City Planning and Zoning staff, under the supervision of the City Manager. The Planning and Zoning Commission reviews and makes the final determination on zoning matters.

Each district contained in the Zoning Ordinance includes a list of permissive uses and special uses. Special uses require review and approval by the Planning and Zoning Commission. The Ordinance also contains development standards which address area, setback and height requirements, and building and performance standards related to access, buildings per lot, accessory uses, exceptions, off-street parking and loading, fences, walls, outside storage, lighting, landscaping, drainage, and traffic analysis.

The Zoning Ordinance contains 14 zoning districts (see *Zoning Map, page 42*). The zoning districts and their approximate percentage are listed below, followed by a brief summary of each district:

- R-S Rural Suburban District: 6%
- R-1 Residential District: 34%
- R-2 Residential District: 5%
- R-3 Residential District: 10%
- R-4 Residential District: 1%
- RMS Mobile Home Subdivision District: 1%
- MHC Mobile Home Community District: 1%
- PUD Planned Unit Development: 2%
- C-1 Neighborhood Commercial District: 0.2%
- C-2 Community Commercial District: 10%
- C-3 Central Business District: 0.6%
- C-4 Commercial Business District Industrial: 0.5%
- I-1 Light Industrial District: 4%
- I-2 Heavy Industrial District: 25%



Residential

R-S Rural Suburban District

“The R-S District is intended for agricultural uses, very low density single-family residential development, one residential unit per 2.5 acres, and other uses which maintain the low density residential nature of the district.”

Permitted uses in the R-S district are similar to those in the R-1 zone with the addition of livestock and agricultural uses. Special uses are also similar to those in the R-1 zone, but also include agri-businesses, airports, landfills, oil and gas related uses, penal institutions, riding academies, animal control facilities, and veterinary hospitals. This district is primarily located on the edges of the City, bordering the municipal boundary and the Extraterritorial Zone (ETZ). Minimum lot size in the R-S zone is 2.5 acres.

R-1 Residential District

“The R-1 District is intended for low density single-family detached dwellings, 5 units per net acre, and other uses which uphold and maintain the low density residential nature of the district.”

Permitted uses in the R-1 zone include single-family detached dwellings, home occupations, and publicly-owned police/fire stations/parks or playgrounds. Non-residential special uses allowed in the R-1 zone include cemeteries, churches, recreational facilities, golf courses, public utilities, schools, community gardens, and renewable energy facilities. The R-1 District is the most common



Single-family home in Sierra Blanca Circle.

zone in the City of Roswell. Minimum lot size in the R-1 zone is 6,000 square feet.

R-2 Residential District

“The R-2 District is intended for low to medium density dwellings units, 5 to 9 units per net acre, and other uses which uphold and maintain the low to medium density residential nature of the district.”

The R-2 zone expands the R-1 zone use regulations by allowing a greater variety of permitted housing types. Permitted uses in the R-2 zone include those allowed in the R-1 zone, in addition to townhouses and duplexes. Special uses allowed in the R-2 zone are the same as the R-1 zone. The R-2 zone is less common than the R-1 zone and is mostly located in proximity to Downtown. Minimum lot size in the R-2 zone is 5,000 square feet for a single-family residence, 4,500 square feet for a townhouse, and 4,000 square feet for a duplex.

R-3 Residential District

“The R-3 District is intended for medium density residential uses provided through a variety of housing types and other non-residential uses that are compatible with the surrounding area and which uphold and maintain the medium density residential district, 9 dwelling units per acre. Multiple-family dwellings in excess of two story structures are not permitted. A six foot screen fence shall be required for religious assemblies, multiple-family dwellings, assisted living homes, group homes, etc., and/or any Special Use, along all property lines abutting residential districts.”

The R-3 zone expands the use regulations from the R-2 zone by allowing a greater variety of housing and other compatible uses. Permitted uses in the R-3 zone include those in the R-1 zone, in addition to places of worship or religious ceremony, multiple-family dwellings, and assisted living. Special uses in the R-3 zone allow for some non-residential uses including professional offices, schools, museums and art galleries, libraries, and hospitals. The R-3 District is more common than the R-2 District and is mainly located near Downtown. Minimum lot sizes in the R-3 zone are 4,500 square feet for a single-family residence, 4,000 square feet for a townhouse, 3,500 square feet for a duplex, and 3,000 square feet per unit for multi-family residential.

R-4 Residential District

“The R-4 District is intended for high density residential uses provided through a variety of housing types and other non-residential uses that are compatible with the surrounding area and which uphold and maintain the high density residential nature of the district.”

The R-4 zone expands on the R-3 zone by allowing higher density residential development and other compatible uses. Permitted uses under the R-4 zone allow any permitted use under the R-3 zone and “multiple-family dwellings with no more than 20 dwelling units per net acre for single story and 40 dwelling units per net acre for 2 story dwellings”. Special uses include any special use in the R-3 zone and professional offices not exceeding 15,000 square feet in gross floor area. The R-4 District is scattered throughout Roswell. Higher density residential could be appropriate zoning for the Downtown area.

Residential Mobile Home Subdivision District (RMS)

“The Residential Mobile Home Subdivision District shall be a minimum of 2.5 acres in size and is intended to provide an alternative to conventional housing by permitting low to medium density mobile home development on privately-owned or rented lots in subdivisions designed for such development.”

Use regulations are the same as the R-1 zone including a permitted use for an independent manufactured/mobile home. Mobile home installation in the Residential Mobile Home Subdivision District must follow certain area, setback, and height requirements and must meet the requirements of the New Mexico Manufactured Housing Act. The RMS District is scattered, but has

two larger clusters just southeast of Country Club Road and Main Street and northwest of Brasher and Main Street.

Manufactured/Mobile Home Community District (MHC)

“The purpose of the Manufactured / Mobile Home Community (MHC) District is to provide minimum standards for residential development, to ensure that each new or enlarged community provides necessary infrastructure, facilities, adequate home space area, and setbacks, and to provide other requirements for the public safety, health, and general welfare.”

Permitted uses under the MHC zone include manufactured homes greater than 40 feet in length and 8 feet in width, related manager office or maintenance building, and temporary construction buildings. There are no special uses permitted under the MHC zone. The MHC district is scattered across the City.

Planned Unit Development (PUD)

“The Planned Unit Development District allows for more of a mixed-use and an alternative to conventional zoning by permitting flexibility and innovation in land use, design, placement of buildings, use of open spaces, circulation facilities, and off-street parking areas to encourage a more creative approach in the utilization of land. This district permits a more efficient, aesthetically pleasing, and desirable development characterized by special features of the geography, topography, size, or shape of a particular piece of property while simultaneously providing a compatible and stable environment in harmony with and at substantially the same population density and area coverage of the surrounding area.”

The Planned Unit Development District allows for residential, commercial, or industrial development which does not fall into any specific zoning category. The PUD zone is scattered throughout the entire City.

Commercial

C-1 Neighborhood Commercial District

“The C-1 District is intended to provide for retail and personal service types of uses of a limited nature for the consumer population of the neighborhoods in which they are located and is not intended for those types of uses that will either attract the consumer population of the entire community, attract large volumes of traffic, or have an appearance and performance that may be detrimental to the neighborhoods in which they are located.”

Permitted uses in the C-1 zone allow for accessory living quarters for a single-family residential unit, barber/beauty shops, bed and breakfasts, boarding/lodging homes, child care centers, financial institutions, drugstore/food stores/convenience stores, retail florists, laundries, libraries, museums, professional offices under 10,000 square feet, recreation and community centers, music/trade schools, etc. Special uses in the C-1 zone allow for greenhouses, automobile service stations, public utility companies, parking lots, multi-family residencies,

self-storage units, and religious institutions. The C-1 District is not very common in Roswell and is located sparsely within a few neighborhoods across the City.

C-2 Community Commercial District

“The C-2 District is intended to provide for a wide variety of retail, personal service, wholesale office, and other general service types of uses for the consumer population of the entire community and, because of their heavy traffic generating characteristics, ability to stay open 24 hours per day and potentially detrimental appearance and performance, are located on the periphery of residential areas along collector and arterial street facilities.”

The C-2 zone provides a list of 28 permitted uses covering a wide range of non-residential uses. Special uses in the C-2 zone include uses that are relatively intense including bottling works, gun clubs, penal institutions, airports/heliports/landing fields, outdoor theaters, etc. The C-2 zone is the most common commercial zone in Roswell and primarily borders Main Street and Second Street, the two primary corridors in the City.

C-3 Downtown Business District

“The C-3 District is intended to provide for retail, personal service, wholesale, office, and other general service types of uses for the consumer population of the entire community in a centrally located and contained high density setting.”



Schlotzsky's on Richardson Avenue.

The C-3 zone is located in the Downtown area only. The C-3 zone provides a list of 19 permitted uses. Special uses include bus stations and terminals, parcel delivery/mail order, and heliports. Like all of the commercial districts, the C-3 district does not appear to differentiate between sit down and drive through restaurants. The C-3 district allows for high density multi-family residential, but does not identify the density. The C-3 zone does not include parking standards, which suggests that a new development would not be required to provide any parking for residents and/or businesses.

C-4 Commercial Business District

“The C-4 District is intended to provide for a variety of retail, personal service, wholesale office, and other general service types of uses for the consumer population of the entire community and to accommodate for the typically heavy traffic generating characteristics and potentially detrimental appearance and performance of the uses in this district.” This district is available upon application and approval by the Planning and Zoning Commission to property owners located on the edge of residential areas north and south of Second Street.

Permitted and special uses are the same as the C-2 zone. This zone district has certain site access, parking, and loading restrictions to deter encroachment into residentially-zoned areas and allow for a smooth transition from commercial to residential areas. The C-4 District is primarily located along Second Street to the west of Main Street.

Industrial

I-1 Light Industrial District

“The I-1 District is intended to provide for light manufacturing, fabrication, assembly/disassembly, processing, and treatment activities conducted in a manner non detrimental to the rest of the community by reason of emission or creation of noise, vibration, smoke, dust or other particulates, toxic or noxious materials, odors, fire, explosive hazards, glare, or heat.”

The I-1 District provides 13 permitted uses including C-2 permitted uses plus the typical industrial/manufacturing uses. Special uses cover some of the same special uses as the C-2 zone, plus uses such as livestock feed and sales yards, oil and gas wells and pumping stations, penal, correctional and other institutions necessitating restraint of patients, saw mills, and recycling centers. The I-1 District is primarily located along the railroad to the east of Main Street.

I-2 Heavy Industrial District

“The I-2 District is intended to provide for a wide range of industrial activities including heavy manufacturing, fabrication, assembly/disassembly, processing, and treatment activities conducted in a manner not detrimental to the rest of the community by reason of the emission or creation of noise, vibration, smoke, dust, or other particulate matter, toxic or noxious materials, odors, fire, explosive hazards, glare, or heat.”

The I-2 zone allows any permitted use in the I-1 district, in addition to any primary use which includes activities related to manufacturing, food and grain processing, foundries/iron works/steel fabrication, livestock feed, recycling centers, petroleum activities, mills, etc. Special uses under the I-2 zone allow any special use permitted in the I-1 district, in addition to activities related to mining, recycling activities, and sexually-oriented businesses. The I-2 District is clustered into two specific areas; one area is just south of College Boulevard along the railroad and the other area is the RIAC.

Code Enforcement

The City of Roswell Code Enforcement Department mails notices addressing code violations to property owners. The majority of the notices are addressed through voluntary compliance; however, some are addressed by the City, some go on to court, and a few are dismissed. The enforcement actions address weeds, inoperable vehicles, litter, unsanitary premises, signs, zoning violations, obstructions, public nuisances, and garage sales with no permits. In order for Code Enforcement to enforce the existing codes, including the Nuisance Ordinance, it is critical that the department maintains staffing levels. As the City grows in the future, it is likely that additional Code Enforcement staff will be needed.

Zoning Recommendations

The following recommendations are based on a review of the City of Roswell Zoning Ordinance, discussions with City staff, comments received at public meetings, and interviews with stakeholders:

- The Zoning Ordinance currently does not include mixed-use zones, though there are some zones that allow a limited mix of uses. Potential areas where mixed-use zoning would be appropriate include the Cielo Grande area (Old Municipal Airport), Downtown, and the Railroad District. In the Cielo Grande area, mixed-use zoning would allow for a more compact and sustainable development pattern and services in near proximity to residential development. In Downtown, mixed-use zoning would allow residential uses above ground floor retail and office uses.

The existing C-3 Downtown Business District should be amended to specifically address the unique parking needs, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping that will come with allowing a mix of multi-family residential and non-residential uses within a single project. This recommendation was identified in the 2011 MainStreet Roswell Master Plan and is carried forward to the Comprehensive Master Plan. There remains strong support for mixed-use zoning in Downtown Roswell and there are several existing buildings, including the Hinkle building, that would benefit from allowing mixed-use in the C-3 zone.



Hinkle Building on Third and Main Street.

- There is a need for single-family residential zoning districts that require a more graduated scale of minimum lot sizes. The R-1 zone requires a minimum lot size of 6,000 square feet and the R-S zone requires a minimum lot size of 2.5 acres. Creating residential zoning districts that require a minimum lot size of .5 acre and 1 acre, respectively, would help fill this existing gap. At present, developers are building homes on lots larger than 6,000 square feet within the R-1 zone.
- The 1984 Comprehensive Plan recommended mobile homes be a conditional use in the area located between Second Street, McGaffey Avenue, Main Street, Atkinson Avenue, and Garden Avenue in order to encourage infill. The zoning was established; however, the procedure remained unclear. As a result, the Zoning Ordinance was updated and adopted with Ordinance 15-09 on July 9, 2015 to remove mobile homes as a conditional use in the R-2, R-3, and R-4 districts.
- The Zoning Ordinance does not currently provide for overlay districts, which is a common land development tool used by municipalities. Overlay districts provide a means to apply alternative development regulations over a specific geographic area that warrants special consideration due to unique historic, locational, and/or physical character. Some examples include historic overlay districts, roadway corridor design overlay districts, transit-oriented development overlay districts, and natural resource overlay districts. Overlay districts are designated on top of existing regulations and can either have a higher or less restrictive level of regulation than the underlying zoning district. There are numerous benefits to overlay districts including providing design guidelines that create a particular look for an area, protection of valuable resources, maintaining the current Zoning Ordinance while addressing a special need of a specific geographic area, and helping to meet the goals and objectives of the community as expressed in the Comprehensive Master Plan. This would be an excellent land development tool for the City of Roswell to consider adding to the Zoning Ordinance.
- In general, the Zoning Ordinance should be flexible in order to reflect the changing patterns of growth and development in Roswell. More flexibility in terms of permissive uses and variety in design and development form would allow property owners more options for the development of their property.

4.5 ROSWELL-CHAVES COUNTY EXTRATERRITORIAL ZONING ORDINANCE

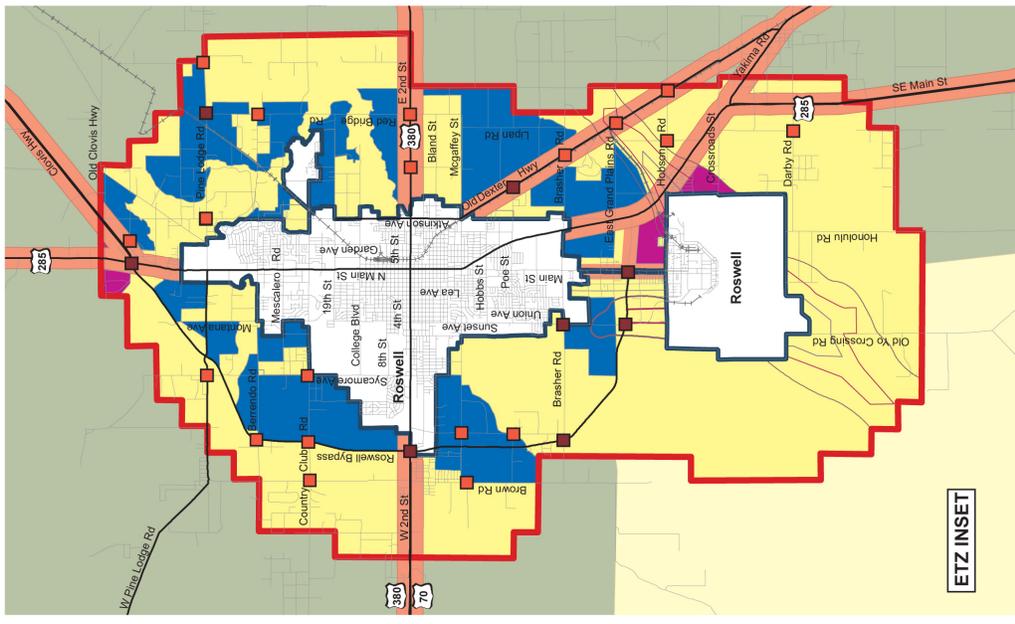
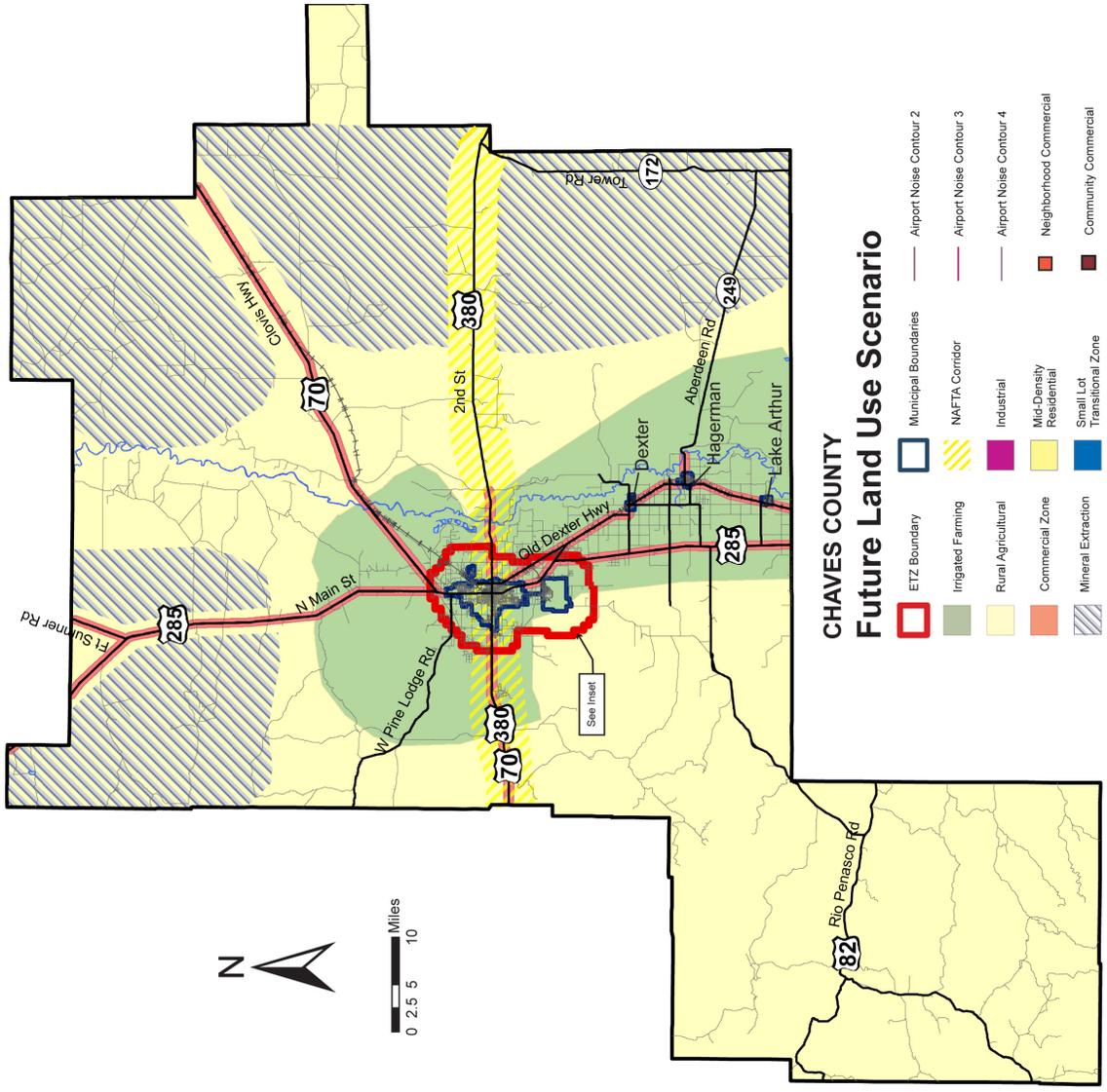
The Roswell-Chaves County Extraterritorial Zoning Ordinance was adopted in 1980. It was revised most recently in 2005 through a joint agreement between the County Commission and the Roswell City Council. It was agreed that Chaves County would administer the Ordinance, overseen by an ETZ Authority comprised of three County Commissioners and two City Councilors. As originally adopted, an ETZ Commission, consisting of three members appointed by the County Commission, three members appointed by the City Council, and a seventh member elected by the first six appointed members, acted as a recommending body to the ETZ Authority. The Ordinance was amended in 1996 to reflect a change in the state statute that gives final decision making authority to the ETZ Commission. The ETZ Authority continues to hear appeals and approves amendments to the Ordinance.

The purpose of the ETZ Ordinance is to promote the health, safety, morals, and general welfare by regulating and restricting the use of land, building height, lot coverage by structures, population density, and the location of buildings on a lot. The ETZ Ordinance provides a transition between the land uses in Chaves County and the land uses in Roswell in order to minimize potential land use conflicts between the urban/ rural areas and improving the appearance at entry points to Roswell. Adequate staffing is key to ensuring that the ETZ regulations are consistently applied and enforced.

The ETZ Ordinance established 14 zoning districts including:

- R-1 (Single-Family Residential)
- R-2 (Two Family Residential)
- R-3 (Multiple-Family Residential)
- R-MS (Residential Mobile Home Subdivision)
- R-PUD (Residential Planned Unit Development)
- R-MP (Residential Mobile Home Park)
- R-S (Rural Suburban)
- O-1 (Offices Professional)
- C-1 (Commercial – General)
- I-1 (Industrial)
- F-1 (Floodplain)*
- F-2 (Flight Zone)*
- L-1 (Arterial Overlay)*
- S-1 (Outdoor Advertising Overlay)*

**Overlay Districts*



Prepared by:
Consensus Planning, Inc.
302 Eighth Street NW
Albuquerque, NM 87102

Source: Chaves County Comprehensive Plan, 2015.

4.6 ANNEXATION

Annexation is a legal mechanism by which a municipality may expand its regulatory and taxing authority to adjacent unincorporated land. It can be used as a growth management tool to ensure that land use and development standards in adjoining areas are consistent with land use within the municipality, as well as with the goals and objectives of the community as expressed in the Comprehensive Master Plan. Annexations may be either consensual or unilateral. However, areas to be considered for annexation must be contiguous to the municipal boundary and the municipality must be able to demonstrate the ability to provide services. This allows the municipality to time its utility extensions so that the demand for services does not outstrip its ability to serve the new development.

Municipalities in New Mexico have the authority to annex territory via 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 seeking to annex new lands. Each method is based upon specific goals and conditions and illustrates different degrees of legislative delegation of power to municipalities. These three methods include:

- 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.
- 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 Municipal Boundary 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.
- Petition Method (Section 3-7-17, NMSA 1978) requires a petition signed by the majority of property owners in a contiguous territory supporting annexation into a municipality.

Roswell Annexation History

The City of Roswell was formally created in March 1903, even though the area acted as a city long before with the creation of its Fire Department in 1889. The original City was generally bounded by Atkinson Avenue on the east, 19th Street on the north, Montana Avenue on the west, and Chisum Street along the south. Subsequently, there were numerous annexations adding to the original City-site throughout the 1940s, 1950s, and into the 1960s culminating in the largest annexation of the Roswell International Air Center in January 1968 (for approximately 4,950 acres) after the closure of Walker Air Force Base.

This is arguably the most important annexation that the City has undertaken and was completed on February 12, 1968. The site currently houses a diverse number of users including the International Law Enforcement Agency, Eastern New Mexico University–Roswell campus, Youth Challenge, and the Roswell Airport, in addition to various aircraft maintenance and related facilities. The City recognizes that there are many areas for other potential users to relocate on-site, and so, is currently looking at a redevelopment plan for the area, as well as potentially pursuing more annexations between the RIAC and Brasher Road.



Roswell International Air Center monument.

The final configuration of the City today, as a result of these annexations, is one with extensions to the north, south, and west. The east-side line of Atkinson Avenue has generally been maintained as a buffer between the City and the agricultural areas east of the City.

The Preferred Land Use Scenario includes locations for potential future annexations. Several areas are identified and will require further consideration as the City continues to review options for future growth around the City.

4.7 FUTURE LAND USE

Growth and Annexation Areas

The Annexation Priority Areas map (see page 58) identifies the areas appropriate for future annexation by the City of Roswell. Annexation of these areas is likely to be accomplished over time, as resources allow, and could be done in sub-phases and in discussions with landowners. These annexation areas are in addition to infill development on the vacant or underutilized properties within the current City of Roswell limits. Annexation should only occur once the City has completed a cost/benefit analysis for each area, determined what utility systems (water, sanitary sewer, drainage, improved road sections) are needed to serve each area, and has made a commitment to provide utilities and public safety services within a reasonable time frame. A description of each of the Annexation Priority Areas, along with a summary of existing utilities, are provided below:

- Priority Area 1: This area is located between Brasher Road and the RIAC, on both sides of S. Main Street. Together, these two portions are approximately 2,415 acres (the west side is 1,090 acres and the east side is 1,325 acres). Annexation of this overall area may take place over time and by sub-phases due to its size. This represents a good opportunity to expand upon the commercial and industrial uses that characterize the area today. The Preferred Land Use Scenario identifies this area for general

economic development opportunities for new industrial and commercial uses including large retail facilities. Although this area includes some existing residential development, the surrounding land uses include the City Landfill, the solar array, and the overlay of airport noise contours. Therefore, the focus would be on industrial development (both light and heavy industrial uses), with commercial development along the major corridors. In order to support the continued growth and development of the RIAC, the City of Roswell is seeking to provide more utility lines between the City of Roswell and RIAC, therefore, annexation of the area that the utilities will run through is a logical step.

Existing Water Services: Currently, Priority Area 1 is served by two water mains within the right-of-way of South Main Street. These lines consist of a 24-inch concrete water main installed in 1968 on the west side and a 42-inch concrete water main installed in 1978. These lines come from the reservoirs at Central Control and continue north on South Main to and past Brasher. The subdivision south of Brasher and west of Main Street is fed off the 24-inch line and loops through the subdivision and back into a 12-inch main on W. Brasher Road.

On the west side, Sunset Avenue, the water main is an 8-inch (1959) cast iron line just south of Jaffa Street. To the south of Jaffa Street, there is a 8-inch PVC line going south to Brasher Road and serving the new Fire Training Station.

On the east side, along Southeast Main, there is an 8-inch (1945) cast iron line near Poe which transitions to a 10-inch PVC line (1985) down to a 10-inch line near Brasher Road. This 10-inch line was installed to the east to the Chaves County Detention Center.

In Brasher Road, there is a 12-inch PVC line (1985) that is looped into the lines on South Main and Southeast Main Streets. This line does and would serve any commercial development on this section of Brasher Road. Any utilities placed in the NMDOT right-of-way would require permits.

Existing Sewer Services: Currently, the closest sewer line in Priority Area 1 is in the subdivision at the southwest corner of Brasher Road and South Main. It is likely that these lines are extremely shallow as this is the upper most reach of the sewer system. On the west side along Sunset Avenue, sanitary sewer serves the current subdivision between Jaffa and Brasher Road, but no further. On the east side along Southeast Main, there is a 10-inch force main coming from a lift station at the RIAC that goes down E. Hobson Road to Atkinson Avenue and ties into the sewer system at Brasher Road.

Priority Area 1 Recommendations:

1. Replace the aging water lines on South Main Street.

2. Install a new water line down Sunset Avenue to Hobson Road, size to be determined.
 3. Install a new water line down Southeast Main, also to Hobson Road.
 4. Loop these lines in with lines running east and west to the lines on Sunset and Southeast Main allowing the proposed Priority Area 1 to have access to water.
 5. Smaller lines installed to serve the residences, also looped when possible.
 6. Complete a study to determine how to accomplish providing water services to this area and identify water line sizes. The study should also determine how these areas could be served by either lift stations, force mains, and/or a combination with gravity flow.
 7. Determine the feasibility for a secondary WWTP or similar facility at the RIAC.
- Priority Area 2: This area was part of the 2012 Roswell Annexation Study, which is summarized below. It is located between Country Club Road, Berrendo Road, and N. Sycamore Avenue, and is approximately 620 acres. This area represents a good opportunity for additional low to medium density residential development, as a transition to the agricultural uses in Chaves County.

The 2012 Roswell Annexation Study, prepared by HDR Engineering, analyzed the impact of the proposed annexation of 1,031 acres along the western boundary of Roswell (*for more detailed information, see the 2012 Roswell Annexation Study on file at the City Planning Department*). The analysis focused on the impact that the proposed annexation would have on the existing water and wastewater systems. The majority of the land proposed for annexation is undeveloped. The area includes a small number of residential, commercial, and agricultural properties. The area is currently zoned County C-1 and County R-1, though the study assumed that the area would develop primarily under the City's R-1 zoning district, a low density single-family zoning district.

Existing Water Services: There is a 12-inch cast iron (1958) water line heading west on Mescalero Road from Montana Road to the end of the Berrendo Meadows and Cooley Subdivision and City limits. There is a water line in Montana Road from Mescalero Road to Berrendo Road, but no water line on Berrendo Road west of Montana. There is a 42-inch water line (some new and some recently replaced) within Country Club Road coming from reservoirs out west of town. There are stub-outs to the north at two or three of the streets on the north side of Country Club Road. It is assumed that several of the residences have tied onto these lines and extended them as private lines with meters located close to Country Club Road.

Existing Sewer Services: The only sewer lines in this area is on Mescalero Road heading west from Mescalero to the end of the Berrendo Meadows and

Cooley Subdivision and City limits. There are no sewer lines on W. Country Club Road, W. Berrendo Road, or Sycamore Avenue.

Priority Area 2 Recommendations:

1. Replace the old 12-inch water line on Mescalero Road and extend west to Sycamore Avenue.
 2. Install a new water line on Berrendo Road and extend west to Sycamore Avenue.
 3. Install a new water line on Sycamore Avenue from Country Club Road to Berrendo Road.
 4. Install a new water line somewhere between Country Club Road and Berrendo Road in between Sycamore Avenue and Montana (running north-south) to complete the loop. Right-of-way or easement is needed north of Mescalero Road.
 5. Loop interior lines into residences.
 6. Complete a study to determine how to accomplish providing water services to this area and identify water line sizes. The study should also determine how these areas could be served by either lift stations, force mains, and/or a combination with gravity flow.
- Priority Areas 3 and 4: These areas are located along the eastern boundary of Roswell, and together, comprise approximately 360 acres. These smaller areas represent a good opportunity for additional low density residential development, as a transition to the agricultural uses in Chaves County. Although these areas are not shown as a high priority, they could be annexed by the City in a relatively short time frame. Currently, there are no water or sewer lines currently within the Priority Area 4. Infrastructure is on the south side of the Berrendo Creek or all the way over to Main Street.

Existing Water Services: There are two subdivisions already developed in this area including El Arco Iris (14 platted lots) and Berrendo River Estates (10 platted lots). These two subdivisions comprise most of this area. El Arco Iris is served by a 6-inch water line. River View Circle is served by 6-inch water line coming down Berrendo Road from Atkinson. The property owners paid for this water line and the City accepted it into the system. There is no water line running east down Mescalero Road or east of River View Circle on Berrendo Road.

Existing Sewer Services: There is no sewer line running down in Mescalero Road or in Atkinson Avenue from Mescalero Road to Berrendo Road. The City subdivisions and houses on the west side of Atkinson Avenue are served from the west. There is a sewer line running east on Berrendo Road that ties into an existing trunk line coming from the Tierra Berrendo area and goes to the WWTP.

Priority Areas 3/4 Recommendations:

1. Extend the water lines east on Mescalero and on Berrendo Roads. These lines would need a similar line on the east side looping the Mescalero and Berrendo water lines together. Then internal lines could be placed.

2. Complete a study to determine how these areas could be served by either lift stations, force mains, and/or a combination with gravity flow.
- Priority Area 5: This area, which along with Priority Area 2 was part of the 2012 Roswell Annexation Study, is located along the east side of the existing Relief Route, between Country Club Road and Second Street, and is approximately 1,000 acres. This area represents a good opportunity for additional low to medium density residential development and some neighborhood commercial services.

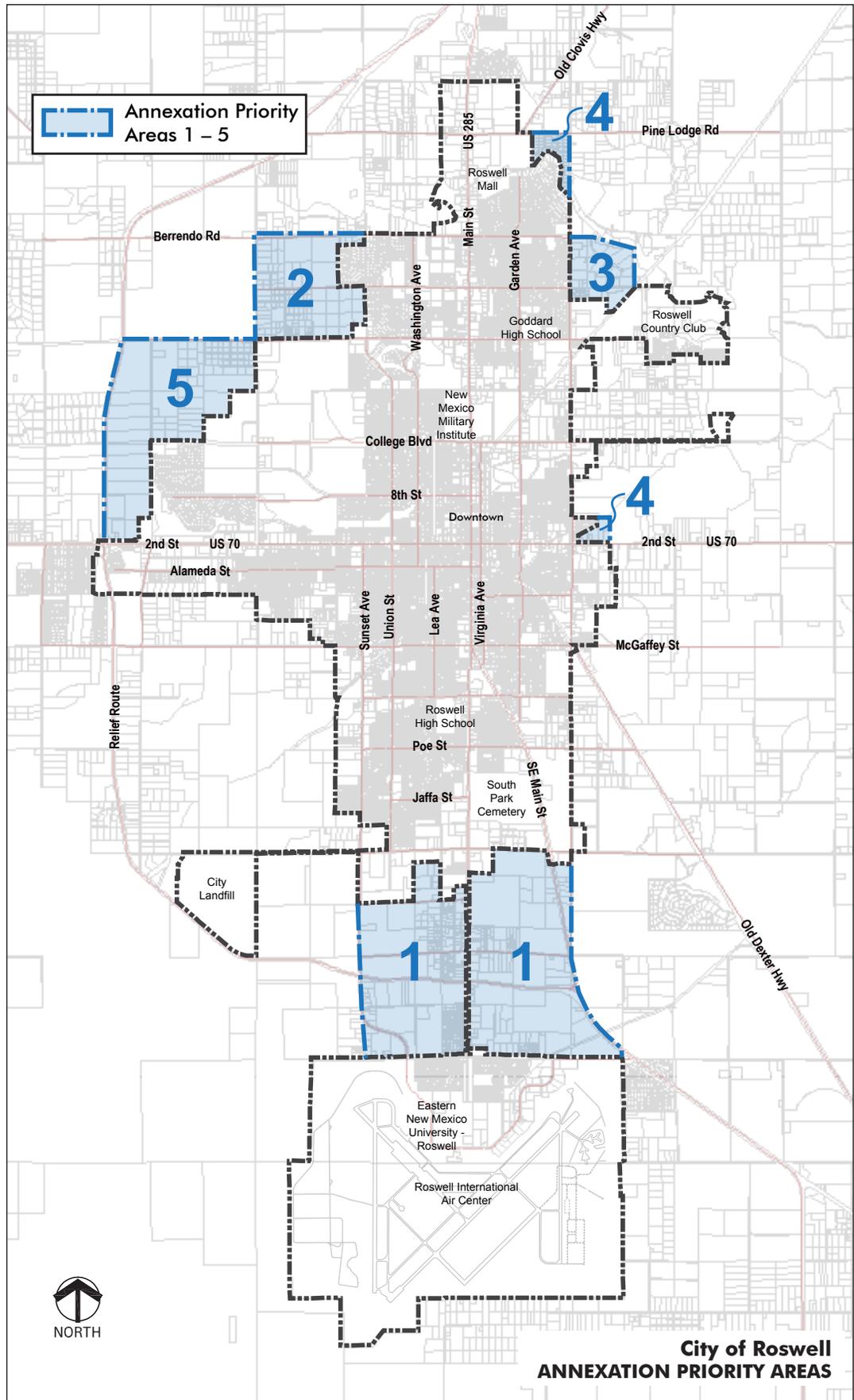
The Enchanted Lands area is the only portion of Priority Area 5 that is currently developed and served by water, sewer, and roadways. Findings from the Annexation Study regarding water and wastewater systems are summarized below (*for more detailed information, see the 2012 Roswell Annexation Study on file at the City Planning Department*).

Water System:

- A review of the topography indicates that approximately 70% of the proposed annexation area is above an elevation of 3,640 feet. Therefore, the City's existing Third Street and Country Club reservoirs would only be able to provide water service for a portion of the proposed annexation area.
- The construction of a new tank or pump station will be required to provide for water service for the remainder of the area.
- The City should also consider constructing a new 36-inch diameter pipe line which will connect the transmission main in Country Club to the transmission main in Second Street.

Wastewater System:

- A preliminary evaluation indicates that the proposed annexation area can be served without the use of a sanitary sewage lift station. The ultimate need for a lift station will be dependent on the development patterns and density that occur in the proposed annexation area.
- A comparison of the capacity of the existing 15-inch sewer line, which lies west of the west end of Riverside Drive, indicates that the existing line has sufficient capacity for the wastewater contribution from Tributary Area I.
- The capacity of the existing 8-inch sewer line in W. Eighth Street and Moore Street is at capacity and will have to be rebuilt even at the lightest density and a new sewer interceptor and/or improvements to the existing sanitary sewer collection system network will need to be made to provide sanitary sewer service for Tributary Area II.
- Tributary Area III will require construction of a new sewer line in Sycamore Street for sanitary sewer service.



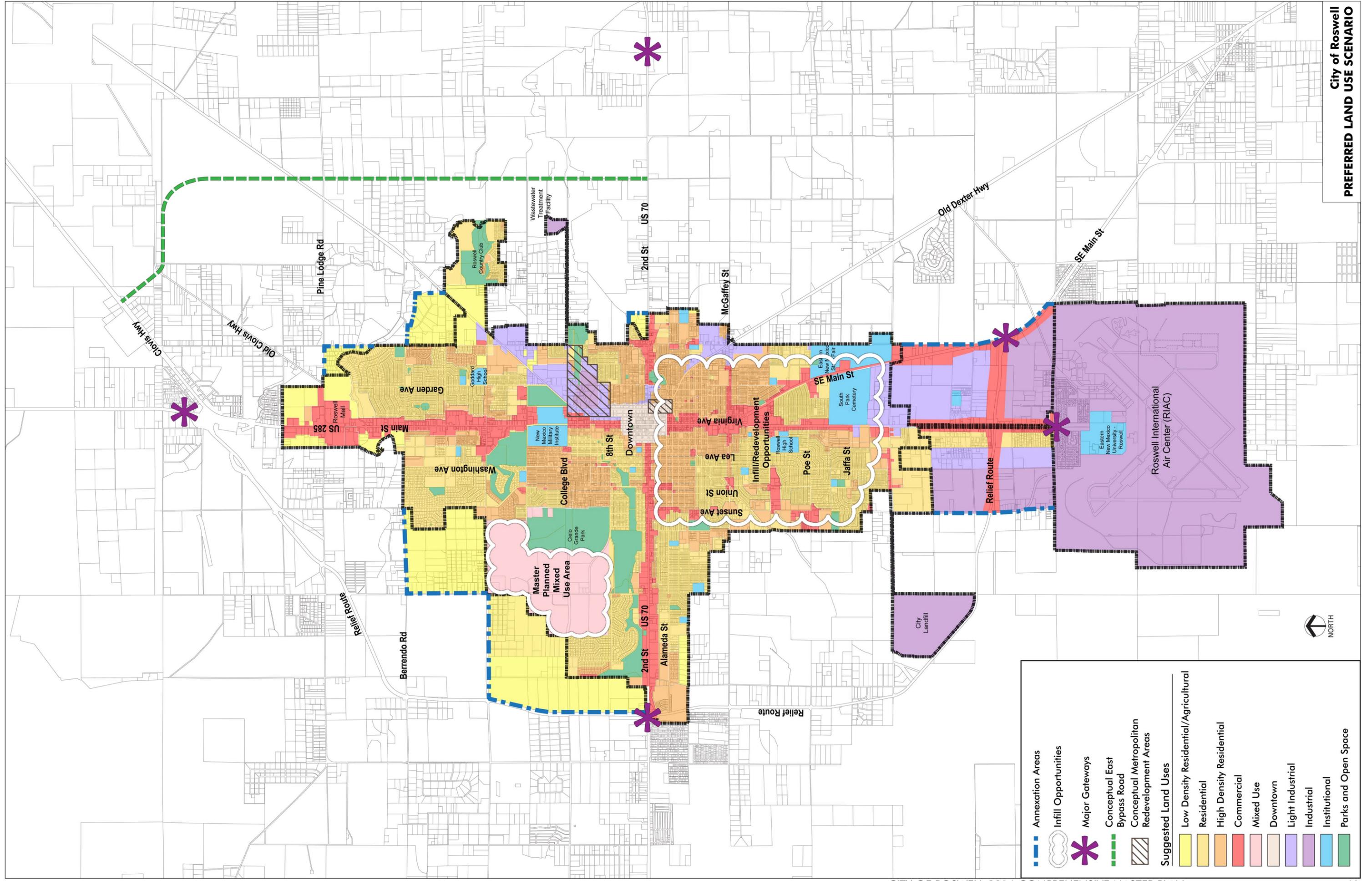
Preferred Land Use Scenario

The Preferred Land Use Scenario is based on discussion at the July workshop and analysis of the existing development patterns and zoning of Roswell by the Project Team (see *Preferred Land Use Scenario*, page 61). The Preferred Land Use Scenario provides a vision for the orderly development and growth of Roswell over the next 20 years. The scenario provides suggested land uses for the Priority Annexation Areas, illustrates land uses in general categories, and identifies key actions. The developed area of Roswell is assumed to remain the same relative to land use, with infill of vacant parcels that generally match the adjoining land use.

