



ADOPTED JULY 26, 2023



PORTALES COMPREHENSIVE PLAN

PREPARED BY: SITES SOUTHWEST LLC

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RESOLUTION #23-24-06

A RESOLUTION ADOPTING THE CITY OF PORTALES 2023 COMPREHENSIVE PLAN UPDATE

Whereas, the City of Portales Comprehensive Plan 2023 Update has been developed with the general purpose of guiding and accomplishing a coordinated, adjusted and harmonious development of the municipality which will, in accordance with future needs, best promote the health, safety, order, convenience, prosperity and the general welfare as well as efficiently and economy in the process of development; and,

Whereas, this planning framework is complete with implementation actions designed to systematically complete the steps necessary for the community to realize its greatest desires for the future; and,

Whereas, the Comprehensive Plan 2023 Update includes a description of key issues pertaining to each planning element along with the implementation section; and,

Whereas, this planning document is based on careful and comprehensive studies of existing conditions, future growth of the City of Portales, and citizen input from area residents; and,

Whereas, the City of Portales Comprehensive Plan 2023 Update is dependent on available funding and resources and the authority of elected and appointed officials of the City of Portales; and,

Whereas, due to the long-range nature of master plans, it is recommended that the plan be reviewed annually, and the Planning Commission or LEDA Board may recommend to the City Council amendments that will extend or add to the City of Portales Comprehensive Plan 2023 Update or carry any part of the subject matter into greater detail; and,

Whereas, the City of Portales Comprehensive Plan 2023 Update should be adopted to include all sections of said plan, together with the accompanying maps, charts, descriptive and explanatory matter.

NOW THEREFORE, BE IT RESOLVED BY THE GOVERNING BODY of the City of Portales in regular session, and after having held a public hearing for public participation, do hereby approve the City of Portales Comprehensive Plan 2023 Update as presented and that copies of the Portales Comprehensive Plan 2023 Update shall be available for inspection at the Portales City Hall during normal and regular business hours at 1028 Community Way, Portales, New Mexico and at www.portalesnm.gov under the strategic planning section on the City's website.

PASSED, APPROVED AND ADOPTED this 26th day of July, 2023.



ATTEST:

Carla Weems

Carla Weems, Deputy City Clerk

City of Portales

Michael G. Miller, Mayor Pro-Tem



INTRODUCTION

A comprehensive plan is a blueprint to help the City of Portales grow sustainably into the future.

PURPOSE

This plan is an update to the 2016 Portales Comprehensive Plan, which was adopted by the City Council on March 15, 2016. The purpose of the Comprehensive Plan is to document the present condition of Portales, engage with City residents, community leaders, and staff to determine a future vision of Portales, and provide strategies to help the City achieve its future goals. The Comprehensive Plan (The Plan) provides an overarching summary and guidelines to achieve the community's vision through goals, policies, and actions generated during the planning process.

This Plan places an emphasis on land use and economic development strategies which can help the City of Portales realize its economic and community development goals for the next twenty years. This Plan should be reviewed annually to set and review goals for the year and updated in its entirety every five years.

The Plan begins by providing a community profile which highlights the history, demographics, and context of Portales. There are multiple elements of the Plan that culminate into a comprehensive view of Portales, including: economic development; housing; community facilities and services; land use; infrastructure; transportation; and hazard mitigation. The Plan concludes with an implementation chapter which summarizes recommendations made in previous elements and provides potential funding sources to pursue these goals.

LOCAL ECONOMIC DEVELOPMENT ACT

The Local Economic Development Act (LEDA) is a tool used by the New Mexico Economic Development Department to administer grants to local governments to assist in stimulating and expanding local economic development goals. This plan functions as the City of Portales' Local Economic Development Plan and is a companion document to the City's LEDA Ordinance.

The goals, identified in [City of Portales Ordinance 646](#), LEDA Ordinance, include the following:

- Work with existing businesses to improve the general business climate in order that they may be successful in retaining employees and creating new jobs through expansion.
- Recruit business and industry to expand the local economy and increase employment.
- Develop adequate infrastructure for growth and development.
- Enhance the quality of life for Portales citizens by attracting recreational businesses and activities to the community.
- Develop a plan to create workforce, mixed use, commercial or affordable housing within the downtown and MainStreet areas.
- Develop and/or build recreational and athletic venues to assist with all of the prior goals set forth herein and specifically to enhance the quality of life of Portales citizens, address the social goals as may be established from time to time by the Portales City Council, retain and lead to economic development in the City of Portales.

The goals, objectives and actions in the Comprehensive Plan include policies and project types that may be supported through LEDA.



COMMUNITY ENGAGEMENT

Community engagement is essential to identifying current and future needs through active engagement with community members. The community engagement process for the City of Portales involved public meetings, a survey, and engagement with city council, city staff, and Leadership Portales.

COMMUNITY ENGAGEMENT

The planning team used several methods to begin to understand the history, current conditions and future needs for the City of Portales. An initial site visit kicked off community outreach on September 13th and 14th, 2022 in Portales. During this period, the planning team conducted site visits, met with key stakeholders, and held a community meeting. The following items summarize the meetings and engagements that took place during this time.

STAKEHOLDER MEETINGS

Stakeholder meetings were held with multiple civic and economic development groups including Leadership Portales and Roosevelt County Community Development Corporation (RCCDC).

The first group the planning team met with was Leadership Portales which is a 9-month leadership and capacity-building program for community members, business owners and representatives of local institutions hosted by the Portales Chamber of Commerce. This meeting included representatives from Portales Public Schools, ENMU, J.P. Stone Bank, and Cannon Air Force Base.

The planning attended the RCCDC monthly board meeting which had representatives from the Roosevelt County Electric Co-op, Ace Hardware, ENMU, Cannon Air Force Base, and the Economic Development Director. During this meeting, the group discussed new business, upcoming events, needs and threats, and which target industries the RCCDC would like to bring into Portales.

Finally, the planning team met with City Staff to discuss new/upcoming projects, management plans, transportation, community facilities, economic development, infrastructure, housing, and community organizations and services.