- Residential (yellow and orange): Residential uses are categorized by density, ranging from low density rural suburban to single-family detached to higher density areas that include a range of different residential forms.
- Commercial (red): Commercial uses are primarily located along the major arterials of Main Street and Second Street. These areas serve the commercial, service, and entertainment needs of Roswell. Office uses are assumed to be included in this category. Commercial uses range in scale and form from dense downtown offices and commercial to the more suburban large retail facilities.
- Mixed-Use (pink): There are two different mixed-use areas identified on the Preferred Land Use Scenario. The light pink area indicates Downtown Roswell and the Railroad District. The darker pink area indicates the Cielo Grande area, where mixed-use zoning is proposed to facilitate the development of the area through a public/private partnership.
- Industrial (light and dark purple): The industrial uses include existing industrial areas, such as RIAC and along the railroad tracks, or are proposed to develop with either light or heavy industrial uses. Light industrial is delineated in areas that are in close proximity to residential development. The Preferred Land Use Scenario includes a significant amount of new industrial land that could be developed over time for economic development purposes.
- Institutional (blue): These areas include the New Mexico Military Institute, Eastern New Mexico University-Roswell campus, Roswell Independent School District, Chaves County Detention Center, etc.
- Parks (green): These areas include the public and private park and recreation uses including Cahoon Park and the Nancy Lopez Golf Course at Spring River.
- Infill areas: The infill areas contain a large number of vacant or underutilized properties that would provide excellent opportunities for infill development. Appropriate land uses for these properties includes

the gamut of residential densities and neighborhood and community commercial uses.

- Proposed Metropolitan Redevelopment Areas: These two areas are proposed for future designation as Metropolitan Redevelopment Areas, as identified by the Steering Committee and City staff. They are located north and south of the Railroad District MRA.
- Major Gateways: The major gateways to the City are locations that are appropriate for entry signage that welcomes visitors to the City. The gateways would be an excellent opportunity for identifying the Roswell brand image.
- East Bypass: The conceptual east bypass road would provide an opportunity for heavy truck traffic travel between the Clovis Highway, US 285, and US 70 to avoid driving through Downtown Roswell.



Annexation Areas
 [Blue dashed line symbol]

Infill Opportunities
 [White cloud-like outline symbol]

Major Gateways
 [Purple asterisk symbol]

Conceptual East Bypass Road
 [Green dashed line symbol]

Conceptual Metropolitan Redevelopment Areas
 [Hatched pattern symbol]

Suggested Land Uses

- [Yellow box] Low Density Residential/Agricultural Residential
- [Orange box] High Density Residential
- [Red box] Commercial
- [Pink box] Mixed Use
- [Light Purple box] Downtown
- [Dark Purple box] Light Industrial
- [Blue box] Industrial
- [Light Blue box] Institutional
- [Green box] Parks and Open Space

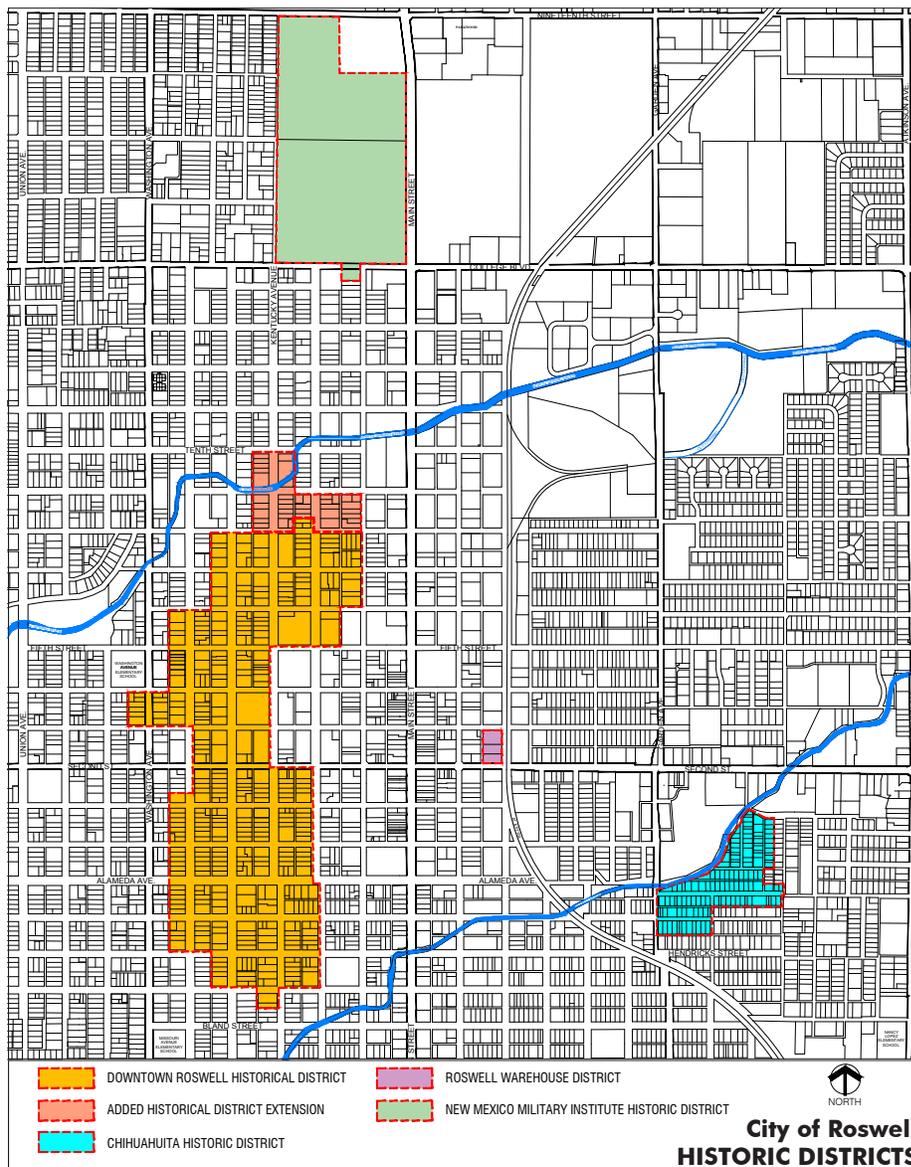


4.8 HISTORIC PRESERVATION

The historic assets of Roswell are primarily documented through a series of individual registered properties. In 2015, Roswell had 27 individually registered properties on the State Register of Cultural Properties or the National Register of Historic Places, or both. In addition, Roswell has four registered historic districts including:

- Downtown Roswell, listed 1984 (State) and 1985 (National), with a boundary extension in 2002
- Chihuahuita, listed 1984 (State only)
- New Mexico Military Institute, listed 1984 (State) and 1987 (National)
- Roswell Warehouse District, listed 2004 (State only)

In addition, the Historic and Architectural Resources of Roswell, New Mexico and Outlying Environs of Chaves County (a historic essay) was produced and registered in 1985.



Certified Local Government Program

The listing of four historic districts within Roswell is a strong indicator that the City contains unique cultural and architectural resources that are worthy of preservation. Participation in the Certified Local Government Program, administered by the New Mexico Historic Preservation Division (NMHPD), is a resource that is worth consideration by the City of Roswell.

The Certified Local Government Program was mandated by Congress in 1980 as an amendment to the National Historic Preservation Act of 1966. It assists local governments with integrating historic preservation initiatives at the local level. Joining the CLG program is an important and effective way to incorporate historic preservation into local planning decisions and would help to ensure Roswell's diverse cultural resources are preserved. The CLG program extends the federal and state preservation partnership to the local level and enhances the local government's role in preservation by strengthening preservation efforts and partnership with NMHPD.

4.9 LAND USE GOALS, OBJECTIVES, and IMPLEMENTATION STRATEGIES

This section includes goals, objectives, and implementation strategies related to land use. For information on the time line and responsible party associated with each of the land use implementation strategies, see Chapter 10: Implementation.

Land Use Goal 1: Promote quality infill development and redevelopment within existing neighborhoods or areas that are already served by City infrastructure.

Objective A: To create a more compact urban form that results in more walkable, mixed-use neighborhoods that integrates single-family and multi-family residential, neighborhood-scale commercial retail and services, parks, trails, and open space.

Objective B: To allow for a more efficient and cost effective delivery of urban services.

Objective C: To pursue the development of mixed-use projects within Downtown Roswell and the Railroad District.

Objective D: To encourage and incentivize the private development of the Cielo Grande area (Old Municipal Airport area) into a mixed-use neighborhood.

Objective E: To encourage development activities through a modernized land development process.

Land Use Implementation Strategy 1.1: Provide incentives for infill development, including but not limited to, reductions or waivers in extension and/or review fees, density bonuses, and where appropriate, relaxed development standards.

Land Use Implementation Strategy 1.2: Support and encourage redevelopment projects within Downtown Roswell and the Railroad District, as identified by the MainStreet Roswell Master Plan and the Railroad District Metropolitan Redevelopment Area Plan.

Land Use Implementation Strategy 1.3: Develop amendments to the Zoning Ordinance to provide for greater flexibility in development standards, allow mixed-use within the Downtown area, Railroad District, and the Cielo Grande area (Old Municipal Airport), and provide a more graduated scale of minimum lot sizes for single-family development. Amendments to the C-3 Downtown Business District should address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping.

Land Use Implementation Strategy 1.4: Work with the private sector on the design and construction of the various mixed-use development components within the Cielo Grande area (Old Municipal Airport), subject to the design criteria developed by the City of Roswell.

Land Use Implementation Strategy 1.5: Identify excess City-owned properties that would be available for sale, lease, or donation for affordable housing and/or economic development purposes. This could also include coordinating with other local agencies, such as Chaves County or Roswell Independent School District, to identify properties that could be considered for similar purposes.

Land Use Implementation Strategy 1.6: Review current land development processes to identify and implement ways to eliminate unnecessary delays and reduce uncertainties for private development.

Land Use Implementation Strategy 1.7: Perform corridor studies along minor arterial roads to improve neighborhood services and transitions to larger commercial areas which may include zone map amendments and facade improvements.

Land Use Goal 2: Pursue the coordinated and orderly expansion of the City of Roswell through targeted annexations and efficient provision of infrastructure.

Objective A: To increase the City’s tax base and achieve cost savings and consistency in the delivery of urban services to the community.

Objective B: To determine the impact of annexation to the City of Roswell through a cost benefit analysis.

Objective C: To ensure the consistent application of development regulations and procedures.

Land Use Implementation Strategy 2.1: Develop a process for evaluating proposed annexations. The process should be tied to supporting economic development, and include, but not be limited to, existing infrastructure capacity, feasibility, cost of infrastructure extensions, and ability to provide the full range of municipal services.

Land Use Implementation Strategy 2.2: Prioritize annexation areas that will support new commercial and industrial growth and can be served by infrastructure.

Land Use Goal 3: Ensure development within the Extraterritorial Zone provides an orderly and attractive transition between the City of Roswell and Chaves County.

Objective A: To minimize potential land use conflicts at the urban/rural interface.

Objective B: To enforce zoning regulations within the Extraterritorial Zone and improve the appearance at the entries to Roswell.

Land Use Implementation Strategy 3.1: Work with Chaves County to ensure adequate staffing and consistent enforcement and application of the ETZ regulations within the ETZ area.

Land Use Implementation Strategy 3.2: Initiate and participate in quarterly meetings with Chaves County to discuss land use, growth, and development issues, with specific attention paid to the ETZ.

Land Use Goal 4: Provide a balanced inventory of land uses that allows for new commercial and industrial development to meet the market and employment needs of local residents.

Objective A: To diversify the available land to allow for recruitment of new businesses and industry to appropriate areas.

Objective B: To support the continued redevelopment of the Roswell International Air Center.

Objective C: To encourage redevelopment of East and West Second Street and South Main Street with new commercial retail and light industrial uses.

Land Use Implementation Strategy 4.1: Determine the feasibility of designating portions of Second Street and/or South Main Street as Metropolitan Redevelopment Areas.

Land Use Implementation Strategy 4.2: Enhance the aesthetics of the City by working with property owners to maintain, remove debris from, and visually improve properties.

Land Use Implementation Strategy 4.3: Determine the appropriateness of rezoning all residential areas inside the RIAC to industrial.

Land Use Goal 5: Support a built environment that is attractive and encourages pride in the community.

Objective A: To protect public health, safety, and welfare by removing inoperable vehicles, dilapidated structures, dead plant materials, and improving nuisance properties that pose a safety hazard to the community.

Objective B: To create a more welcoming arrival to Roswell and enhance the sense of place.

Land Use Implementation Strategy 5.1: Provide adequate Code Enforcement staff to enforce the existing regulations including those that address dumping, litter, weeds, and dilapidated structures.

Land Use Implementation Strategy 5.2: Establish a facade improvement program to support the maintenance and beautification of commercial properties.

Land Use Implementation Strategy 5.3: Continue to work with and/or cite properties, structures, and vehicles determined to be a nuisance to the community, and place liens on properties where necessary.

Land Use Implementation Strategy 5.4: Design and construct entry signage at the major gateways into Roswell (as shown on the Preferred Land Use Scenario).

Land Use Implementation Strategy 5.5: Support and promote the Keep Roswell Beautiful organization and participate in the New Mexico Clean and Beautiful grant program. Sponsor community organizations and volunteers, including youth, to participate in clean-up activities.

Land Use Implementation Strategy 5.6: Sponsor community organizations and volunteers to participate in clean-up activities.

Land Use Goal 6: Enhance and preserve Roswell’s historic districts and registered properties.

Objective A: To foster a greater understanding and appreciation of Roswell’s heritage by existing and future residents and visitors.

Objective B: To promote historic preservation and enhance access to grant funding and technical assistance.

Objective C: To increase tourism activity, such as walking tours, in the historic areas of Roswell.

Land Use Implementation Strategy 6.1: Determine the feasibility in becoming a recognized Certified Local Government. Work with the New Mexico State Historic Preservation Office to pursue recognition in order to be able to apply for federal historic preservation grants.

Land Use Implementation Strategy 6.2: Work with MainStreet Roswell, New Mexico Historic Preservation Division, and the Historical Society of Southeastern New Mexico to develop an educational program designed to promote the benefits of being a registered historic property (either in a historic district or an individual registration).

Land Use Implementation Strategy 6.3: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings within Roswell.

Land Use Implementation Strategy 6.4: Develop and promote a walking tour of the Downtown Roswell Historic District in conjunction with MainStreet Roswell, Historical Society of Southeastern New Mexico, and the Roswell Visitors Center.

Economic Development

Chapter 5

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5.1 OVERVIEW

The Economic Development element identifies and describes the range of economic development opportunities available to the City of Roswell and its existing and future residents and businesses. Community indicators such as employment, occupation and industry, income, oil and gas, GRT, and agriculture are provided in this section. The Roswell International Air Center, a major component of the City’s economic future, is highlighted.

Economic development Goals, Objectives, and Implementation Strategies are intended to provide direction for improving, strengthening, and diversifying the City’s economic base. Creating an attractive business climate will draw economic-base businesses and talented people to Roswell and support the growth of a long-term, healthy, and stable economy. The Economic Development element works in conjunction with the Land Use, Infrastructure, and Housing elements to ensure there is an adequate supply of developable land, an educated and skilled workforce, and an adequate supply of single-family and multi-family residential development to house existing and future residents of Roswell in search of well paid jobs.

5.2 ECONOMIC CHARACTERISTICS

Occupation and Industry

The U.S. Census Bureau divides occupations into five categories: Management, Business, Science, and Arts; Service; Sales and Office; Natural Resources, Construction, and Maintenance; and Production, Transportation, and Material Moving. The Management, Business, Science, and Arts occupations constitute the majority of the workforce in Roswell at 30%. Sales and Office and Service occupations constitute 25% and 20% of the Roswell workforce, respectively.

Occupation	2000	2013	% Change
Management, Business, Science, and Arts	27.3%	30.0%	9.9%
Service	17.4%	22.9%	31.6%
Sales and Office	26.3%	25.0%	-4.9%
Natural Resources, Construction, and Maintenance	13.3%	11.7%	-12.0%
Production, Transportation, and Material Moving	15.7%	10.3%	-34.4%

Source: U.S. Census Bureau, 2000 & 2013.

From 2000 to 2013, the Service occupation grew by 31.6%, representing the biggest growth across each occupation. Production, transportation, and material moving declined from 15.7% to 10.3% in the 16 years and older population, a change of -34.4%.

The major employers in Chaves County are primarily public sector and health care entities (see Table 5.2). The top five employers are Roswell Independent School District (822), Leprino Foods (650), Eastern New Mexico Medical Center (595), City of Roswell (561), and Sam’s Club/Walmart (356).

TABLE 5.2: MAJOR EMPLOYERS IN CHAVES COUNTY	
250+ Employees	
Roswell Independent School District	New Mexico Military Institute
Eastern New Mexico Medical Center	Leprino Foods
Chaves County	Sam’s Club/Walmart
City of Roswell	Community Home care
Krumland Auto Group	
100-249 Employees	
ENMU-Roswell	Pioneer Bank
Lovelace Hospital	Christmas by Krebs
Home Depot	United Drilling Inc
Mission Arch Care Center	Dean Baldwin Painting
Albertson’s Grocery Store	Next Phase Inc
Roswell Toyota	Casa Maria Health Care
AerSale	Tobosa Development Services
Aircraft Technical Support	

Source: New Mexico Department of Workforce Solutions and Roswell-Chaves County Economic Development Corporation.

Median Household Income

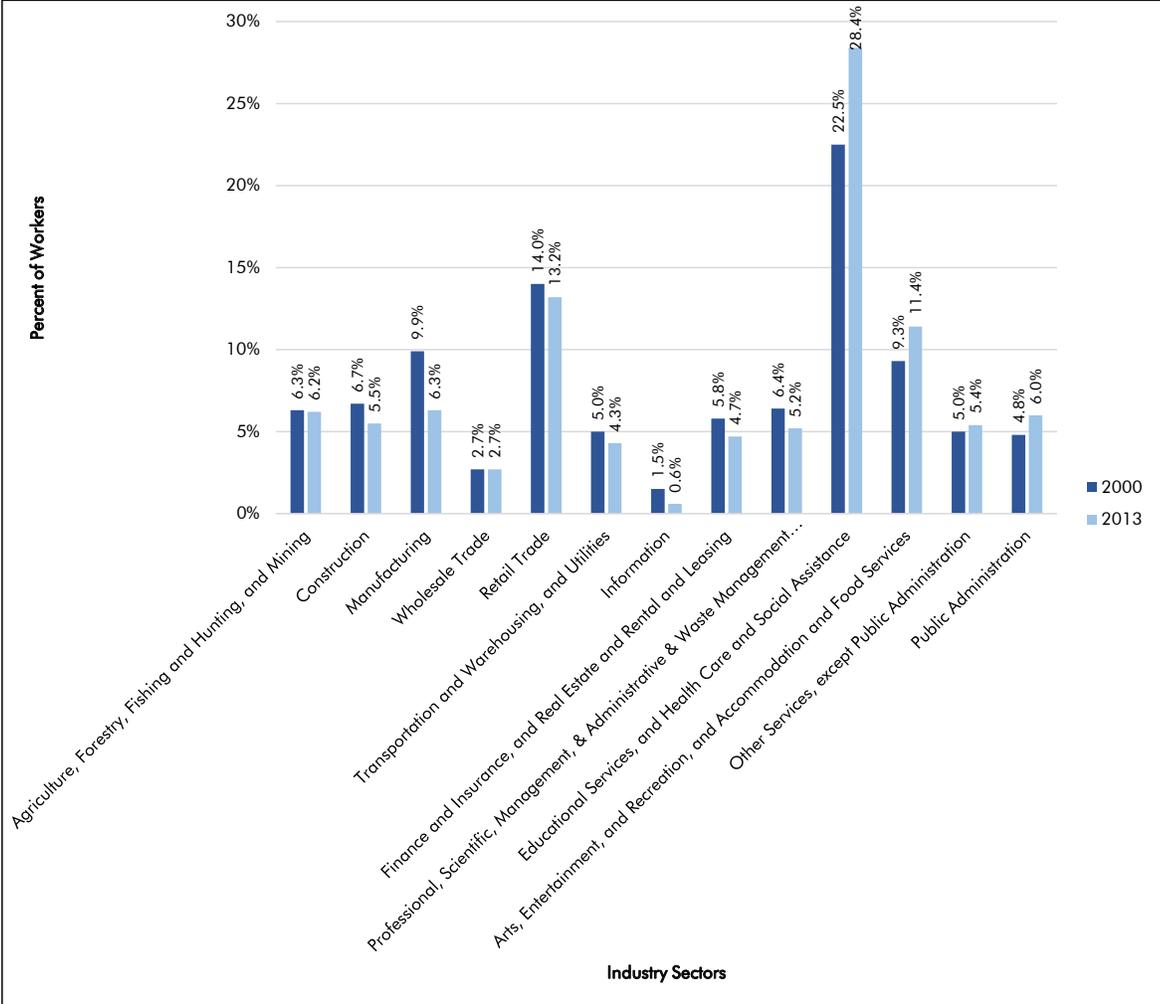
Both the City of Roswell and Chaves County outpaced the state in increased median household income between 2000 and 2013 (see Table 5.3). The City of Roswell experienced an increase of 36.6%, from \$27,252 to \$37,237. Surrounding cities experienced similar or higher growth in median household income during this same time period. Carlsbad experienced growth of 51.1%, while Hobbs’ median household income grew by 75.2%. The higher than average growth is most likely a result of the strong oil and gas activity coming from this area of the state.

TABLE 5.3: MEDIAN HOUSEHOLD INCOME			
Area	2000	2013	% Change 2000 - 13
Carlsbad	\$30,658	\$46,339	51.1%
Clovis	\$28,878	\$39,383	36.4%
Hobbs	\$28,100	\$49,243	75.2%
Portales	\$24,658	\$33,520	35.9%
ROSWELL	\$27,252	\$37,237	36.6%
Chaves County	\$28,513	\$39,131	37.2%
New Mexico	\$34,133	\$44,927	31.6%

Source: U.S. Census Bureau, 2000 & 2013.

Figure 5.1 illustrates the 13 industry sectors recognized by the U.S. Census Bureau and shows the change from 2000 to 2013. Over this time frame, the Educational Services, Health Care and Social Assistance industry has constituted the largest amount of Roswell’s workforce and grew from 22.5% to 28.4%. Retail trade represents the next largest share of the workforce at 13.2%.

FIGURE 5.1: INDUSTRY SECTORS IN ROSWELL, 2000 & 2013



Source: U.S. Census Bureau, 2000 & 2013.

Average Weekly Wages

Average weekly wages are computed quarterly by the Bureau of Labor Statistics. In the 4th quarter of 2013, average weekly wages in Chaves County were ranked 17th in the state at \$618, significantly less than the state as a whole, and less than Eddy and Lea County.

TABLE 5.4: AVERAGE ANNUAL & WEEKLY WAGES, 2014		
County & Rank	Average Weekly Wage	Average Annual Wage
Lea County (2)	\$1,052	\$52,884
Eddy County (3)	\$1,018	\$51,884
Otero County (15)	\$625	\$34,684
CHAVES COUNTY (17)	\$618	\$33,540
Roosevelt County (20)	\$526	\$32,656
De Baca County (31)	\$895	\$29,068
New Mexico	\$802	\$41,288

Source: BLS, Quarterly Census of Employment and Wages.

Employment

The southeast region of New Mexico experienced a significant decrease in unemployment rates between 2009 and 2014. The unemployment rate in Chaves County decreased from 7.2% to 5.1% during this time period, a 29.2% decline, which is a larger decrease compared to the state as a whole. The decline in the unemployment rates can likely be attributed to an overall shift in the economy from a state and national standpoint, as well as the oil and gas boom in the region. The City of Roswell stands to benefit from the positive trend in unemployment rates.

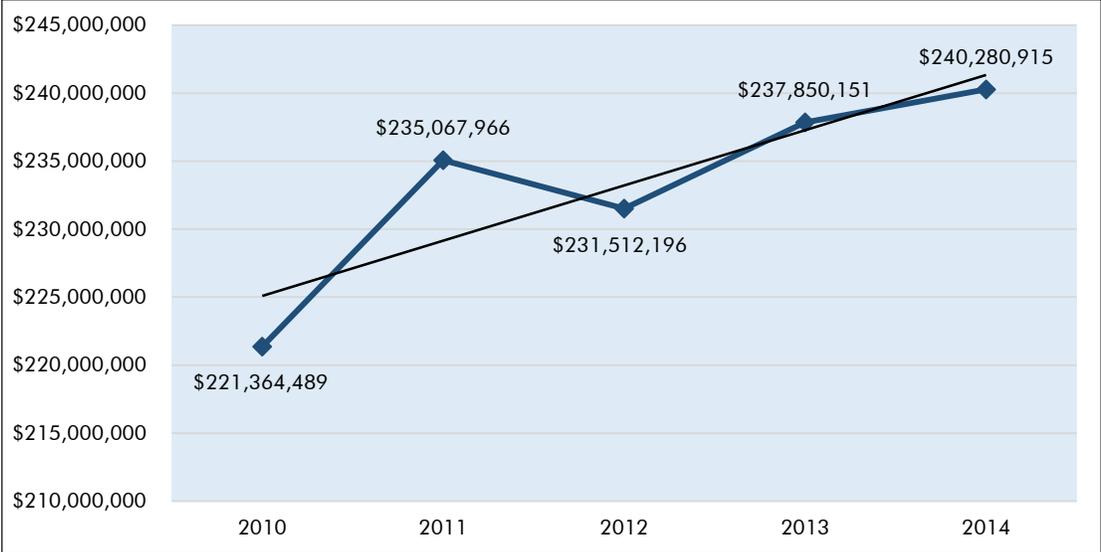
TABLE 5.5: SOUTHEAST NEW MEXICO COUNTY UNEMPLOYMENT RATES			
County	Dec, 2009	Dec, 2014	% Change
CHAVES COUNTY	7.2%	5.1%	-29.2%
De Baca County	5.4%	4.2%	-22.2%
Eddy County	5.9%	3.0%	-49.2%
Lea County	8.1%	3.1%	-61.7%
Lincoln County	6.7%	4.7%	-29.9%
Otero County	6.8%	5.2%	-23.5%
Roosevelt County	5.6%	3.9%	-30.4%
New Mexico	7.5%	5.5%	-26.7%

Source: New Mexico Department of Workforce Solutions, LASER.

Gross Receipts Revenue

Taxable gross receipts revenue for all industries in Roswell have experienced a general upward trend from 2010 to 2014. During this time, taxable gross receipts grew at an average annual rate of 2.1%. With the exception of a small dip from 2011 to 2012, GRT revenue grew year over year to a high point of \$240,280,915 in 2014, with a decrease in the first half of 2015.

FIGURE 5.2: TAXABLE GROSS RECEIPTS, Q1, 2010 - 2014



Source: New Mexico Taxation and Revenue Department.

5.3 ECONOMIC DEVELOPMENT ORGANIZATIONS

The City of Roswell and Chaves County have several organizations devoted to promoting economic development. This section includes a brief description of each of these organizations.

Roswell-Chaves County Economic Development Corporation

The Roswell-Chaves County Economic Development Corporation (EDC) is tasked with recruiting, retaining, and expanding businesses in Chaves County. The EDC represents the City and County, in addition to over 75 private investors. The EDC provides market analysis and site-selection services for companies looking to expand or relocate in Chaves County.

The EDC’s areas of focus includes oilfield supply chain, aviation, dairy industry, power production, unmanned aerial systems, and workforce development. In 2014, the EDC created economic base jobs in each of those areas. The EDC supports and assists in expansion of the RIAC and works to maintain relationships with the major companies located in the RIAC.

In 2015, the EDC’s focus broadened to include Aircraft Maintenance Repair and Overhaul Expansion, Oil and Gas, Commercial Aerospace and UAS Training and Development, Rail Logistic Businesses, Food Processing, Biomass Energy, Downtown Development, and Workforce Development.

The EDC has identified the following needs:

- Air service to Phoenix, which will begin in March 2016
- More available industrial space at the RIAC, which is currently being used for storage
- Multi-family housing for current and future workforce

The Roswell-Chaves County Economic Development Corporation has indicated that the current Economic Development Plan is outdated and needs to be updated. This update should include an analysis of existing economic conditions, a job number and industry target, and implementation strategies to achieve these targets.

Roswell Chamber of Commerce

The Roswell Chamber of Commerce has worked with local businesses and supported the community since 1918. The Chamber acts as an economic development organization by spreading the word about local businesses and attracting a future customer base. Businesses can contact the Chamber of Commerce for any assistance they may need. A monthly newsletter is distributed by the Chamber, which highlights local businesses and community events happening around the City, and promotes other things happening around the City.



Roswell Hispano Chamber of Commerce

The mission of the Roswell Hispano Chamber of Commerce is to assist in the growth of Hispanic owned businesses in the City and County and to act as a liaison between the Hispanic and non-Hispanic economic community. The Hispano Chamber promotes the minority-owned business community through advocacy for important business issues in the community and minority representation on local boards, among other things.

5.4 ROSWELL INTERNATIONAL AIR CENTER (RIAC)

The Roswell International Air Center (RIAC) is a small, non-hub commercial service airport that is owned and operated by the City of Roswell. Once the location of the largest base of the United States Air Force Strategic Air Command, the airfield is now used for general aviation and commercial airline services. The RIAC serves multiple purposes including commercial air service, general aviation, U.S. and international military training, aerial firefighting, aircraft testing and development, and wide body aircraft dry storage and salvage.

Air service at the RIAC revolves around a connecting airline hub, specifically at Dallas/Fort Worth International Airport through American Airlines (American Eagle). The 2012 RIAC Master Plan Update identified Denver, Phoenix, and Salt Lake City as logical airline hubs to increase RIAC access. Service will be available to Phoenix in March 2016. The RIAC currently averages 39,000 enplanements per year and operates 44 to 55 passenger regional jets, which make three flights per day to Dallas-Fort Worth. There is one Fixed-Base Operator at the RIAC.



Planes lined up at the RIAC.

The 2012 Roswell International Air Center Airport Master Plan Update identified key current and future facility needs. The Plan specifically identified a lack of revenue collection and activity as a primary need. Several strategies are focused on revenue and traffic generation, such as an increase in rates for ground leases, hanger storage, landing fees, parking, and fuel flowage. Other strategies are focused on identifying corporate tenants to grow the industrial and business park. The Plan identified an increase in aircraft storage hangars at the airport as a means of increasing revenue through property leases.

Future development goals cover a 20-year planning period and are broken out by initial-term (1-5 years), intermediate-term (6-10 years), and long-term (11-20 years). Although the RIAC strives to be financially self-sufficient, many of these goals and objectives are contingent on funding from the Federal Aviation Administration grant and funding programs. The Plan identified 44 development and facility improvement focused projects at a total development cost of \$54,490,094. Funding sources will come from the FAA, state, and local contributions.

The RIAC is home to several aviation-related companies including Stewart Industries, Dean Baldwin Painting, AerSale, and Aircraft Technical Support. Both AerSale and Aircraft Technical Support have recently expanded, adding 50 and 140 jobs respectively. Aircraft Technical Support, which is an aviation service and support company, chose Roswell and New Mexico because of the improved business climate, available infrastructure/space, and moderate climate. The ATS expansion was assisted with the New Mexico Job Training Incentive Program.

5.5 ECONOMIC DEVELOPMENT OPPORTUNITIES

Aviation

Historically, aviation has been an integral part of the City of Roswell's economy. From the Roswell Army Flying School, which was established in 1941, to the Walker Air Force Base then the RIAC, aviation has brought money, people, and jobs to Roswell and Chaves County. Today, the site operates as the RIAC and is an important economic engine for the City. Eastern New Mexico University-Roswell, which offers degrees in Aviation Maintenance Technology and Air Traffic Control, is located at the RIAC. Both provide important economic benefits and opportunities to the citizens of Roswell. During the Comprehensive Master Plan public meetings, participants agreed that aviation is an integral part of the City and they would support growth in this area of the economy.

In October 2014, a \$450,000 federal grant was awarded to City of Roswell to support nonstop service to the Phoenix Sky Harbor International Airport. A recent news release stated that 78% of Roswell area travelers drove to other airports for their travel accommodations. In June 2015, the United States Department of Transportation awarded \$9 million to the RIAC to fund rehabilitation efforts for a 5,000 foot portion of runway. Grant funding to support upgrades at the RIAC will provide enormous benefit to Roswell and the Chaves County economy.

Aviation plays a strong role in the state's economy. In 2013, Governor Martinez noted that aviation-related activity supports more than 48,000 jobs, generates \$1.3 billion in payroll annually, and contributes \$3.1 billion to the state's economy. The State of New Mexico has passed measures to incentivize aviation-related business. These measures offer tax exemptions and reductions for parts, labor, maintenance, research, etc. In 2014, Governor Martinez signed House Bill 14 which eliminated the gross receipts tax on maintenance services and parts on aircrafts. This will create a more competitive, aviation-related business climate for the state, as compared to neighboring states. These incentives will help attract aviation-related businesses to the City of Roswell. The Roswell-Chaves County Economic Development Corporation has also identified the RIAC as an area that will accommodate economic growth in the City. The City of Roswell can take advantage of several opportunities to help grow this important economic engine:

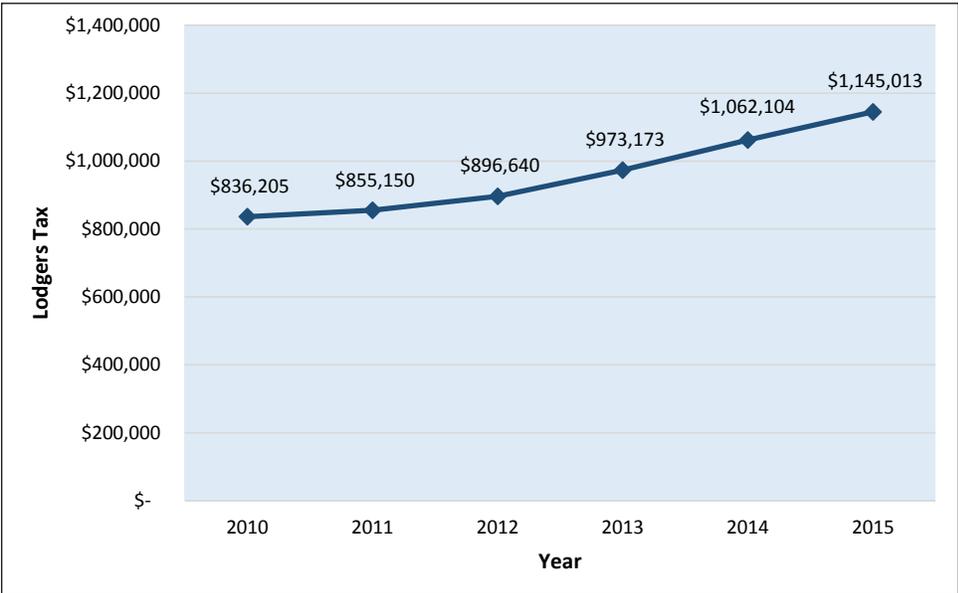
- Use tax incentives to attract economic base companies;
- Expedite the development process to allow companies faster and more streamlined build-out;
- Coordinate with the State's Department of Transportation Aviation Division to learn about and utilize various grant funding mechanisms;
- Develop aviation infrastructure for companies looking to relocate;
- Invest in aviation-related workforce training programs through ENMU-R;
- Transform the RIAC into a manufacturing and industrial hub for southeast New Mexico; and
- Analyze the suppliers and customers of current businesses at the RIAC and recruit them to maximize proximity of similar businesses.

Tourism

Tourism is another primary component that supports Roswell’s economy. Historically, visitors from around the world have come to Roswell to witness the extraterrestrial themed businesses, museums, and general aura that makes the City so well-known. In addition, Roswell is a retail hub for southeastern New Mexico. Visitors come from the surrounding counties to shop, play golf, and eat at local restaurants.

Figure 5.3 illustrates Lodgers Tax Receipts in Roswell from 2010 to 2015. Lodgers Tax is imposed on persons using commercial lodging accommodations and provides revenue for tourism-related facilities and advertising. Measuring Lodgers Tax is an important way to track overnight visits in the City. Individuals can request Lodgers Tax revenue to help fund community events that will positively represent the community. In Roswell, Lodgers Tax Receipts steadily grew from 2010 to 2015, representing a growth in tourism related activity.

FIGURE 5.3: LODGERS TAX RECEIPTS, 2010 - 2015



Source: University of New Mexico Bureau of Business and Economic Research and City of Roswell.

A portion of Roswell’s tourism comes from travelers who drive through Roswell en route to other parts of the country. Roswell offers hotels, restaurants, and gas to people traveling along State Highways 285 and 380/70. This type of tourism is important because it brings outside money into the local economy. With the correct approach, Roswell can capture a greater share of the travelers driving through the City.

SeeRoswell.com, promoted through the City’s Public Affairs Department with the help of Roswell Tourism Council, is an excellent source for tourism-related activities and attractions. This website is a one-stop shop for everything Roswell including lodging information, festivals and events, day trips, shopping, dining, etc. The City Public Affairs Department with the Roswell Tourism Council should continue to

promote and build this website, along with related social media avenues. The City's website (www.roswell-nm.gov) is undergoing a redesign and is estimated to be available in early 2016. The continued encouragement of social media use will greatly benefit tourism efforts in the City. Travelers to Roswell will utilize websites such as Yelp and Facebook to find the best places to visit, eat, and shop.

The City should increase out-of-state marketing to attract non-local visitors. This approach will bring outside spending into the local economy through lodging, food, and festival expenses. The City should also work on attracting a hotel to Downtown Roswell in order to bring more people into the City's primary retail center and encourage them to stay longer in the community.



Bottomless Lakes State Park, located southeast of Roswell.

Community Events

Community events are an important subset of tourism. The City of Roswell draws visitors from across the world with community events that highlight the City's important arts and culture. Some of the events are described in greater detail below:

Roswell UFO Alien Festival: The Roswell UFO Alien Festival, typically held during the first weekend in July, highlights the City's rich extraterrestrial history. This festival brings visitors from across the world to share in the extraterrestrial-themed experience. Events include a light parade, costume contest, family activities, and a 5k/10k road race.