Once a draft document was ready for public review, the plan was sent to stakeholder organizations and posted on the City website for public review.

COMMUNITY MEETING

A community meeting was held on Tuesday, September 13th, 2022, from 6:00-7:30 pm at Portales City Hall. The planning team first introduced the comprehensive planning process, provided a community profile, key findings, and led discussion from the community.

Following the presentation attendees provided input into the plan, The planning



Figure 1: Participants in the first community meeting

team heard from the community through three different activities. The first activity involved a general discussion on overall assets, challenges, and opportunities in the City. The next activity involved splitting into groups to fill out a SWOT analysis board. SWOT—Strength, Weaknesses, Opportunities, and Threats—Analyses help communities discuss internal and external assets and challenges in the community. Next, each group filled out a visioning board which included questions about community character; land use; housing; community facilities; parks, open space, trails; infrastructure; transportation; and public safety/hazard mitigation.

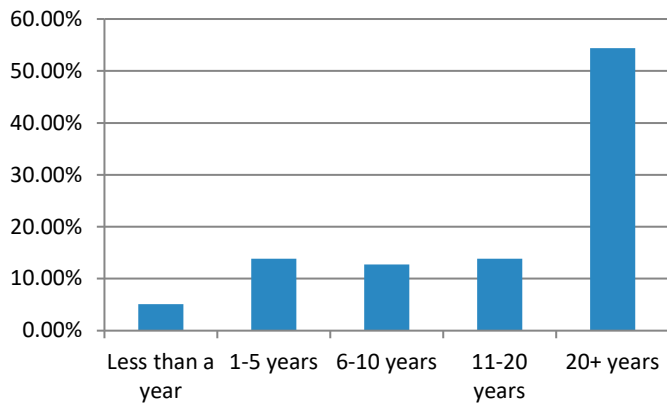
The planning group received key information from this meeting which will help inform plan recommendations and survey questions for further community outreach.

SURVEY

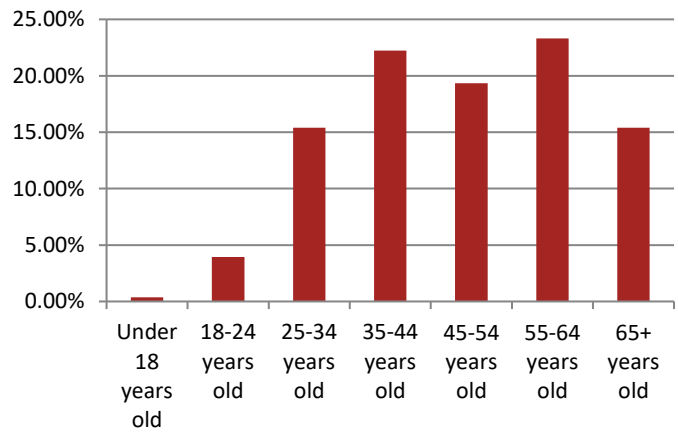
Sites Southwest developed a community survey. The survey was distributed in English and Spanish. A link to the survey was posted online, and printed copies were available at City Hall. The survey was conducted between December 5 and December 30 and resulted in 347 responses.

The majority of respondents have lived in Portales for 20+ years. The survey respondents also represent a wide range of ages, as shown below.

If you are a Portales resident, how long have you lived in Portales?

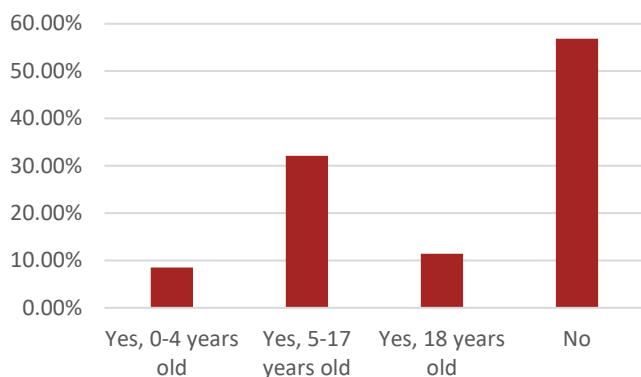


What age are you?

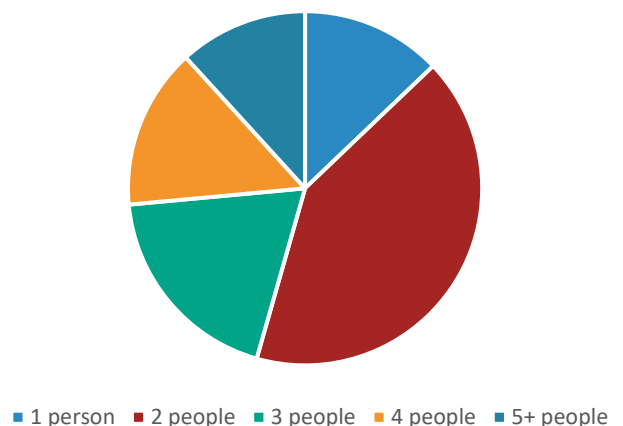


Additionally, nearly 44 percent of respondents have children living in their households.

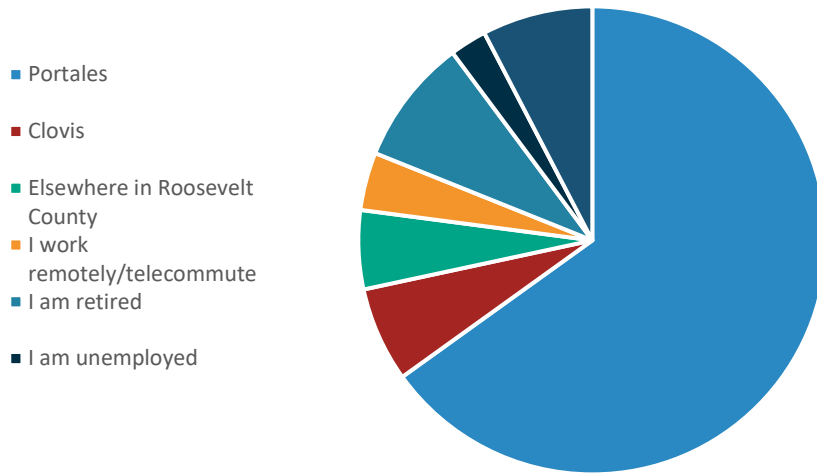
Do you have children living with you and if so, what age are the children?