Hike It and Spike It: Started in 1995, Hike It and Spike is a 4 on 4 charity football tournament held annually during Memorial Day weekend and is the largest such event in the nation. The tournament welcomes players of all ages and experience. More competitive teams can compete for cash prizes. Proceeds raised from the tournament benefit United Way of Chaves County.

Eastern New Mexico State Fair: The Eastern New Mexico State Fair is held in Roswell every year at the Eastern New Mexico State Fairgrounds in southeast Roswell. This regional event features a carnival, livestock show, concerts, rodeo events, vendor sales, and much more. The State Fair draws in visitors from all across the region and is an important revenue generator for the City.

Roswell International Sci-Fi Film Festival and Cosmicon: The Roswell International Sci-Fi Film Festival and Cosmicon features short and feature films, comics, steampunk, and art. The festival brings in famous celebrities and other entertainment to highlight the weekend. Visitors from all across the world travel to Roswell to take part in the festival.



Chile Cheese Festival and the Roswell UFO Alien Festival are examples of annual Roswell community events.

Roswell Jazz Festival: Since 2006, the Roswell Jazz Festival has featured musicians from all across the world. Over the past nine years, the Festival has grown to include world-class entertainment, educational programs, and other music and arts events for the community to enjoy. The festival highlights a wide range of jazz styles and tastes, from large club settings to intimate, at a variety of venues in town.

Chile Cheese Festival: The Chile Cheese Festival, sponsored by MainStreet Roswell, features a ristra building workshop, bus tours to Leprino Foods, a farmers and gardeners market, and other entertainment, arts, and crafts. The festival started in 1991 and is held annually in the fall.

Thrill The World and Zombie Walk: Sponsored by Roswell MainStreet, Parks and Recreation, and Eastern New Mexico Medical Center, the Thrill the World and Zombie Walk is an annual event held in Roswell, which highlights the “undead” in a family-friendly manner. The event is featured by a zombie costume contest, zombie dance, and zombie walk. Vendors and free movie showings top off an action-packed evening in the heart of the City. In 2015, the zombie dance broke a world record.

Arts and Culture

As highlighted in the City of Roswell MainStreet Master Plan, Roswell is a renowned center for arts, culture, and tourism. Capitalizing on these important economic development opportunities will attract more people from across the world who will spend their money at local restaurants and hotels, thus bringing an influx of money into the economy.

There is a wealth of institutions and organizations devoted to the visual arts and culture in Roswell. Capitalizing and expanding upon the creative community in Roswell will broaden tourism strategies to captivate visitors, thus promoting economic vitality through one of Roswell’s most important economic development drivers.



Anderson Museum of Contemporary Art.

Existing arts and cultural institutions and organizations in Roswell include:

- Roswell Museum and Art Center
- Robert H. Goddard Planetarium
- Roswell Artist-in-Residence Program
- Anderson Museum of Contemporary Art
- Roswell Fine Art League and New Mexico Miniature Arts Society
- Historical Center for Southeast New Mexico
- International UFO Museum and Research Center
- McBride Museum
- Walker Aviation Museum

In addition to the existing arts and culture institutions and organizations, a 40,000 square foot sound stage and film studio is planned in the area north of Roswell. This project may open new economic opportunities for the City of Roswell by attracting film productions that previously would not have considered Roswell, thus stimulating an economic sector that was generally non-existent. A film studio will not only attract film productions, but may also attract satellite companies that can provide related services to the film studio, actors, and staff and could even stimulate the housing industry. ENMU-R currently offers various degrees in Media Arts including Animation, Film Technology, and Graphic Design, which will complement the future film studio by providing the necessary workforce for the facility.

The Wayfinding Plan, completed concurrently with the Comprehensive Master Plan, is intended to assist visitors and current residents in navigating the various arts, cultural, and commercial amenities within the Downtown area and throughout the City. The Wayfinding Plan is anticipated to have a significant positive impact on the economic health of Downtown and other attractions in the area. Implementation will start in Downtown and will be expanded in the future to other parts of Roswell.

The Roswell Mainstreet Master Plan recommended the establishment of an Arts and Cultural District. The City of Roswell can formally designate an Arts and Culture District and utilize funding through the Local Economic Development Act and Municipal Infrastructure Gross Receipts Tax. The rich history of art, military, aviation, and aliens make up many of the important aspects of Arts and

Culture in the City of Roswell. These elements, and their associated museums and organizations, are the preliminary pieces to an Arts and Cultural District. Designating an official Arts and Cultural District will give visitors a destination within the City to learn about arts and culture in Roswell. A strong Arts and Cultural District will support an increase in tourism to the City.

Arts-Based Placemaking: The City of Roswell can utilize arts-based placemaking to spur economic development efforts, transform blighted areas, and create a sense of place for residents and visitors to the City. Arts-based placemaking uses art to drive change through community investment in a place. By working with local investors, artists, and other community stakeholders, the City can capitalize on its investment in the arts while helping to beautify the community. The Railroad District would benefit from such an investment.

Efforts such as these spur economic development in a blighted areas and work simultaneously with other initiatives such as housing, education, and health care. Cities across the country have utilized arts-based placemaking to build their respective communities. Detroit used arts-based placemaking to transform vacant storefronts with art installations and pop-up shops. This newly transformed hub engages the local community through arts- and culture-based events and has begun to spur economic development in the area. Other cities have reused formerly vacant spaces to promote arts, support artists, and highlight the historic importance of the community. Arts-based placemaking can even be used to spruce up an old plaza or walkway. These initiatives spark change in a community by creating a place that attracts visitors and future investment.

Food Manufacturers

The food manufacturing industry in Roswell is largely represented by Leprino Foods, which is headquartered in Denver. The Leprino Foods cheese manufacturing facility is located within the ETZ and is the company’s second largest plant. Leprino Foods also operates a 450-acre farm that produces crops as feed for the dairy cows. The company provides cheese to some of the major pizza and restaurant chains nationwide and chose to locate in Roswell primarily due to the strong presence of the dairy industry. Leprino Foods is an important economic base company in Roswell. The City should work directly with Leprino Foods to determine what the company may need to potentially expand its operations in Roswell.



Value-Added Agriculture

Value-added agriculture is an important economic development tool for cities such as Roswell. The USDA defines value-added agriculture as: a physical change in the physical state or form of the product, the production of a product in a manner that enhances its value, as demonstrated through a business plan, and the physical segregation of an agricultural commodity or product in a manner that results in the enhancement of the value of that commodity or product. The City can utilize its current strong, local agriculture production to create value-added, exported products, which in turn expands the market and creates jobs and revenue. The City could promote its mild climate and low land costs to expand its current agriculture production.

Rail Spur

Rail infrastructure is continually important to Roswell's transportation and economic development opportunities. The City applied for Local Economic Development Act funding, and with the help of additional funding from local contributors and a matching grant from the City, upgraded and modernized the rail spur. Not only did the funding allow for upgrades of the current rail, but added 800 feet of coveted space for public access. The updated rail spur will lead to potential job creation by allowing for private access of the tracks. Strong rail access will build on Roswell's profile as a regional hub for rail shipping, manufacturing, farming, and other economic development opportunities.

Local Economic Development Act (LEDA) Ordinance

The City of Roswell adopted a Local Economic Development Act Ordinance (LEDA) in November 2011 (Ordinance Number 11-05). The Ordinance "fosters, promotes and enhances local economic development efforts while continuing to protect against the unauthorized use of public money and other public resources. The purpose of the Ordinance is to allow the City to enter into one or more joint powers agreements to plan and support regional economic development projects. The Ordinance calls for an economic development plan that is made available to the public. This Plan will focus on improving the general business climate so the City may be successful and competitive in job retention and creation.

The Ordinance defines the project review and implementation process. All projects must be evaluated by the local Economic Development Corporation (EDC). Contingent on a recommendation for approval or further consideration, the project will be forwarded to the Economic Development Project Review Committee (EDPRC) which was established by City Council in November 2015. Upon recommendation for approval by the EDPRC, the project will be brought to the Finance Council Committee and Governing Body. All projects approved by the Governing Body will require the adoption of an ordinance. Recently, LEDA funding of \$100,000 was awarded to Chaves County for infrastructure improvements for the UAS Runway for use by Strategic Aerospace International.

Job Training Incentive Program (JTIP)

The Job Training Incentive Program (JTIP), administered through the New Mexico Economic Development Department, provides funding for classroom and on-the-job training for companies expanding or relocating in New Mexico and reimburses 50-75% of employee wages during this time. JTIP has helped several communities in the state including Roswell, and has supported the creation of 43,000 jobs since its inception. The City of Roswell can use JTIP to assist in job recruitment and expansion, thus supporting economic growth and stability within the City.

5.6 CONCLUSION

Attraction and retention of economic-base businesses remains the most important aspect of a healthy and stable economy. Companies wishing to relocate want an attractive business climate with low barriers to entry. Other important business recruitment tools are a qualified labor force, available infrastructure, moderate climate, high quality of life, low cost of living, and available venture capital. Each of these tools play an important part in attracting economic-base companies. The RIAC is a primary economic development engine for the City and will continue to drive the City’s aviation industry with the correct support. Advancing arts, culture, and tourism efforts should remain a top priority for the City as it is currently one of the strongest economic development opportunities within Roswell. Areas such as oil and gas, rail logistic businesses, food processing, and biomass energy should continue to be an important economic development focus for the City.

5.7 ECONOMIC DEVELOPMENT GOALS, OBJECTIVES, and IMPLEMENTATION STRATEGIES

This section includes goals, objectives, and implementation strategies related to economic development. For information on the time line and responsible party associated with each of the economic development implementation strategies, see Chapter 10: Implementation.

Economic Development Goal 1: Achieve a sound local economy which attracts investment, increases the tax base, creates employment opportunities, and generates public revenue.

Objective A: To help residents and families maintain a high quality of life, earn a decent wage, and be productive members of the community.

Objective B: To support the retention of existing local businesses and jobs in Roswell.

Objective C: To coordinate with the local business community and economic development agencies including the Roswell-Chaves County Economic Development Corporation, Roswell Chamber of Commerce, Roswell Hispano Chamber of Commerce, MainStreet Roswell, New Mexico MainStreet, and New Mexico State Economic Development Department, on local and regional economic development initiatives.

Economic Development Implementation Strategy 1.1: Provide information on available tax and job training incentives to companies interested in relocating to or expanding in Roswell.

Economic Development Implementation Strategy 1.2: Promote Roswell as a business friendly community with an available water supply, rail access, arts and cultural attractions, a good public school system, and temperate weather to companies interested in relocating to or expanding in Roswell.

Economic Development Implementation Strategy 1.3: Expedite the development approval process and consider a reduction in utility extension and plan review fees to incentivize companies to move to Roswell.

Economic Development Implementation Strategy 1.4: Update the Roswell – Chaves County Economic Development Master Plan. The update should include, but not be limited to:

- Fiscal baseline assessment that covers the existing tax base, service demand, revenues, and service costs
- Economic development profile
- Retail market analysis
- Industrial and manufacturing market analysis
- Consideration of future annexations as identified in the Priority Annexation map
- Economic base job goal and target industries
- Identification of development opportunity sites
- Implementation actions and key benchmarks

Economic Development Implementation Strategy 1.5: Provide regular updates regarding the City’s economic development efforts and accomplishments and private sector development activities on the City’s web site, social media, and email.

Economic Development Implementation Strategy 1.6: Work with the Chamber of Commerce, Hispano Chamber of Commerce, and the Roswell-Chaves County Economic Development Corporation on developing an annual business recognition program for those businesses that have demonstrated:

- Outstanding business achievement as evidenced by growth in sales, profits and/or employees; or new product introductions and/or markets entered;
- Commitment to the community through contributions or service to a civic group, volunteer program, or nonprofit organization; or
- Dedication and creativity in the development of a new business.

Economic Development Goal 2: Strengthen and maintain the Roswell International Air Center’s position as the City’s primary industrial center.

Objective A: To support the expansion of existing industrial businesses and attract new businesses that are involved in the commercial aerospace industry; aircraft maintenance, repair, and overhaul; and in the development of unmanned aircraft systems (UAS).

Objective B: To support the RIAC in becoming a regional warehouse and distribution center.

Economic Development Implementation Strategy 2.1: Coordinate with the New Mexico Department of Transportation Aviation Division to keep abreast of and utilize available grant funding opportunities.

Economic Development Implementation Strategy 2.2: Promote the RIAC and ENMU-R’s aviation training programs to aviation-related companies interested in expanding or relocating to Roswell.

Economic Development Implementation Strategy 2.3: Identify and prioritize infrastructure improvements needed at the RIAC to incentivize existing companies to expand operations and potential new businesses interested in moving to Roswell. Include RIAC infrastructure improvements on the City’s annual ICIP.

Economic Development Implementation Strategy 2.4: Identify and recruit potential businesses related to warehousing and distribution of agricultural and other products.

Economic Development Goal 3: Ensure Roswell residents receive necessary education and job training.

Objective A: To provide the trained workforce needed to fill potential aircraft and aerospace technology, hospitality, and other jobs.

Objective B: To encourage Eastern New Mexico University–Roswell (ENMU-R) on transitioning to a four-year curriculum.

Objective C: To ensure young adults stay within the community and transition to employment after completing their secondary education by coordinating with potential employers.

Economic Development Implementation Strategy 3.1: Support and partner with Roswell Independent School District (RISD) and Eastern New Mexico University-Roswell (ENMU-R) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., aerospace, tourism and hospitality, arts and culture).

Economic Development Implementation Strategy 3.2: Encourage and have discussions with ENMU-R on expanding its curricula to four-year degree programs including aviation related technologies.

Economic Development Implementation Strategy 3.3: Participate in job fairs for companies looking to hire new employees from Roswell.

Economic Development Implementation Strategy 3.4: Promote ENMU-R nationally as a center for aviation-related education.

Economic Development Goal 4: Support quality commercial and industrial development that provides jobs and sustains economic growth.

Objective A: To grow the local jobs base and increase local tax revenues through recruitment and retention efforts.

Objective B: To encourage residents to spend their money locally.

Objective C: To develop and encourage businesses that need and benefit from rail access.

Objective D: To expand the biomass energy market through the use of local dairy byproducts.

Objective E: To support local farming through the expansion of value-added agriculture.

Economic Development Implementation Strategy 4.1: Identify and prioritize infrastructure improvements needed by target industries to encourage relocation to Roswell.

Economic Development Implementation Strategy 4.2: Work with the Chamber of Commerce and the Hispano Chamber of Commerce on developing and promoting a “Support Local Business” program to help retain and grow existing businesses.

Economic Development Implementation Strategy 4.3: Promote the City’s rail access and new rail spur to potential new industries.

Economic Development Implementation Strategy 4.4: Target and recruit food manufacturing companies that can utilize the agricultural products locally grown in Chaves County and expand the market share of value-added agriculture businesses.

Economic Development Implementation Strategy 4.5: Coordinate with Chaves County and local dairies on exploring the use of dairy byproducts for biomass energy production.

Economic Development Goal 5: Promote the City of Roswell as a tourism destination and the southeastern New Mexico center for arts and culture.

Objective A: To expand tourism and visitors to Roswell from locations throughout the state and region.

Objective B: To foster the development of the Railroad District into a thriving arts and culture district.

Objective C: To enhance community access to arts and culture.

Objective D: To strengthen and sustain the ability for local artists to produce, market, and sell their work.

Economic Development Implementation Strategy 5.1: Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, and MainStreet Roswell, and other community art groups to showcase Roswell’s art community, museums, and artist-in-residence program.

Economic Development Implementation Strategy 5.2: Promote and highlight Roswell’s unique assets through SeeRoswell.

Economic Development Implementation Strategy 5.3: Develop and begin the implementation of cohesive wayfinding elements based on the Roswell Wayfinding Plan that includes gateways at the primary entries to Roswell, Downtown Roswell, and the Railroad District.

Economic Development Implementation Strategy 5.4: Identify public and private properties that are available for the establishment of new art galleries and/or the installation of public art in Downtown and the Railroad District.

Economic Development Implementation Strategy 5.5: Create and host new community events that feature art created by local and regional artists.

Economic Development Implementation Strategy 5.6: Coordinate with the RISD on promoting arts education and highlighting career opportunities in the visual and performing arts to high school students.

Economic Development Goal 6: Ensure that Downtown Roswell maintains its status as the City’s primary retail and entertainment center.

Objective A: To create public/private partnerships that will pursue the redevelopment or adaptive reuse of vacant and/or underutilized buildings and properties.

Objective B: To encourage and incentivize the development of additional restaurants, entertainment venues, museums and galleries, hospitality, and mixed-use projects within Downtown Roswell and the Railroad District.

Economic Development Implementation Strategy 6.1: Prioritize and pursue funding for public infrastructure improvements (i.e., sidewalks, ADA ramps, street lights, landscaping, and utilities) as identified in the Railroad District Metropolitan Redevelopment Area Plan.

Economic Development Implementation Strategy 6.2: Market and seek public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in Downtown and the Railroad District that would be appropriate for new sit down restaurants, breweries, retail businesses, art galleries/museums, entertainment venues, and/or mixed-use projects.

Economic Development Implementation Strategy 6.3: Pursue investment from the private sector for development of a hotel within Downtown.

Economic Development Implementation Strategy 6.4: Enhance existing public parking for Downtown and Railroad District business patrons.

Economic Development Implementation Strategy 6.5: Partner with Mainstreet Roswell, New Mexico MainStreet, and Downtown business owners to fund building facade and streetscape improvements.

Economic Development Implementation Strategy 6.6: Determine Downtown local business owners' interest in developing a Business Improvement District to fund improvements, maintenance, and events.

Infrastructure

Chapter 6

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6.1 OVERVIEW

Infrastructure systems are key elements of the daily workings of a city. The capacity for expansion impacts the form of development and the ability for a community to grow in the future. The Infrastructure element provides an overview of the existing condition of the City of Roswell’s utility infrastructure including the water distribution system, sanitary sewer system, and storm drain system, and provides recommendations for future improvements and expansion. It also summarizes and/or makes reference to a number of completed infrastructure plans and studies including the City of Roswell Water System Master Plan Final Report (2012), Roswell Annexation Study (2012), Roswell International Air Center Airport Master Plan (2012), and City of Roswell Utility Department Business Plan (2014).

Systematic maintenance and replacement of the existing infrastructure is one of the most important issues facing Roswell today. A considerable portion of the sanitary sewer, water distribution, and storm drain systems are aging. Repair and replacement of the existing systems should be a community priority.

6.2 SANITARY SEWER SYSTEM

All sanitary sewage within the City limits of Roswell is collected in a network of pipes that transport it to the wastewater treatment plant owned and operated by the City at 2306 E. College Boulevard. The sewer collection system consists of over 250 miles of sewer lines and more than 4,000 manholes. There are four lift stations in the City including two at the Roswell International Air Center, one on E. Mescalero Road, and one at the intersection of Bandolina Avenue and Mission Arch Drive.

The average daily dry-weather sewage flow in 1995 was 4.0 Million Gallons per Day (MGD) with commercial and industrial flows comprising less than 1.0 MGD of that total. Although the projected total sewage flows for 2005 were expected to be 8.0 MGD due to new commercial and residential developments, the current average flow continues to be close to 3.4 MGD. Sewer transmission lines serving the western side of the City are currently sized for additional growth.

In 2008, the City completed the upgrade to the Wastewater Treatment Plant, which converted the secondary treatment process to activated sludge. This has enabled the facility to comply with current effluent pollutant limitations on nitrate production and chlorine handling. The design flow criteria and flow parameters used for the design is 7.5 MGD with a peak flow of 15 MGD.

Sewage lines identified as needing up-sizing in the 1980 Master Plan have been completed. Flows today remain low and the existing system is not being hydraulically overloaded. An area of concern is the hydrogen sulfide degradation of concrete manholes installed during that era. Due to the low flows, the sewage turns septic in the sewer lines and begins to produce hydrogen sulfide gas. This compound converts to sulfuric acid and forms on the manhole walls. The sulfuric acid attacks the cement and turns it into a powdery substance and diminishes the strength of the concrete. Protective coatings or non-corrosive construction

materials were not being used in the construction of the manholes and now they are slowly decaying from the hydrogen sulfide. Manholes constructed out of red brick seem to resist the decay, but the cement grout used to bind the bricks is brittle in some areas. The City Utilities Department has identified this problem and is currently rehabilitating the manholes utilizing an alumina silicate concrete (this material returns the structural strength) and an epoxy coat that is applied to the interior of the manholes to give them a corrosive resistant coating.

The policy of the City of Roswell is not to provide sanitary sewer service to residences or businesses outside of the City limits within Chaves County; however, there are properties outside the City limits that are served by the municipal system. There are areas of the City that are not currently served by the existing sanitary sewer system. A few of those areas include:

1. Some areas on South Main Street from the intersection of South Main Street and W. Brasher Road to the Roswell International Air Center.
2. Some areas on the south side of W. Brasher Road from Sunset Avenue to South Main Street.
3. The area north of West College Boulevard to Country Club Road bounded by Sycamore Avenue on the west and Union Avenue on the east, with the exception of the developed subdivisions within the area. There is an existing sanitary sewer line within College Boulevard extending to just west of Sycamore Avenue.

The Roswell International Air Center has a complex system built by the United States Air Force as part of the Walker Air Force Base. These lines serve the residential subdivisions as well as the commercial and industrial uses. These lines run intermittently through the RIAC, between and behind houses, along with manholes that are not easily accessed for maintenance. This system flows to the east side of the RIAC where it is collected in a lift station built in 1993. From there, the force flows travel east to north east along Southeast Main Street (US 285) to South Atkinson Avenue and on to E. Brasher Road where it combines with additional sewer lines and becomes a gravity flow system. These flows eventually arrive at the Wastewater Treatment Plant.

The sanitary sewer system is typically extended with residential and commercial development. There are areas within the City limits that could be expanded to promote infill development.

The City does not currently have a master utility map of either the water lines or the sanitary sewer lines. Individual sections of the City are divided into separate maps that are not drawn to the same scale, and in places, are not very accurate. The creation of master utility maps and a functional database that show the water lines and sanitary sewer lines should be a priority for the City of Roswell.

Environmental Regulations

Environmental regulations and compliance programs are overseen by City staff to ensure compliance with all U.S. Environmental Protection Agency (EPA) and New Mexico Environmental Department (NMED) regulations. Areas of responsibility include planning, monitoring, regulating, and/or managing a number of City programs associated with surface and ground water discharge of treated effluent; composting sewage sludge; water and wastewater effluent analysis; industrial pretreatment and regulation; and any other compliance requirements. City staff reviews and regulates industrial wastewater discharges to the sewage system.

Drinking water is regulated by the EPA and NMED compliance programs like Consumer Confidence Reports, Lead-Copper Rule, NMED analytical reports, and bacteriological analysis. All of these programs combined ensure that the users receive a safe and abundant supply of potable water.

Infrastructure Capital Improvement Plan FY 2017-2021 - Wastewater Improvement Projects

The City of Roswell has identified wastewater improvement projects on the ICIP FY 2017-2021 that will be phased over time. These projects are listed in Table 6.1 by year and ranked by priority.

TABLE 6.1: INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN (ICIP) FY 2017-2021 - WASTEWATER		
Project Title	Year	Rank
Sewer Manhole Rehabilitation	2017	12
Third Street Reservoir Rehabilitation	2018	1

6.3 WATER DISTRIBUTION SYSTEM

The City’s Water Distribution system consists of the following:

- Approximately 366 miles of water transmission distribution mains, ranging in size from 2-inches to 60-inches
- 20 groundwater wells
- 6 potable water storage reservoirs ranging in size from 100,000 gallons to 7.5 million gallons
- 2 booster pumping stations
- 1 pressure reducing station
- 4 pressure monitoring stations
- Approximately 1,700 hydrants

The majority of the City’s water distribution system was installed between 1940 and 1980. Approximately 44% of the water mains are 6-inch, 20% are 8-inch, 11% are 12-inch, and the remaining percentage varies from 24-inch to 60-inch. Approximately 64% of the water mains are PVC or cast iron, 19% are asbestos cement, and 15% are concrete pipe (see *Water Distribution map*, page 97).

The water system includes a total of six storage tanks and two booster stations:

Storage Tanks:

- Country Club Reservoir (North)
- Country Club Reservoir (South)
- Third Street Reservoir
- Kerr Reservoir
- Trigg Reservoir
- RIAC Elevated Storage

Pump Stations:

- RIAC Booster Pumping Station
- Kerr Booster Pumping Station

The City of Roswell Water Distribution system is divided into three main pressure zones including Trigg/Kerr, Roswell, and RIAC.

The City Water Distribution employees are based out of 300 E. Walnut situated on 1.5 acres of land. City water crews maintain approximately 350 miles of water lines ranging in size from 2-inch to 42-inch water mains.

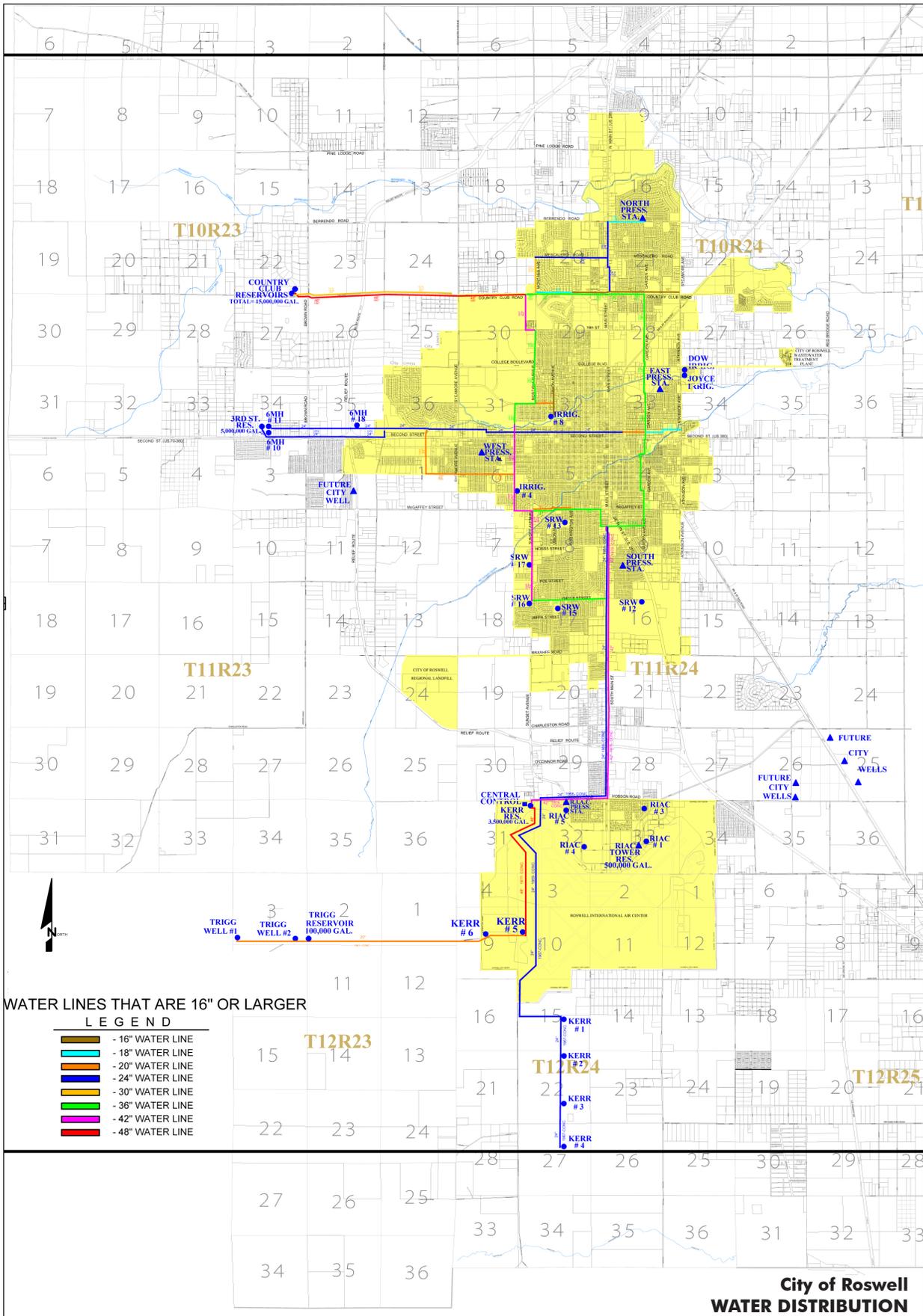
The Water Maintenance and Transmission Department provides water service to approximately 49,000 City residents. Water is also distributed to areas in close proximity to the City limits or where ground water quality may be detrimental to human health. The City is also connected to the Berrendo Water Cooperative water distribution system. This connection was done in order to deliver potable water to Berrendo customers during emergencies experienced in the system.

The 25-person staff is responsible for operating and maintaining over 350 miles of water mains, 4,000 fire hydrants, valves, and other fittings needed to provide continuous water service to the customers. The staff performs maintenance, water quality monitoring and treatment, emergency leak repair, response to complaints, reviews proposed developer plans, updates water distribution maps, and provides other support for the operation of the system.

Water Production

Water Production employees are located at Central Control. There are currently eleven employees that have a primary responsibility for the operation and maintenance of five reservoirs, four pressure regulating stations, and 20 water wells located in well fields situated in various locations. This facility is operated 24 hours per day, 365 days per year. Water production and reservoir levels are continuously monitored.

The City has 26,189 acre feet of water rights available for consumption per year. Approximately 13,000 Acre-Feet are currently pumped per year. There are 3,888 Acre-Feet of water rights in reserve for future needs. The last source of water rights would be return flow credit for effluent discharged to the Rio Hondo (*Source: Water System Master Plan Report, HDR Engineering, October 2012*).



City of Roswell Water System Master Plan

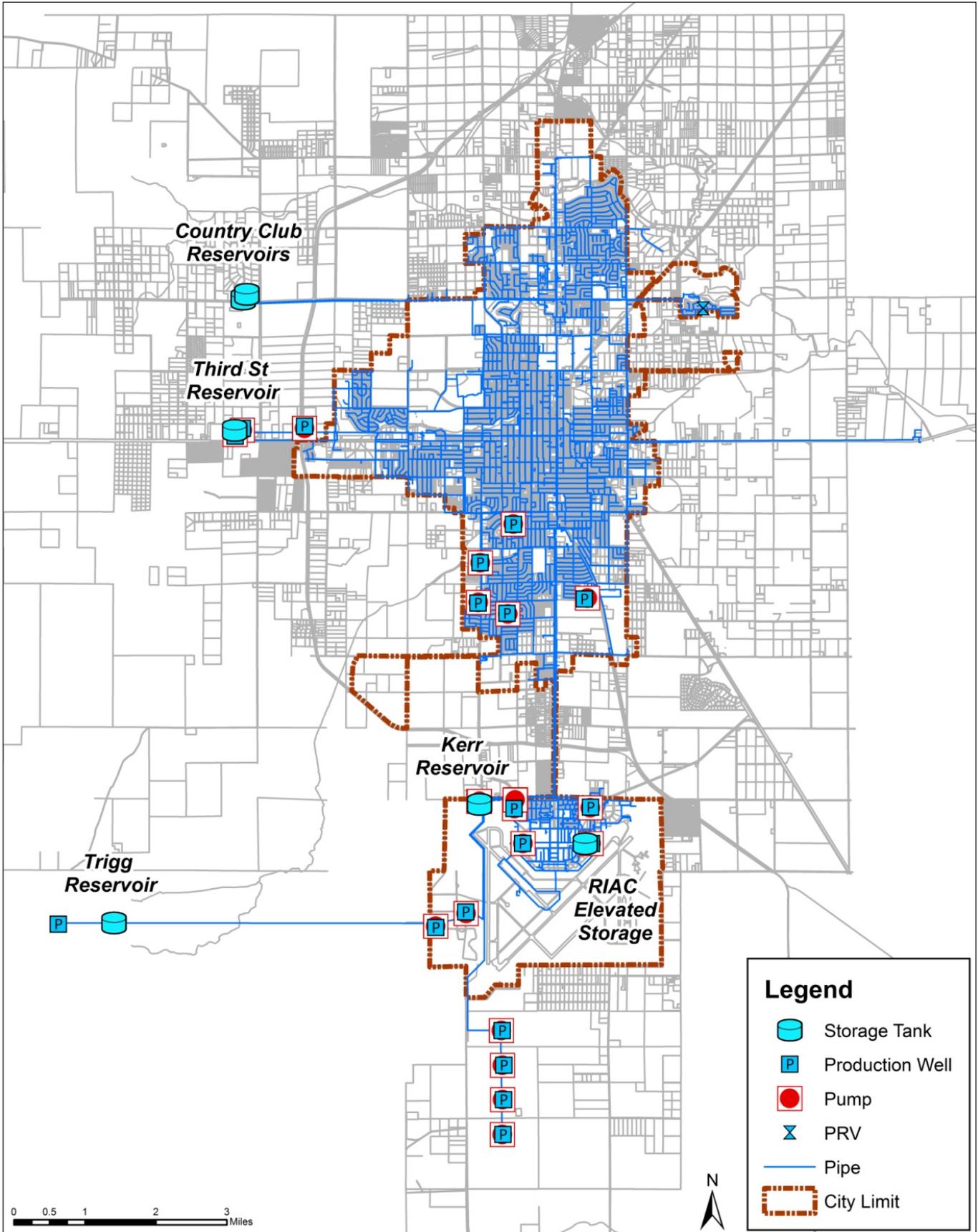
The City of Roswell Water System Master Plan Report was completed in October 2012 by HDR Engineering. The primary purpose of the Master Plan was to develop a hydraulic model for the City’s water distribution system and to address the potential impact of future growth within the water system service area. The Master Plan provided background information on Roswell’s water system which included both the water transmission and the wastewater utility system, an evaluation of the water system using hydraulic modeling software, an assessment of water demand and allocation, analysis of the existing system, an evaluation of a future system for future growth areas, and recommendations from the results of the hydraulic evaluation of the existing and future water distribution system which are detailed in Infrastructure Implementation Strategy 1.2.

Cost estimates were provided in the Master Plan based on conceptual planning and engineering and will need to be revisited based on more accurate and detailed understanding of the improvements needed (*see the City of Roswell Water System Master Plan Report for more detailed information*).

2017-2021 ICIP - Water Supply Improvement Projects

The City of Roswell has identified a number of water supply improvement projects on the 2017-2021 ICIP that will be phased over time. These projects are listed in Table 6.2 by year and ranked by priority.

TABLE 6.2: INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN (ICIP) FY 2017-2021 - WATER SUPPLY		
Project Title	Year	Rank
Replace Large Diameter Water Valves	2017	6
Replace Large Diameter Water Lines	2017	7
Replace Small Diameter Water Lines	2017	10
Emergency Generator Installation	2018	10
Trigg Reservoir Rehabilitation	2019	2
Elevated Water Storage Tank	2019	4



**City of Roswell
OVERALL WATER SYSTEM LAYOUT**

6.4 STORM DRAINAGE

The storm drainage system is defined by dividing it into the following areas:

- Existing Hydrological System
- Existing Underground Storm Drainage System
- Existing Open Channel and Street Flows
- Flood Control and Storm Drainage Reports
- Problematic Areas of Concern
- Funding and Solutions

Existing Hydrological System

Storm flow and natural runoff within the City of Roswell consists of underground storm drain systems, open channels, and overland flow utilizing existing streets. The majority of runoff makes it to one of four ephemeral creeks or rivers that traverse the City from west to east.

The Rio Hondo River is the southernmost streambed and receives flows from the Two Rivers Dam and Reservoir located west of the City as well as several underground storm drain systems and numerous areas of street flows. The Rio Hondo River also receives flows from the South Cahoon Detention Pond (discussed below) located south of McGaffey Street between S. Cahoon Street and S. Atkinson Avenue. The Rio Hondo discharges into the Pecos River about 12 miles east of Roswell.

The Spring River Channel, the middle stream bed, begins on the west end of the City at the Enchanted Lands Park and joins the Rio Hondo, east of the City. The Spring River Channel receives flows from the majority of the middle section of Roswell and consists of several underground storm drain systems and numerous areas of street flows. Spring River also receives flows from the City's Detention Pond located in the Noon Optimist Park on the corner of W. College Boulevard and N. Montana Avenue.

The northern two creek beds are the North and South Berrendo Creeks that begin west of the City, join together northeast of town, and discharge into the Rio Hondo, about four miles east of the City. The South Berrendo Creek receives street flows via earthen channels and overland from the north part of Roswell, basically north of Country Club Road and some street flows from N. Main Street. Street flows east of N. Main Street flow east to N. Atkinson Avenue to an underground storm drain system and into the South Berrendo Creek, north of Berrendo Road.

Existing Underground Storm Drainage System

There are numerous underground storm drain systems in the City (see *Storm Drainage System map, page 103*). These underground storm drain systems are limited to proximity to one of the four rivers or channels mentioned above. Otherwise, the systems must travel great distances to reach one of the rivers or in the case of the detention ponds, long distances outflow pipes to drain the ponds. The City has installed numerous small to large underground storm drain systems in

local neighborhoods and in collector and arterial streets. There is also a complex and underground storm drain system located on the east side of the Roswell International Air Center (RIAC) which drains the majority of the RIAC’s residential and commercial runoff. This system outflows into a large retention pond on the north east side of the RIAC. The South Cahoon Detention Pond, a component of the South Roswell Drainage Management Plan, was constructed in 1994 as a key component in the storm drainage management for the southeast part of the City. There is also an underground system located on West Brasher Road from Sunset Avenue to S. Main Street. This system was constructed approximately 35 years ago without a downstream outlet, which was designed to flow to South Springs Acres. The system is currently capped and not in use.

The City and the New Mexico Department of Transportation make every attempt to include storm drain systems in new and reconstruction projects. Examples including the reconstruction of Main Street (US 70/285), W. Second Street (US 70/380), and E. Second Street (US 380).

Existing Open Channel and Street Flows

The majority of runoff from storms is contained and directed within City streets and in some cases, local bar ditches. There are numerous open channels in the City that carry storm flows to one of the ephemeral creeks or rivers. The large open channels are located mainly on the north end of the City and discharge into the South Berrendo Creek. There are several smaller open channel facilities on the south end of the City: Hobson Road, Summit Street Channel, and a large combination underground storm drain and earthen channel system at the South Park Cemetery. The recently constructed earthen berms and channel, south of the Cemetery, intercepts and transports storm flows at the Cemetery. These flows are directed southeast to the intersection of Southeast Main Street and E. Brasher Road. These flows continue east through a culvert pipe and continue along E. Brasher Road to South Spring Acres. Most recently, a combination of earthen and concrete channels were constructed along with the W. College Boulevard road project from N. Sycamore Avenue to the Roswell Relief Route. A small underground storm drain system was also installed on the north end of Moore Street in the Enchanted Lands Subdivision. This system drains into the channel system.

Flood Control and Storm Drainage Reports

In 1970, Mann Engineering Company of Roswell prepared the Master Plan for Flood Control and Storm Drainage in Chaves County and the City of Roswell. The Master Plan recommended numerous underground storm drainage projects and flood control structures principally on the west side of the City. Some of these recommendations have been implemented.

Mann Engineering Company also prepared the 1982 Review of Flood Control and Storm Drainage for the City of Roswell. This study primarily focused on the northwest, northeast, and southwest sections of the City. Some of these recommendations have also been implemented.

In 2000, Smith Engineering prepared the South Roswell Drainage Management Plan for the City, Chaves County, and the Chaves County Flood Commission. This Plan focused on the south and southwest portions of the City and County. Construction of the Cahoon Detention Pond was a direct result of this study.

Problematic Areas of Concern

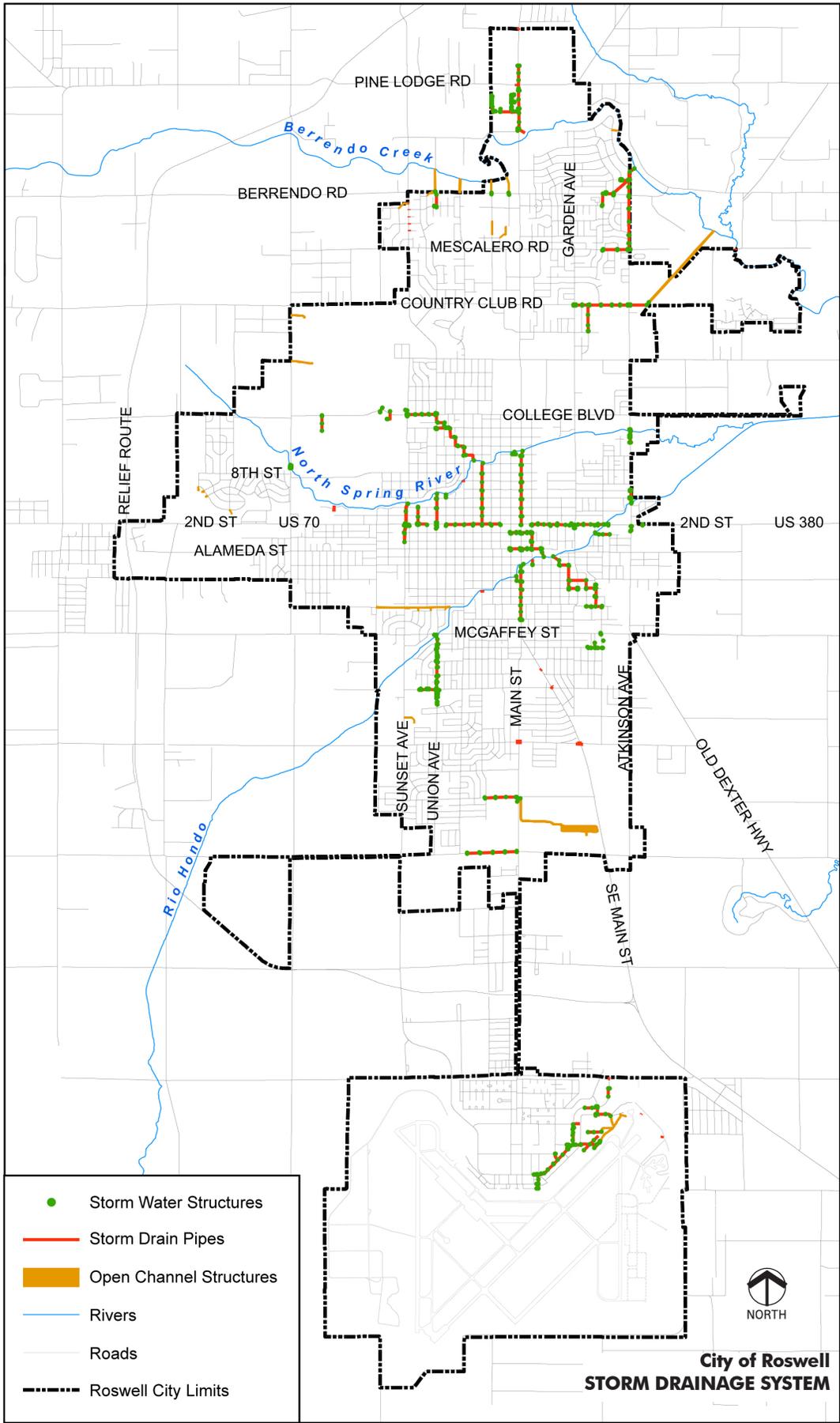
Storm flow and ephemeral flow conveyance are most important to the City. The Rio Hondo and South Spring Rivers need major improvements in aesthetics and hydraulics. The Texas-New Mexico Interstate Stream Commission takes an active interest in the Rio Hondo River and its ability to contribute flows to the Pecos River through the Pecos River Compact agreement. Bridges along the Rio Hondo and Pecos Rivers need to be reconstructed to increase hydraulic flow and be widened to make them safer for vehicular and pedestrian traffic.

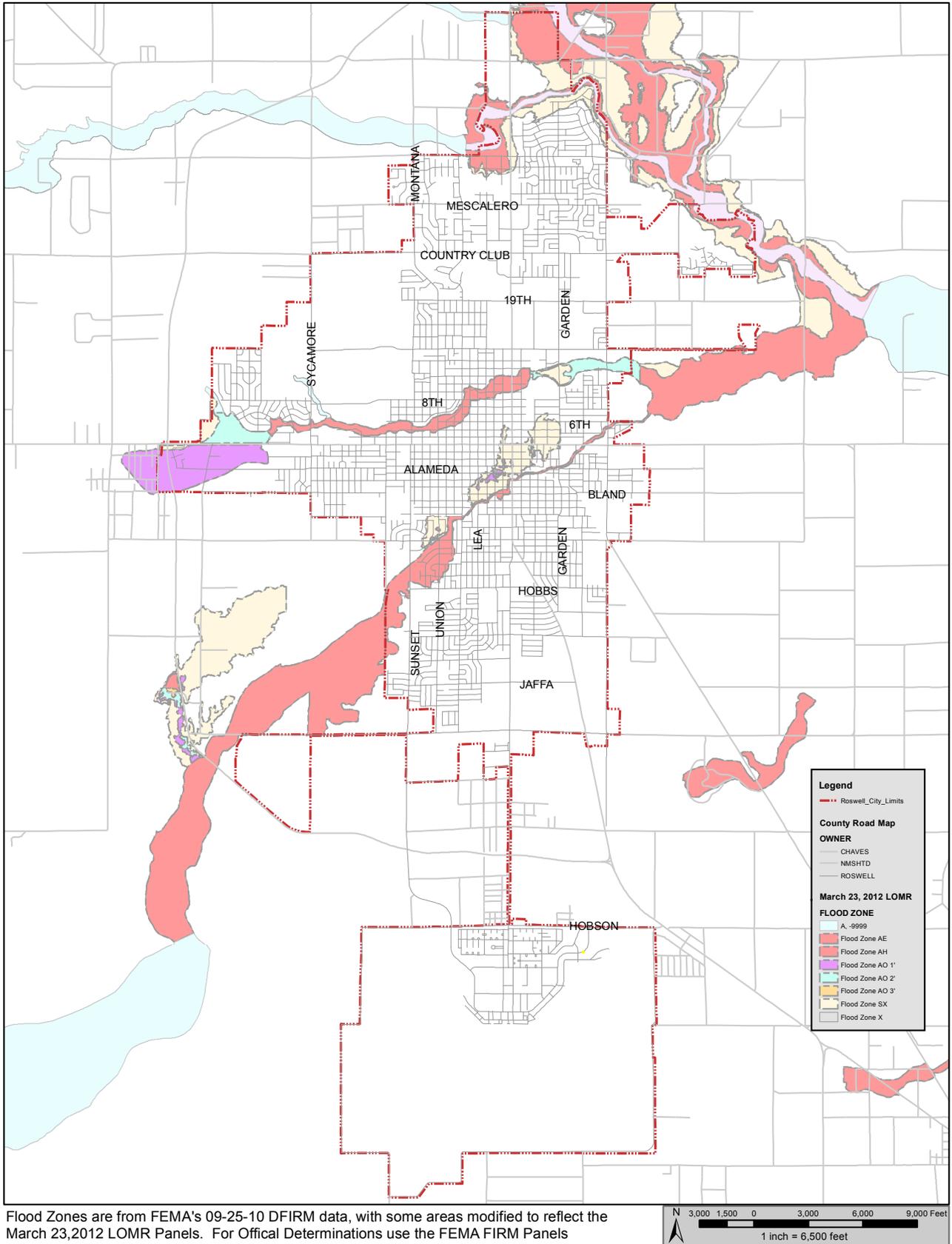
Due to the distance to the nearest river and no underground storm drain system, south Roswell has many areas of poor storm runoff. The South Roswell Drainage Management Plan suggests numerous detention ponds connected with underground piping or open channels for conveyance and disbursement. The area along South Main Street, from Poe Street to the Roswell International Air Center, as well as the intersection of Southeast Main Street (Highway 285) and East Poe have localized flooding problems. This intersection will be improved with an underground storm drain system from the South Cahoon Detention Pond. Other areas of the City will benefit from the installation of underground storm drainage systems and the City will install such systems in conjunction with future street projects, when funding is available.

Flood Zones within the City of Roswell were updated by FEMA in September 2010 (see the *FEMA Flood Plain Maps, pages 104-108*). This subsequent update, which was a result of a new study of the Hondo River, resulted in placing a large portion of the center of Roswell in the Flood Plain, Zone AE. This area joined the areas between the Hondo River and the North Spring River, placing a large majority of residential and commercial properties in the flood zone. This change required flood insurance in areas not previously required. The City of Roswell funded an additional study through a consulting engineering firm to restudy the Hondo River and the flood plain. As a result, FEMA produced a LOMR in March 2012 removing a major portion of the area from the flood plain.

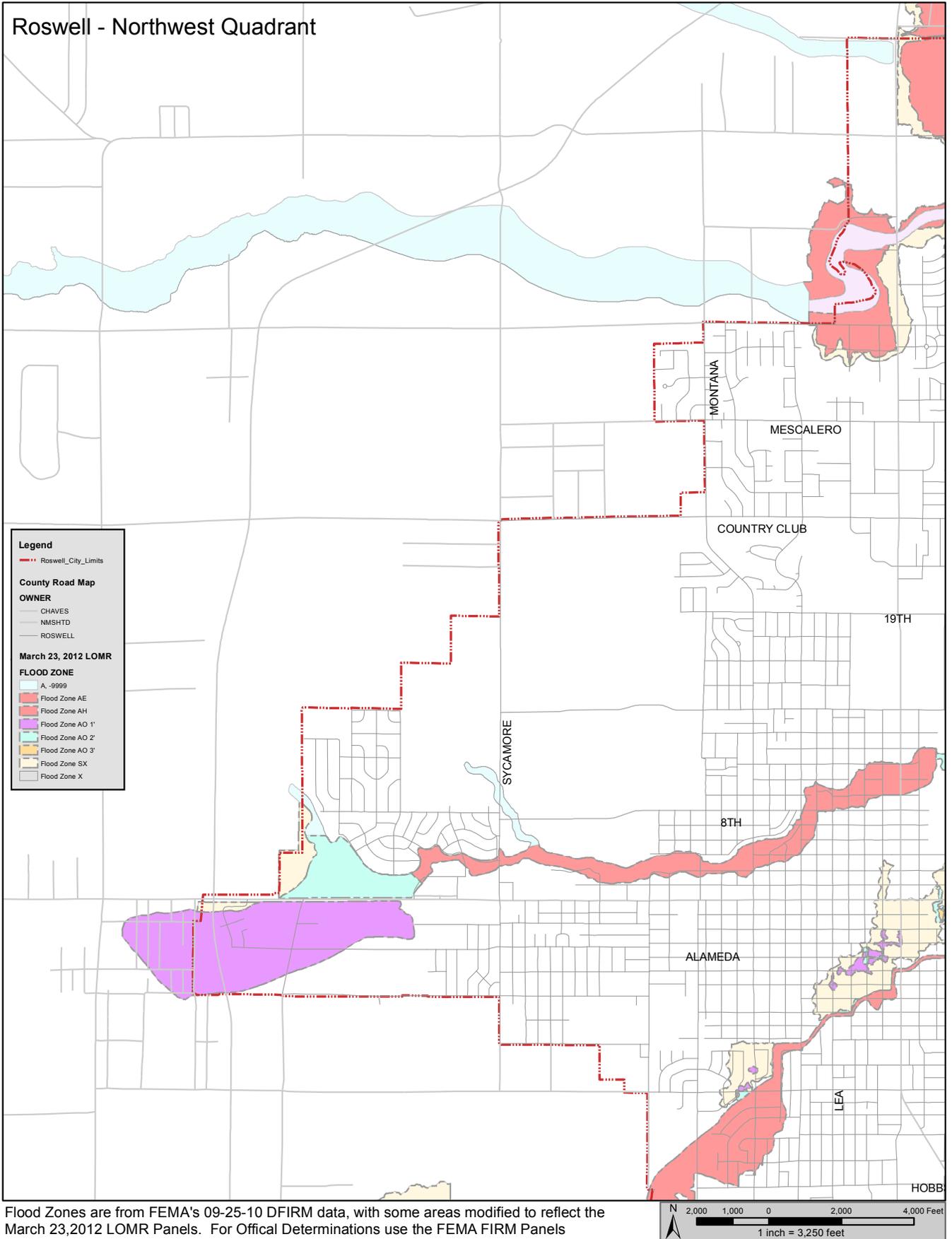
Funding and Solutions

The solutions to the storm drain problems are directly linked to the amount of available funding. Underground storm drain systems are expensive and typically double the cost of street projects. Open channel drainage systems are initially less expensive; however, the maintenance expenses soon negate the initial cost savings. Open channel systems require large undeveloped land areas and purchase of easements or rights-of-way. The City Capital Improvement fund for street and drainage improvements is funded by a percentage of the City's Gross Receipts Tax. The Capital Improvement Fund is used for all new construction projects, but the City does not have a designated tax for storm drainage or flood control projects.

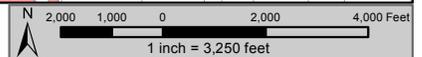




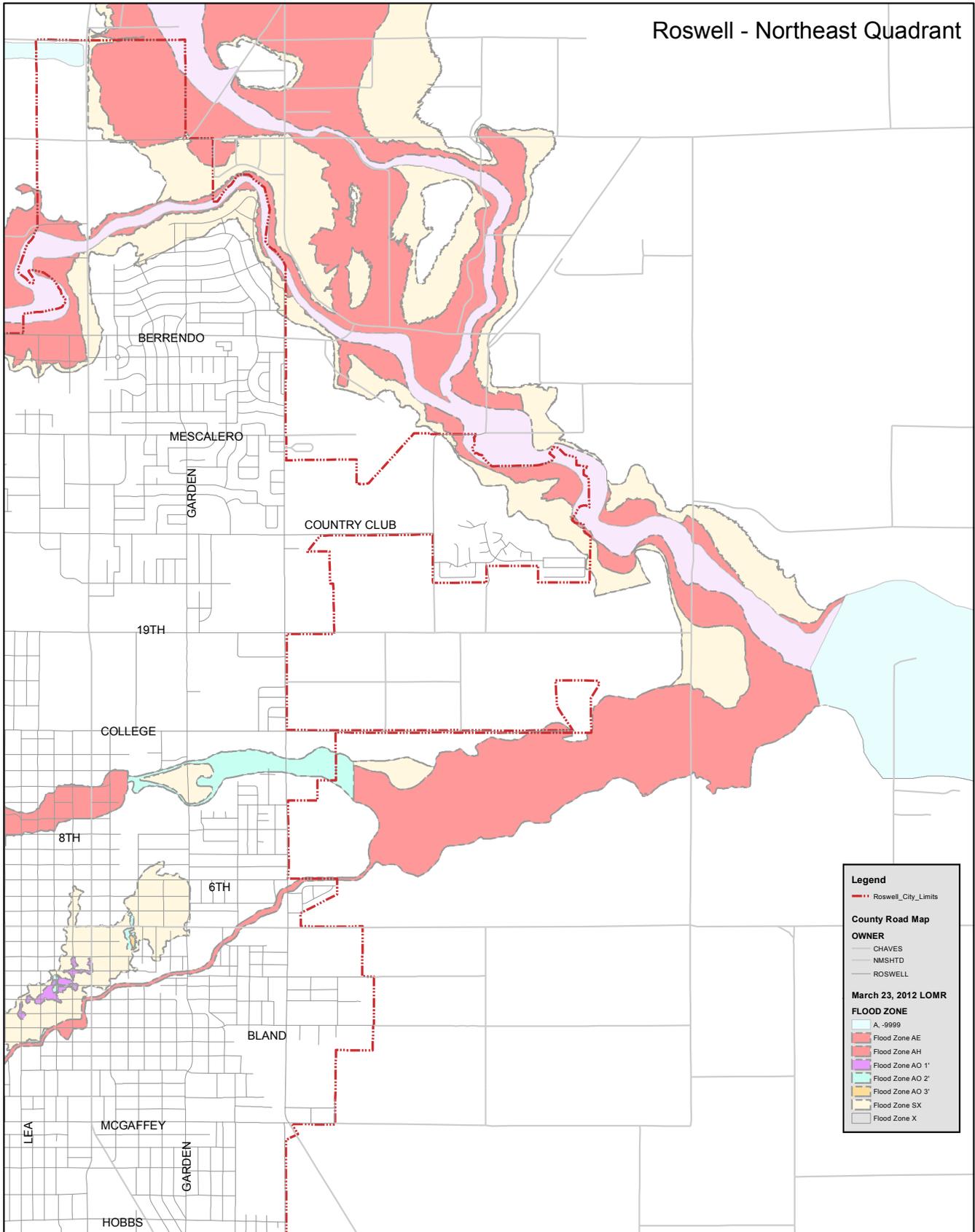
Roswell - Northwest Quadrant



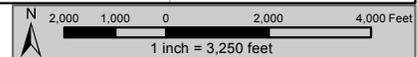
Flood Zones are from FEMA's 09-25-10 DFIRM data, with some areas modified to reflect the March 23, 2012 LOMR Panels. For Official Determinations use the FEMA FIRM Panels

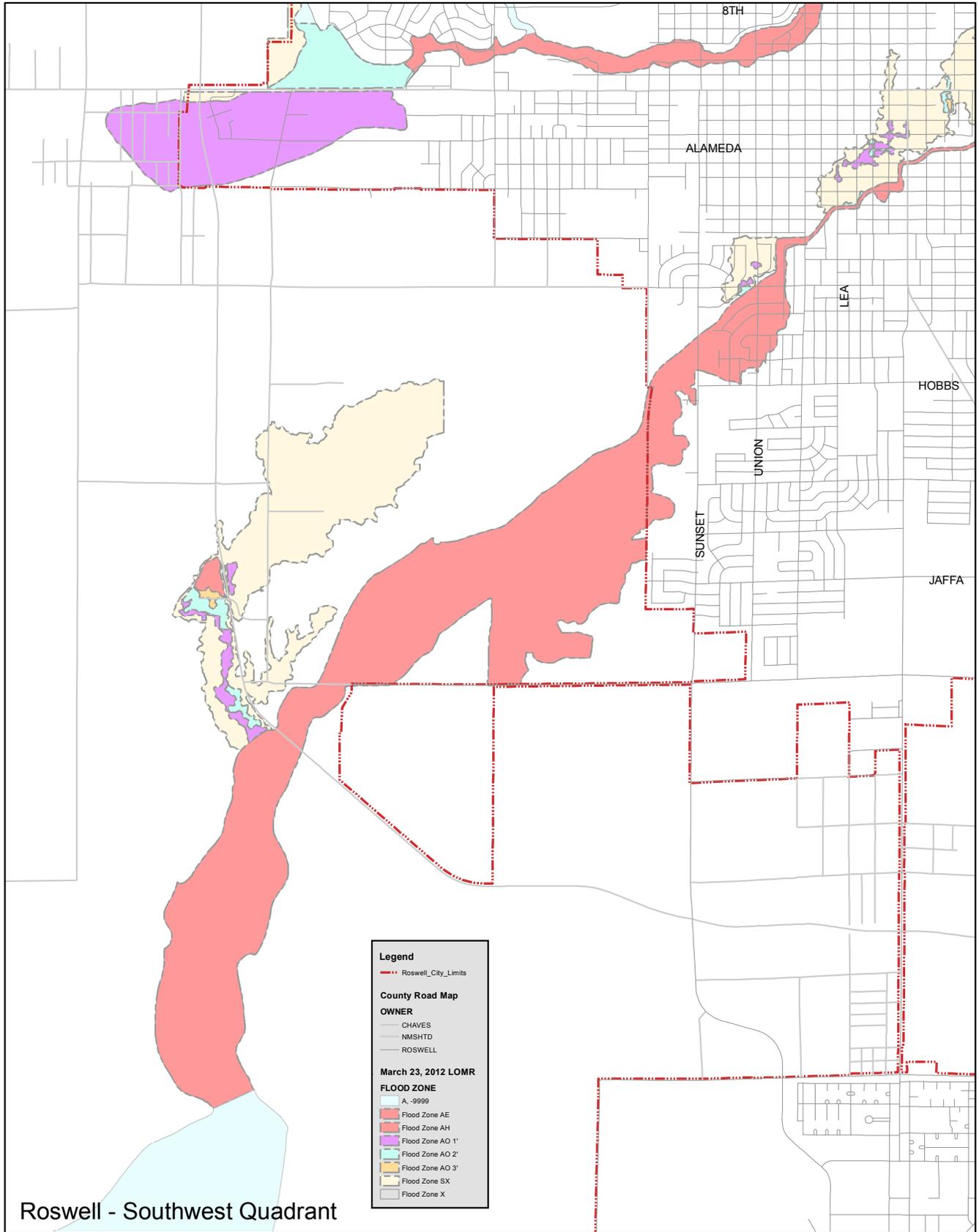


Roswell - Northeast Quadrant



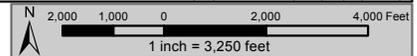
Flood Zones are from FEMA's 09-25-10 DFIRM data, with some areas modified to reflect the March 23, 2012 LOMR Panels. For Official Determinations use the FEMA FIRM Panels

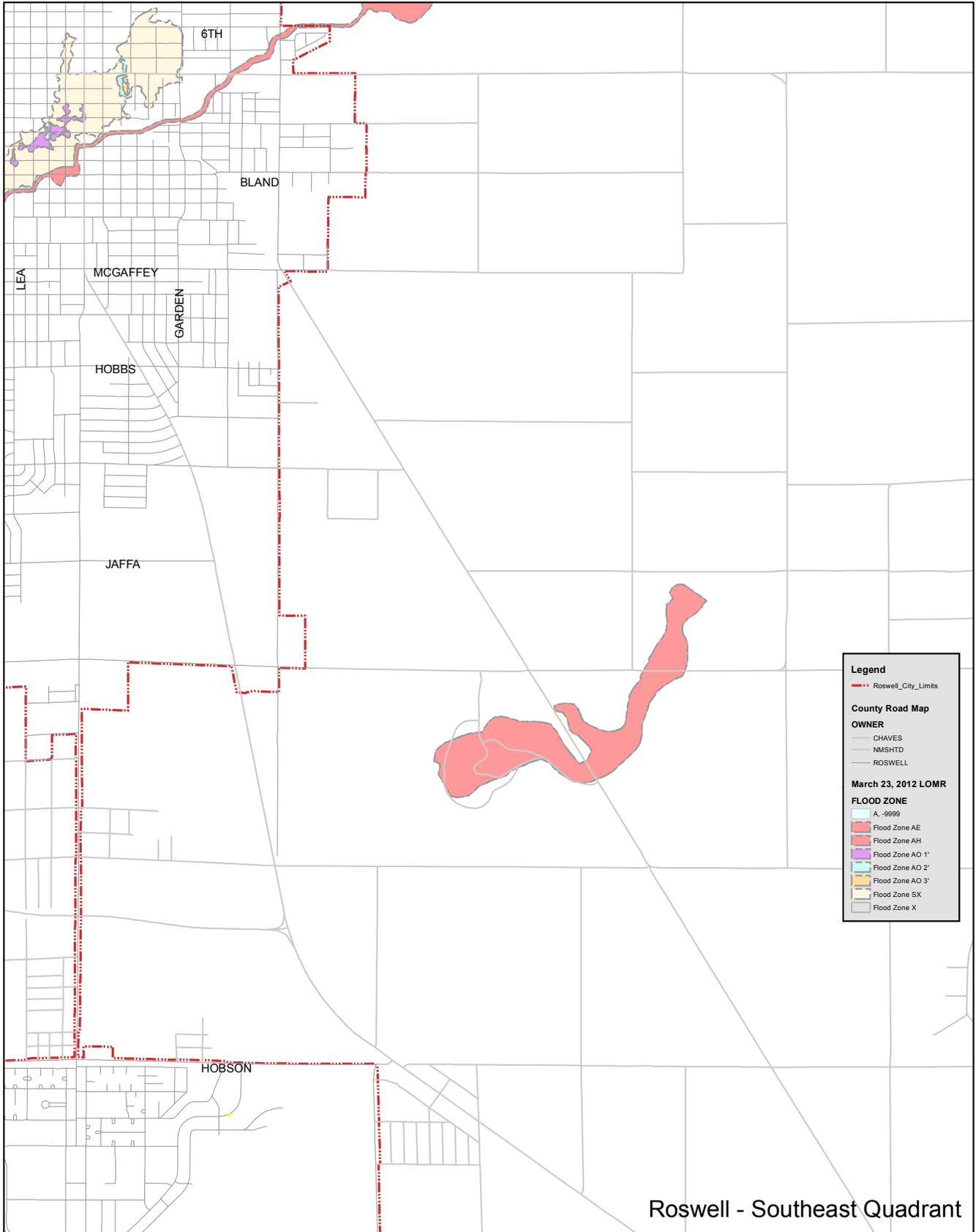




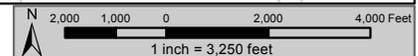
Roswell - Southwest Quadrant

Flood Zones are from FEMA's 09-25-10 DFIRM data, with some areas modified to reflect the March 23, 2012 LOMR Panels. For Official Determinations use the FEMA FIRM Panels





Flood Zones are from FEMA's 09-25-10 DFIRM data, with some areas modified to reflect the March 23, 2012 LOMR Panels. For Official Determinations use the FEMA FIRM Panels



2017-2021 ICIP - Storm/Surface Water Control Projects

Storm/surface water control projects identified on the 2017-2021 ICIP are provided in Table 6.3.

TABLE 6.3: INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN (ICIP) FY 2017-2021 - STORM/SURFACE WATER		
Project Title	Year	Rank
Reconstruct Drainage and Roadway	2017	14
Storm Drainage Improvements	2018	6
Spring River Channel Project	2020	3

6.5 SOLID WASTE

Solid waste includes the Sanitation, Solid Waste, and Recycling Center Departments. This facility is located at 3006 W. Brasher Road at the Roswell Municipal Landfill. Residential and commercial solid waste collection is provided by the City Solid Waste Department for properties within the City limits. There are currently seven automated routes with twice-a-week pickup and two rear-loader routes for commercial districts running six days each week. There are ten separate locations around the City that have multi-material recycle bins which are emptied once a week. The Solid Waste Department has thirteen roll-off containers that can be rented for clean-up, demolition, or construction projects inside the City limits.

The Roswell Municipal Landfill is located south of Brasher Road, west of Sunset Boulevard, on the City’s south side. It currently accepts approximately 285 tons of solid waste per day. The current Landfill Permit issued by the New Mexico Environment Department, Solid Waste Bureau expires in 2017. Permit renewal is a straightforward process and there is no reason to believe that the Municipal Landfill will not continue operations in the current location. The permitted design includes a total of nine disposal units. Units 1 and 2 have been filled and closed. Unit 3 is currently receiving waste and is projected to be filled by late 2015. Unit 4 has been designed and will be constructed during the summer of 2015. Unit 4 (approximately 13 acres) has a capacity of 672,000 cubic yards and Unit 5 (approximately 37 acres) has a capacity of 5.7 million cubic yards. Units 6 through 9 have solid waste capacity in excess of 20 million cubic yards. According to the Annual Report submitted to the New Mexico Environment Department, Solid Waste Bureau, the landfill has in excess of 100 years of capacity remaining.

Roswell Recycles is a joint effort between Keep Roswell Beautiful and the City Sanitation and Landfill Department. Recycling containers are placed at ten locations throughout the City and currently accept plastics (Plastic #1 and Plastic #2), newspaper, cardboard, aluminum, and white office paper. The City also receives these materials at the Roswell Recycle Center located at the City Landfill. Approximately 300 tons of recycled materials per year are shipped from Roswell. The City currently does not have curbside recycling collection. Communities that offer curbside collection typically see a significant upsurge in recycling.

6.6 GAS and ELECTRIC SERVICES

Electric

Xcel Energy provides electric service to Roswell, serving approximately 21,216 customers in Roswell. Industrial development and the accompanying residential and business growth in southeastern New Mexico is driving a major expansion of the electrical grid. Over the next 10 years, the total increase in electricity demand in southeastern New Mexico is expected to total approximately 700 megawatts. Improvements in the Roswell area are part of a wider “Power for the Plains” transmission enhancement program. Region-wide, the plans call for 400 miles of new high-voltage transmission lines, upgrades to nine existing substations, and 12 new substations.

The transmission lines move power from generation sources to load centers, where it is delivered to local distribution systems. In Roswell, the larger “Power for the Plains” project will provide grid reliability and capacity improvements. Since 2013, Xcel Energy finalized plans for improvements to the high-voltage electric transmission loop in order to keep pace with economic growth in the area. The Capitan Substation in western Roswell was upgraded to accommodate 115-kilovolt transmission service and a new 9 mile segment of line was completed to connect the Roswell substation in central Roswell to the Capitan substation. A second phase is scheduled for 2017 in a 10-mile, 115-kilovolt line between the Capitan and Price substations in north Roswell and a 4.7 mile 115-kilovolt line connecting the Price and Chaves County substations. An existing 69-kilovolt transmission line south of Roswell will be removed from service when the new lines are complete. In addition, Xcel Energy is installing a 140-megawatt (MW) solar system outside Roswell that is part of this transmission system. The investment in the Roswell transmission projects is approximately \$30 million (*Source: Xcel Energy, Power for the Plains: Electrifying Economic Growth in Southeastern New Mexico, October 2015, and News Release, August 18, 2014*).

Gas

The New Mexico Gas Company (owned by TECO Energy Company) provides natural gas service to Roswell. The local New Mexico Gas Company office is located at 1300 N. Garden Avenue. The gas transmission pipe lines that cross Chaves County terminate at the City limits and enter the local distribution network. There are no gas transmission pipe lines that run through Roswell.

The New Mexico Gas Company has a service area of 6,501 square miles and operates in 23 of the 33 counties in New Mexico. Services are provided to more than 513,000 residential, commercial, and transportation customers. In order to provide service and support, there are 22 walk-in offices in communities across the state, including Roswell.

6.7 RENEWABLE ENERGY

There are projects planned within the area that utilize renewable energy resources. This includes a three phase project by NextEra Energy Resources on approximately 1,800 acres of private land. The first phase is Roswell Solar, which is located north and south of E. Pine Lodge Road and west of Wrangler Road, both within and beyond the ETZ boundary. The second phase is Chaves County Solar, which is located east of Wrangler Road and south of E. Pine Lodge, and the third phase is east of Wrangler and south of the second phase. The three phases together consists of 170-MWs. All three phases are anticipated to be completed by the end of 2016. At full build-out, the project will include approximately 700,000 solar panels and be capable of generating enough electricity to power more than 40,000 homes. The project is designed to connect to the Southwestern Public Service Company’s 115-kilovolt transmission system.

The Pecos Valley Biomass Cooperative, which includes 25 member dairies within Chaves County, has planned a biomass renewable energy project on 35 acres located at the southeast corner of Crossroads and Vineyard Road, east of the Old Dexter Highway. The dairy by-product digester facility will receive ‘solids’ (manure) and ‘liquids’ (green water) from the local dairies. The solids will be converted into a biomass. The liquids will be piped to the facility and used for algae to consume carbon dioxide. After harvesting the algae, algal lipids will be transformed into biocrude, as well as other energy-producing and animal feed products. Biocrude can be used to produce biogasoline, biodiesel, or biojet fuel. Compost will be hauled from the facility, treated effluent will be piped from the facility for land application, and methane gas will be produced to allow generators to produce electricity for export. The biomass project is anticipated to break ground by the end of 2015. The gross receipts and wages generated from this facility will benefit Chaves County, City of Roswell, and the State of New Mexico.



6.8 INFRASTRUCTURE COMMITTEE

The Infrastructure Committee consists of four City Council members and a staff liaison. Meetings are held on the third Monday of every month. This Committee reviews actions related to the physical assets of the City and proposes plans for capital improvements. Physical assets include land, buildings, water and sewer systems, equipment, streets, etc.

6.9 INFRASTRUCTURE GOALS, OBJECTIVES, and IMPLEMENTATION STRATEGIES

This section includes goals, objectives, and implementation strategies related to infrastructure. For information on the time line and responsible party associated with each of the infrastructure implementation strategies, see Chapter 10: Implementation.

Infrastructure Goal 1: Maintain a water storage, treatment, and distribution system that is efficient and able to meet the current and future needs of the community.

Objective A: To ensure the public health, safety, and welfare by providing for the efficient delivery of clean water.

Objective B: To ensure there is adequate capacity to serve existing development and future growth areas as identified in the Land Use section.

Objective C: To systematically plan for and replace aging water infrastructure components, ensuring the safe and efficient delivery of water to the community.

Objective D: To extend water services to areas within the Extraterritorial Zone that can be accomplished at a reasonable cost and improve operational efficiency of the water system.

Infrastructure Implementation Strategy 1.1: Secure funding for and implement the projects identified in the Infrastructure Capital Improvement Plan (ICIP), 2017-2021 (Table 6.1). Continue to update and include projects in future ICIPs.

Infrastructure Implementation Strategy 1.2: Prioritize and implement the actions and projects identified in the 2012 City of Roswell Water System Master Plan Report including:

- 1.2.A: Monitoring of the water distribution pipelines that experience high velocities and/or high headloss and program the pipelines for replacement in the future;
- 1.2.B: Detailed analysis of locations where fire flow cannot currently be provided and determine improvements that would improve fire flow capabilities or work with the Fire Department to maintain additional fire hose that could be used to access other hydrants;
- 1.2.C: Improve available storage capacity and renew aging facilities including replacing the elevated storage tank in the RIAC zone with a tank that has a minimum capacity of 2 MG;
- 1.2.D: Rehabilitate transmission pipelines, conduct inspections and condition assessments of all transmission pipelines;
- 1.2.E: Complete a thorough condition assessment of the older portions of the water distribution system including transmission pipelines and small diameter distribution mains; and
- 1.2.F: Confirm future development patterns (and annexations) are consistent with the assumptions in the Water System Master Plan and complete detailed evaluations of future system improvements.

Infrastructure Implementation Strategy 1.3: Develop a GIS based map and a functional database for the City’s water distribution system.

Infrastructure Implementation Strategy 1.4: Develop a Water Distribution System Asset Management Plan that includes the reservoirs, pressure regulating stations, water wells, and the infrastructure at Central Control in order to identify problems and make recommendations for maintenance or replacement of aging water lines and upgrades to the system.

Infrastructure Implementation Strategy 1.5: Complete a cost/benefit analysis of providing water service to properties within the Extraterritorial Zone.

Infrastructure Goal 2: Maintain a safe and high quality drinking water supply.

Objective A: To protect the public health, safety, and welfare by protecting the City’s water supply.

Objective B: To manage pollutants from wastewater and storm water and other point and non-point sources.

Infrastructure Implementation Strategy 2.1: Continue to follow all requirements for drinking water and programs associated with surface and ground water discharge of treated effluent and other associated programs as regulated by the U.S. Environmental Protection Agency (EPA) and the New Mexico Environmental Department (NMED) compliance programs.

Infrastructure Implementation Strategy 2.2: Develop a Master Plan to meet the requirements of the National Pollutants Discharge Elimination Program administered by the EPA. Plan for eventual inclusion in the MS4 requirements.

Infrastructure Goal 3: Promote the sustainable and efficient management of water resources through conservation efforts.

Objective A: To ensure the water supply can adequately meet the water needs of the community during drought conditions.

Objective B: To conserve potable water for drinking purposes and to use treated effluent to meet non-potable requirements (e.g., irrigation of public park facilities).

Objective C: To reduce water system loss through leaking water distribution lines.

Infrastructure Implementation Strategy 3.1: Create a Water Conservation Plan that includes, but is not limited to:

- Defining the conditions and stages that represent a drought;
- Developing water conservation measures that are stepped so that as drought conditions worsen, more stringent controls are implemented;
- Encouraging voluntary water conservation measures;

- Creating rebate incentives for water conservation measures taken by residents and business owners; and
- Implementing a graduated rate structure for high water users and fines for water waste.

Infrastructure Implementation Strategy 3.2: Complete a Water Loss Study that includes an audit of the existing well fields, water storage tanks, and water distribution system and provides recommendations for repairing or replacing the leaking areas of the system if levels are deemed to be unacceptable.

Infrastructure Implementation Strategy 3.3: Determine the feasibility of developing a treated effluent reuse system for irrigation purposes at the City's park facilities.

Infrastructure Goal 4: Maintain a wastewater collection and treatment system that is efficient and able to meet the current and future needs of the community.

Objective A: To protect the public health, safety, and welfare by providing for the safe and efficient collection and treatment of wastewater.

Objective B: To protect the City's groundwater supply from groundwater contamination.

Objective C: To ensure there is adequate capacity for serving existing development and future growth and annexation areas.

Objective D: To extend sanitary sewer services to areas within the Extraterritorial Zone that can be served at a reasonable cost and achieve economies of scale with the existing sanitary sewer system.

Infrastructure Implementation Strategy 4.1: Develop a Wastewater Infrastructure Plan that determines the existing capacity of the sewer lines and the Wastewater Treatment Plant and provides recommendations on needed improvements, replacements, and/or expansions to address existing demand and growth based on population projections. The Plan should also determine the feasibility of providing sanitary sewer services to proposed annexation areas and properties within the Extraterritorial Zone. The Plan should be updated on an annual basis as funding becomes available and projects are completed.

Infrastructure Implementation Strategy 4.2: Continue to rehabilitate existing manholes and lift stations utilizing an alumina silicate concrete and interior epoxy coating in order to prevent further deterioration.

Infrastructure Implementation Strategy 4.3: Develop a GIS based map and a functional database for the City's existing sanitary sewer system.

Infrastructure Implementation Strategy 4.4: Develop a combination loss/infiltration study to replace or rehabilitate old sewer lines and manholes to prevent infiltration into the system and losses out of the system.

Infrastructure Implementation Strategy 4.5: Continue to pursue Community Development Block Grant (CDBG), U.S. Department of Agriculture Rural Development (USDARD), Water Trust Board (WTB), New Mexico Department of Finance and Administration (NMDFA), New Mexico Environment Department, (NMED), New Mexico Finance Authority (NMFA), and New Mexico State Legislature State Appropriations funding for priority infrastructure projects.

Infrastructure Goal 5: Ensure that the storm drainage system is adequately sized to handle major storm events and minimize public and private property losses due to flooding conditions.

Objective A: To protect the community from flooding, preserve property values, and lower flood insurance rates.

Objective B: To minimize damage to public facilities and utilities including water and gas mains, electric, telephone, sewer lines, streets, and bridges.

Objective C: To allow for more on-site drainage and water harvesting to reduce the burden on the storm water system.

Infrastructure Implementation Strategy 5.1: Update and begin the implementation of a cohesive Storm Drainage Master Plan to assist in the development of new construction and maintenance of the existing system.

Infrastructure Implementation Strategy 5.2: Develop a GIS based map and a functional database for the storm drainage system and associated drainage ponds.

Infrastructure Implementation Strategy 5.3: Update the City of Roswell’s Public Works Specifications, Ordinance 05-01.

Infrastructure Goal 6: Improve energy efficiency through the use of renewable resources and green building techniques.

Objective A: To promote energy efficient site and building design techniques for new developments.

Objective B: To provide incentives for the use of solar, wind, biomass, and other renewable energy technologies.

Infrastructure Implementation Strategy 6.1: Promote the use and expansion of renewable energy alternatives including solar, wind, and biomass technologies.

Infrastructure Implementation Strategy 6.2: Establish a renewable energy ordinance that requires new renewable energy projects to be sited within appropriate zoning districts and includes design standards that are intended to mitigate negative impacts to surrounding residential neighborhoods.

Infrastructure Implementation Strategy 6.3: Develop green building requirements for new construction of public and non-residential buildings and projects.

Infrastructure Implementation Strategy 6.4: Work with local builders on creating a set of voluntary guidelines on green building for residential projects. Consider offering an incentive for residential builders that follow the guidelines.

Infrastructure Goal 7: Support the redevelopment and enhancement of the Railroad District through the provision of adequate backbone infrastructure systems and pedestrian improvements to serve the area.

Objective A: To ameliorate the existing blighted conditions and spur private investment in the Railroad District.

Objective B: To increase pedestrian, bicycle, and vehicular access to the Railroad District.

Infrastructure Implementation Strategy 7.1: Reconstruct Railroad Avenue within the existing 40 feet of right-of-way including creating a one-way section from Second Street to Fifth Street, per the Railroad District Metropolitan Redevelopment Area Plan.