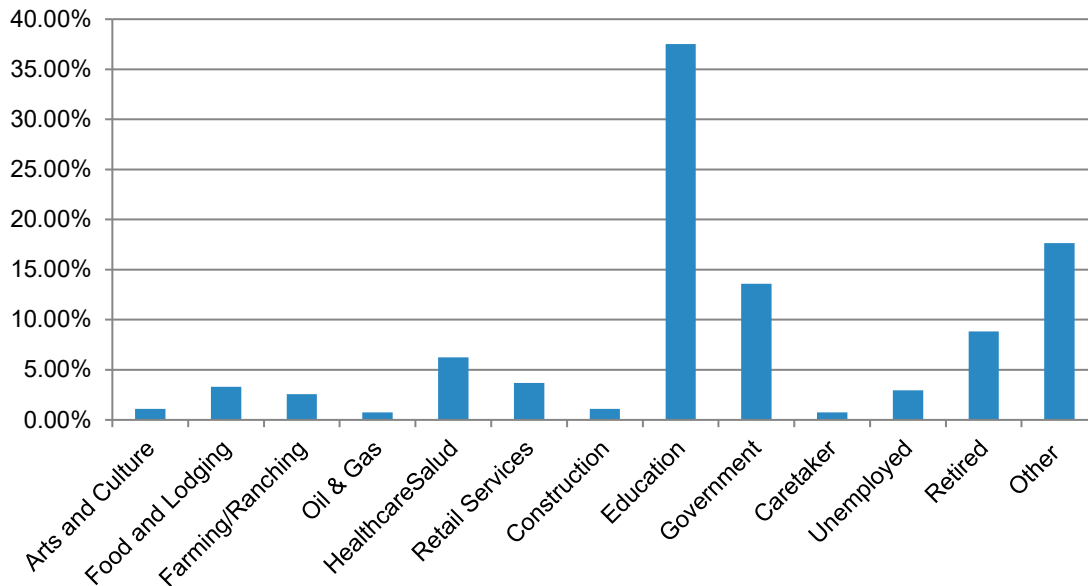
How many people live in your household?



The majority of respondents also work in Portales, with most working respondents employed in the education sector. This is most likely related to the presence of Eastern New Mexico University within the City.



Which of the following industries are you employed by?



The survey informed all recommendations in the Plan and provided insight into the priorities and goals of residents in Portales. The survey comprised of twenty-one questions which included multiple choice, ranking, and open-ended questions. Questions asked about housing needs, community facility projects, needed infrastructure improvements, and economic development needs in order to help develop recommendations for the Plan. A full report of survey results is located in Appendix A.

PLAN REVIEW AND ADOPTION

CITY COUNCIL HEARINGS (TO BE UPDATED FOLLOWING THE HEARINGS)

The plan was presented to the City Council at two public hearings. The purpose of the first hearing, held on July 11, 2023, was to provide an overview of the plan and allow for public comment. In addition, the public was able to comment after the public hearing to get their comments incorporated into the final draft document.

The City posted the draft plan in its news feed with a link to the draft document. In addition, groups and individuals who were involved in the development of the plan were notified that the plan was available for review. The draft plan was distributed to all survey respondents who provided an email address. The RCCDC and Chamber of Commerce distributed the draft to their members.

Comments on the public review draft emphasize the importance of quality-of-life improvements, including quality housing, basic infrastructure maintenance and well-maintained public amenities such as parks. The quality-of-life improvements are important to recruiting and retaining young families. These families are critical to a qualified workforce. The comments received from the public have been incorporated into the final draft.

The final draft was presented for final review and adoption on July 25, 2023.



COMMUNITY PROFILE

A community profile provides an overview of Portales's including its history, a demographic profile, natural and cultural resources, and governance structures. This section provides needed context for the rest of the comprehensive plan.

OVERVIEW

Portales is a city in eastern New Mexico, near the Texas state line. It is the seat of Roosevelt County and is located about 17 miles southwest of the city of Clovis, New Mexico. The City of Portales encompasses 6.8 square miles of land and is surrounded by range and farmland. A strong agricultural base, comprised primarily of peanut and dairy farming, supports its community and economy. Portales is home to Eastern New Mexico University and is near the Cannon Air Force Base.