Infrastructure Implementation Strategy 7.2: Design and construct phased improvements within the rights-of-way for drainage, sidewalks, lighting, and landscaping, per the Railroad District Metropolitan Redevelopment Area Plan.

Infrastructure Goal 8: Increase community participation in the recycling program to protect the environment and reduce the solid waste stream.

Objective A: To lessen the burden on and extend the life of the City's landfill.

Objective B: To continue working and coordinating with Keep Roswell Beautiful in its efforts to improve the appearance of Roswell.

Infrastructure Implementation Strategy 8.1: Conduct a cost feasibility analysis of implementing various recycling options including providing additional recycling bins in public locations and curbside recycling to extend the life of the City's landfill.

Transportation

Chapter 7

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7.1 OVERVIEW

Roswell has grown and developed over the years through transportation connections: first the Goodnight-Loving Trail, then the railroad, and later through the interstate system and air service. Roswell is currently served by two U.S. highways including U.S. 285, running north-south, and U.S. 70 and 380 running east-west. The BNSF railroad tracks run north-south through Roswell. The Roswell International Air Center (RIAC) provides air service and Pecos Trails Transit provides transit services throughout Roswell.

This section provides information on the roadway system, pedestrian and bicycle facilities, transit, and air service. The Goals, Objectives, and Implementation Strategies provide guidance to ensure that, as Roswell grows and develops, it is accessible through all modes of transportation.



Transit stop at the RIAC.

7.2 HIGHWAYS and STREETS

The City has developed in a classic grid-patterned street system with north-south and east-west streets throughout the City. The streets in Roswell are divided into the following roadway classifications:

- Primary Arterial (Urban)
- Primary Arterial (Rural)
- Minor Arterial (Urban)
- Minor Arterial (Rural)
- Major Collector (Rural)
- Minor Collector (Rural)
- Collector (Urban)
- Local Street (Urban)

In March 2014, the City of Roswell submitted changes and modifications to the existing Functional Classification System previously established by the City. These changes and modifications were submitted to the Southeast Regional Transportation Planning Organization (SERTPO), the regional planning authority for the New Mexico Department of Transportation (NMDOT). These classifications have been modified to reflect the NMDOT’s classifications. These classifications are required by the NMDOT for planning and funding purposes (see *Functional Classification map, page 121*).

U.S. Highway 285 (North and South Main Streets and Southeast Main Street) are the Primary Arterials running north-south through the City and are under the jurisdiction of the NMDOT. South Main Street, south of the McGaffey/S. Main Street/S.E. Main Street intersection, to the entrance of the Roswell International Air Center, is designated as a Primary Arterial. This section of South Main Street is under the City’s jurisdiction. The east-west Primary Arterial bisecting the City is U.S. Highway 70/380 and also under the jurisdiction of the NMDOT.

Designations for Urban Minor Arterials have been proposed or modified within the City. Similarly, Urban Collectors have also been designated throughout the City. The remaining streets within the City have been designated as Local Urban (see the 2014 Functional Classification map, page 121).

The Roswell Relief Route is located approximately one to two miles west of the City limits and runs north and south parallel to the City. It connects to North Main Street (U.S. 285) about a mile north of the City limits and to South Main and Southeast Main Streets (U.S. 285), approximately three-quarters of a mile north of the RIAC. In addition, the Roswell Relief Route connects with W. Second Street (US 70/380) approximately two miles west of Downtown Roswell. The Roswell Relief Route is designated as a Primary Arterial.

In approximately 2009/2010, an east side bypass in the southeast quadrant of Roswell was explored by the City, Chaves County, and the NMDOT. At that time, the County was not supportive of the proposed alignment and/or construction and the proposal was set aside. Heavy truck traffic remains a concern on Main Street and the future land use scenario identifies a potential east bypass road in the northeast quadrant of the City, connecting the Clovis Highway and U.S. 285 with U.S. 70.

Street Classifications

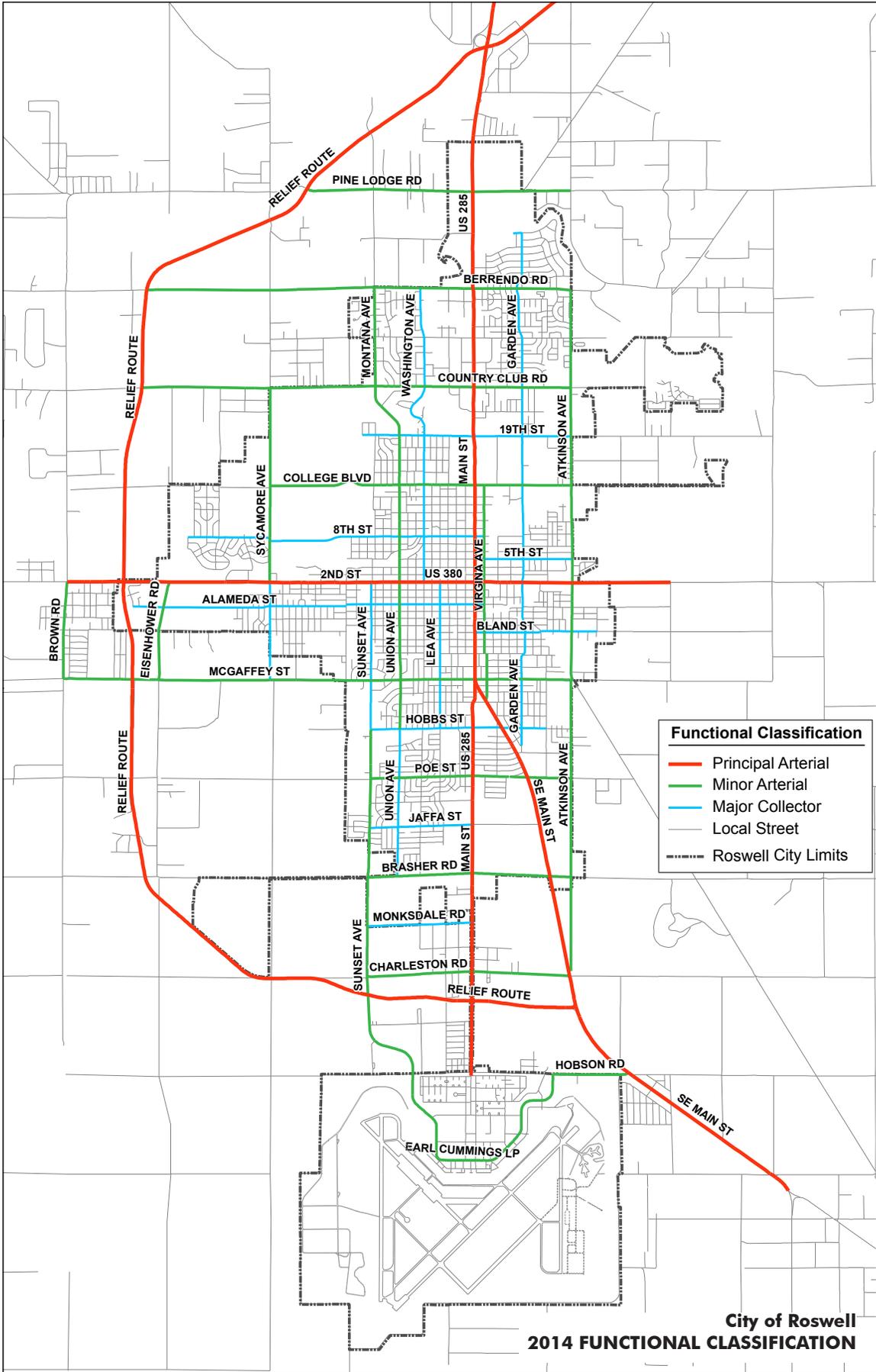
Streets in Roswell are divided into the following classifications:

Primary Arterial: Major internal and through roadways that have four or more travel lanes and usually have a central turning lane and right-hand turn lanes when intersecting with minor arterial or major collector streets. Primary Arterials are designed to handle a daily traffic volume in excess of 15,000 vehicles. Land access off Primary Arterials is Access Controlled, Permitted, and strongly discouraged since the primary function of these streets is unimpeded traffic flow.

Minor Arterial: Major internal roadways that, in most urban areas, have a minimum of two travel lanes and intersect highways, principal arterials and major collector streets. Minor arterials are designed to handle a daily traffic volume of 5,000 to 15,000 vehicles. These are typically spaced at approximately one mile intervals.

Major Collector: Medium volume roadways designed to collect the neighborhood traffic flow from local streets and channel it into the arterial street system. These are typically spaced at approximately one mile intervals between the arterials. Major collector streets are designed to provide and facilitate both land access and traffic flows.

Local Street: Low volume streets designed to carry traffic through commercial and industrial districts and residential neighborhoods. Any street not classified as an arterial or collector is classified as a local street.



A breakdown of paved roadways by street classification within the City of Roswell is provided in Table 7.1.

TABLE 7.1: EXISTING PAVED ROADWAYS WITHIN CITY LIMITS		
Functional Classification	Roadways in Miles, 1984	Roadways in Miles, 2015
Principal Arterials (Highways 70, 380 & 285)	15.00	16.64
Minor Arterials	23.50	35.41
Major Collectors	16.00	30.12
Local Streets (approximate)	195.00	286.00
Total Miles of Paved Roadway	249.50	368.17

Source: City of Roswell, Streets Department, 2015.

7.3 EXISTING ROADWAY CONDITIONS

Main Street from McGaffey Street to College Boulevard was reconstructed in 1996. The project included new roadway, curb and gutter, sidewalks, ADA improvements, and storm drainage improvements. The reconstruction of W. Second Street (Sunset Avenue to Main Street) was completed in 2003. Following W. Second Street, E. Second Street (Main Street to east of Atkinson Avenue) was reconstructed in 2005. Both Second Street reconstruction projects included new roadway, curb and gutter, sidewalks, ADA improvements, and storm drainage improvements.

In 2010, N. Main Street from Reed Street to College Boulevard underwent a pavement rehabilitation project (mill and inlay) which continued in 2012 along with sidewalk, drive pad, and ADA improvements. In 2015, the N. Main Street bridge spanning the Berrendo Creek was fully reconstructed. Currently, a pavement rehabilitation project is underway on N. Main Street from Country Club Road to Berrendo Road. All of these projects were funded primarily by the NMDOT, with matching funds supplied by the City.

All minor arterials, major collectors, and local streets fall under the jurisdiction of the City of Roswell, with the exception of Atkinson Avenue from McGaffey Street to College Boulevard which is designated as NM 256 and under NMDOT jurisdiction. Various roadways have either been reconstructed or extended by the City over the years. NMDOT Municipal Arterial Program and Cooperative Project funding is available on a limited basis and has been utilized by the City. The City has also utilized Community Development Block Grant funding for reconstruction of roadway projects in low-income or qualifying areas.

Street maintenance is the responsibility of the City’s Street Department. The Street Department is provided an annual budget through the City’s General Fund as a percent of the gross receipts tax. It is the responsibility of the Public Works Director and Street Maintenance Supervisor to prioritize and maintain City streets with the funding provided. The Street Maintenance Department also provides patching and minor maintenance on the roadways, striping and signing as well as maintaining approximately 300 miles of alleys, both

paved and unpaved. Pavement rehabilitation and maintenance projects are completed each year on various streets to extend pavement life.

The average life expectancy of asphalt pavement in Roswell is estimated at 20 years. This means that the City of Roswell should be resurfacing at least 18 miles of roadway every year to keep up with pavement aging and deterioration.

Road reconstruction and ADA upgrade projects are part of the City’s ICIP FY 2017-2021. Table 7.2 provides a list of projects by year.

TABLE 7.2: ICIP FY 2017-2021: PAVEMENT REHABILITATION & RECONSTRUCTION	
Year/Road Section	
2017	
S. Union Avenue and S. Washington Avenue from Jaffa Avenue to Poe Street	
2018	
Atkinson Avenue from College Boulevard to McGaffey Street	
McGaffey Street from Richardson Avenue to Union Avenue	
Hobbs Street from Sunset Avenue to S.E. Main Street	
Washington Avenue from Country Club Road to Second Street	
Washington Avenue from Second Street to Brasher Road	
2019	
Union Avenue from Brasher Road to Hobbs Street	
Main Street from Poe Street to Walker	
2020	
Sunset Avenue from Poe Street to Second Street	
Garden Avenue from Second Street to College Boulevard	
Mescalero Road from Main Street to Atkinson Avenue	
Main Street from Second Street to Eighth Street	
Main Street from Country Club Road to Huskey	
2021	
19th Street from Garden Avenue to Atkinson Avenue	
19th Street from Main Street to Union Avenue	
Lea Avenue from Second Street to Jaffa Street	
Union Avenue from Hobbs Street to Second Street	

The City of Roswell would benefit from a City-wide street and pavement evaluation study, which would assist with identification and priorities for street reconstruction and rehabilitation.

The City of Roswell contains 29 roadway bridges and 9 pedestrian bridges. The roadway bridges are inspected every two years by the NMDOT District 2 Bridge Unit. It is recommended that the City of Roswell have a priority rating for a bridge rehabilitation and replacement program. A bridge study would not

only include the priority for improvements, but also perform structural rating capacities for all bridges. This should also include the pedestrian bridges. The ICIP FY 2017-2021 lists phased bridge replacement projects starting in 2017.

City streets that are lacking curb and gutter and the cost in 2015 dollars to bring these streets up to current Public Works Specification standards are provided in Table 7.3. These costs do not include any storm drainage or associated appurtenances.

TABLE 7.3: EXISTING CITY STREETS NEEDING CURB AND GUTTER		
Functional Classification	Roadways in Miles	2015 cost (Millions)
Minor Arterials	10.5	\$12.0
Major Collectors	3.0	\$2.0
Local Streets	23.0	\$13.5
Total Cost and Mileage	36.5	\$23.5

Source: City of Roswell Engineering Department, 2015.

ADA Accessibility

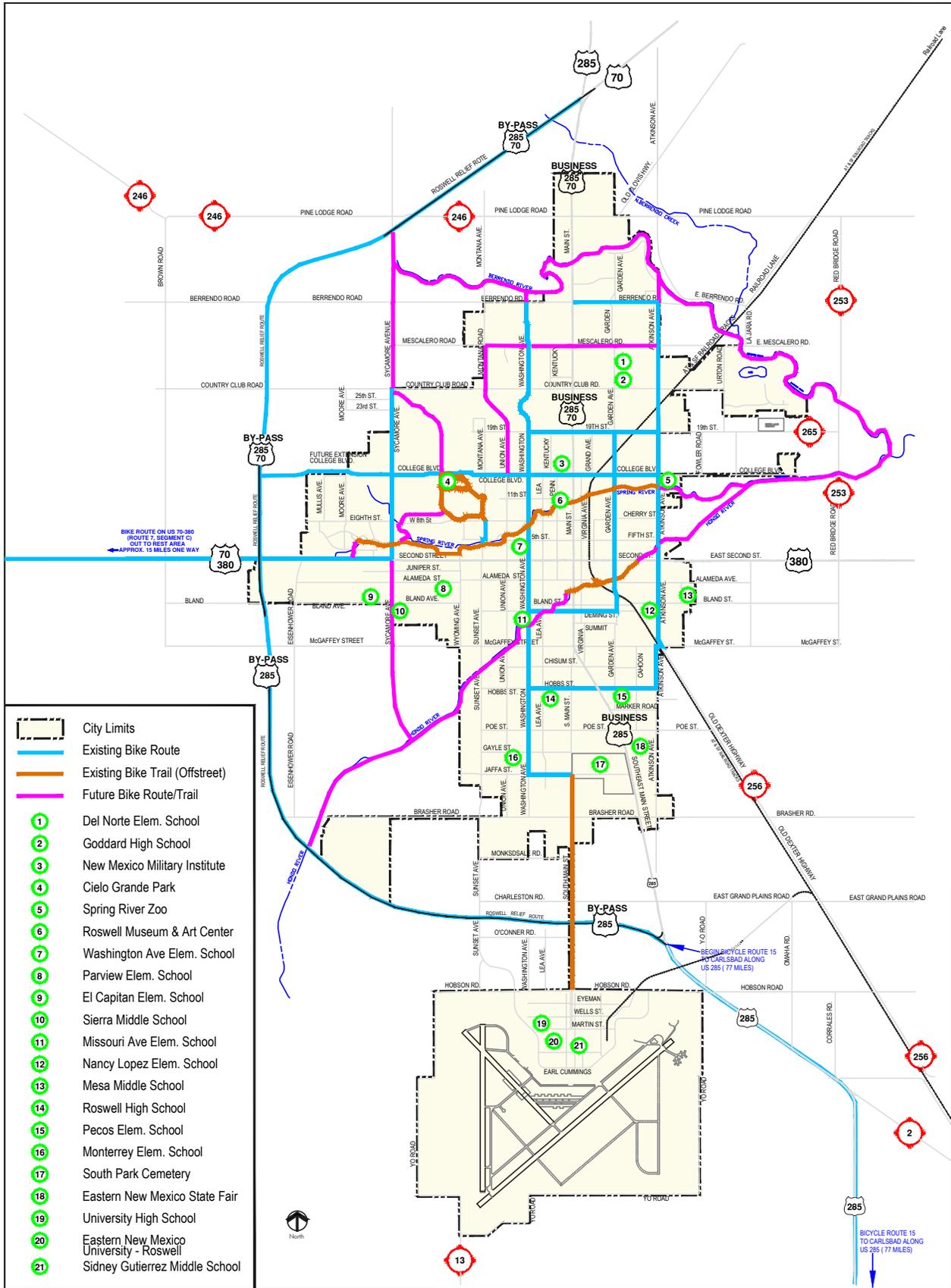
The City of Roswell is working to bring the City into compliance with the Americans with Disabilities Act (ADA) standards from designated handicapped parking spaces to improved streets and sidewalks. All new residential, commercial, and industrial developments must meet ADA standards in order to receive a building permit. Capital improvement street reconstruction projects are bringing more streets and intersections into compliance with ADA requirements every year. The City does have a Sidewalk Transition Plan that is annually updated and submitted to the NMDOT. A copy of this plan is available in the office of the City Engineer.

7.4 ALTERNATIVE TRANSPORTATION MODES

Pedestrian and Bicycle Facilities

The City of Roswell continues to make efforts to provide safe and accessible connections for all modes of transportation. As bicycling and walking become more popular as alternative modes of transportation, the need for more connections are desired and needed. While the City requires new developments to include sidewalks and ADA ramps, many older streets do not contain these street elements.

There are also large parts of the City that do not include trails or trail connections. The exceptions are the Spring River Recreational Trail and the Hondo River Recreational Trail, which run east-west in the center of the City and do not have a north-south connection (see *Trails and Bikeways map, page 125*). There is also a small trail segment along South Main Street. The City contains several bike routes; however, there are no bicycle lanes within any of the arterials. This deficiency is an issue that has been raised at the public meetings. The City of Roswell should prioritize the construction of bicycle infrastructure and sidewalks to ensure that all residents and visitors can safely and conveniently travel through the community by these alternative transportation modes.



**City of Roswell
TRAILS and BIKEWAYS**

Safe Routes to School

The Safe Routes to School Program is a federally-funded program originally developed by the Federal Highway Administration. The intent of the program is to encourage communities to increase transportation opportunities to children through the creation of safe walking and bicycling routes. The benefits of such a program are many-fold: increased physical activity for students; less congestion in school drop-off/pick-up zones; fewer conflicts between cars, buses, and students; safer campus for walking and bicycling; students arrive at school energized and ready to learn; and decreased demand for busing. The NMDOT created a Safe Routes to School Handbook that covers the “how tos” of research and analysis, public input, and developing and writing the action plan (*for more information, see www.nmsaferoutes.com*). Each year, several New Mexico communities hold a Walk and Roll to School Day which promotes alternative forms of transportation for students going to or from school.

The grant funding available for this program is limited and requires a match from local government. Funding is provided under the Transportation Alternatives Program (TAP) through the SERTPO. According to the NMDOT Planning Bureau, most of the communities in New Mexico that have been successful in creating a Safe Routes to School Program received little grant funding. Their success was based more on having strong local champions (typically the school district) and providing the education and encouragement and incorporating the program concepts into the school culture.

For Roswell, creating a local Safe Routes to School Program would likely be a joint effort between the Roswell Independent School District, City of Roswell, Department of Health, and Southeast New Mexico Transportation Planning Organization (SERTPO). This would be a good community-building effort with far reaching benefits that does not need a large capital investment.

Pecos Trails Transit

Pecos Trails Transit is the only public transportation option available for Roswell residents. Pecos Trails offers five bus routes: Main Street Route Number 1, W. Second Street Route Number 2, Country Club Road Route Number 3, Sunset Avenue Route Number 4, and Bland Street Route Number 5 (*see Pecos Trails Transit Bus Route map, page 127*). These routes cover approximately 85% of the City. Transit staff indicated that 100% coverage would be ideal, but near impossible. Daily counts are approximately 700 to 800 riders per day. Overall, the five bus routes are sufficient and properly handle the public transit needs of the community.

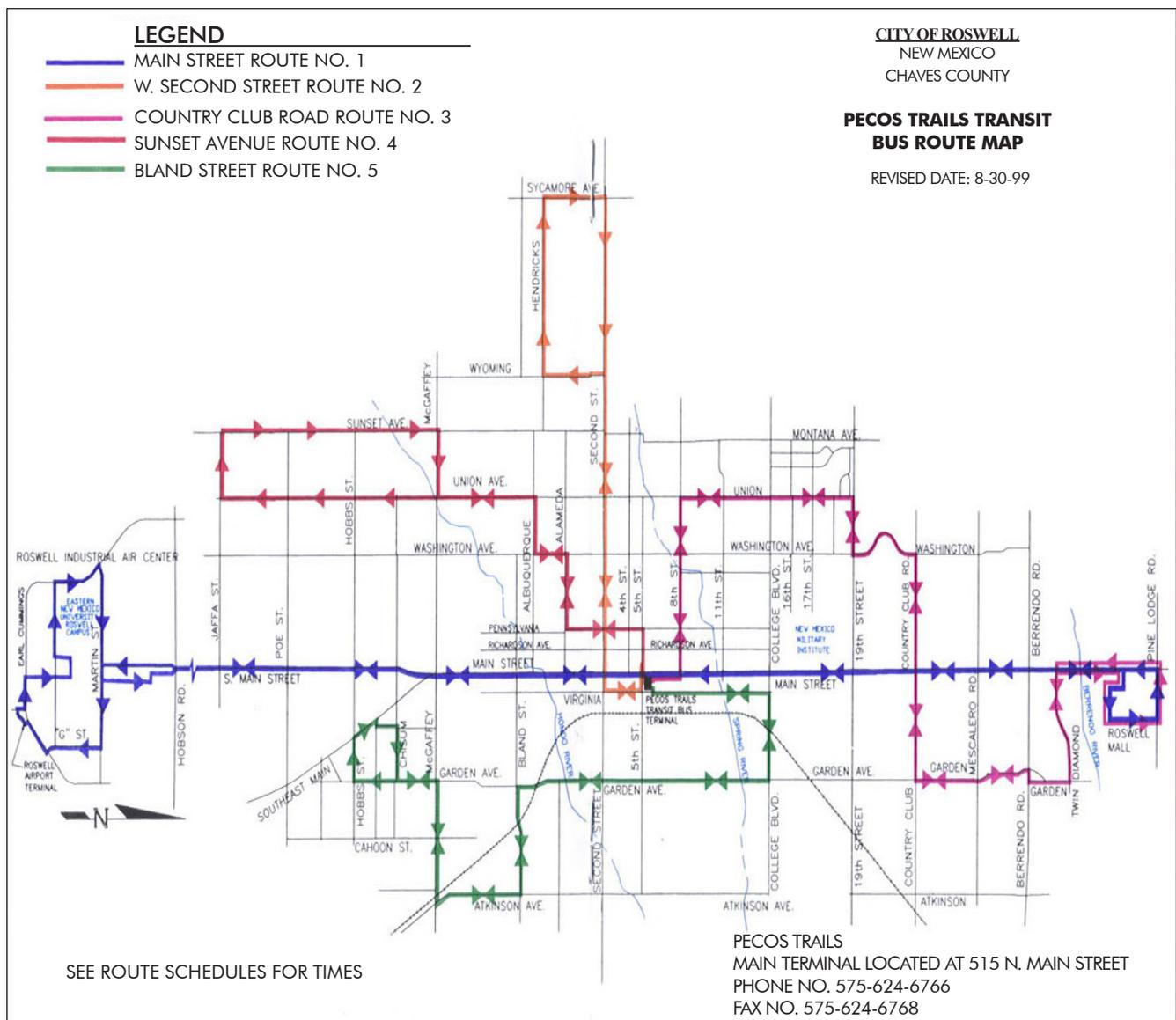
Bus fares typically range from \$.75 to \$.35 depending on the rider’s age, while monthly passes range from \$12.60 to \$27.00. The transit system operates Monday through Friday from 6:00 a.m. to 10:30 p.m., Saturday from 7:10 a.m. to 10:00 a.m., and Sunday from 10:28 a.m. to 7:02 p.m. and is closed on Thanksgiving and Christmas. Buses run on a shortened schedule during other holidays. Bus pick-up frequency is dependent on the route and time of

day, but ranges between 26 minutes and 55 minutes. Riders are informed of changes to bus schedule or routes and other delays through RIDER ALERT. Notices are spread through newspaper, radio, and posts on the bus.

The Para-Transit system offers affordable curb to curb service for elderly and disabled residents. This service costs \$1 per ride and requires a 24 hour advanced notice. Para-Transit rider counts average approximately 800 per month.

Staff expressed the following short-term and long-term goals:

- Roof repair for the transit building;
- Order one bus per year to replace older buses; and
- Construct shelters at every bus stop in the City.



7.5 RAIL and AIR SERVICE

Burlington Northern & Santa Fe (BN&SF)

The Burlington Northern & Santa Fe (BN&SF) Railroad travels through Roswell and southeastern New Mexico. BN&SF maintains the tracks and provides freight service, but not passenger service. The freight service is very active and the tracks link into other railroad systems throughout New Mexico, Texas, and the southwest and national railroad system. RIAC contains a rail spur that enters from the northeast and has been maintained by the City of Roswell since 2004.

Rail infrastructure continues to be an important part of Roswell’s transportation and economic development (*see the Economic Development section for more information*). In 2012, the City applied for Local Economic Development Act funding and, with the help of additional funding from local contributors and a matching grant from the City, upgraded and modernized the rail spur. Not only did the funding allow for upgrades of the current rail, but added 800 feet of coveted space for public access.

Roswell International Air Center (RIAC)

The Roswell International Air Center (RIAC) provides passenger and cargo air service to Roswell and southeastern New Mexico. The RIAC was initially named the Roswell Army Air Field in 1941, as the Roswell Army Flying School, and later became Walker Air Force Base when it became a nuclear Strategic Air Command Base. Walker Air Force Base closed in 1967 and was later transferred to the City of Roswell to operate and maintain.



The RIAC boasts the second longest runway in the state and can handle large aircraft. Passenger commuter services are provided, offering a limited number of daily flights to other regional airports. In October 2014, a \$450,000 federal grant was awarded to City of Roswell to support nonstop service to the Phoenix Sky Harbor International Airport which begins in March 2016. AvFlight Corporation currently serves as Roswell’s Fixed Base of Operations, providing a full range of services for general aviation pilots. The state-of-the-art Control Tower and Radar are operated by the F.A.A. and the military and many major airline companies use the RIAC runways and flight space for pilot training exercises.

The 2012 RIAC Airport Master Plan follows the Federal Aviation Administrations Advisory Circular on airport master plans (*see the Economic Development section for more detail on the 2012 RIAC Airport Master Plan*). The Master Plan addresses

future facility needs to address air and ground operations and safety, improved airport services, and describes economic development opportunities and a framework for future airport development.

7.6 TRANSPORTATION GOALS, OBJECTIVES, and IMPLEMENTATION STRATEGIES

This section includes goals, objectives, and implementation strategies related to transportation. For information on the time line and responsible party associated with each of the transportation implementation strategies, see Chapter 10: Implementation.

Transportation Goal 1: Provide a balanced and coordinated system of pedestrian, bicycle, vehicular, and transit facilities that allows for the efficient movement of people and goods through and within Roswell.

Objective A: To improve and maintain the major and local street network to ensure the safe vehicle travel of residents and visitors to Roswell.

Objective B: To continue working with the New Mexico Department of Transportation (NMDOT) on improvements to Main Street, Second Street, and Atkinson Avenue (NM 256).

Objective C: To provide alternative ways and means (i.e., multi-use trails and bike lanes) to traverse through and around the community.

Objective D: To lessen the community's reliance on passenger vehicles and encourage a healthier, more active lifestyle.

Objective E: To provide cost effective and efficient transit services to youth, seniors, disabled, and other residents who do not drive or own a passenger vehicle.

Transportation Implementation Strategy 1.1: Work with and encourage the NMDOT to redesign and reconstruct the five-point intersection at South Main Street and McGaffey Street.

Transportation Implementation Strategy 1.2: Work with the NMDOT to establish a plan for improvements to NMDOT facilities (i.e., roadways, traffic signals, drainage) located within the City of Roswell.

Transportation Implementation Strategy 1.3: In conjunction with the NMDOT and Chaves County, evaluate the feasibility of an east side bypass road to remove heavy truck traffic from Main Street through Downtown Roswell (see *Preferred Land Use Scenario*).

Transportation Implementation Strategy 1.4: Encourage the NMDOT to make roadway and drainage improvements to U.S. 285, south of McGaffey Street (Southeast Main Street).

Transportation Implementation Strategy 1.5: Create a prioritized list of trail and bicycle improvements, including those identified on the Trails and Bikeways map, and identify streets that could accommodate bicycle lanes. Include these improvements on the City’s ICIP and identify potential funding sources.

Transportation Implementation Strategy 1.6: Provide improvements to the Pecos Trails Transit system, including the systematic replacement of old buses and installation of new bus shelters. In addition, determine whether new transit routes will be needed to serve future growth and annexation areas.

Transportation Implementation Strategy 1.7: Initiate, coordinate, and promote a Safe Routes to School program in conjunction with the NMDOT, Roswell Independent School District, Department of Health, and Southeast New Mexico Transportation Planning Organization (SERTPO), and the general public.

Transportation Goal 2: Maintain clean and safe street conditions throughout the City of Roswell.

Objective A: To develop and maintain a regular schedule of resurfacing and paving street sections.

Objective B: To provide more walkable streetscapes through installation and improvements to sidewalks, ADA improvements and construction of handicapped ramps throughout the City’s street network, and installation of lighting, landscaping, and street furniture along major corridors.

Transportation Implementation Strategy 2.1: Complete a City-wide street and pavement evaluation study that sets priorities for new street construction, maintenance of pavement, installation of curb and gutter, and rehabilitation of streets. Coordinate projects with the City’s capital outlay program and the ICIP.

Transportation Implementation Strategy 2.2: Complete a bridge study that includes, but is not limited to, a priority ranking system for improvements and a structural rating capacity for all bridges (including pedestrian bridges) within the City of Roswell.

Transportation Implementation Strategy 2.3: Pursue and allocate funding for implementing the projects identified in the 2017-2021 Infrastructure Capital Improvement Plan (ICIP).

Transportation Implementation Strategy 2.4: Continue following and implementing the Americans with Disabilities Act for new and updated development to address sidewalks, roadways, and ADA accessibility.

Transportation Implementation Strategy 2.5: Review and update the City’s Street Lighting Policy contained in the Public Work’s Specifications.

Transportation Implementation Strategy 2.6: Continue to pursue NMDOT sponsored and funded programs, including Local Government Road Funds, Municipal Arterial Program, Cooperative Projects, Safety Projects, etc. Continue to participate in the Southeast Regional Transportation Planning Organization (SERTPO).

Transportation Implementation Strategy 2.7: Continue to pursue Community Development Block Grant (CDBG) and New Mexico State Legislature State Appropriations funding for transportation related projects.

Transportation Goal 3: Expand general aviation, air cargo, and air passenger operations at the Roswell International Air Center.

Objective A: To identify an airline that will provide air travel service to Phoenix Sky Harbor International Airport and other airports in the Southwest region.

Objective B: To provide more timely and efficient connections to the west coast.

Objective C: To foster economic growth opportunities for the City of Roswell and Southeastern New Mexico.

Transportation Implementation Strategy 3.1: Ensure that air service to Dallas-Fort Worth and Phoenix is maintained by performing all necessary actions to support this function. Encourage expansion of air service to other cities in the Southwest region.

Transportation Implementation Strategy 3.2: Increase the number of and enhance the existing aircraft storage hangars at the RIAC.

Transportation Implementation Strategy 3.3: Evaluate the cost/benefit of implementing a rate increase for ground leases, hangar storage, landing fees, parking, and fuel flowage.

Transportation Implementation Strategy 3.4: Prioritize and implement projects identified in the 2012 Roswell International Air Center Master Plan Update. Pursue available aviation related funding from FAA and New Mexico Department of Transportation - Aviation Division grant and funding programs.

Transportation Implementation Strategy 3.5: Participate in conferences, such as the Airport International - North America (ACI-NA) and the American Association of Airport Executives, to market the Roswell International Air Center.

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Neighborhoods & Housing

Chapter 8

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8.1 OVERVIEW

The provision of safe and affordable housing is a fundamental human need. Existing and future housing demand requires a variety of housing types to meet this fundamental need including single-family detached and attached units, multi-family apartments, and townhouses, with a range of costs. Housing trends within New Mexico and across the country have been evolving; single-family detached housing is not attainable for every household, but is also not universally desired.

The Housing element of the Comprehensive Master Plan is a precursor to the City’s Affordable Housing Plan which will determine the existing and future housing needs for Roswell, identify the portion of Roswell households that are considered “cost-burdened,” and quantify the number of units, both single-family and multi-family, that will be needed to meet this demand. It will identify goals, policies, and quantifiable objectives for



Single-family and multi-family housing in Roswell.

the construction of new housing units, as well as rehabilitation of existing housing units, and identify the specific housing programs and assistance available from U.S. Housing and Urban Development, New Mexico Mortgage Finance Authority, and other private service providers. The Affordable Housing Plan will also identify housing needs for special populations including the elderly, disabled, homeless, and veterans.

8.2 POTENTIAL ENTITLEMENT STATUS

According to the 2010 Census, the population of the City of Roswell was 48,411. Since one of the City’s significant opportunities is to reach a population of 50,000, it would be prudent for the City to explore opportunities associated with entitlement status under the U.S. Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) Program. Once a community reaches a population of 50,000, it attains entitlement status under applicable HUD CDBG regulations and thus, secures direct annual allocations under this program. CDBG resources are quite flexible and may be used for public services, infrastructure, community facilities, affordable housing, economic development, redevelopment and planning purposes, etc. Generally, but not in all cases, CDBG resources must benefit low- and moderate- income households.

Presently, CDBG resources for all cities under 50,000 in population and counties under 200,000 are indirectly available from the State of New Mexico through a competitive allocation approach. Since Roswell is so close to the population threshold for CDBG entitlement status, it is worth investigating with HUD the volume of resources it would annually secure as an entitlement community and compare this to the prior volume of CDBG resources secured through the State of New Mexico. If Roswell pursued and secured CDBG entitlement status, it would be required to prepare a Consolidated Plan, Annual Action Plans, and Analysis of Impediments To Fair Housing Choice.

8.3 HOUSEHOLD CHARACTERISTICS

Household Type

In 2013, Roswell had a total of 17,068 households: 68.8% family households and 31.2% non-family households (see *Table 8.1*). From 2000 to 2013, there was an increase of 18.9% in female headed households with no husband present, while husband-wife family households with children under 18 years old decreased by 5.4%. During this time period, average household size increased from 2.58 to 2.62. New Mexico as a whole had a slightly higher average household size of 2.66. The increase in Roswell's average household size may have resulted from the increase of under 5 years age cohort between 2000 and 2010.

Chaves County has generally experienced similar change from 2000 to 2013, with the exception of households with individuals 65 years and over. Households with individuals 65 years and over increased by 5.4% in the County.

Household Occupancy

In 2013, Roswell had a total of 19,835 housing units, a 2.6% increase from 2000. Between 2000 and 2013, vacant housing units decreased from 2,259 to 2,017 (10.7% decrease) and renter-occupied housing units increased (21.1%). Chaves County saw similar housing unit trends. Total housing units increased to 26,648, a 3.9% increase in the County. Vacant housing units decreased by 2.0%, while renter-occupied units increased by 20.1%. Since the growth in the number of renter-occupied units exceeded the growth of total housing units in Roswell, it is assumed that more single-family homes are being rented than in previous years.

Housing Tenure

In 2013, Roswell had a total of 17,818 occupied housing units, which was a 4.4% increase from 2000. Both Chaves County and Roswell have experienced a large increase in average household size of renter-occupied units. These shifts toward larger households and an increased number of renters reflect the economic conditions in Roswell.

TABLE 8.1: HOUSEHOLD CHARACTERISTICS						
	City of Roswell			Chaves County		
Household Type	2000	2013	% Change 2000-13*	2000	2013	% Change 2000-13*
Total households	17,068	17,818	4.4%	22,561	23,499	4.2%
Family households	68.8%	91.0%	38.1%	71.3%	50.3%	-26.4%
With own children under 18 years	34.5%	36.4%	10.2%	35.6%	36.2%	5.7%
Husband-wife family	49.1%	43.8%	-6.9%	52.7%	48.3%	-4.5%
With own children under 18 years	21.7%	19.7%	-5.4%	23.7%	21.7%	-4.8%
Female householder, no husband present	14.9%	16.9%	18.9%	13.7%	15.4%	17.5%
With own children under 18 years	9.7%	13.0%	39.8%	8.9%	11.1%	30.6%
Nonfamily households	31.2%	33.6%	12.6%	28.7%	31.0%	12.3%
Householder living alone	27.1%	29.3%	12.8%	24.8%	26.7%	12.4%
Households with individuals under 18 years	38.5%	36.5%	-0.9%	39.8%	36.4%	-4.8%
Households with individuals 65 years and over	30.5%	29.6%	1.2%	28.7%	29.1%	5.4%
Average household size	2.58	2.62	1.6%	2.66	2.70	1.5%
Average family size	3.13	3.25	3.8%	3.17	3.28	3.5%
Housing Units						
Total housing units	19,327	19,835	2.6%	25,647	26,648	3.9%
Occupied housing units	88.3%	89.8%	4.4%	88.0%	88.2%	4.2%
Vacant housing units	11.7%	10.2%	-10.7%	12.0%	11.8%	2.0%
Owner-occupied housing units	60.4%	56.9%	-3.3%	62.4%	58.6%	-2.4%
Renter-occupied housing units	27.9%	32.9%	21.1%	25.6%	29.6%	20.1%
Housing Tenure						
Occupied Housing Units	17,068	17,818	4.4%	22,561	23,499	4.2%
Owner-Occupied Units	68.4%	63.4%	-3.3%	70.9%	66.5%	-2.4%
Average Household Size of Owner-Occupied Units	2.64	2.69	1.9%	2.71	2.74	1.1%
Renter-Occupied Units	31.6%	36.6%	21.1%	29.1%	33.5%	20.1%
Average Household Size of Renter-Occupied Units	2.47	2.51	1.6%	2.55	2.61	2.4%

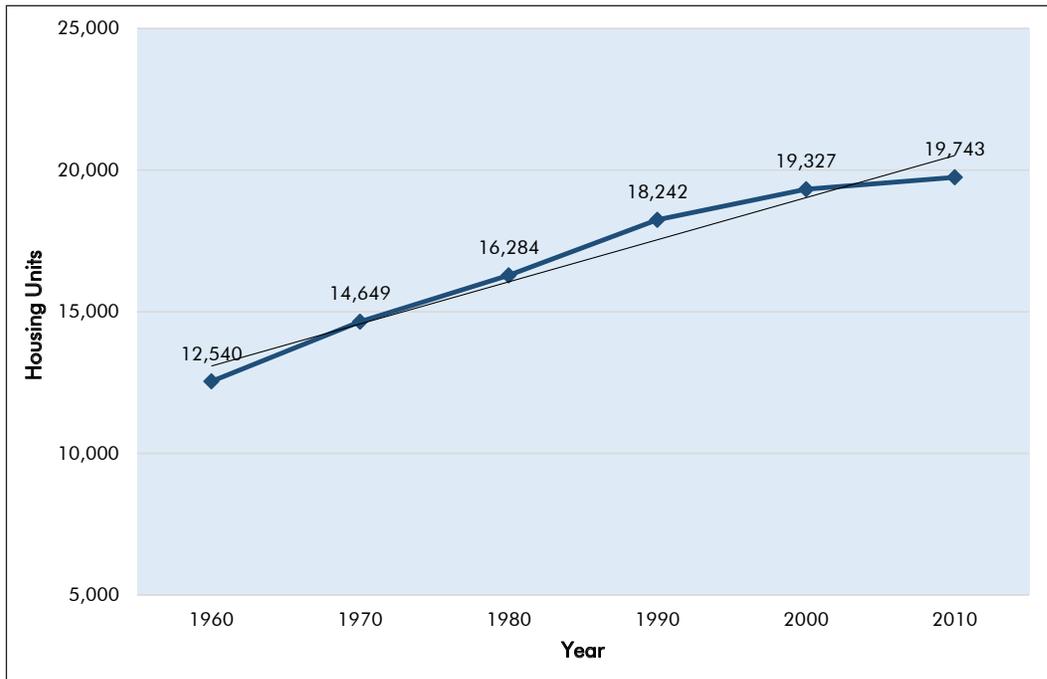
Source: U.S. Census Bureau and American Community Survey 2009-2013 5-year Estimates.

8.4 EXISTING HOUSING - AGE and CONDITION

The number of housing units steadily rose between 1960 and 2010 at an average annual growth rate of 1.35% (see *Figure 8.1*). However, this growth rate slowed from 2000 to 2010 to an annual growth rate of .21%, which reflects the overall local, state, and national housing decline.

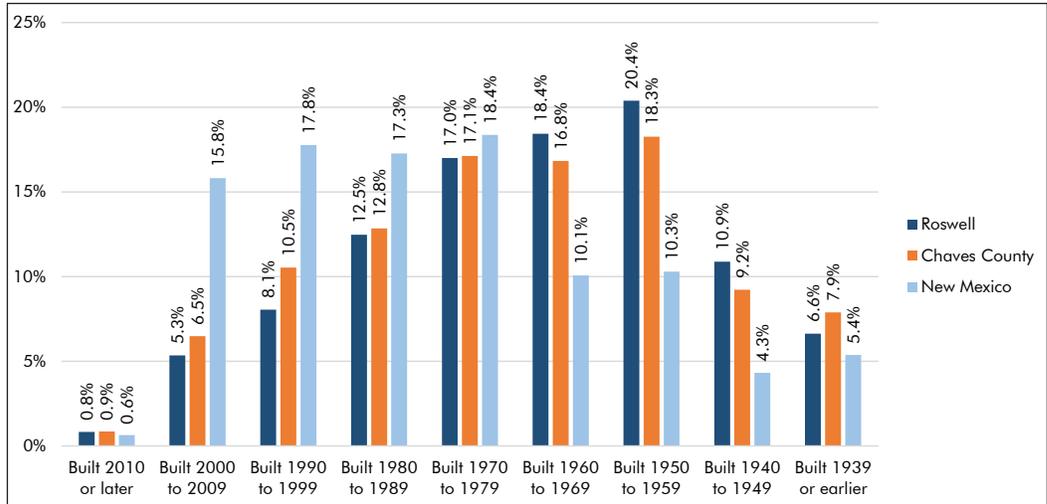
The peak decade for housing built in Roswell and Chaves County was 1950 to 1959, where 20.4% and 18.3% of houses were built, respectively (see *Figure 8.2*). The peak decade for housing built in New Mexico was 1970 to 1979. The median year for housing built in Roswell was 1967, which is significantly older than the median year for housing built for New Mexico as a whole (1981).

FIGURE 8.1: ROSWELL HOUSING UNITS, 1960-2010



Source: U.S. Census Bureau.

FIGURE 8.2: YEAR HOUSING BUILT



Source: U.S. Census Bureau 2009-2013 5-year estimates American Community Survey.

Units in Structure

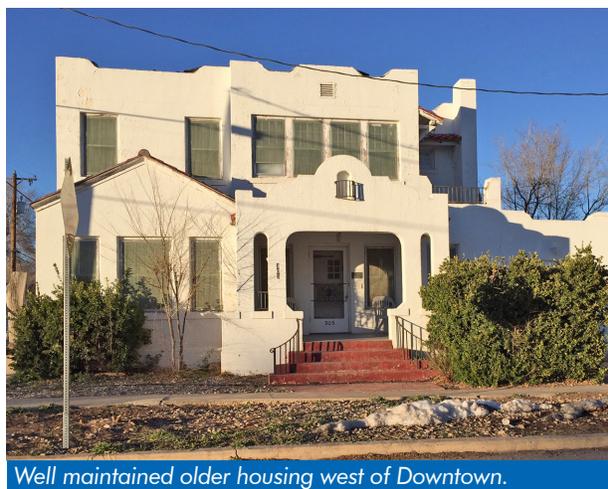
In 2013, 76.2% of the housing units in Roswell were single-family detached units (see Table 8.2). Comparatively, 64.7% of housing units in the state were single-family detached units. Mobile homes were the next most common housing type, representing 5.5% of the housing stock. Structures with 3 or more units comprised 15.3% of the total housing units in Roswell.

TABLE 8.2: UNITS IN STRUCTURE, 2013		
Housing Type	Number of Units	% of Housing
Single-Family Detached	15,111	76.2%
Single-Family Attached	654	3.3%
2 Units	662	3.3%
3 to 4 Units	609	3.1%
5 to 9 Units	341	1.7%
10 to 19 Units	489	2.5%
20 or More Units	867	4.4%
Mobile Homes	1,092	5.5%
Boat, RV, Van, etc.	10	0.1%
Total Housing Units	19,835	100.0%

Source: U.S. Census, 2007 - 2013 American Community Survey 5-Year Estimates.

General Housing Conditions

As expressed at the public meetings, well-maintained housing is important to residents that take pride in the quality of life in Roswell. Well-maintained housing stabilizes property values, attracts new residents to the community, and contributes to neighborhood quality. The vast majority of housing in Roswell is over 50 years old, therefore, maintaining housing quality will remain an on-going priority.



As part of the existing Land Use survey, the consultants performed an informal survey of housing conditions in the City of Roswell in March 2015. The intention of this survey was not to analyze housing conditions; however, the general character and condition of housing was documented.

Roswell has a mix of housing units that range in age, size, type, and condition. In general, multi-family and mobile housing is scattered across the City in various sizes and conditions. Newer housing and construction is located toward the periphery of the City, specifically in the far northwest and southwest areas of the City. In the northeast area, the housing stock is newer and fully

built-out to the existing city limits. Generally, the housing in the northern area of the City is more suburban in nature.

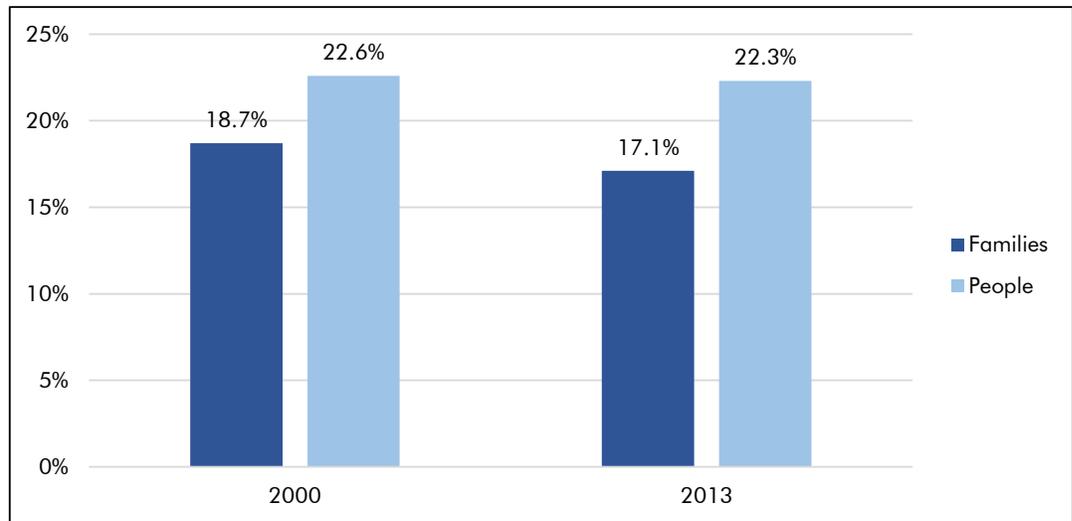
Older housing is found closer to Downtown, along the southeast railroad corridor, and in the neighborhood adjacent to the RIAC. These areas appear to have higher vacancy rates and noticeable deterioration in the housing stock. The exception to this trend is the Roswell Historic District, which consists of older, larger, and well maintained housing. The Chihuahuita neighborhood is also experiencing noticeably deteriorating housing conditions. Mitigation of these poor housing conditions should be considered a priority for the City.

8.5 ECONOMIC CONDITIONS IMPACTING HOUSING

Poverty Status

Between 2000 and 2013, the number of families in Roswell living below the poverty level decreased from 18.7% to 17.1% (see Figure 8.3). Similarly, the number of people living below the poverty level slightly decreased from 22.6% to 22.3% during this same time period. This is lower than New Mexico as a whole, where 30.4% of the people were living below the poverty level.

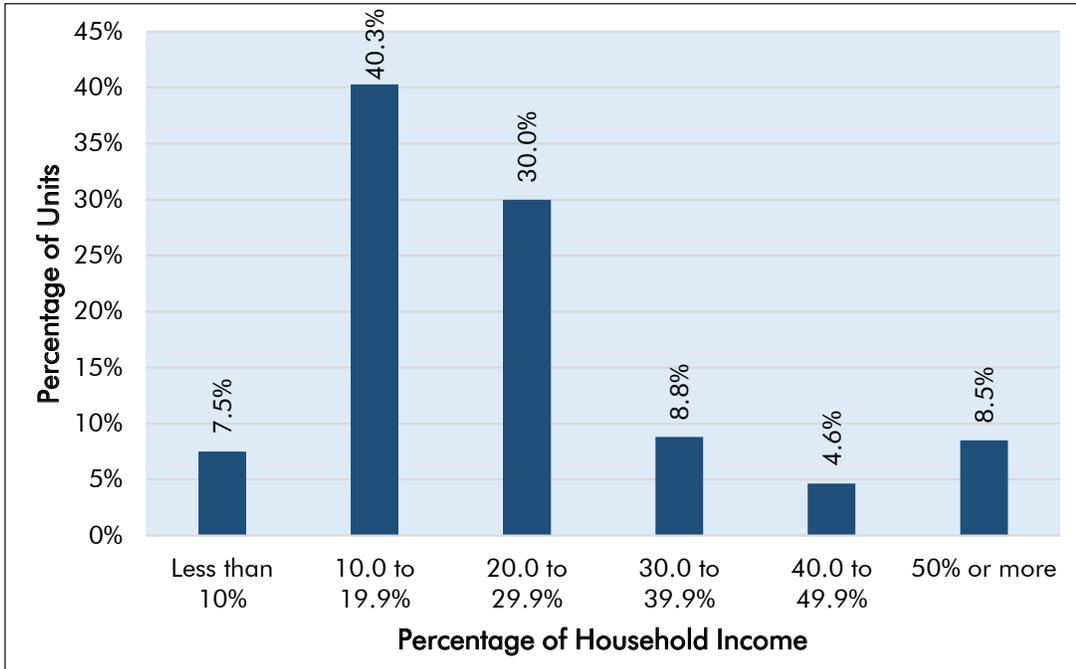
FIGURE 8.3: FAMILIES & PEOPLE BELOW THE POVERTY LEVEL IN PAST 12 MONTHS



Source: U.S. Census Bureau, 2000 and 2009-2013 American Community Survey 5-year Estimates.

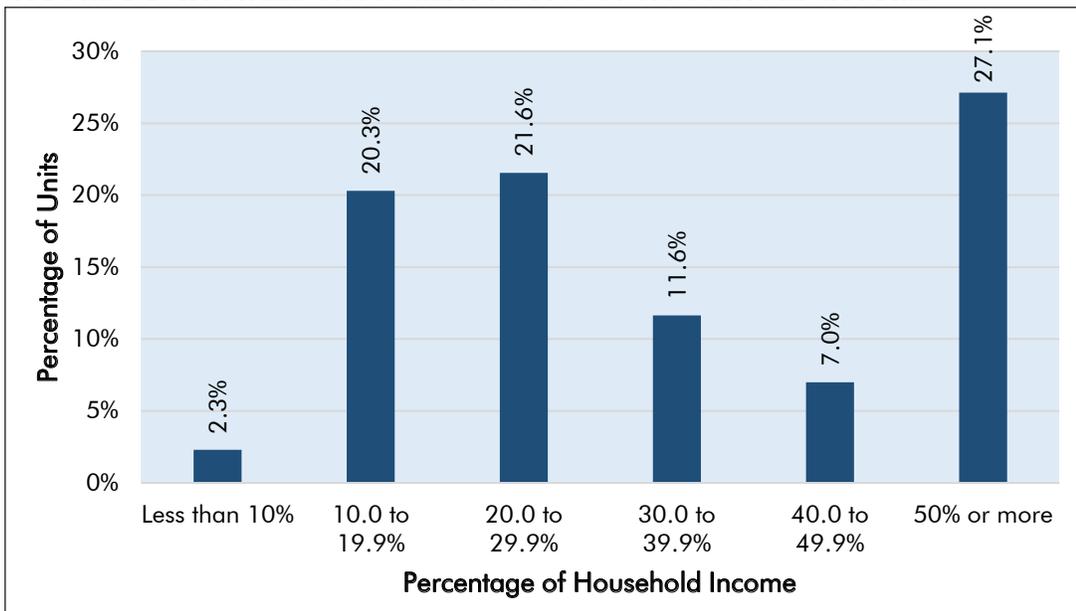
Households with housing and utility costs that exceed 30% of household income are considered to be “cost burdened.” Figures 8.3 and 8.4 show the percent of household income spent on housing for homeowners and renters in Roswell. In Roswell, 21.9% of homeowners with a mortgage have housing costs that exceed 30% of their household income. This is lower as compared to the state as a whole in which 33.7% of homeowners are considered cost burdened. Approximately 45.7% of renters in Roswell are cost burdened, as compared to 44.9% of renters in New Mexico.

FIGURE 8.4: ROSWELL MONTHLY OWNER COSTS AS A % OF HOUSEHOLD INCOME



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-year Estimates.

FIGURE 8.5: ROSWELL GROSS RENT AS A % OF HOUSEHOLD INCOME



Source: U.S. Census Bureau, 2009-2013 American Community Survey 5-year Estimates.

8.6 HOUSING FOR SPECIAL NEEDS POPULATIONS

Senior Population

Providing adequate housing for special needs populations (i.e. seniors, disabled, veterans, and homeless) is an important component of any comprehensive housing strategy. Housing specifically focused on seniors allows those members of the community to stay near their families instead of having their lives disrupted by moving away due to aging and need for higher levels of care. Ideally, there should be a range of care options including assisted living, memory care, nursing care, and some independent living.

Currently, Roswell includes a variety of options for senior living facilities, but it is unknown whether these facilities are adequately addressing the need. These facilities are located throughout the City and range in size. Some of the more popular facilities include: BeeHive Homes of Roswell, Brookdale Country Club, and Peachtree Village Retirement Home. In 2013, the City was estimated to have just under 10,000 residents over 60 years of age. The senior population will continue to grow with the aging of the baby boomers. These changing demographics will demand that senior housing be at the forefront of housing priorities for Roswell. Additionally, Roswell could be a regional hub for senior living as it is the largest city in southeast New Mexico. Many rural towns in this part of New Mexico cannot offer the senior care necessary and will look to cities such as Roswell to find that care.

Disabled, Veterans, and Homeless Populations

Providing housing for the disabled, veterans, and homeless populations is another important area of focus that will be addressed in more detail in the future City of Roswell Affordable Housing Plan. As defined by the US Census, "Population with a Disability" refers to those with a hearing, vision, cognitive, ambulatory, self-care, or independent living difficulty. According to the American Community Survey, 16.7% of the Roswell population in 2013 were considered disabled, which is slightly higher than Chaves County (16.6%) and considerably higher than New Mexico as a whole (14.1%).

The Veterans' Administration estimates that one-third of adult homeless men and nearly one-quarter of all homeless adults have served in the armed forces. This population is considered at risk due to poverty, lack of support from family and friends, and precarious living conditions in overcrowded or substandard housing. It is estimated that almost half of all homeless veterans suffer from mental illness, more than two-thirds suffer from alcohol or drug abuse, and nearly 40% have both psychiatric and substance abuse disorders. A 2013 study conducted by the New Mexico Coalition To End Homelessness indicated a homeless Point-in-Time Count of 53 persons in Emergency and Transitional Shelters, as well as unsheltered in Chaves County.

Addressing the housing needs for this special subset of the population is an area of focus for the federal Department of Housing and Urban Development (HUD) and will be addressed in the Roswell Affordable Housing Plan. Approximately 10.8% of the Roswell population in 2013 was comprised of veterans. In comparison, 10.1% of Chaves County and 11.1% of New Mexico residents were veterans.

8.7 HOUSING ORGANIZATIONS

There are several programs in Roswell and Chaves County that provide housing and/or rent assistance. These groups include:

Alianza of New Mexico: Alianza is located in Roswell (311 W. Second Street) and provides housing assistance, counseling, and case management for people affected by HIV/AIDS.

Assurance Home, Inc.: This organization is a non-profit located in Roswell (1000 E 18th St) that provides emergency youth shelter for boys and girls aged 12 to 18 who are considered to be “at-risk.”

CHOICES Center for Independent Living: This organization provides housing services for the disabled and homeless population to help them live independently. In addition to housing search assistance, CHOICES helps find the less able housing resources and guides them with other housing obligations, such as paying utilities, thus making it easier to live in a house. It is located in Roswell (200 E. 4th Street) and serves Chaves, Lea, and Eddy County.

City of Roswell: The City of Roswell offers administrative support for low-income/affordable housing projects within the City.

Habitat for Humanity: Habitat for Humanity is a non-profit group of volunteers that builds and rehabilitates homes for low-income people and families world-wide. Recipients invest their own labor into building their homes and the homes of others. Houses are sold to partner families at no profit and financed with affordable loans. The homeowners’ monthly mortgage payments are used to build new Habitat homes.

Eastern New Mexico Housing Authority: The Eastern New Mexico Housing Authority provides housing assistance to low-income families across 12 counties in eastern New Mexico. The Housing Authority’s main office is located in Roswell at 106 E. Reed Street. Staff has indicated that the Housing Authority is currently accepting Section 8 Voucher applications for Roswell, but there is a year-long waiting list. The organization is looking into a first time home buyer program for low-income residents in Roswell.

Roswell Refuge for Battered Adults: This organization provides emergency shelter for victims of domestic violence.

Southeast New Mexico Community Action Corporation: Southeast New Mexico Community Action Corporation (SNMCAC), located at 209 E. Hendricks, provides assistance with rent/mortgage and utilities for applicants in Chaves, Lincoln, Otero, Eddy, and Lea counties who meet income guidelines and provide the required documentation. The local SNMCAC office is located in Roswell.

YES Housing, Inc.: Based in Albuquerque, this organization provides affordable housing for those who qualify. The organization serves multiple counties in New Mexico including Chaves County.

The City of Roswell has worked with many of the above listed organizations by applying for Community Development Block Grants and other forms of assistance. The City of Roswell has been successful in securing CDBG funds since 1997 that offer assistance for repairs and upgrades to streets and infrastructure in blighted areas of town that are in significant need of financial assistance.

8.8 NEIGHBORHOOD DESIGN and GREEN BUILDING

Neighborhood design can reduce energy consumption related to transportation by placing housing near jobs, services, and recreation amenities. The building industry offers programs to improve energy efficiency and sustainability of housing. The US Green Building Council (USGBC) sponsors a building certification program called Leadership in Energy and Environmental Design (LEED). The USGBC reviews projects for conformance based on efficiency, sustainability, materials quality, and design factors and issues certifications based on the points achieved for sustainable practices.

Build Green NM is a statewide program for certifying green residential building. It is now housed under the Foundation for Building, a non-profit that also supports affordable housing and builder education. Build Green NM is recognized in several local and state building codes and, at the higher levels of certification, homes may qualify for significant state tax credits. Build Green NM is a voluntary program. Builders that enroll in the program are not required to build every home to meet the program criteria.

In Roswell, there have been three commercial buildings that received LEED certification. These include the ENMU-R ASC Dental Clinic (Silver), New Mexico Rehabilitation Center (Gold), and Dow Hall - NMMI Campus (Gold).

8.9 NEIGHBORHOODS and HOUSING GOALS, OBJECTIVES, and IMPLEMENTATION STRATEGIES

This section includes goals, objectives, and implementation strategies related to neighborhoods and housing. For information on the time line and responsible party associated with each of the neighborhoods and housing implementation strategies, see Chapter 10: Implementation.

Neighborhoods and Housing Goal 1: Promote a variety of housing types, sizes, and price ranges to accommodate the housing needs of existing and future residents.

Objective A: To decrease the number of families and individuals that spends more than 30% of their household income on housing and utility costs (i.e. cost burdened households).

Objective B: To increase the availability of rental and ownership workforce housing.

Objective C: To diversify and expand the housing stock with new multi-family, townhouse, and condominium developments.

Objective D: To accommodate the affordable housing needs of special populations including the elderly, disabled persons, homeless, and Veterans.

Objective E: To incentivize the adaptive reuse of existing vacant buildings for multi-family and/or senior housing development.

Neighborhoods and Housing Implementation Strategy 1.1: Create an Affordable Housing Plan in compliance with the New Mexico Affordable Housing Act. The Affordable Housing Plan should include, but is not limited to, the following:

- Population and housing market profile;
- Housing needs assessment;
- Land use and regulations review; and
- Goals, policies, and quantifiable objectives within a 5-10 year time horizon.

Neighborhoods and Housing Implementation Strategy 1.2: Identify and work with non-profit community development corporations that would be interested in building affordable housing and housing rehabilitation in Roswell.

Neighborhoods and Housing Implementation Strategy 1.3: Evaluate the feasibility of establishing a housing authority for the purpose of providing housing for income eligible families, elderly, disabled, homeless, and veterans.

Neighborhoods and Housing Implementation Strategy 1.4: Provide a density bonus to encourage developers to build higher density housing that includes workforce housing as a percentage of the units (e.g. 5-10%).

Neighborhoods and Housing Goal 2: Ensure neighborhoods are safe, well-maintained, and stable.

Objective A: To address blighted conditions, maintain property values, and protect public health, safety, and welfare.

Objective B: To discourage crime and vandalism in Roswell.

Objective C: To provide adequate separation between incompatible residential and non-residential uses (e.g. heavy commercial or industrial development).

Neighborhoods and Housing Implementation Strategy 2.1: Provide education and disseminate materials that explain available maintenance assistance programs for homeowners.

Neighborhoods and Housing Implementation Strategy 2.2: Coordinate with the New Mexico Mortgage Finance Authority to apply for housing rehabilitation funds from the HOME Investment Partnership Program for qualified low-income homeowners.

Neighborhoods and Housing Implementation Strategy 2.3: Evaluate the condition of existing housing within the RIAC and determine the feasibility of relocating these residents to other more suitable neighborhood areas.

Neighborhoods and Housing Implementation Strategy 2.4: Create a development standard for landscape buffers between residential and heavy commercial and/or industrial development and incorporate it into the City's Zoning Ordinance.

Neighborhoods and Housing Implementation Strategy 2.5: Develop a "Home of the Month" program to recognize exceptional efforts by property owners to maintain and improve their properties in a manner that contributes to the overall appearance of the community.

Neighborhoods and Housing Implementation Strategy 2.6: Prioritize infrastructure improvements within the Chihuahuita residential neighborhood (i.e. streets, sidewalks, ADA ramps, lighting, etc.).

Neighborhoods and Housing Goal 3: Encourage new residential development that employs green building techniques and supports sustainability by locating neighborhood commercial services in close proximity.

Objective A: To conserve natural resources and reduce the energy consumption of new housing construction.

Objective B: To promote residential development that is conveniently located near jobs and services.

Neighborhoods and Housing Implementation Strategy 3.1: Streamline the development approval and inspection processes for projects that meet the goals of the Build Green NM program.

Neighborhoods and Housing Implementation Strategy 3.2: Create a mixed-use zone that allows for transit oriented development that contains a range of housing densities, neighborhood scale commercial services, and convenient access to the City's transit system.

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Community Services & Facilities

Chapter 9

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9.1 OVERVIEW

The Community Services and Facilities section summarizes the various services and facilities offered to the residents of Roswell. The City strives to ensure and protect the public health, safety, and welfare of the community through the provision of these services and facilities. The majority of these services and facilities are managed by the City of Roswell. Other governmental agencies, such as the Roswell Independent School District and Chaves County, provide services to the community as well. Together, these services and facilities constitute the basic building blocks for a healthy and thriving community.



Playground at one of the City's parks.

9.2 PUBLIC SAFETY

Fire Department

The Roswell Fire Department consists of 92 personnel, distributed across three shifts, six fire stations, one administration building, and a training facility. However, as the City evaluates future annexations, it would be reasonable to assume that additional fire stations may be needed to adequately provide fire protection to these new areas and maintain the Department's high Insurance Service Office (ISO) rating.

The Fire Department responds to over 9,000 calls per year. The Department is headed by the Fire Chief in conjunction with a deputy chief, various division chiefs, and battalion chiefs. The Fire Prevention Bureau has one fire marshal and two assistant fire marshals. In addition, there are twelve paramedics on staff. Every employee is at a minimum level of Emergency Medical Technician. Equipment includes eleven engines, three ladder units, three rescue units, three brush units, one mobile command post, and three airport crash units.

The Fire Department has identified the following staffing and equipment needs:

- Addition of one more person to each shift
- \$1 million plus ladder unit replacement and a replacement plan for all equipment
- Facility and apparatus maintenance

Police Department

The Roswell Police Department consists of one building, which is located at 128 W. Second Street. The Department has 99 sworn positions available, but is at a current staffing of 88. This includes the Chief, one deputy chief, five commanders, and 12 sergeants, while the remaining consists of officers and detectives. The Department is served by 14 civilian personnel who handle administrative duties. The Department's fleet consists of 122 patrol and administrative vehicles. Patrol vehicles are made up of six sergeant cars and 52 marked patrol cars, while administrative vehicles types include command staff, special investigative, technical services unit, police service aides, etc.

The Police Department has indicated several long-term goals and needs. High call volume and overtime billing suggests a need for more officers. Although the station building is sufficient, at this time, it is anticipated that some upgrades will be needed in the future. An important goal of the Police Department is to increase community involvement in hopes to create a stronger relationship with the City of Roswell.

Public Safety Committee

The Public Safety Committee consists of four council members and a staff liaison. Meetings are held on the fourth Monday of every month. The Committee reviews policies and fees related to the operation of any public safety department including the police, fire, code enforcement, 911 dispatch, ambulance services, emergency management, animal control, and programs including alarm ordinances and neighborhood watch.

9.3 COMMUNITY FACILITIES

Roswell Public Library

The City of Roswell has one public library, which is located at 301 N. Pennsylvania Avenue. Library staff includes 21 full time equivalents. The library is open from 9:00 a.m. to 9:00 p.m. Monday and Tuesday, 9:00 a.m. to 6:00 p.m. Wednesday through Saturday, and 2:00 p.m. to 6:00 p.m. on Sunday.



The Library typically serves 15,000 people a month. The library provides children's, young adult and adult books, audio books, e-books, magazines, newspapers, microfilm, and music options for visitors and circulation is approximately 17,300. The Library offers a wide array of programs including story time, computer classes, country music classes, and guest author events. Library staff have identified short- and long-term infrastructure, inventory, and programming goals including improved parking and pedestrian access, roof repair, continual program monitoring and adjustment, if needed, and on-line format adjustments.

The Library’s website (www.roswellpubliclibrary.org) provides more information regarding resources and other services.

Roswell Adult and Senior Center

The Roswell Adult and Senior Center is located at 807 North Missouri Avenue. The Senior Center is open from Monday to Thursday from 8:00 a.m. to 9:00 p.m., Friday from 8:00 a.m. to 8:00 p.m., and Saturday from 11:30 a.m. to 4:30 p.m. and 6:30 p.m. to 9:00 p.m. Currently, there are four staff members including a supervisor, recreation leader, administrator, and janitor. The Senior Center offers 25 different 10-week classes, which require a small fee. These include, but are not limited to, ceramics, knitting, dancing, and exercise. The facility is large and accommodating to guests; however, staff has identified the need for a larger room, auditorium, or gymnasium to play sports, such as volleyball or basketball. The cardio and pool room are sufficient to meet current needs.

Roswell Convention and Civic Center

Located a few blocks north of Downtown at 912 N. Main Street, the Roswell Convention and Civic Center can accommodate a large variety of events including meetings, banquets, trade shows, festivals, weddings, etc. The Exhibit Hall, which can be split in half, is 13,000 square feet and can seat up to 900 people theatre style. The standard rate for the full Exhibit Hall rental is \$500.

The City of Roswell is currently in the process of completing a feasibility study for the potential expansion and/or relocation of the Convention and Civic Center.

9.4 ROSWELL PARKS and RECREATION

Park Inventory

The Parks and Recreation Department is made up of parks, recreation, golf course, and zoo divisions and contains 34 parks and facilities. The Department oversees 649 acres of total parkland and 11.2 miles of recreational trails. The City provides a variety of parks and recreation amenities, which are listed in Table 9.1.

Mostly located along the Spring River, the Parks and Recreation Department maintains 14.1 miles of bike and pedestrian trails which connect the eastern portion of the City to the west. The Nancy Lopez Golf Course at Spring River, one of three golf courses in the City, is an 18-hole golf course located along the Spring River and owned by the City. Located adjacent to the Nancy Lopez Golf Course is the J. Kenneth Smith Bird Sanctuary and Nature Center. Missioned as an educational amenity for the children and residents of Roswell, the Bird Sanctuary provides a safe habitat for a diverse culture of birds.

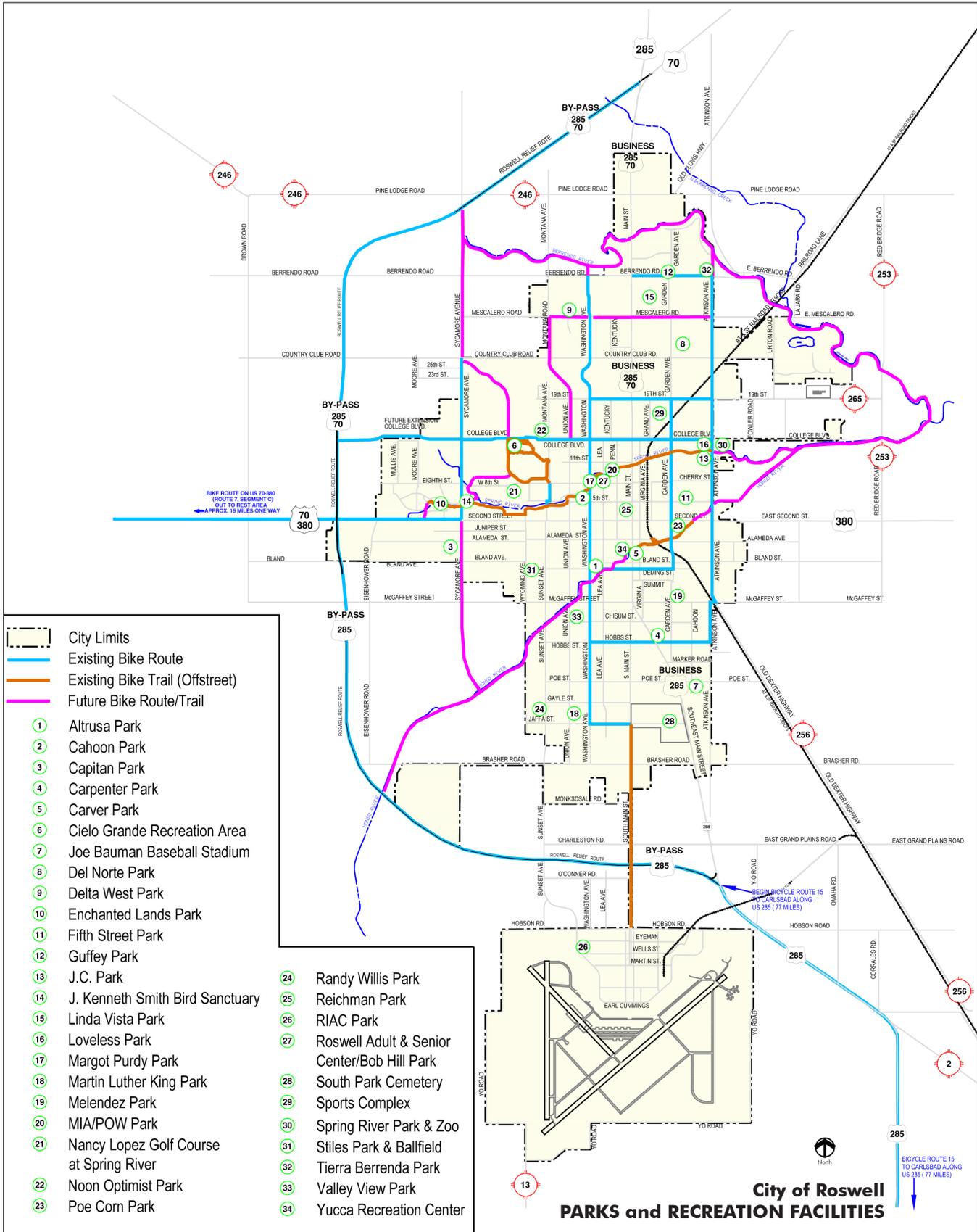
Cahoon Park located west along the river provides an outdoor swimming pool, tennis courts, picnic areas, and a playground. The pool is open to the public during the summer and provides swimming lessons to more than 500 youth every year, in addition to offering open and lap swim to others in the community. The Yucca Recreation Center, located southwest of Downtown, offers classes and programs to the youth including dance, karate, ceramics, volleyball, basketball, etc. The Center was built in 1911, renovated in 1940 and 1972, and is in need of replacement.

The Department also manages six sports complexes which includes the Wool Bowl Stadium and a football and track facility used by the Roswell Independent School District.

TABLE 9.1: EXISTING PARKS and RECREATION FACILITIES		
Park Name*	Address	Acreage
(1) Altrusa Park	800 Block S. Washington	2.5
(2) Cahoon Park	400 Block N. Union	26
(3) Capitan Park	2800 W. Alameda	4
(4) Carpenter Park	300 Block E. Buena Vista	1.5
(5) Carver Park	400 Block S. Virginia	.5
(6) Cielo Grande Recreation Area	1612 W. College	151
(7) Coca Cola Field/Joe Bauman Baseball Stadium	900 Block East Poe	3
(8) Del Norte Park	2700 N. Orchard	5
(9) Delta West	1001 W. Mescalero	10
(10) Enchanted Lands Park	306 N. Sycamore	25
(11) Fifth Street Park	600 Block E. 5th	1
(12) Guffey Park	600 Block E. Berrendo	1.3
(13) J.C. Park	1200 Block N. Pecan	4
(14) J. Kenneth Smith Bird Sanctuary	401 N. Sycamore	6
(15) Linda Vista Park	3100 Block N. Delicado	6
(16) Loveless Park	1200 Block N. Atkinson	8
(17) Margot Purdy Park	800 Block N. Missouri	1
(18) Martin Luther King Park	2700 Block S. Union	5.7
(19) Melendez Park	1100 Block S. Garden	11.1
(20) MIA/POW Park	912 N. Penn	1.2
(21) Nancy Lopez Golf Course at Spring River	1612 W. Eighth	146
(22) Noon Optimist Park	1600 Block N. Montana	10
(23) Poe Corn Park	200 Block S. Garden	18
(24) Randy Willis Park	2100 Block S. Sunset	39.3
(25) L.J. Reischman Park	218 N. Main	.2
(26) RIAC Park	28 Earl Cummings Loop	5
(27) Roswell Adult and Senior Center/Bob Hall Park	807 N. Missouri	2.5
(28) South Park Cemetery	3101 S. Main	232
(29) Sports Complex	1500-1900 N. Grand	62
(30) Spring River Park & Zoo	E. College and Atkinson	34
(31) Stiles Park & Ballfield	800 Block S. Wyoming	21.4
(32) Tierra Berrendo Park	1000 Block E. Berrendo	10
(33) Valley View Park	800 Block W. Chisum	2
(34) Yucca Recreation Center and Park**	500 Block S. Richardson	2

* The park number is associated with the Parks and Recreational Facilities map on the following page.

**The City plans to demolish the Yucca Recreation Center and repurpose the property for a different use.



**See note regarding the Yucca Recreation Center at the bottom of page 154.

The Parks and Recreation Department is currently staffed by 73 full time equivalent employees as follows:

- Administration: 3
- Recreation Division: 20
- Parks Division: 26
- Golf Division: 7
- Zoo Division: 8.5
- Cemetery Division: 8.5

Spring River Park and Zoo

The Spring River Park and Zoo is located at 1306 E. College Boulevard. The Park is connected to the Spring River Trail that runs east to west across the City. The Zoo is located within the 34-acre Spring River Park and includes five main attraction areas. The Capitan Trail highlights a small, native animal exhibit, Mountain Habitat housing, prairie dog town, and Coyote Country and Wolf Woods. These exhibits showcase a variety of animals including foxes, bobcats, bison, owls, deer, antelope, mountain lions, and black bears.

Other exhibits include the Children's Zoo, the ranching heritage exhibit, and the developing World Safari Exotics area. The rare miniature train and wooden horse carousel are a popular attraction among visitors as well. The Zoo is open year-round and admission is currently free. Hours vary by season, but generally opens at 10:00 a.m. every day. During the summer, the Zoo is open till 8:00 p.m., but closes at 6:00 p.m. during the winter. The Zoo is closed on Tuesdays for maintenance and repairs. There is an ongoing discussion regarding the relocation of the carousel to the proposed Children's Museum within the Railroad District.

South Park Cemetery

The South Park Cemetery is located at 3400 S. Main Street. The Cemetery is 232 acres and includes special areas for Jewish and young children burials. A new section for veterans was added in 2014. There are approximately 5.2 miles of roadway within the Cemetery grounds that are in various states of disrepair. The City has recently received funding to begin addressing these roadway needs. Another priority for the Cemetery and its staff is the need for ongoing perpetual care. Planning for these needs in the long-term is essential. Hours vary by season, but the Cemetery generally opens at dawn and closes at dusk.

2007 Roswell Parks and Recreation Master Plan

In 2007, a Parks and Recreation Master Plan was completed for the City of Roswell (*Sites Southwest*). Ideally, Parks and Recreation Master Plans should be updated every 5-10 years to stay relevant and to address changes in recreation trends and community desires and capital improvement needs. The City should evaluate what has been accomplished per the current Parks and Recreation Master Plan and then determine the time frame for an update.

The 2007 Parks Master Plan included the following goals and recommendations for parks and recreation in Roswell:

- All City of Roswell parks and recreation facilities will meet current national health and safety standards within the next few years;
- All parks will be designed to promote personal safety;
- All parks and recreational facilities will comply with federal and State regulations to provide access for all people;
- Park and Recreation Department operations will be conducted in the most efficient manner possible to ensure sustainability of park and recreational facilities;
- Increase and provide equity in level of service community-wide;
- Increase funding to pay for proposed actions;
- Increase planning efforts;
- Establish facility construction priorities;
- Provide adequate staff to maintain and improve facilities and programs; and
- Expand recreational opportunities through programming and facility additions.

Parks and Recreation Commission

The Parks and Recreation Commission is made up of seven commission members and one staff liaison. Members are appointed by the Mayor and subsequently approved by the Council. The Commission meets on the third Tuesday of every month to review progress of any planning efforts and make recommendations to the General Services Council Committee. The Commission was formed to guide the Parks and Recreation Department in order to give citizens a voice in parks and recreation discussion and decision-making.