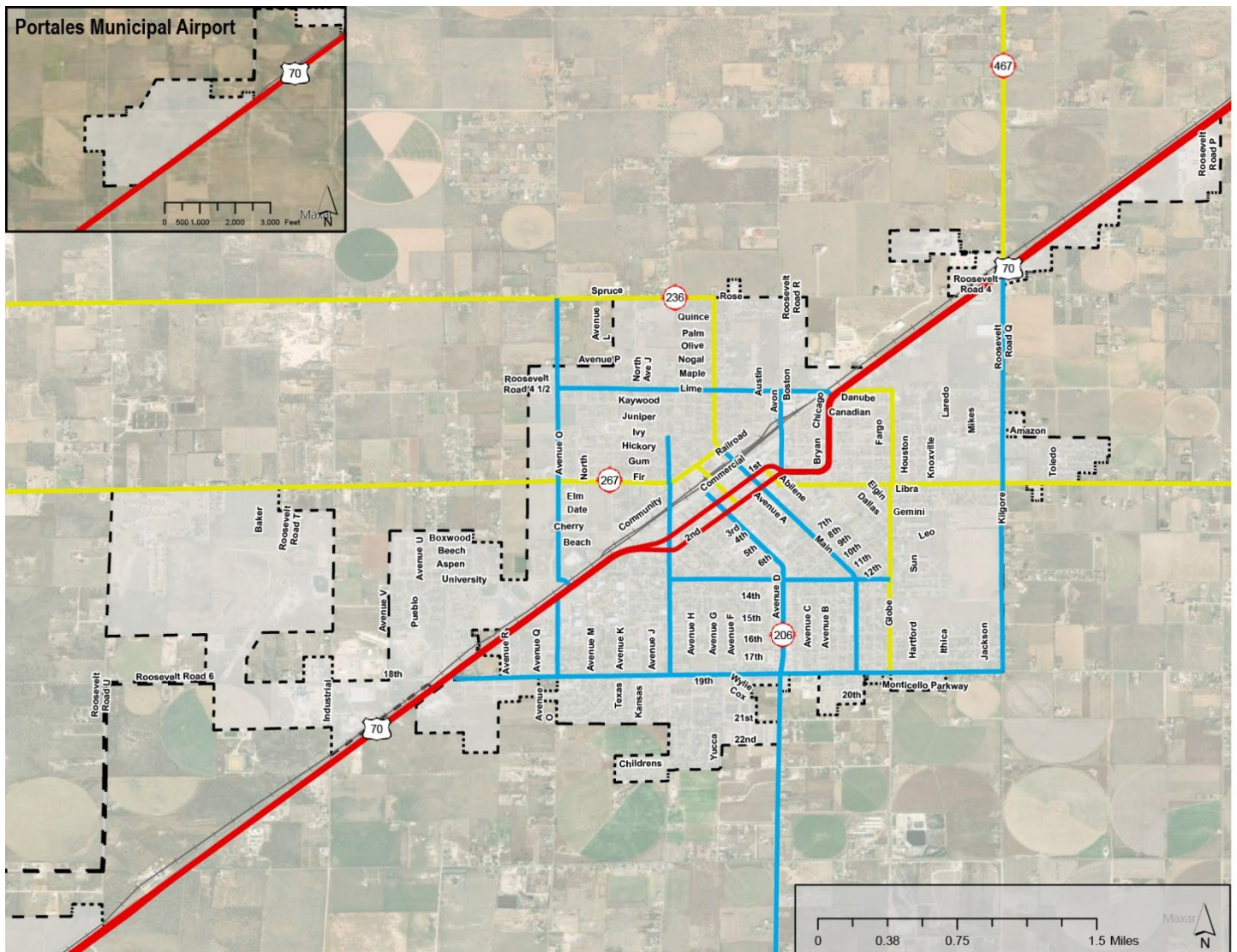


Figure 2 City of Portales Map

LOCATION

The City of Portales is located in southeast New Mexico in Roosevelt County near the New Mexico-Texas border. It is one of the largest cities in the region and is located 19 miles south of Clovis and 17 miles south of Cannon Air Force Base. Other smaller surrounding communities include Floyd, Dora, Elida, and Causey. The city is surrounded by multiple communities that are part of unincorporated Roosevelt County land in the area. Agriculture, ranching, and residential housing are primary land uses in the surrounding areas.

U.S. Highway 70 is the primary arterial highway going through Portales with other multiple state roadways connecting to the City. The BNSF rail line and the Portales Municipal Airport provide connections through other modes of transportation.

HISTORY

The Blackwater Draw area north of Portales was inhabited by people now described as the Clovis people (named after the nearby town of Clovis, where archaeological evidence of their society was found). Records of these inhabitants date from about 13,000 years ago. Following the withdrawal of Clovis people from the area, seminomadic non-Pueblo Athabaskan groups (such as Apache and Navajo people) occupied the area; in the early 19th century, the Comanche displaced the Apache people, and resided in the area until late in the 19th century, when US territorial settlement encroached. The 157-acre area is a National Historic Landmark administered by ENMU.

Portales was named for Portales Springs, a water source on the Fort Sumner Trail where water flows from a series of ledges or cave openings that resemble a style of porch on adobe houses called Portales. Ranchers settled in proximity to the water source, and the Pecos Valley and Northeastern Railroad extended to Portales in 1899. Portales developed throughout the 20th century, and it was formally established in 1909. The first mayor of Portales was Washington Ellsworth Lindsey who later became the fourth governor of New Mexico.

Eastern New Mexico University was established in 1934 as a junior college, specializing in teachers' education, and in 1940 expanded its program to offer third and fourth years of college leading to a bachelor's degree. It earned accreditation as a four-year liberal arts college in 1946 as Eastern New Mexico College and began to offer master's degree programs in some departments in 1949.