Built Environment Committee

The Built Environment Committee is a non-action committee that works independently on health and fitness. Meetings are held on the third Wednesday of every month.

Special Events

The Parks and Recreation Department sponsors many outdoor events throughout the year. These special events include the Annual UFO Festival, Mike Satterfield July 4th Fireworks Extravaganza, Summer Concert in the Park Series, Summer Fun and Festival, Cinco de Mayo, and Fiddle and Griddle Contest (*for more information on special events, see the Tourism subsection within the Economic Development section*).

Infrastructure Capital Improvement Plan FY 2017-2021: Public Parks

The City of Roswell has identified a list of park projects on the ICIP FY 2017-2021 that will be phased over time. These projects are listed in Table 9.2 by year and ranked by priority.

TABLE 9.2: INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN (ICIP) FY 2017-2021: PUBLIC PARKS	
2017	Rank
Cemetery Street Reconstruction	4
Cahoon Pool Improvements	13
Parks and Recreation Master Plan	17
Trail Improvements and Maintenance	19
Jane Batson Memorial Trail	20
2018	Rank
Softball Complex Improvements	3
Cielo Grande Parking Improvements	7
Cielo Grande Interior Roads and Drainage	9
Playground Equipment Replacement	11
Little League Improvements	12
Splash Pad	13
Neighborhood Park Trail Upgrades	14
Park Infrastructure Upgrades	15
2019	Rank
Recreation Center	1
Cielo Grande Special Events Area	3
Zoo Infrastructure Enhancements	6
Stiles Park Improvements	10
Veterans' Cemetery	12
2020	Rank
Cemetery Backflow Preventer & Building	1

9.5 ROSWELL INDEPENDENT SCHOOL DISTRICT

The City of Roswell and the Roswell Independent School District (RISD) each work to better the community within their respective roles. Recently, the City, RISD, and Chaves County participated in a Joint Work Session to discuss their common interests and promote greater cooperation between the three entities. The stated goal at the meeting was to continue this level of dialogue and cooperation.

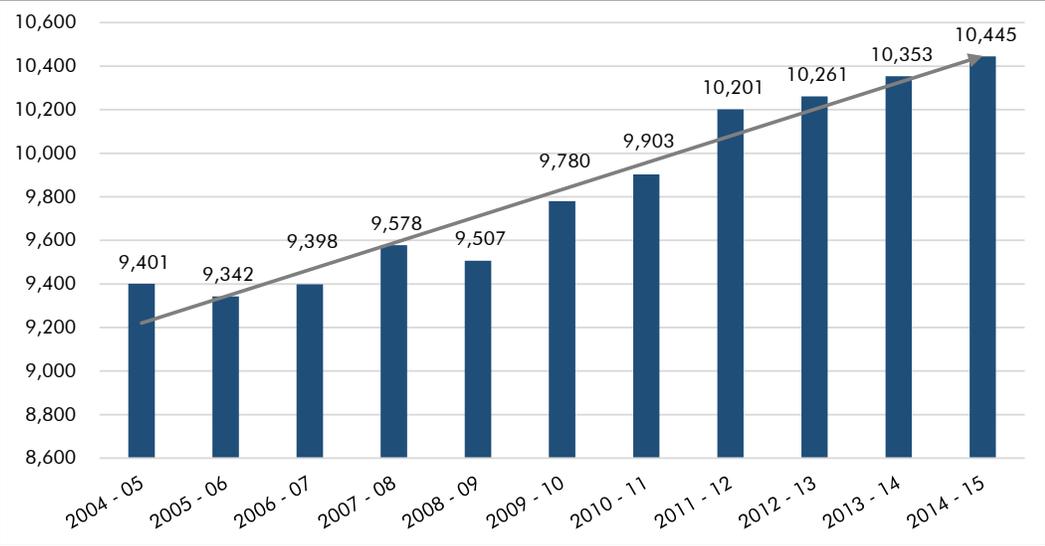
Inventory, Enrollment, and Graduation Rates

The Roswell Independent School District consists of 13 elementary schools, five middle schools, and three high schools (see Table 9.3). The administration building is located at 300 N. Kentucky Avenue.

TABLE 9.3: ROSWELL INDEPENDENT SCHOOL DISTRICT SCHOOLS	
Elementary Schools	
Berrendo Elementary School	Nancy Lopez Elementary School
Del Norte Elementary School	Parkview Early Literacy Center
East Grand Plains Elementary School	Pecos Elementary School
El Capitan Elementary School	Sunset Elementary School
Military Heights Elementary School	Valley View Elementary School
Missouri Avenue Elementary School	Washington Avenue Elementary School
Monterrey Elementary School	
Middle Schools	
Berrendo Middle School	Mountain View Middle School
Mesa Middle School	Sierra Middle School
Sidney Gutierrez Middle School	
High Schools	
Goddard High School	University High School
Roswell High School	

As illustrated in Figure 9.1, student enrollment in the Roswell Independent School District has steadily increased over the past 10 years. During the 2004 to 2005 school year, student enrollment was 9,401. Over the following 10 years, enrollment increased to 10,445 students. The District has experienced a 1.1% growth rate over the past five school years.

FIGURE 9.1: STUDENT ENROLLMENT - ROSWELL INDEPENDENT SCHOOL DISTRICT



Source: New Mexico Public Education Department.

According to the New Mexico Public Education Department, the 2014 four-year graduation rates for the Roswell Independent School District was 67.7%, which was lower than comparable cities in the southeast region of New Mexico and New Mexico as a whole. Hobbs Municipal School District had the highest graduation

rate among comparable cities at 83.7% and Portales Municipal Schools and Artesia Public Schools both had graduation rates above 80%. This is significantly higher than the state as a whole which had a four-year graduation rate of 69.3% in 2014. Although not uncommon, there is a large discrepancy in graduation rates between males (59.9%) and females (75.6%) at the Roswell Independent School District.

TABLE 9.4: 2014 4-YEAR GRADUATION RATES	
School District	Graduation Rate
ROSWELL INDEPENDENT SCHOOL DISTRICT	67.7%
Artesia Public School District	82.6%
Carlsbad Municipal Schools	77.7%
Clovis Municipal School District	72.5%
Hobbs Municipal Schools	83.7%
Lovington Municipal Schools	79.0%
Portales Municipal Schools	81.4%
New Mexico	69.3%

Source: New Mexico Public Education Department.

2009 RISD Facilities Master Plan Update

The purpose of the RISD Facilities Master Plan Update is to guide the school district’s capital planning decisions to support the educational goals and state’s adequacy standards. A Facilities Master Plan identifies four questions: 1) Where do we want to be? 2) Where are we now? 3) Where are we going? and 4) How do we get there? A five-year



facility master plan must be completed per the requirements of the New Mexico Public School Facilities Authority (PSFA) for school districts to receive capital outlay assistance from the state. An update to the 2009 Facility Master Plan is currently in progress.

Del Norte Elementary School recently received a school planning and construction grant. A feasibility study is currently being conducted to determine whether renovation or replacement of the facility will better serve the students. Parkview Elementary School, located at 1700 W. Alameda Street, is also about to start reconstruction.

Middle School Physics

See the Change USA is an educational program aimed at building a better educated workforce and preparing children for the future. This program implements an age-appropriate physics class in middle school. The physics class is designed to get students to think about how the world operates around them

on a conceptual level. This leads to a greater academic interest and teaches the student to think through analytical and complex problems at a younger age. Most school districts teach physics (sometimes as an elective) late in high school. Studies have shown that countries who teach physics at a young age overproduce technical talent while those who do not teach physics until high school under produce technical talent. The Roswell Independent School District should look into the implementation of this program to build a stronger and better educated future workforce. The implementation of this program has been discussed with a few school districts in New Mexico, but at the current time Sacred Heart Catholic School in Gallup, NM is the only school in the state to utilize the program.

9.6 SECONDARY EDUCATION

New Mexico Military Institute

The New Mexico Military Institute (NMMI), founded in 1891 as the Goss Military Academy, is located along Main Street. NMMI offers high school diploma and Associate of Arts and Science Degrees serving a yearly enrollment of approximately 1,000 students. Leadership training is provided through the Reserve Officers Training Corps (ROTC) and Junior ROTC (JROTC) programs. Over its history, NMMI has been named one of the top military educational institutions in the country.



Eastern New Mexico University-Roswell

Eastern New Mexico University-Roswell, established in 1958 as Roswell Community College, is located adjacent to the Roswell International Air Center. ENMU-Roswell offers a wide variety of certificate and associate degree programs to over 4,000 students per semester. Bachelor’s and Master’s Degrees are offered through the main campus in Portales. Over the past 20 years, as a result of statewide and local bond issues, a number of new buildings have been constructed. These include an Arts and Science Center, Instructional Technology Center, and a Health Science Center. These additions were constructed to meet the changing needs of the University. The University is interested in becoming a 4-year institution which would allow for bachelor’s degrees for students.

9.7 COMMUNITY HEALTHCARE

Lovelace Regional Hospital

The Lovelace Regional Hospital is located at 117 E 19th Street and serves as a regional hospital for southeast New Mexico. The hospital’s specialties include birthing services, cardiology, hospital services, radiology services, primary care, and surgical services. Patients are served by 213 employees and the hospital has a capacity of 26 licensed beds. Lovelace Regional has received a number of awards including the Top Hospital in New Mexico for Patient Safety by Consumer Reports in May 2014.

Eastern New Mexico Medical Center

The Eastern New Mexico Medical Center is located at 405 W. Country Club Road and serves as an important healthcare provider for the community. The facility consists of 162 licensed beds and is served by almost 150 healthcare professionals. ENM Medical Center is accredited by The Joint Commission and has won awards for level III Trauma Certification and Echo Accreditation. The Medical Center specializes in cardiology, dentistry, emergency medicine, endocrinology, family practice, gastroenterology, gynecology, hematology, internal medicine, laparoscopic surgery, nephrology, neurology, neurosurgery, obstetrics, oncology, ophthalmology, and optometry.

9.8 COMMUNITY SERVICES and FACILITIES GOALS, OBJECTIVES, and IMPLEMENTATION STRATEGIES

This section includes goals, objectives, and implementation strategies related to community services and facilities. For information on the time line and responsible party associated with each of the community services and facilities implementation strategies, see Chapter 10: Implementation.

Community Services and Facilities Goal 1: Deliver public safety services that adequately serve the needs of existing and future residents and businesses within the City of Roswell.

Objective A: To protect and ensure the safety of all residents and visitors to Roswell.

Objective B: To assess the need for additional public safety personnel (i.e. police, fire, EMT), equipment, and facilities as the City considers and determines the cost benefit of annexing new areas.

Objective C: To ensure the Police and Fire Departments are adequately staffed, equipped, and receive on-going training including specialized training in mental health assessment and crisis intervention.

Objective D: To maintain the high Insurance Services Office (ISO) rating for the Fire Department.

Community Services and Facilities Implementation Strategy 1.1: Support on-going training and certification for all current and future City police officers, firefighters, and emergency medical technicians.

Community Services and Facilities Implementation Strategy 1.2: Ensure that Roswell Police and Fire Departments are adequately staffed and equipped to meet current and future community needs. This should include adequate staffing for each shift.

Community Services and Facilities Implementation Strategy 1.3: Promote and enhance a program with the Fire and Police Departments to hold monthly “community engagement events” to increase public involvement and build a long-term relationship with the community.

Community Services and Facilities Implementation Strategy 1.4: Purchase new equipment for the Fire Department including replacement of the ladder unit.

Community Services and Facilities Goal 2: Maintain a comprehensive system of parks, trails, indoor recreational facilities, and open space.

Objective A: To promote public health, wellness, and quality of life through passive and active recreational activities and facilities.

Objective B: To meet the existing and future indoor and outdoor recreational and fitness needs of youth, teens, adults, and seniors in Roswell.

Objective C: To ensure park facilities and play equipment meets or exceeds applicable safety standards.

Objective D: To ensure that existing and new residential development has reasonable proximity to neighborhood parks as well as convenient bicycle and pedestrian access to trails.

Community Services and Facilities Implementation Strategy 2.1: Complete an update to the City Parks and Recreation Master Plan.

Community Services and Facilities Implementation Strategy 2.2: Identify and pursue available funding sources for improvements to parks and recreation facilities as identified in the update to the Parks and Recreation Master Plan.

Community Services and Facilities Implementation Strategy 2.3: Establish a program of upgrades based on priority needs and geographic location so that all areas of the City have accessible parks nearby that meet the needs of the entire community.

Community Services and Facilities Implementation Strategy 2.4: Promote special events held in the City, such as the annual UFO Festival, Cinco de Mayo, Chile Cheese Festival, Summer Concert in the Park Series, etc., through social media.

Community Services and Facilities Implementation Strategy 2.5: Update and implement the Master Plan for Cielo Grande Park to allow for a wide range of activities. The Master Plan should include, but not be limited to:

- Needs assessment and public involvement;
- Existing site conditions;

- Park layout;
- Design standards (e.g. pedestrian paths, parking, signage, landscape, utilities, etc.);
- Grading and Drainage;
- Preliminary Project Budget; and
- Phasing Plan.

Community Services and Facilities Implementation Strategy 2.6: Continue to promote and advertise Bottomless Lakes State Park, Bitter Lake National Wildlife Refuge, and Salt Creek Wilderness as places for passive and active recreational activities.

Community Services and Facilities Goal 3: Enhance and maintain the full spectrum of community facilities and programming.

Objective A: To ensure community facilities are adequate, accessible, and meet the current and future needs of the community.

Objective B: To ensure the delivery of supportive services, programs, and educational opportunities that are geared towards residents of all ages.

Community Services and Facilities Implementation Strategy 3.1: Establish and implement a preventative, ongoing maintenance program for all City-owned properties and facilities.

Community Services and Facilities Implementation Strategy 3.2: Pursue funding to meet the facility and programming needs for the Roswell Adult and Senior Center. This may include, but not be limited to, a multi-purpose room that can accommodate a variety of senior activities.

Community Services and Facilities Implementation Strategy 3.3: Pursue funding to meet the facility and programming needs of the Roswell Public Library. This may include, but not be limited to, improved parking, pedestrian access, technology upgrades, and updating of programs and reading formats and materials.

Community Services and Facilities Implementation Strategy 3.4: Complete the review and analysis of the Roswell Convention and Civic Center facility and operations and consider potential physical improvements to the existing facility.

Community Services and Facilities Implementation Strategy 3.5: Complete roadway improvements to the South Park Cemetery and pursue additional funding for ongoing perpetual care.

Community Services and Facilities Goal 4: Promote quality education and learning opportunities for all residents, regardless of age or socioeconomic background.

Objective A: To promote life-long learning and higher educational attainment as a means to improve the quality of life for individuals and families through enhanced career opportunities and increased income potential.

Objective B: To attract more families with school-aged children to Roswell.

Community Services and Facilities Implementation Strategy 4.1: Explore the feasibility with the Roswell Independent School District to pilot a program for See the Change USA.

Community Services and Facilities Implementation Strategy 4.2: Continue dialogue between the City, Roswell Independent School District, and Chaves County to promote Roswell as a regional hub for quality education.

Community Services and Facilities Goal 5: Improved delivery of health care to all residents of Roswell.

Objective A: To promote and support the operation of local health care facilities including Eastern New Mexico Medical Center, Lovelace Regional Hospital-Roswell, and other small health care clinics.

Objective B: To improve the health and quality of life for all residents of Roswell.

Community Services and Facilities Implementation Strategy 5.1: Coordinate with Eastern New Mexico Medical Center and Lovelace Regional Hospital-Roswell on disseminating information to the general public on available community health services.

Community Services and Facilities Implementation Strategy 5.2: Develop incentives for businesses related to senior housing and care such as senior day care, assisted living facility, or other senior targeted residential care facilities that will allow residents to age in place.

Community Services and Facilities Implementation Strategy 5.3: Promote the University of New Mexico's medical school mentorship program which recruits high school seniors from rural New Mexico towns that are interested in the health sciences into its School of Medicine to train them to be physicians that will return to practice medicine in their community.

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Implementation

Chapter 10

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10.1 OVERVIEW

The overarching goal of the City of Roswell Comprehensive Master Plan is to help facilitate decision making by the City Council on community investment, capital expenditures for infrastructure and community services, land use planning and growth, etc. The Comprehensive Master Plan should be reviewed on an annual basis by the City Council and updated every five years to ensure that it stays relevant and useful.

10.2 IMPLEMENTATION PROCESS

Each planning element contained in the Comprehensive Master Plan identifies implementation strategies, which are intended to assist the City Council by providing a logical pathway towards realizing the community’s goals and vision for the future. The Implementation element contains a list of the implementation strategies categorized by planning element and provides projected time frames for completion and responsible party (typically the lead City department) for each strategy. The time frames for implementing the strategies include 2016-2021, 2022-2027, and on-going. Objectives for implementation of the Comprehensive Master Plan include:

- Identifying the primary responsible party for implementing the strategies. While most of the responsibility for implementation falls to the City of Roswell, the Plan also promotes engagement in strategic partnerships with other entities, both in the public and private sectors, to accomplish the tasks.
- Linking the City’s ICIP to implementation strategies contained in the Plan.
- Basing future grant applications on implementation strategies contained in the Plan.
- Appointing either a subcommittee of the City Council or the Planning and Zoning Commission to oversee implementation of the Plan. Specific tasks in overseeing implementation include:
 - ▶ Development of criteria for determining whether implementation strategies have been or are being met;
 - ▶ Preparation and presentation of progress reports to the City Commission on implementation of the Plan including project milestones and needs for revisions;
 - ▶ Monitoring of changed conditions in the community, which could impact the Plan and/or require revisions;
 - ▶ Recommendations for revisions and amendments to the Plan as needed;
 - ▶ Staying abreast of funding sources and programs that could be utilized for implementation of capital improvements;

- ▶ Monitoring state legislation and plans in order to ensure consistency with state policy and programs; and
- ▶ Representing the City of Roswell in regional land use, water, infrastructure, and transportation planning efforts.

10.3 UPDATING THE COMPREHENSIVE MASTER PLAN

The Community Development Block Grant (CDBG) comprehensive planning process administered by the State of New Mexico, Department of Finance and Administration requires communities to update their plans every five years. In addition to scheduling these major updates, there are other items including changes in demographics, employment, and housing characteristics; and land use and growth patterns in relation to the Preferred Land Use Scenario that should be reviewed on an annual basis and determined whether an update is needed. Regular reports should be given by the responsible City departments to the City Council on implementation of the strategies.

10.4 IMPLEMENTATION TABLES

The following tables provide a list of implementation strategies organized by Plan element and are supplemented by projected time frames for completion. Ultimately, implementation of the strategies depends on available funding, staff time, and the ability of the City to enter into and sustain partnerships. For more detail on each of the implementation strategies, refer back to the specific Plan element.

LAND USE IMPLEMENTATION STRATEGIES - PAGES 64-68*

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 1.1: Provide incentives for infill development, including but not limited to, reductions or waivers in extension and/ or review fees, density bonuses, and where appropriate, relaxed development standards.	2016			Planning & Zoning
Strategy 1.2: Support and encourage redevelopment projects within Downtown Roswell and the Railroad District, as identified by the MainStreet Roswell Master Plan and the Railroad District Metropolitan Redevelopment Area Plan.	2017			Planning & Zoning
Strategy 1.3: Develop amendments to the Zoning Ordinance to provide for greater flexibility in development standards, allow mixed-use within the Downtown area, Railroad District, and the Cielo Grande area (Old Municipal Airport), and provide a more graduated scale of minimum lot sizes for single-family development. Amendments to the C-3 Downtown Business District should address parking, setbacks, building height and massing, relationship to the street, building entries, floor area ratios, and landscaping.	2016			Planning & Zoning
Strategy 1.4: Work with the private sector on the design and construction of the various mixed-use development components within the Cielo Grande area (Old Municipal Airport), subject to the design criteria developed by the City of Roswell.	2019			Planning & Zoning
Strategy 1.5: Identify excess City-owned properties that would be available for sale, lease, or donation for affordable housing and/or economic development purposes. This could also include coordinating with other local agencies, such as Chaves County or Roswell Independent School District, to identify properties that could be considered for similar purposes.	2017			EDC/ Administration
Strategy 1.6: Review current land development processes to identify and implement ways to eliminate unnecessary delays and reduce uncertainties for private development.	2017			Planning & Zoning
Strategy 1.7: Perform corridor studies along minor arterial roads to improve neighborhood services and transitions to larger commercial areas which may include zone map amendments and facade improvements.	2020			Planning & Zoning
Strategy 2.1: Develop a process for evaluating proposed annexations. The process should be tied to supporting economic development, and include, but not be limited to, existing infrastructure capacity, feasibility, cost of infrastructure extensions, and ability to provide the full range of municipal services.	2020			Planning & Zoning
Strategy 2.2: Prioritize annexation areas that will support new commercial and industrial growth and can be served by infrastructure.	2019			Planning & Zoning
Strategy 3.1: Work with Chaves County to ensure adequate staffing and consistent enforcement and application of the ETZ regulations within the ETZ area.			X	Planning & Zoning
Strategy 3.2: Initiate and participate in quarterly meetings with Chaves County to discuss land use, growth, and development issues, with specific attention paid to the ETZ.			X	Planning & Zoning
Strategy 4.1: Determine the feasibility of designating portions of Second Street and/or South Main Street as Metropolitan Redevelopment Areas.		X		Planning & Zoning
Strategy 4.2: Enhance the aesthetics of the City by working with property owners to maintain, remove debris from, and visually improve their properties.	2018			Code Enforcement
Strategy 4.3: Determine the appropriateness of rezoning all residential areas inside the RIAC to industrial.	2018			Planning & Zoning
Strategy 5.1: Provide adequate Code Enforcement staff to enforce the existing regulations, including those that address dumping, litter, weeds, and dilapidated structures.			X	Code Enforcement
Strategy 5.2: Establish a facade improvement program to support the maintenance and beautification of commercial properties.	2020			Planning & Zoning
Strategy 5.3: Continue to work with and/or cite properties, structures, and vehicles determined to be a nuisance to the community, and place liens on properties where necessary.			X	Code Enforcement

Chapter 10: IMPLEMENTATION

LAND USE IMPLEMENTATION STRATEGIES - PAGES 64-68* (continued)

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 5.4: Design and construct entry signage at the major gateways into Roswell (as shown on the Preferred Land Use Scenario).	2017			Planning & Zoning
Strategy 5.5: Sponsor community organizations and volunteers to participate in clean-up activities.			X	Public Affairs
Strategy 6.1: Work with MainStreet Roswell, New Mexico Historic Preservation Division, and the Historical Society of Southeastern New Mexico to develop an educational program designed to promote the benefits of being a registered historic property (either in a historic district or an individual registration).	2020			Public Affairs
Strategy 6.2: Promote the use of the New Mexico State Income Tax Credit for Registered Cultural Properties, Federal Tax Credit for National Registered Historic Places, and the Historic Preservation Loan Fund to encourage the rehabilitation of historic buildings within Roswell.			X	Planning & Zoning
Strategy 6.3: Develop and promote a walking tour of the Downtown Roswell Historic District in conjunction with MainStreet Roswell, Historical Society of Southeastern New Mexico, and the Roswell Visitors Center.	2021			Public Affairs

*Refer to the Land Use element for more detail on the Goals and Objectives.

ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGIES - PAGES 85-90*

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 1.1: Provide information on available tax and job training incentives to companies interested in relocating to or expanding in Roswell.			X	Public Affairs
Strategy 1.2: Promote Roswell as a business friendly community with an available water supply, rail access, arts and cultural attractions, a good public school system, and temperate weather to companies interested in relocating to or expanding in Roswell.			X	Public Affairs
Strategy 1.3: Expedite the development approval process and consider a reduction in utility extension and plan review fees to incentivize companies to move to Roswell.	2017			Engineering
Strategy 1.4: Update the Roswell–Chaves County Economic Development Master Plan. The update should include, but not be limited to: Fiscal baseline assessment that covers the existing tax base, service demand, revenues, and service costs; Economic development profile; Retail market analysis; Industrial and manufacturing market analysis; Consideration of future annexations as identified in Priority Annexation map; Economic base job goal and target industries; Identification of development opportunity sites; and Implementation actions and key benchmarks.	2019			EDC
Strategy 1.5: Provide regular updates regarding the City's economic development efforts and accomplishments and private sector development activities on the City's web site, social media, and email.			X	Public Affairs
Strategy 1.6: Work with the Chamber of Commerce, Hispano Chamber of Commerce, and the Roswell-Chaves County Economic Development Corporation on developing an annual business recognition program for those businesses that have demonstrated: Outstanding business achievement as evidenced by growth in sales, profits and/or employees; or new product introductions and/or markets entered; Commitment to the community through contributions or service to a civic group, volunteer program, or nonprofit organization; or Dedication and creativity in the development of a new business.	2018			EDC
Strategy 2.1: Coordinate with the New Mexico Department of Transportation Aviation Division to keep abreast of and utilize available grant funding opportunities.			X	RAIC
Strategy 2.2: Promote the RIAC and ENMU-R's aviation training programs to aviation-related companies interested in expanding or relocating to Roswell.			X	Public Affairs
Strategy 2.3: Identify and recruit potential businesses related to warehousing and distribution of agricultural and other products.			X	EDC
Strategy 3.1: Support and partner with Roswell Independent School District (RISD) and Eastern New Mexico University-Roswell (ENMU-R) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., aerospace, tourism and hospitality, arts and culture).			X	Administration
Strategy 3.2: Encourage and have discussions with ENMU-R on expanding its curricula to four-year degree programs, including aviation related technologies.		X		Public Affairs
Strategy 3.3: Participate in job fairs for companies looking to hire new employees from Roswell.			X	Human Resources
Strategy 3.4: Promote ENMU-R nationally as a center for aviation-related education.			X	Public Affairs
Strategy 4.1: Identify and prioritize infrastructure improvements needed by target industries to encourage relocation to Roswell.	2018			Planning & Engineering
Strategy 4.2: Work with the Chamber of Commerce and the Hispano Chamber of Commerce on developing and promoting a "Support Local Business" program to help retain and grow existing businesses.	2017			Public Affairs
Strategy 4.3: Promote the City's rail access and new rail spur to potential new industries.	2018			Public Affairs
Strategy 4.4: Target and recruit food manufacturing companies that can utilize the agricultural products locally grown in Chaves County and expand the market share of value-added agriculture businesses.			X	Public Affairs
Strategy 4.5: Coordinate with Chaves County and local dairies on exploring the use of dairy byproducts for biomass energy production.			X	Public Affairs

Chapter 10: IMPLEMENTATION

ECONOMIC DEVELOPMENT IMPLEMENTATION STRATEGIES - PAGES 85-90* (continued)

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 5.1: Coordinate with the New Mexico Economic Development Department, New Mexico True Campaign, and MainStreet Roswell, and other community art groups to showcase Roswell's art community, museums, and artist-in-residence program.	2017			Museum
Strategy 5.2: Promote and highlight Roswell's unique assets through SeeRoswell.			X	Public Affairs
Strategy 5.3: Develop and begin the implementation of cohesive wayfinding elements based on the Roswell Wayfinding Plan that includes gateways at the primary entries to Roswell, Downtown Roswell, and the Railroad District.	2016			Planning & Zoning
Strategy 5.4: Identify public and private properties that are available for the establishment of new art galleries and/or the installation of public art in Downtown and the Railroad District.	2018			Planning & Zoning
Strategy 5.5: Create and host new community events that feature art created by local and regional artists.	2018			Museum
Strategy 5.6: Coordinate with the RISD on promoting arts education and highlighting career opportunities in the visual and performing arts to high school students.		X		Museum
Strategy 6.1: Prioritize and pursue funding for public infrastructure improvements (i.e., sidewalks, ADA ramps, street lights, landscaping, and utilities) as identified in the Railroad District Metropolitan Redevelopment Area Plan.	2017			Planning & Zoning
Strategy 6.2: Market and seek public/private partnerships for the redevelopment of vacant and/or underutilized properties and buildings in Downtown and the Railroad District that would be appropriate for new sit down restaurants, breweries, retail businesses, art galleries/museums, entertainment venues, and/or mixed-use projects.	2017			Planning & Public Affairs
Strategy 6.3: Pursue investment from the private sector for development of a hotel within Downtown.	2021			Planning & Zoning
Strategy 6.4: Enhance existing public parking for Downtown and Railroad District business patrons.	2018			Engineering
Strategy 6.5: Partner with Mainstreet Roswell, New Mexico MainStreet, and Downtown business owners to fund building facade and streetscape improvements.	2017			Planning & Zoning
Strategy 6.6: Determine Downtown local business owners' interest in developing a Business Improvement District to fund improvements, maintenance, and events.	2017			Planning & Zoning

*Refer to the Economic Development element for more detail on the Goals and Objectives.

INFRASTRUCTURE IMPLEMENTATION STRATEGIES - PAGES 112-116*

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 1.1: Secure funding for and implement the projects identified in the Infrastructure Capital Improvement Plan (ICIP), 2017-2021 (Table 6.1). Continue to update and include projects in future ICIPs.			X	Planning & Zoning
Strategy 1.2: Prioritize and implement the actions and projects identified in the 2012 City of Roswell Water System Master Plan Report including:	2017			Water
1.2.A: Monitoring of the water distribution pipelines that experience high velocities and/or high headloss and program the pipelines for replacement in the future;			X	Water
1.2.B: Detailed analysis of locations where fire flow cannot currently be provided and determine improvements that would improve fire flow capabilities or work with the Fire Department to maintain additional fire hose that could be used to access other hydrants;	2017			Water & Fire
1.2.C: Improve available storage capacity and renew aging facilities including replacing the elevated storage tank in the RIAC zone with a tank that has a minimum capacity of 2 MG;	2019			Water
1.2.D: Rehabilitate transmission pipelines, conduct inspections and condition assessments of all transmission pipelines;			X	Water
1.2.E: Complete a thorough condition assessment of the older portions of the water distribution system, including transmission pipelines and small diameter distribution mains; and	2017			Water
1.2.F: Confirm future development patterns (and annexations) are consistent with the assumptions in the Water System Master Plan and complete detailed evaluations of future system improvements.	2020			Planning & Engineering
Strategy 1.3: Develop a GIS based map and a functional database for the City's water distribution system.	2018			Engineering
Strategy 1.4: Develop a Water Distribution System Asset Management Plan that includes the reservoirs, pressure regulating stations, water wells, and the infrastructure at Central Control in order to identify problems and make recommendations for maintenance or replacement of aging water lines and upgrades to the system.	2018			Water
Strategy 1.5: Complete a cost/benefit analysis of providing water service to properties within the Extraterritorial Zone.		X		Engineering
Strategy 2.1: Continue to follow all requirements for drinking water and programs associated with surface and ground water discharge of treated effluent and other associated programs as regulated by the U.S. Environmental Protection Agency (EPA) and the New Mexico Environmental Department (NMED) compliance programs.			X	Water
Strategy 2.2: Develop a Master Plan to meet the requirements of the National Pollutants Discharge Elimination Program administered by the EPA. Plan for eventual inclusion in the MS4 requirements.	2020			Public Works
Strategy 3.1: Create a Water Conservation Plan that includes, but is not limited to: Defining the conditions and stages that represent a drought; Developing water conservation measures that are stepped so that as drought conditions worsen, more stringent controls are implemented; Encouraging voluntary water conservation measures; Creating rebate incentives for water conservation measures taken by residents and business owners; and Implementing a graduated rate structure for high water users and fines for water waste.	2018			Water
Strategy 3.2: Complete a Water Loss Study that includes an audit of the existing well fields, water storage tanks, and water distribution system and provides recommendations for repairing or replacing the leaking areas of the system if levels are deemed to be unacceptable.	2019			Water
Strategy 3.3: Determine the feasibility of developing a treated effluent reuse system for irrigation purposes at the City's park facilities.		X		Public Works & Parks
Strategy 4.1: Develop a Wastewater Infrastructure Plan that determines the existing capacity of the sewer lines and the Wastewater Treatment Plant and provides recommendations on needed improvements, replacements, and/or expansions to address existing demand and growth based on population projections. The Plan should also determine the feasibility of providing sanitary sewer services to proposed annexation areas and properties within the Extraterritorial Zone. The Plan should be updated on an annual basis as funding becomes available and projects are completed.	2019			Wastewater
Strategy 4.2: Continue to rehabilitate existing manholes and lift stations utilizing an alumina silicate concrete and interior epoxy coating in order to prevent further deterioration.			X	Wastewater

Chapter 10: IMPLEMENTATION

INFRASTRUCTURE IMPLEMENTATION STRATEGIES - PAGES 112-116* (continued)

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 4.3: Develop a GIS based map and a functional database for the City's existing sanitary sewer system.	2018			Engineering
Strategy 4.4: Develop a combination loss/infiltration study to replace or rehabilitate old sewer lines and manholes to prevent infiltration into the system and losses out of the system.	2020			Wastewater
Strategy 4.5: Continue to pursue Community Development Block Grant (CDBG), U.S. Department of Agriculture Rural Development (USDARD), Water Trust Board (WTB), New Mexico Department of Finance and Administration (NMDFA), New Mexico Environment Department, (NMED), New Mexico Finance Authority (NMFA), and New Mexico State Legislature State Appropriations funding for priority infrastructure projects.			X	Planning & Zoning
Strategy 5.1: Update and begin the implementation of a cohesive Storm Drainage Master Plan to assist in the development of new construction and maintenance of the existing system.	2018			Planning & Engineering
Strategy 5.2: Develop a GIS based map and a functional database for the storm drainage system and associated drainage ponds.	2018			Engineering
Strategy 5.3: Update the City of Roswell's Public Works Specifications, Ordinance 05-01.	2017			Legal
Strategy 6.1: Promote the use and expansion of renewable energy alternatives, including solar, wind, and biomass technologies.			X	Planning & Engineering
Strategy 6.2: Establish a renewable energy ordinance that requires new renewable energy projects to be sited within appropriate zoning districts and includes design standards that are intended to mitigate negative impacts to surrounding residential neighborhoods.	2021			Planning & Zoning
Strategy 6.3: Develop green building requirements for new construction of public and non-residential buildings and projects.		X		Planning & Zoning
Strategy 6.4: Work with local builders on creating a set of voluntary guidelines on green building for residential projects. Consider offering an incentive for residential builders that follow the guidelines.		X		Planning & Zoning
Strategy 7.1: Reconstruct Railroad Avenue within the existing 40 feet of right-of-way, including creating a one-way section from Second Street to Fifth Street, per the Railroad District Metropolitan Redevelopment Area Plan.	2017			Engineering
Strategy 7.2: Design and construct phased improvements within the rights-of-way for drainage, sidewalks, lighting, and landscaping, per the Railroad District Metropolitan Redevelopment Area Plan.	2021			Engineering
Strategy 8.1: Conduct a cost feasibility analysis of implementing various recycling options, including providing additional recycling bins in public locations and curb side recycling, to extend the life of the City's landfill.	2017			Sanitation

*Refer to the Infrastructure element for more detail on the Goals and Objectives.

TRANSPORTATION IMPLEMENTATION STRATEGIES - PAGES 129-131*

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 1.1: Work with and encourage the NMDOT to redesign and reconstruct the five-point intersection at South Main Street and McGaffey Street.		X		Planning & Engineering
Strategy 1.2: Work with the NMDOT to establish a plan for improvements to NMDOT facilities (i.e. roadways, traffic signals, drainage) located within the City of Roswell.			X	Engineering
Strategy 1.3: In conjunction with the NMDOT and Chaves County, evaluate the feasibility of an east side bypass road to remove heavy truck traffic from Main Street through Downtown Roswell (see Preferred Land Use Scenario).		X		Planning & Engineering
Strategy 1.4: Encourage the NMDOT to make roadway and drainage improvements to U.S. 285, south of McGaffey Street (Southeast Main Street).	2018			Planning & Engineering
Strategy 1.5: Create a prioritized list of trail and bicycle improvements, including those identified on the Trails and Bikeways map, and identify streets that could accommodate bicycle lanes. Include these improvements on the City's ICIP and identify potential funding sources.	2018			Parks & Recreation
Strategy 1.6: Provide improvements to the Pecos Trails Transit system including systematic replacement of old buses and installation of new bus shelters. In addition, determine whether new transit routes will be needed to serve future growth and annexation areas.			X	Transit
Strategy 1.7: Initiate, coordinate, and promote a Safe Routes to School program in conjunction with the NMDOT, Roswell Independent School District, Department of Health, and Southeast New Mexico Transportation Planning Organization (SERTPO), and the general public.	2021			Planning & Engineering
Strategy 2.1: Complete a City-wide street and pavement evaluation study that sets priorities for new street construction, maintenance of pavement, installation of curb and gutter, and rehabilitation of streets. Coordinate with the City's capital outlay program and the ICIP.	2017			Streets
Strategy 2.2: Complete a bridge study that includes, but is not limited to, a priority ranking system for improvements and a structural rating capacity for all bridges (including pedestrian bridges) within the City of Roswell.	2017			Engineering
Strategy 2.3: Pursue and allocate funding for implementing the projects identified in the 2017-2021 Infrastructure Capital Improvement Plan (ICIP).			X	Planning & Zoning
Strategy 2.4: Continue following and implementing the Americans with Disabilities Act for new and updated development to address sidewalks, roadways, and ADA accessibility.			X	Engineering & Code Enforcement
Strategy 2.5: Review and update the City's Street Lighting Policy contained in the Public Work's Specifications.	2017			Legal
Strategy 2.6: Continue to pursue NMDOT sponsored and funded programs including Local Government Road Funds, Municipal Arterial Program, Cooperative Projects, Safety Projects, etc. Continue to participate in the Southeast Regional Transportation Planning Organization (SERTPO).			X	Engineering
Strategy 2.7: Continue to pursue Community Development Block Grant (CDBG) and New Mexico State Legislature State Appropriations funding for transportation related projects.			X	Planning & Zoning
Strategy 3.1: Ensure that air service to Dallas-Fort Worth and Phoenix is maintained by performing all necessary actions to support this function. Encourage expansion of air service to other cities in the Southwest region.			X	Administration & RIAC
Strategy 3.2: Increase the number of and enhance the existing aircraft storage hangars at the RIAC.	2020			RIAC
Strategy 3.3: Evaluate the cost/benefit of implementing a rate increase for ground leases, hangar storage, landing fees, parking, and fuel flowage.	2017			RIAC
Strategy 3.4: Prioritize and implement projects identified in the 2012 Roswell International Air Center Master Plan Update. Pursue available aviation related funding from FAA and New Mexico Department of Transportation - Aviation Division grant and funding programs.	2019			RIAC
Strategy 3.5: Participate in conferences, such as the Airport International - North America (ACI-NA) and the American Association of Airport Executives, to market the RAIC.			X	RIAC

*Refer to the Transportation element for more detail on the Goals and Objectives.

Chapter 10: IMPLEMENTATION

NEIGHBORHOODS & HOUSING IMPLEMENTATION STRATEGIES - PAGES 145-147*

Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 1.1: Create an Affordable Housing Plan in compliance with the New Mexico Affordable Housing Act. The Affordable Housing Plan should include, but is not limited to the following: Population and housing market profile; Housing needs assessment; Land use and regulations review; and Goals, policies, and quantifiable objectives, within a 5-10 year time horizon.	2017			Planning & Zoning
Strategy 1.2: Identify and work with non-profit community development corporations that would be interested in building affordable housing and housing rehabilitation in Roswell.	2018			Planning & Zoning
Strategy 1.3: Evaluate the feasibility of establishing a housing authority for the purpose of providing housing for income eligible families, elderly, disabled, homeless, and veterans.	2018			Planning & Zoning
Strategy 1.4: Provide a density bonus to encourage developers to build higher density housing that includes workforce housing as a percentage of the units (e.g., 5-10%).	2019			Planning & Zoning
Strategy 2.1: Provide education and disseminate materials that explain available maintenance assistance programs for homeowners.	2018			Public Affairs
Strategy 2.2: Coordinate with the New Mexico Mortgage Finance Authority to apply for housing rehabilitation funds from the HOME Investment Partnership Program for qualified low-income homeowners.	2018			Code Enforcement
Strategy 2.3: Evaluate the condition of existing housing within the RIAC and determine the feasibility of relocating these residents to other more suitable neighborhood areas.	2021			Code Enforcement
Strategy 2.4: Create a development standard for landscape buffers between residential and heavy commercial and/or industrial development and incorporate it into the City's Zoning Ordinance.	2018			Planning & Zoning
Strategy 2.5: Develop a "Home of the Month" program to recognize exceptional efforts by property owners to maintain and improve their properties in a manner that contributes to the overall appearance of the community.	2020			Public Affairs
Strategy 2.6: Prioritize infrastructure improvements within the Chihuahuita residential neighborhood (i.e. streets, sidewalks, ADA ramps, lighting, etc.).	2018			Planning & Engineering
Strategy 3.1: Streamline the development approval and inspection processes for projects that meet the goals of the Build Green NM program.		X		Planning & Zoning
Strategy 3.2: Create a mixed-use zone that allows for transit oriented development that contains a range of housing densities, neighborhood scale commercial services, and convenient access to the City's transit system.	2016			Planning & Zoning

*Refer to the Neighborhoods & Housing element for more detail on the Goals and Objectives.