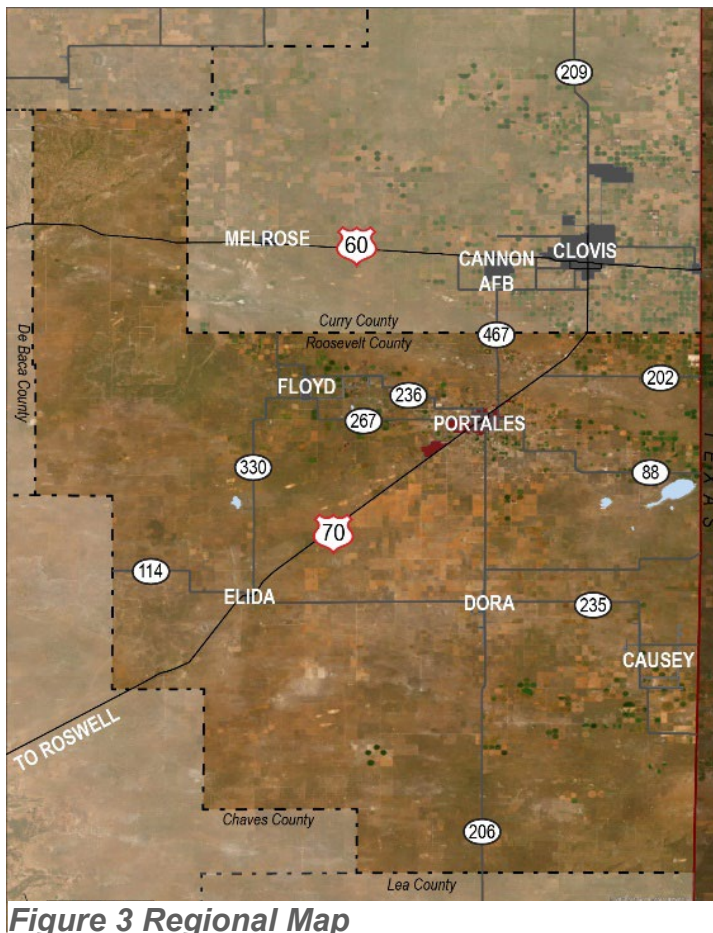


Figure 3 Regional Map

Name	Type	Established	Address	Listing
Anderson Basin NHL (Blackwater Draw)	District		Roosevelt County	National Register
ENMU Administration Building	Building	1934	University Place, ENMU	State and National Registers
Portales Woman's Club	Building	1932	309 W. 1 st St.	State Register
Portales Main Post Office	Building	1936	116 W. 1 st St.	National Register
Roosevelt County Courthouse	Building	1938	100 W. 2 nd St.	State and National Registers
Bank of Portales	Building	1903	123 Main St.	State and National Registers

Figure 4 Historic Buildings in Portales, Source: NMSHPO

Many of the iconic buildings constructed in Portales date back to the 1930s during the Great Depression as projects of the Works Progress Administration initiative in the second Great Deal. Five buildings are listed on the State Register of Cultural Properties and/or the National Register of Historic Places. These buildings range in architectural styles including mid-century modern and WPA architectural style.



Figure 5 Roosevelt County Courthouse, constructed in 1938

NATURAL CONTEXT

Portales has a semiarid climate, characterized by hot summers and cool, dry winters. Thunderstorms in the latter half of the summer are the dominant source of precipitation, which averages 17.33 inches annually. Average annual snowfall is 7 inches¹. The average high temperature is 92 degrees F, and the average low temperature is 24 degrees F.

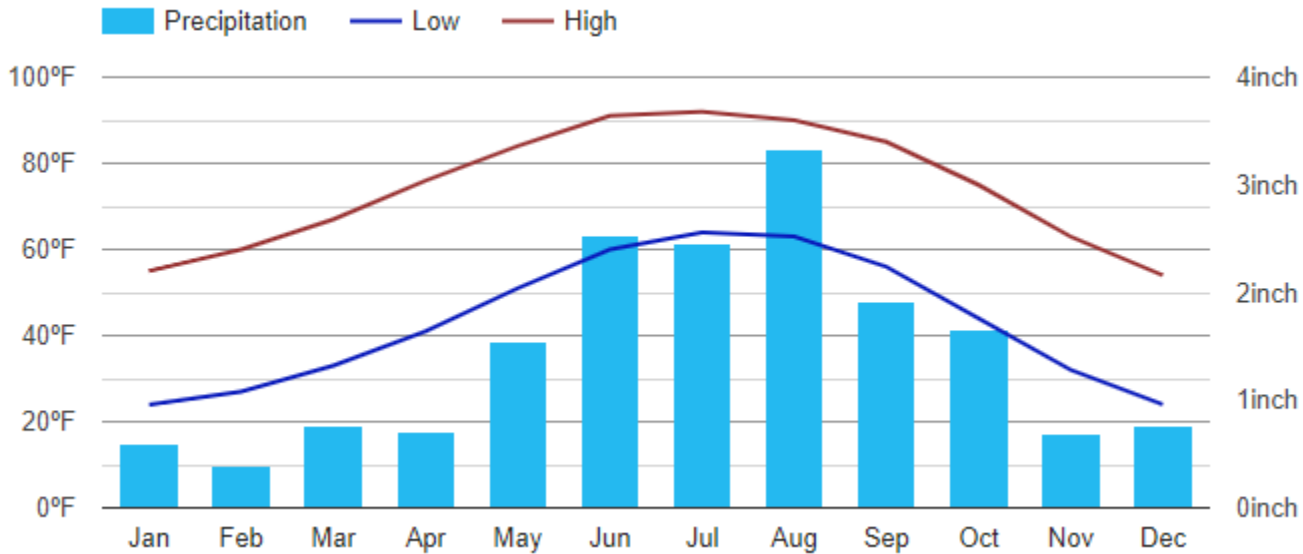


Figure 6 Average Temperatures and Precipitation for Portales, NM

Portales is located in the “high plains” ecoregion of New Mexico. The land in this region is comprised of smooth to slightly irregular plains with a high percentage of cropland. Grama-buffalo grass abounds here. The Ogallala Aquifer underlies the area, and access to its water for surface irrigation supported the expansion of agriculture in the region. Thousands of playa lakes serve as recharge areas for the Aquifer. These playas are also essential for migrating waterfowl².



Figure 7 Ecoregions of New Mexico

¹ Source: <https://www.usclimatedata.com/climate/portales/new-mexico/usa/usnm0244>

² United States Environmental Protection Agency: http://ecologicalregions.info/data/nm/nm_map.pdf

NATURAL AND CULTURAL RESOURCES

Portales is surrounded by several natural areas that support wildlife and provide opportunities for outdoor recreation. Oasis State Park is located approximately 7 miles north of Portales and provides fishing, camping, hiking, picnicking, and wildlife viewing. Grulla National Wildlife Refuge is a 3,236-acre wildlife refuge located 25 miles southeast of Portales near the Texas-New Mexico border. The refuge includes a large salt lake that provides winter habitat for migratory waterfowl. A visit to the refuge is an excellent opportunity for wildlife observation, bird watching, and photography for visitors. The refuge has one trail overlooking the salt lake.



Figure 8 Oasis State Park

Portales is also home to a variety of cultural resources. Eastern New Mexico University (ENMU) is the largest four-year institution in the region and offers a variety of academic programs at the undergraduate and Master's levels. In addition to education and Greyhound athletics, ENMU has multiple museums, galleries, and a theater for the benefit of ENMU students and the community. Roosevelt County Historical Museum, Miles Mineral Museum, Dr. Antonio "Tony" Gennaro Natural History Museum, Blackwater Draw Museum, and Runnels Gallery are open to the public.



Figure 9 Blackwater Draw National Historic Site

Portales is home to the Roosevelt County Fairgrounds which includes a rodeo arena, carnival grounds, livestock show area, and exhibit space. This facility hosts the County Fair, held every August. Other events throughout the year include the Peanut Valley Festival in October.

Just north of Oasis State Park (about 8 miles north of Portales), the Blackwater Draw Locality No.1 provides a unique archaeological site where the Clovis Culture was first discovered. Visitors can view a stratigraphic record of activities in the area for the last 13,000 years. This site is maintained by ENMU.

DEMOGRAPHIC PROFILE

POPULATION GROWTH

Portales has grown steadily over many decades, although the 2020 Census shows a dip in population. The COVID 19 pandemic and the impact of the pandemic on the ENMU population and on the decennial census count could explain this dip. Census population estimates for 2021 indicate a population rebound since 2020.

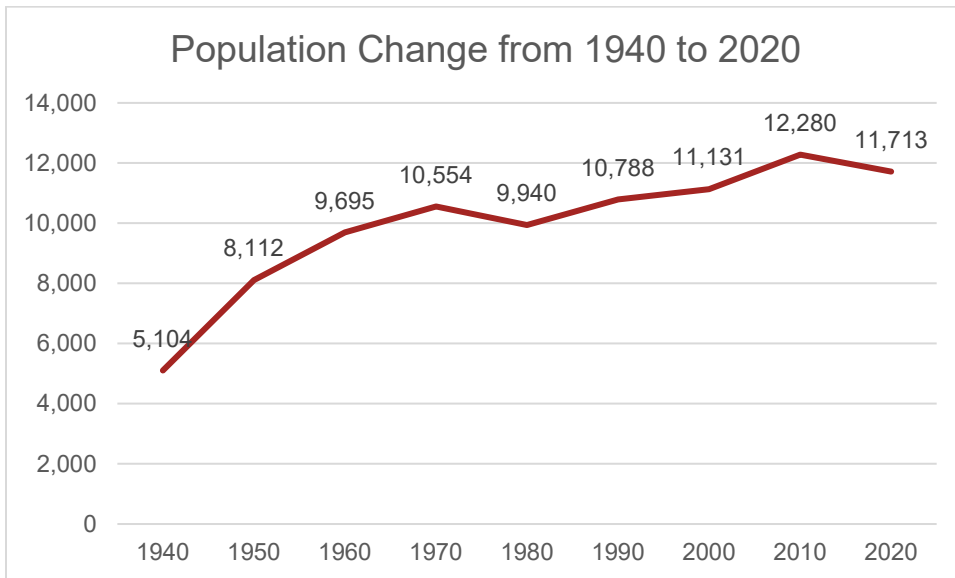


Figure 10 Population Change in Portales by Decade, Source: US Census

AGE

Portales's population is young, with an average age of 26.9 years compared to the New Mexico median age of 38.6 years and the Roosevelt County median age of 30.3. The young average age is consistent with the presence of ENMU and Cannon Air Force Base. The 20- to 24-year-old age group is the largest age cohort in Portales, followed by children and youth under 20 and young adults ages 30 to 34.