COMMUNITY SERVICES & FACILITIES IMPLEMENTATION STRATEGIES - PAGES 162-165*				
Implementation Strategy	2016-2021	2022-2027	On-going	Responsible Party
Strategy 1.1: Support on-going training and certification for all current and future City police officers, firefighters, and emergency medical technicians.			X	Police & Fire
Strategy 1.2: Ensure that Roswell Police and Fire Departments are adequately staffed to meet current and future community needs. This should include adequate staffing for each shift.			X	Police & Fire
Strategy 1.3: Promote and enhance a program with the Fire and Police Departments to hold monthly "community engagement events" to increase public involvement and build a long-term relationship with the community.			X	Police & Fire
Strategy 1.4: Purchase new equipment for the Fire Department including replacement of the ladder unit.	2018			Fire
Strategy 2.1: Complete an update to the City Parks and Recreation Master Plan.	2017			Parks & Recreation
Strategy 2.2: Identify and pursue available funding sources for improvements to parks and recreation facilities as identified in the update to the Parks and Recreation Master Plan.			X	Parks & Recreation
Strategy 2.3: Establish a program of upgrades based on priority needs and geographic location so that all areas of the City have accessible parks nearby that meet the needs of the entire community.	2019			Parks & Recreation
Strategy 2.4: Promote special events held in the City, such as the annual UFO Festival, Cinco de Mayo, Chile Cheese Festival, Summer Concert in the Park Series, etc., through social media.			X	Public Affairs
Strategy 2.5: Update and implement the Master Plan for Cielo Grande Park to allow for a wide range of activities. The Master Plan should include, but not be limited to: Needs assessment and public involvement; Existing site conditions; Park layout; Design standards (e.g. pedestrian paths, parking, signage, landscape, utilities, etc); Grading and Drainage; Preliminary Project Budget; and Phasing Plan.	2017			Parks & Recreation
Strategy 2.6: Continue to promote and advertise Bottomless Lakes State Park, Bitter Lake National Wildlife Refuge, and Salt Creek Wilderness as places for passive and active recreational activities.			X	Public Affairs
Strategy 3.1: Establish and implement a preventative, ongoing maintenance program for all City-owned properties and facilities.	2017			Facilities Maintenance
Strategy 3.2: Pursue funding to meet the facility and programming needs for the Roswell Adult and Senior Center. This may include, but not be limited to, a multi-purpose room that can accommodate a variety of senior activities.			X	Parks & Recreation
Strategy 3.3: Pursue funding to meet the facility and programming needs of the Roswell Public Library. This may include, but not be limited to, improved parking, pedestrian access, technology upgrades, and updating of programs and reading formats and materials.			X	Library
Strategy 3.4: Complete the review and analysis of the Roswell Convention and Civic Center facility and operations and consider potential physical improvements to the existing facility.	2016			Planning & Engineering
Strategy 3.5: Complete roadway improvements to the South Park Cemetery and pursue additional funding for ongoing perpetual care.	2021			Cemetery
Strategy 4.1: Explore the feasibility with the Roswell Independent School District to pilot a program for See the Change USA.	2020			Administration
Strategy 4.2: Continue dialogue between the City, Roswell Independent School District, and Chaves County to promote Roswell as a regional hub for quality education.			X	Administration
Strategy 5.1: Coordinate with Eastern New Mexico Medical Center and Lovelace Regional Hospital-Roswell on disseminating information to the general public on available community health services.			X	Public Affairs
Strategy 5.2: Develop incentives for businesses related to senior housing and care such as senior day care, assisted living facility, or other senior targeted residential care facilities that will allow residents to age in place.	2020			Planning & Zoning
Strategy 5.3: Promote the University of New Mexico's medical school mentorship program which recruits high school seniors from rural New Mexico towns that are interested in the health sciences into its School of Medicine to train them to be physicians that will return to practice medicine in their community.			X	Public Affairs

*Refer to the Community Services and Facilities element for more detail on the Goals and Objectives.

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Glossary

Appendix A

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Access: A way or means of approach to provide vehicular or pedestrian physical entrance into a property.

Acre: A measure of land containing 43,560 square feet.

Affordable Housing: Defined by the U.S. Department of Housing and Urban Development as rental or ownership housing whose monthly cost burden represents no more than 30% of the gross income of a low to moderate income of an individual or a family and no more than 80% of the median income of an individual or a family.

Annexation: The process that a municipality undertakes to incorporate new territories into its existing boundaries, per Article 3-7-1 through 3-7-18 NMSA 1995.

Buffering: The use of walls, thick shrubbery, or similar material to minimize the potentially adverse impact of one land use on another.

Certified Communities Initiative (CCI): Developed by the New Mexico Economic Development Department, the program assists New Mexico communities in efforts to create jobs, retain and expand businesses, and facilitate economic growth.

Certified Local Government (CLG): A public/private partnership program operated through the National Park Service and the Historic Preservation Divisions, whereby communities become certified by institutionalizing historic preservation through local ordinances and receive grants to support historic preservation activities.

Community Facility: A building or structure owned and operated by a governmental agency to provide a service to the public.

Design Standards: A set of guidelines regarding the architectural appearance of a building, or improvement, that governs the alteration, construction, demolition, or relocation of a building or improvement.

Density: The number of dwelling units per acre.

Development: Substantial property improvement and, usually, a change of land use within a site. The act of using land for building, extractive, and/or agricultural purposes.

Development Standards: Standards that control the size of structures and the relationships of structures and uses to each other and to open areas and lot lines. Development standards include regulations controlling maximum height, minimum lot area, minimum lot frontage, minimum size of yards and setbacks, among others.

Easement: A non-possessing interest held by one person, party, or entity in land of another, whereby, that person is accorded partial use of such land for a specific use and enjoyment of his/her land.

Economic Base Job: A job in which the services or goods provided are exported outside of the state, region, or local economy and the money being used to pay for those goods or services comes from outside, bringing new money into the economy. Economic Base jobs are the key a community's economic growth and supports a strong retail and commercial industry.

Enterprise Fund: Enterprise funds account for operations that: a) are financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Extraterritorial Zone (ETZ): Authority granted to certain cities to exercise zoning, subdivision, and planning powers for 2 miles outside the municipal boundaries. The intent is to protect the use of land on the edge of communities from being encroached on by incompatible activities that might degrade adjoining property or cause a nuisance.

Fire Flow: The term firefighters use to describe how much water can be delivered by a water system through one or more hydrants to fight a fire at a specific location or to state the optimum amount (standard) of water flow firefighters require for a theoretical fire at a specific location.

Flood Zone: A special flood hazard area as defined by the Federal Emergency Management Agency or the City of Roswell.

Floor Area Ratio (FAR): The total floor area of all buildings or structures on a lot divided by the total lot area.

Gallons Per Capita Per Day (gpcd): The total production from wells, including wells that are not part of the municipal water supply, divided by the estimated population served to determine the average number of gallons used per day per person. Per capita water use includes the water used at home, at work and play, plus the process water used by industries, leakage in the delivery system, and water used in schools and other public facilities.

Gateway: An entrance point that heralds the approach of a new landscape and defines the arrival point as a destination.

Gateway Entry Feature: A landscape feature and/or built decorative features located at the entrance to a community or development.

Geographic Information System (GIS): A computer based system for generating maps comprised of different informational elements such as topographical maps, solid maps, subdivisions, and property lines.

Gross Floor Area: The sum of the horizontal square footage of all existing, proposed, and phantom stories of a building; may or may not be completely enclosed within the exterior surface of the surrounding exterior walls.

Gross Receipts: The gross amounts realized on the sale or exchange of property, the performance of services, or the use of property or capital (including rents, royalties, interest and dividends) in a transaction which produces business income, in which income or loss is recognized under the Internal Revenue Code.

Groundwater: The supply of freshwater under the surface in an aquifer or geologic formation that forms the natural reservoir for potable water.

Historic District: An area which contains, within definable geographic boundaries, properties or buildings that may or may not be landmarks but which contribute to the overall historic character of the designated area.

Historic Context: In the National Register program, historic contexts include three elements: a historical theme, geographical area, and chronological period. Historic contexts describe the impact of various historic themes, trends, or patterns on areas as small as part of a community or as large as the nation.

Historic Preservation: The protection, rehabilitation, and restoration of the districts, sites, buildings, structures, and artifacts, significant in history, architecture, archeology, or culture.

Home Occupation: A home business operated in accordance with the City of Roswell Article 26.

Infrastructure Capital Improvement Program (ICIP): The multi-year scheduling of public physical improvements for the community that is typically prepared five years in advance with a clear priority of what is needed most by the City and includes a cost estimate.

Infill: Directing new development to built-up areas by creating new parcels through lots splits, filling vacant lots, and/or increasing allowed densities.

Infrastructure: The underlying foundation or basic framework of a city including streets, parks, bridges, sewers, street lights, and other utilities

Land Use: Denotes how a parcel of land is currently used, what activities are or are not permitted on a parcel of land, the requirements for future uses, and the analysis of how developable a parcel of land is.

Light Industry/Industrial: Industry that does not negatively impact the environment, produce noise, or create air pollution and respects water quality.

Lot: A portion of a legally platted subdivision that is shown as a lot, tract, or parcel of land and held in separate ownership, as shown on the record of the County Assessor. A legal lot is a parcel that has been subdivided in accordance with present or past zoning and subdivision requirements.

Manufactured Home/ Multi-sectional Manufactured Home: Modular or pre-manufactured homes constructed in a factory and built to Uniform Building Code standards, designed to be permanently affixed to real property, or any moveable housing structure over 12'x40' which is used for non-residential purposes, or any housing structure over 32'x8' constructed to be towed and installed with or without permanent foundation not for recreational use.

Mil: A unit of measurement. For property tax rate measurements, one mil is equal to one dollar per \$1,000 of net taxable value.

Mobile Home: A dwelling unit on a chassis, not less than eight feet wide and 40 feet long, designed to be used as a dwelling, with or without a permanent foundation.

Manufactured/ Mobile Home Community (MHC): Two or more manufactured/mobile homes located on a tract of land held under single ownership which provides permanent residential spaces for a fee.

Non-Conforming Use: The use of a building or premises which does not comply with all of the applicable use regulations of the zoning district in which said building or premises is located.

Nuisance: The use of property or land, which creates unusual, unnecessary, or undue problems or situations for persons in the vicinity that would not have normally occurred otherwise.

Open Space: Land area unoccupied by buildings, roads, streets, or parking areas. Such open space includes but is not limited to, sidewalks, walkways, landscape areas, gardens, courtyards, or lawns. Specialties, including, but not limited to, sheltered picnic areas, covered play areas, or open-walled structures, may be considered on their merits as qualifying for open space characterization. Open space may include common areas as well as privately owned yards.

Ordinance: A municipal statute or legislative action adopted by a local government that has the force of law.

Overlay District: Supplemental regulations that have been tailored to a specific area of the City. The regulations are applied in conjunction with a general, or base zone to address specific issues.

Potable Water: Potable water is water that is considered safe to drink due to it meeting or exceeding federal and state enforceable limits of specific contaminants.

Plat: A plan or map of a specific land area.

Streetscape: A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character including building frontage, street paving, street furniture, landscaping (trees and other plantings), awnings and marquees, signs, and lighting.

Recreation, Active: Leisure time activities, usually of a formal nature and often performed with others, requiring equipment and taking place at prescribed places, sites, and/or fields.

Recreation, Passive: Activities that involve relatively active or less energetic activities, such as walking, sitting, picnicking, card games, chess, checkers, and similar to table games.

Recreational Facility: A permanent facility devoted to recreational purposes such as parks, play fields, or community recreational buildings.

Recreational Vehicle (RV): A motorized vehicle having 4 or more tires and designed predominately for recreational use.

Rural Historic Landscapes: A rural historic landscape is a category established by the National Trust for Historic Preservation for designating historic agricultural landscapes, among others. These landscapes, once designated by either State or Federal Historic Registers, may be eligible for tax credits for rehabilitation.

Special Use: Any use that has unusual operational, physical, or other characteristics that are different from those of the predominant permitted uses in a zoning district, but which can complement and be made compatible with the intended over-all development in a zoning district.

Subdivision: The division of land, lot, tract, or parcel into two or more lots, tracts, parcels, plats, or sites, or other divisions of land for the purpose of sale, lease, or development.

Subdivision Ordinance: A legislative statute that regulates the division of lands within a municipality to ensure proper planning and development. Elements of a subdivision ordinance typically include platting procedures, design standards such as lot dimensions, grading and drainage, street layouts, water facilities, sewage, sidewalks, and installation of utilities.

Appendix A:
GLOSSARY

Water Waste: The haphazard, unreasonable, or excessive running or dissipation of potable water.

Zoning: A regulating measure in which the community is divided into districts that contain permissive and conditional uses and regulations governing lot size, building bulk, placement, and other development standards.

Funding Sources

Appendix B

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This section includes a brief list of federal and state economic, infrastructure development, housing, and rural health resources available to both local governments and people interested in starting a new business, in need of a small business loan, or engaging in historic preservation. Each of these programs require applicants to meet certain qualifications in order to be eligible for funding. Contact information is provided for each program.

AVIATION

New Mexico Department of Transportation - Aviation Division

The Aviation Division coordinates and administers state grants for improving the aviation infrastructure in the State of New Mexico. It also authorizes the expenditure of money from the state aviation fund for construction, development and maintenance of public use airport facilities (excluding the Albuquerque International Sunport). The Division supports and encourages air service to the smaller communities within the state through the Air Service Assistance Program. Any city or town in New Mexico can apply for a aviation-related grant through the Department of Transportation.

Aircraft Maintenance or Remodeling Tax Deduction: Receipts from maintaining, refurbishing, remodeling or otherwise modifying a commercial or military carrier (aircraft) over 10,000 pounds gross landing weight may be deducted from gross receipts.

Aircraft Manufacturing Tax Deduction: Receipts of an aircraft manufacturer or affiliate from selling aircraft or aircraft parts, or from selling services performed on aircraft or aircraft components or from selling aircraft flight support, pilot training or maintenance training services may be deducted from gross receipts.

Research and Development Tax Deduction: Aerospace services are the research and development services sold or for resale to an organization for resale by the organization to the U.S. Air Force. When R&D services are sold to another corporation for resale to the Air Force, the seller’s receipts are deductible. If the R&D services are sold to an intermediary for resale to a corporation for resale to the Air Force, those receipts are also deductible.

Contact: Department of Transportation - Aviation Division
P.O. Box 9830
Albuquerque, NM 87119-9830
Email: aviation.division@state.nm.us
Phone: (505) 244-1788
Website: <http://dot.state.nm.us/en/Aviation.html>

High Wage Jobs Tax Credit

A taxpayer who is an eligible employer may apply for and receive a tax credit for each new high-wage economic-base job. The credit amount equals 10% of the wages and benefits paid for each new economic-base job created. Qualified employers can take the credit for four years. The credit may only be claimed for up to one year after the end of the four qualifying periods. The credit can be applied to the state portion of the gross receipts tax, compensating tax, and withholding tax. Any excess credit will be refunded to the taxpayer. Further criteria for the tax credit can be found at the link below.

Contact: New Mexico Taxation and Revenue Department
1100 South St. Francis Drive
Santa Fe, NM 87504
Phone: (505) 827-0700
Website: <http://gonm.biz/why-new-mexico/competitive-business-climate/incentives/high-wage-jobs-tax-credit>

GENERAL COMMUNITY DEVELOPMENT

Community Development Revolving Loan Fund

The purpose of this loan program is to assist local governments in attracting industry and economic development through acquisition of real property, construction, and improvement of necessary infrastructure, and other real property investments. The funds are intended to create jobs, stimulate private investment, and promote community revitalization. All incorporated municipalities and counties are eligible. Loans are limited to \$250,000 per project and repayment is not to exceed 10 years. The political subdivision must pledge gross receipts tax to repay the loan. Local governments can obtain a request forms and technical assistance from the New Mexico Economic Development Department.

Contact: New Mexico Economic Development Department
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0382
Website: www.gonm.biz/businessassistance/Financial_Assistance.aspx

Cleanup Grants

Cleanup grants provide funding for a grant recipient to carry out cleanup activities at brownfield sites. An eligible entity may apply for up to \$200,000 per site. Due to budget limitations, no entity can apply for funding cleanup activities at more than three sites. These funds may be used to address sites contaminated by petroleum and hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum). Cleanup grants require a 20% cost share, which may be in the form of a contribution of money, labor, material, or services, and must be for eligible and allowable costs (the match

must equal 20% of the amount of funding provided by EPA and cannot include administrative costs). A cleanup grant applicant may request a waiver of the 20% cost share requirement based on hardship. An applicant must own the site for which it is requesting funding at time of application. The performance period for these grants is three years.

Contact: Environmental Protection Agency
Fountain Place 12th Floor, Suite 1200
1445 Ross Avenue
Dallas, TX 75202-2733
Phone: (214) 665-2200
Website: http://www.epa.gov/brownfields/grant_info/index.htm

Cooperative Agreements Program (COOP) Local Government Road Fund

The program assists local governments and other public entities to improve, construct, maintain, repair, and pave highways and streets and public parking lots. Funds must be used for the construction, maintenance, repair, and the improvements of public highways, streets, and parking lots. The local match is 40% and awards range from \$9,000 to \$192,000. Funds are made available at the beginning of the fiscal year and must be encumbered and spent no later than the end of the fiscal year.

Contact: NMDOT, Maintenance Section
1120 Cerrillos Road
P.O. Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: www.nmshtd.state.nm.us/

EPA Brownfield Assessment Grant

Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfields sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) and up to \$200,000 to address a site contaminated by petroleum. Applicants may seek a waiver of the \$200,00 limit and request up to \$350,000 for a site contaminated by hazardous substances, pollutants, or contaminants and up to \$350,000 to assess a site contaminated by petroleum. Such waivers must be based on the anticipated level of hazardous substances, pollutants, or contaminants (including hazardous substances co-mingled with petroleum) at a single site. A coalition of three or more eligible applicants can submit one grant proposal under the name of one of the coalition members for up to \$ 1,000,000. The performance period for these grants is three years.

Contact: Environmental Protection Agency
Fountain Place 12th Floor, Suite 1200
1445 Ross Avenue
Dallas, TX 75202-2733
Phone: (214) 665-2200
Website: http://www.epa.gov/brownfields/grant_info/index.htm

Local Government Planning Fund

Created in 2002, the fund provides up-front capital necessary to allow for proper planning of vital water and wastewater projects. The 2005 Legislature (HB 304, Sandoval) broadened project eligibility to include master plans, conservation plans and economic development plans and to allow NMFA to “forgive” the loan if the entity finances the project through NMFA. To date, NMFA has made 34 grants totaling \$737,900 and has approved an additional 14 projects totaling \$304,700.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Municipal Arterial Program (MAP) Local Government Road Fund

This program assists municipalities construct and reconstruct streets which are principal extensions of the rural highway system and other streets which qualify under New Mexico Department of Transportation (NMDOT) criteria. Municipalities are required to contribute 25% to the cost of the project. There is no set limit to the amount of awards but the State share typically ranges from \$50,000 to \$1.1 million per project. Complete applications must be received by March 15th for funding to be considered by the fiscal year beginning July 1. Municipalities must submit applications provided by the NMDOT Transportation Planning Division.

Contact: Engineer Maintenance Section
New Mexico Department of Transportation
1120 Cerrillos Road
PO Box 1149
Santa Fe, NM 87504-1149
Phone: (505) 827-5498
Website: www.nmshtd.state.nm.us

New Mexico Angel Tax Credit

This tax credit allows for an investor (who files a NM income tax return and is an accredited investor) to take a tax credit of up to \$25,000 (25% of an investment up to \$100,000) for an investment made in a New Mexico company that is engaging in high-technology research or manufacturing. This credit can be claimed for up to two qualified investments in a taxable year, given that each investment is in a different qualified business. Any unused portion of the credit can be rolled over and applied for three consecutive years.

Contact: New Mexico Angels, Inc.
One Technology Center
1155 University Boulevard SE
Albuquerque, NM 87106
Email: info@nmangels.com
Telephone: (505) 843-4206
Website: www.nmangels.com

Public Project Revolving Fund (PPRF)

The Public Project Revolving Fund (PPRF) offers many examples of NMFA's investment of time, expertise, and capital. The PPRF has provided the means for unusual projects to receive financing. The PPRF is being looked at to provide an increasing array of public projects. Many of these projects have less proven revenue streams but do not have other viable sources of financing. Created in 1994, the PPRF program assists a wide range of public credits in accessing the capital markets with advantage of offering to all borrowers (regardless of their credit worthiness) fixed 'AAA' - insured interest rates. As of June 30, 2005, the NMFA had made 451 loans totaling \$628 million.

Contact: New Mexico Finance Authority
Phone: (505) 992-9635
Toll Free: (877) ASK-NMFA
Email: frontdesk@nmfa.net

Small Cities Community Development Block Grant Program (CDBG)

This program is administered by the State of New Mexico through the Local Government Division of the Department of Finance and Administration for communities with populations under 50,000. Funds can be applied towards planning projects, economic development activities, emergency activities, construction or improvement of public buildings, and rehabilitation or repair of housing units. CDBG funds can be used for towns engaged in downtown revitalization including redevelopment of streets and fund facade improvement programs. There is a \$500,000 grant limit per applicant (\$50,000 maximum for planning efforts) and a 5% cash match by the applicant is required. Applicants may apply for funding assistance under the following categories:

- Community infrastructure
- Public facility capital outlay
- Emergency
- Planning
- Housing
- Economic development
- Colonias

Contact: State of New Mexico
Local Government Division
131 S. Capitol
Bataan Memorial Bldg., Suite 201
Santa Fe, NM 87503
Phone: (505) 827-8053
Website: http://nmdfa.state.nm.us/CDBG_Information_1.aspx

Sustainable Communities Initiatives Grant Program

The Sustainable Communities Regional Planning Grant Program supports locally-led collaborative efforts that bring together diverse interests from the many municipalities in a region to determine how to best target housing, economic and workforce development, and infrastructure investments to create more jobs and regional economic activity.

The Community Challenge Grant Program fosters reform and reduces barriers to achieving affordable, economically vital, and sustainable communities. Community Challenge efforts include amending or replacing local master plans, zoning codes, and building codes to promote mixed-use development, affordable housing, the reuse of older buildings, and similar activities.

Contact: U.S. Department of Housing and Urban Development
P.O. Box 23268
Washington, DC 20026-3268
Phone: 1-800-245-2691
Website: <http://www.huduser.org/portal/sci-program-information.html#Overview>

USDA Rural Development Programs

The USDA provides assistance to rural communities including loan and grant programs that address small businesses and rural businesses, rural housing, rural community facilities, and rural utilities. Provides loan programs such as the B&I Loan (similar to an SBA 7A but can be made for higher amounts) and also grant programs. USDA rural development grants can be made directly to small businesses that are accomplishing innovative economic development work or energy efficiency installations, but must flow through a non-profit or local government intermediary. Assistance is available in the following areas.

Rural Business and Cooperative Services provides the following assistance programs:

- Business and Industry Direct Loans (B&I Direct)
- Business and Industry Guaranteed Loans (B&I Guar)
- Intermediary Relending Program (IRP)
- Rural Business Enterprise Grants (RBEG)
- Rural Business Opportunity Grants (RBOG)
- Rural Economic Development Loans (REDL)
- Rural Economic Development Grants (REDG)

The Rural Housing Service/Community Services provides the following assistance programs:

- Guaranteed Home Ownership Loan
- Home Improvement Loans and Grants
- Self-Help Housing
- Rural Rental Housing Loans (RRH)
- Guaranteed Rural Rental Housing Program (538 GRRHP)

- Farm Labor Housing
- Housing Preservation Grant (HPG)
- Community Facility Loans and Grants
- Fire and Rescue Loans

The Rural Utilities Service provides the following assistance programs:

- Community Facility Program
- Telecommunications Loan Program
- Distance Learning and Telemedicine Loan and Grant Program
- Electric Loan Program
- Solid Waste Management Grants
- Technical Assistance and Training Grants

Information on these assistance programs is available through the State USDA Rural Development office:

Contact: USDA Rural Development New Mexico Office
 6200 Jefferson NE
 Albuquerque, NM 87109
 Phone: (505) 761-4950
 TTY: (505) 761-4938
 Website: <http://www.rurdev.usda.gov/nm/>
 Rural Housing Services - Phone: (505) 761-4944
 Rural Business Services - Phone: (505) 761-4953
 Rural Utility Services - Phone: (505) 761-4955
 Office of Community Development - Phone: (505) 761-4951

U.S. Environmental Protection Agency (EPA) Brownfields Program

The EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. To facilitate the leveraging of public resources, EPA's Brownfields Program collaborates with other EPA programs, other federal partners, and state agencies to identify and make available resources that can be used for brownfields activities. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Contact: US EPA Office of Brownfields and Land Revitalization
 Mail Code 5105 T
 1200 Pennsylvania Ave. NW
 Washington, DC 20460
 Phone: (202) 566-2777
 Website: www.epa.gov/brownfields/index.htm

U.S. Department of Transportation (DOT)

The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT through the Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified Interstate, Principal Arterial, Minor Arterial, or Major Collector. STP funds are allocated for Transportation Management Areas (metropolitan areas over 200,000), Transportation Enhancement projects, and the Safety Program.

Contact: NMDOT General Office
1120 Cerrillos Road
Santa Fe, NM, 87504-1149
Phone: (505) 827-5100
Website: www.nmshtd.state.nm.us

HEALTH CARE

Office of Rural Health Policy Grants

The Office of Rural Health Policy Grants falls under the Department of Health and Human Services (HHS). There are 14 grant programs, whose availability is contingent upon federal funding each fiscal year. For more than 20 years, HHS has had an Office of Rural Health Policy in the Health Resources and Services Administration (HRSA) to focus on key rural health policy issues and administer targeted rural grant programs. In FY 2010, HRSA invested \$185 million to improve health care in rural America, where access to medical services is often limited. HRSA's rural health grant programs help fund rural hospitals, health centers and local clinics.

Contacts: Office of Rural Health Policy, Health Resources & Services
Administration
5600 Fishers Lane, 5A-05
Rockville, MD 20857
Phone: (301) 443-0835
Website: www.hrsa.gov

BUSINESS DEVELOPMENT RESOURCES

Job Training Incentive Program (JTIP)

The Job Training Incentive Program is one of the most valuable incentives offered to new employers in New Mexico, and can be used effectively in recruitment packages. This program reimburses 50 to 70% of employee wages and required travel expenses during an extended training period for new hires for new and expanding companies in New Mexico. The JTIP must be applied for and approved prior to reimbursable wages being paid.

Contact: New Mexico Economic Development Department
Santa Fe, NM
Phone: (505) 827-0323
Website: http://nmed.sks.com/businessassistance/Job_Training_Incentive_Program.aspx

SMART Money Loan Participation Program

The SMART Money Loan Participation Program is a program administered by the New Mexico Finance Authority intended to leverage funds provided by local New Mexico banks for businesses that create quality jobs. The program provides bank participation loans, direct loans, and loan and bond guarantees on behalf of private for-profit and non-profit entities. The program is designed to create greater access to capital for businesses throughout New Mexico, lower the cost for the borrower, and share the risk with the bank creating a benefit to both the bank and borrower. Business loans must result in job creation and economic benefit and carry a minimum of risk.

Contact: New Mexico Finance Authority
 207 Shelby Street
 Santa Fe, NM 87501
 (505) 992-9638
 Website: www.nmfa.net/NMFAInternet/NMFA_Web.aspx?ContentID=12

SBA 504 Loan Program

SBA 504 Loan Program is a cooperative loan program between the SBA, a bank, and a certified development corporation. An SBA 504 loan is a participation loan in which the SBA loans money directly to a business in participation with a bank. This loan can only be used for fixed asset financing. The primary benefit to borrowers is that it allows for minimal equity (10%) and it can also serve to extend the term.

Contact: Enchantment Land Certified Development Company
 625 Silver Avenue SW, Suite 195
 Albuquerque, NM 87102
 Phone: (505) 843-9232
 Website: www.elcdc.com

SBA 7A Loan Program

SBA 7A Loan Program is the standard SBA loan guarantee program. Up to 80% of a bank loan to a private business can be guaranteed. Banks still accomplish normal due diligence, but may be willing to accept slightly more risk. This program increases the aggregate amount of funds available to small business in the banking system. It can also serve to extend term. Some banks make SBA loans and some choose not to.

Contacts: U.S. Small Business Administration
 New Mexico District Office
 625 Silver Avenue SW, Suite 320
 Albuquerque, NM 87102
 Phone: (505) 248-8225
 Website: www.sba.gov/nm

Small Business Development Center
Eastern New Mexico University–Roswell
20 West Mathis, Roswell, NM 88203
Office: (575) 624-7133
sbdc@roswell.enmu.edu

The Loan Fund

The Loan Fund provides loans, training, and business consulting to small businesses that do not qualify for a bank loan, but still have a viable need for a loan and the ability to pay it back. This program started out as a micro-lending organization, but can now make loans up to \$200,000 in exceptional circumstances. Loans carry a higher than market rate to compensate for risk.

Contact: The Loan Fund
423 Iron Avenue SW
Albuquerque, NM 87102-3821
(505) 243-3196
Website: www.loanfund.org

ACCION New Mexico

ACCION New Mexico makes loans to small businesses that may not qualify for bank loans, and also provides business support services.

Contact: ACCION New Mexico
20 First Plaza NW, Suite 417
Albuquerque, NM 87102
Phone: (505) 243-8844
Website: www.accionnm.org

New Mexico Manufacturing Extension Partnership

The New Mexico Manufacturing Extension Partnership provides efficiency training, training in lean manufacturing, and ISO 9000 certification (now temporarily suspended) to the state’s small and medium sized businesses.

Contact: New Mexico Manufacturing Extension Partnership
4501 Indian School Road NE, Suite 202
Albuquerque, NM 87110
Phone: (505) 262-0921
Website: www.newmexicomep.org

New Mexico Partnership

The New Mexico Partnership is a private, non-profit organization that offers assistance to businesses looking to expand or relocate to New Mexico. It can assist businesses on a variety of business initiatives including:

- Initiate real estate searches;
- Coordinate site-selection trips;
- Personalize briefings and orientations;
- Assist in evaluating and applying for incentives;
- Facilitate the permitting process;
- Organize strategic meetings with key government and community officials;
- Collaborate on media and public relations; and
- Provide data on key business factors.

NM Partnership can also assist with agri-business tax credits.

Contact: New Mexico Partnership
 110 Second Street SW, Suite 602
 Albuquerque, NM 87102
 Phone: (505) 247-8500
 Website: web.nmsu.edu/~camp/http://nmpartnership.com/NMP_Services.aspx

WESST

The Roswell Enterprise Center serves emerging and existing small business owners (men and women) in seven counties in southeastern New Mexico: Chaves, Curry, De Baca, Eddy, Lea, Lincoln, and Roosevelt. The Roswell office has made important contributions to economic growth in southeastern New Mexico, a largely rural territory. We are one of six WESST offices housing a Women’s Business Center Program, funded in part by the U.S. Small Business Administration. The WBC program was founded to foster the growth of woman-owned businesses by providing access to education, training, mentoring, business development and financing opportunities to women throughout the United States and its territories.

If loans are needed, WESST will assist clients with their loan packages, financial projections, and provide information about various loan sources within the community including their loan fund.

Contact: Bank of America Building
 500 N. Main Street, Suite 700
 Roswell, NM 88201
 Phone: 575-624-9850
 Website: www.west.org/roswell

HOUSING ASSISTANCE

New Mexico Mortgage Finance Authority (MFA)

The MFA is a quasi-public entity that provides financing for housing and other related services to low- to moderate-income New Mexicans. There are 37 state and federal programs administered by the MFA that provide financing for housing including low interest mortgage loans and down payment assistance, weatherization, green building and rehabilitation, and tax credit programs. The MFA partners with lenders, realtors, non-profit, local governments, and developers. All state and federal housing programs are administered by the MFA including Section 8 housing funds and other HUD projects.

Contact: New Mexico Mortgage Finance Authority
344 Fourth St. SW
Albuquerque, NM 87102
Phone: (505) 843-6880
Website: www.nmmfa.org/

Main Street Grants - HOPE VI - Public and Indian Housing

The MainStreet program seeks to rejuvenate older, downtown business districts while retaining the area's traditional and historic character. To do this, the MainStreet program provides assistance to smaller communities in the development of affordable housing that is undertaken in connection with a MainStreet revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing.

In general, the grant funds can be used to build new affordable housing or reconfigure obsolete or surplus commercial space (or extremely substandard, vacant housing) into affordable housing units. The grant funds cannot be used on general infrastructure or commercial development. The funds in the NOFA must be used to assist Units of Local Government that have existing MainStreet area rejuvenation projects and have the population and public housing unit limits stated above. MainStreet housing units must be affordable to the initial residents that occupy the MainStreet housing project.

Contact: Department of Housing and Urban Development Field Office
500 Gold Avenue SW Suite 7301
Albuquerque, NM 87103
Phone: (505) 346-6463
Website: http://portal.hud.gov/hudportal/HUD?src=/states/new_mexico/offices

HOME Investment Partnership Program Funds

The homeowner rehabilitation program administered by the MFA provides assistance to low-income homeowners who lack the resources to make necessary repairs to their homes. Assistance can be used for reimbursement of costs for rehabilitation, which includes the following: applicable codes, standards or ordinances, rehabilitation standards, essential improvements, energy-related improvements, lead-based paint hazard reduction, accessibility for disabled persons, repair or replacement of major housing systems, incipient repairs and general property improvements of a non-luxury nature, site improvements and utility connections.

MFA relies on non-profits, housing authorities, and local governments to administer the homeowner rehabilitation program. Funds are awarded through a RFP/Application process and proposals are reviewed and evaluated by several committees, and approved by the MFA Board. MFA has also reserved funds for the Reservation Rehabilitation program to provide loans to homeowners on a house-by-house, first-come, first-served basis.

Contact: Department of Housing and Urban Development Field Office
 500 Gold Avenue SW Suite 7301
 Albuquerque, NM 87103
 Phone: (505) 346-6463
 Website: http://portal.hud.gov/hudportal/HUD?src=/states/new_mexico/offices

HISTORIC PRESERVATION

National Trust for Historic Preservation

The National Trust for Historic Preservation is a nonprofit organization that provides leadership, education, advocacy, and resources to save America’s diverse historic places and revitalize our communities. The National Trust Preservation Fund offers several types of financial assistance to nonprofit organizations, public agencies, for-profit companies, and individuals involved in preservation-related projects. In 2005, the National Trust Preservation Fund provided almost \$17 million in financial assistance and direct investment in cities, towns, and rural areas all over the United States.

Contact: National Trust for Historic Preservation
 1785 Massachusetts Ave. NW
 Washington, DC 20036-2117
 Phone: (202) 588-6000 or (800) 944-6847
 Email: info@nthp.org
 Website: www.preservationnation.org/

Federal Historic Preservation Tax Incentives Program

This tax incentive program is administered by the National Park Service (NPS), in partnership with the IRS and State Historic Preservation Offices. The NPS must certify all rehabilitation projects of certified historic structures seeking the 20% tax credit. In order for a rehabilitation project to become certified, the NPS must find that the rehabilitation is consistent with the historic character of the property, and where applicable, with the district in which it is located. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The program has also helped to create moderate and low-income housing in historic buildings.

Contact: National Park Service
Technical Preservation Services
1201 "Eye" Street NW, 6th Floor
Washington, DC 20005
Phone: (202) 513-7270
Email: NPS_TPS@nps.gov
Website: www.nps.gov/hps/tps/tax/incentives/

State Tax Credit for Registered Cultural Properties

This program is available to owners of historic structures who accomplish qualified, rehabilitation on a structure or stabilization or protection of an archaeological site. The property must be individually listed in, or contributing to a historic district listed in the State Register of Cultural Properties. The credit is applied against New Mexico income taxes owed in the year the project is completed and the balance may be carried forward for up to four additional years. Maximum in eligible expenses is \$50,000 for a tax credit of \$25,000, unless the project is within a state-approved and certified Arts and Cultural District, in which case the maximum is \$50,000. There is no minimum project expense. This program has provide accessible and useful for small projects that can include facade improvements.

Contact: Department of Cultural Affairs
New Mexico Historic Preservation Division
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: nm.shpo@state.nm.us
Website: www.nmhistoricpreservation.org/

NM Historic Preservation Loan Fund

Below market rate loans are made by New Mexico Historic Preservation Division, in cooperation with commercial banks and preservation organizations, for restoration and rehabilitation of properties listed in the State Register of Cultural Properties and/or the National Register of Historic Places. Low-interest loans can be made for a maximum of \$200,000 for a term of five years or less. Borrowers must agree to: repay the loan and maintain the property as restored, rehabilitated, or repaired for at least seven years; maintain complete and proper financial records regarding the property and make them available to the Division on request; complete the project within two years from the date of the closing of the loan; and provide to the State sufficient collateral security interest in the property.

Contact: New Mexico Historic Preservation Division
Department of Cultural Affairs
Bataan Memorial Building
407 Galisteo Street, Suite 236
Santa Fe, NM 87501
Phone: (505) 827-6320
E-mail: hpdplanning.program@state.nm.us
Website: www.nmhistoricpreservation.org/index.php

MainStreet Revolving Loan Fund

This fund is administered on behalf of New Mexico MainStreet by the Historic Preservation Division of the Department of Cultural Affairs. A low cost, revolving loan fund available to property owners within a MainStreet District that meet certain income eligibility criteria and that were previously denied a loan in the same amount and for the same purpose by two financial lenders. Financial assistance is available for the restoration, rehabilitation, and repair of properties, and can be tapped to upgrade buildings to meet contemporary building and fire codes. The work must be completed within one year from the date of project loan and the loan be repaid within five years. Property owners must maintain the property as restored, rehabilitated, or repaired in no case less five years.

Contact: New Mexico MainStreet Program
Joseph M. Montoya Building
1100 St. Francis Drive
Santa Fe, NM 87505
Phone: (505) 827-0168
Website: <http://nmmainstreet.org/>

U.S. Environmental Protection Agency (EPA)

The EPA, through the Brownfields Program, provides funding for rehabilitating affected historic properties. EPA's Brownfields Program provides direct funding for brownfields assessment, cleanup, revolving loans, and environmental job training. In addition to direct brownfields funding, EPA also provides technical information on brownfields financing matters.

Contact: US EPA Office of Brownfields and Land Revitalization
Mail Code 5105 T
1200 Pennsylvania Ave. NW
Washington, DC 20460
Phone: (202) 566-2777
Website: www.epa.gov/brownfields/index.htm

U.S. Department of Transportation (DOT)

The DOT provides funding for restoration projects through Transportation Enhancement funds, which are administered through NMDOT through the Surface Transportation Program (STP). The STP program funds construction, improvement, and other transportation-related projects on roads functionally classified Interstate, Principal Arterial, Minor Arterial, or Major Collector. STP funds are allocated for Transportation Management Areas (metropolitan areas over 200,000), Transportation Enhancement projects, and the Safety Program.

Contact: NMDOT General Office
1120 Cerrillos Road
Santa Fe, NM, 87504-1149
Phone: (505) 827-5100
Website: www.nmshtd.state.nm.us