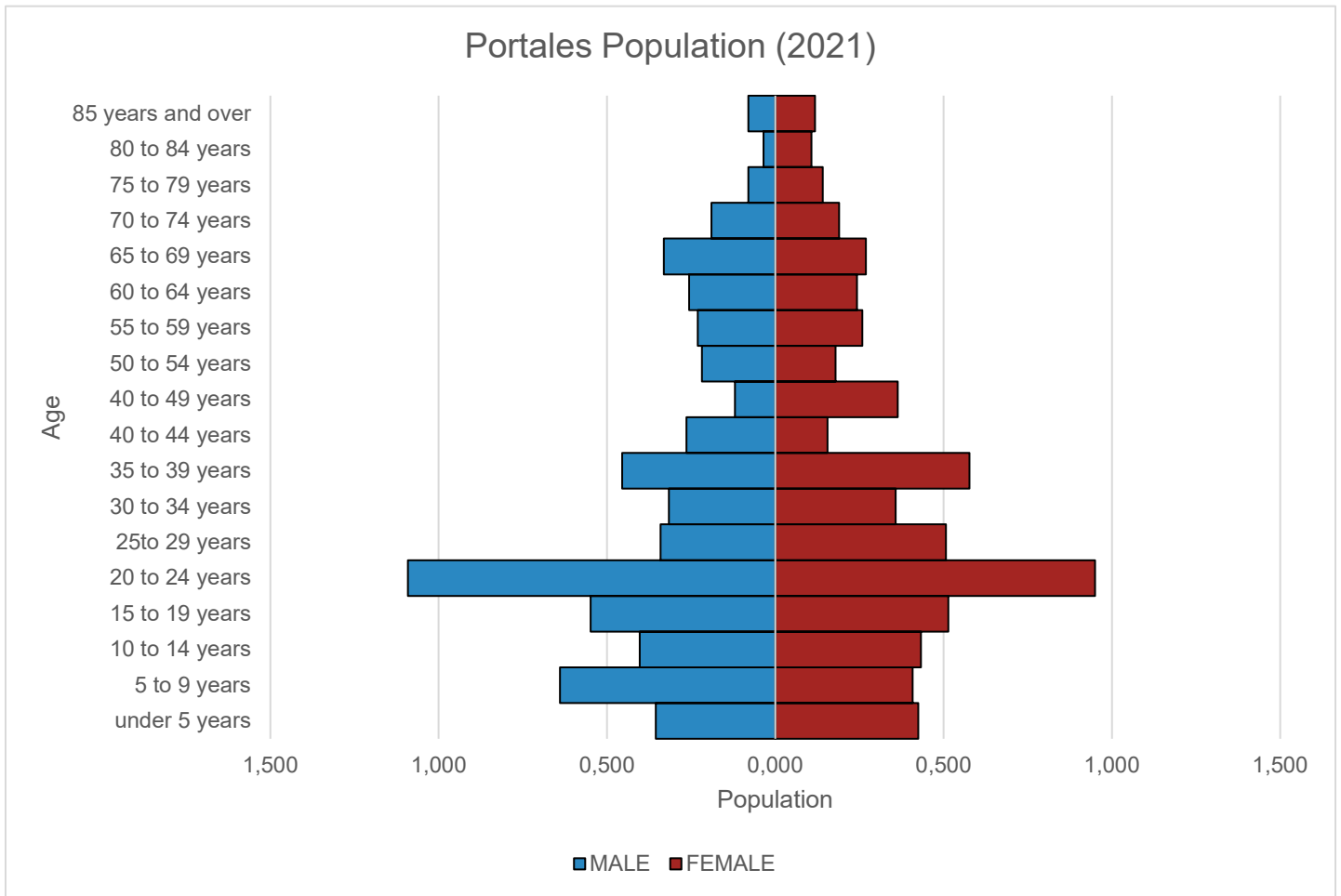


Figure 11 Population pyramid by age and sex, ACS Data 2021

ETHNICITY

In Portales, 44 percent of the population identifies as Hispanic or Latino which is a lower percentage than the state average at 49.2 percent.

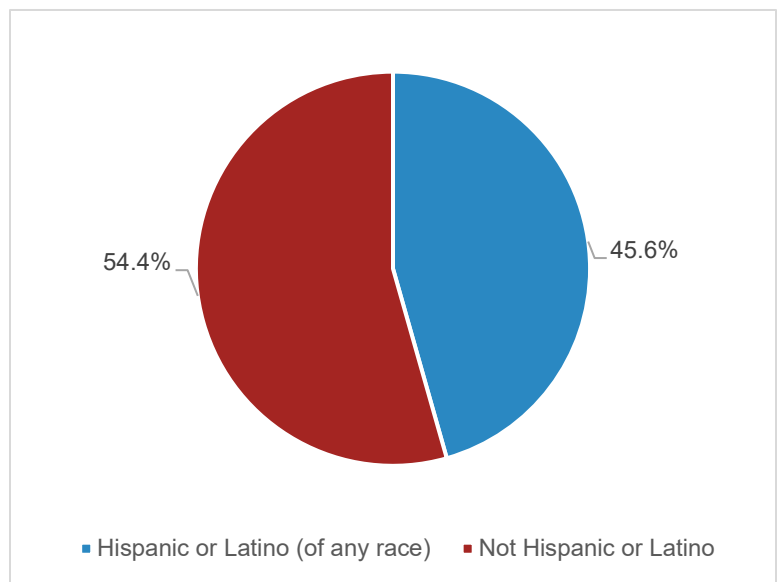


Figure 12. Ethnicity, Source American Community Survey, 2021

INCOME & POVERTY

The annual median household income for households in Portales is lower than incomes in Roosevelt County, New Mexico, and United States. The median household income in Portales was \$44,101 in 2021. There is a high percentage of households in Portales who make less than \$10,000 annually, which is partially attributable to the large student population.

Annual Median Household Income (2021 Inflation-Adjusted Dollars)	
Portales	\$44,101
Roosevelt County	\$47,897
New Mexico	\$53,992
United States	\$69,717

Figure 13 Median Household Income for different areas. Source: American Community Survey, 2021

According to the Census, 24.6 percent of families in Portales have incomes below the national poverty level. This is not uncommon in a community with a large student population.

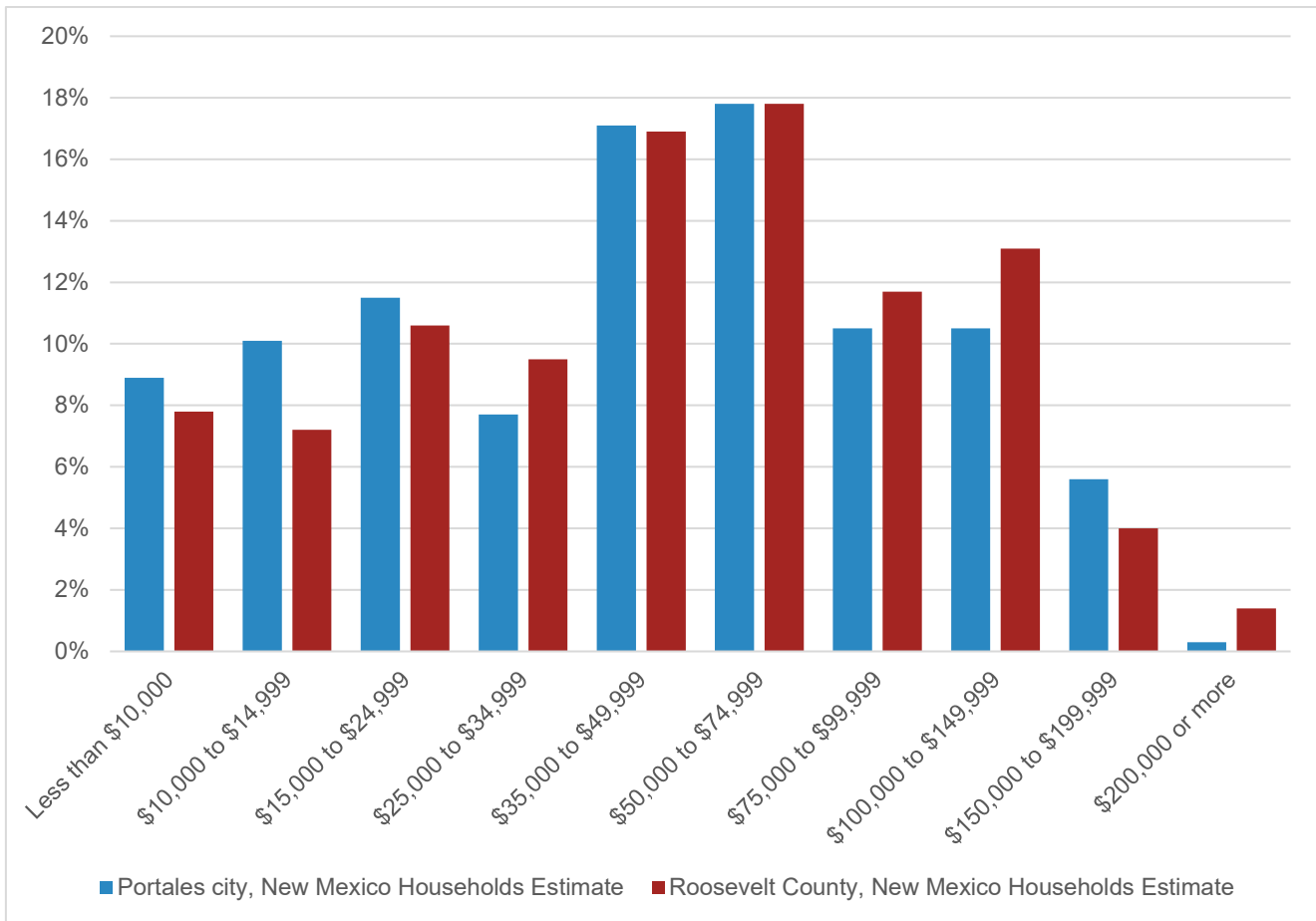


Figure 14 Annual Median Household Income, American Community Survey, 2021

PERCENTAGE OF FAMILIES AND PEOPLE WHOSE INCOME IN THE PAST 12 MONTHS IS BELOW THE POVERTY LEVEL	Roosevelt County	Portales
All families	17.3%	18.5%
With related children of the householder under 18 years	28.5%	26.5%
With related children of the householder under 5 years only	51.3%	59.3%
Married couple families	8.4%	4.8%
With related children of the householder under 18 years	14.2%	5.3%
With related children of the householder under 5 years only	0.0%	0.0%
Families with female householder, no spouse present	46.6%	55.3%
With related children of the householder under 18 years	56.7%	65.8%
With related children of the householder under 5 years only	100.0%	100.0%
All people	22.8%	23.4%
Under 18 years	35.7%	29.8%
Related children of the householder under 18 years	35.3%	29.8%
Under 5 years	36.6%	25.7%
5 to 17 years	35.3%	31.3%
18 to 64 years	20.3%	22.3%
65 years and over	11.5%	15.5%

Figure 15 Poverty Levels in Select Populations in Roosevelt County and Portales. Source: American Community Survey, 2021

HOUSEHOLDS

More than 40 percent of households in Portales are nonfamily households, which are people who live alone or who share their residence with unrelated individuals. Nonfamily households would include students or unrelated military employees sharing a household or people of any age who live alone.

Married couples make up 38 percent of households in Portales. Female-headed households comprise 13 percent, households with male householder comprise 4 percent.

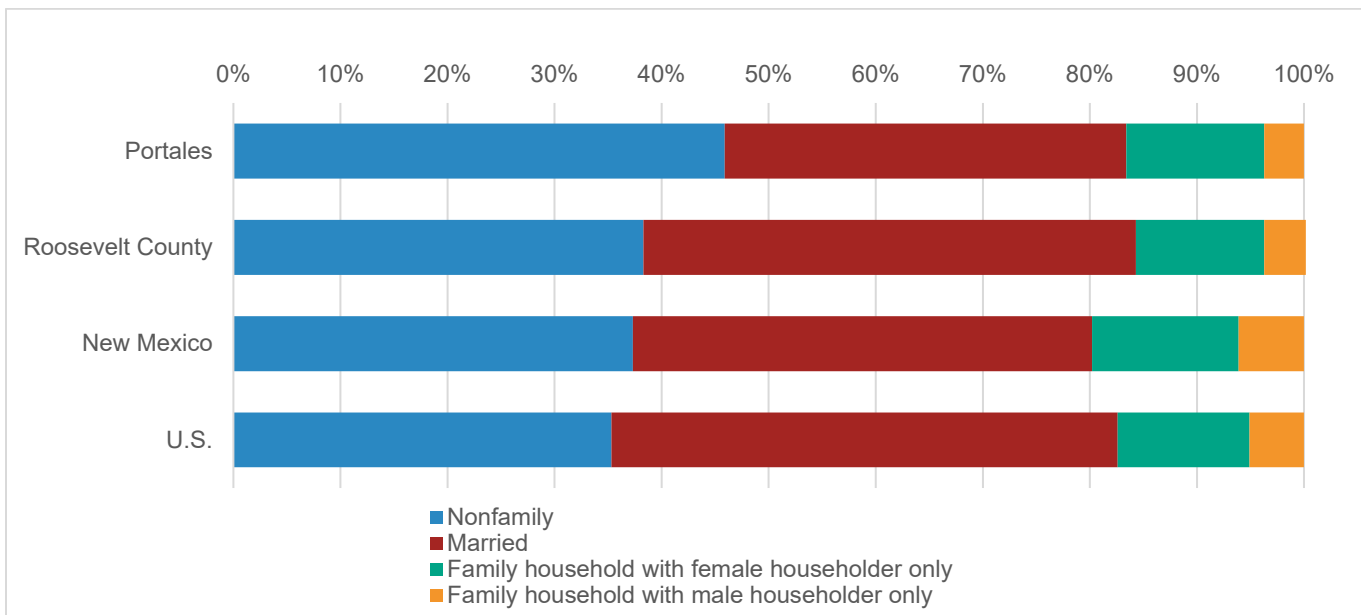


Figure 16 Household Composition for Portales, Roosevelt County, New Mexico, and the U.S. Source: American Community Survey, 2021

DEMOGRAPHIC SUMMARY

Key takeaways from the review of Portales demographics are the relatively young population and the large percentage of nonfamily households. This creates opportunities to retain young families, offering a young, educated workforce for area employers. From a facility needs perspective, the City's high percentage of young adults and young families contribute to the need for child care, excellent schools, parks and recreation, and activities for young people. While Portales has a relatively low ratio of elderly to the total population, these residents benefit from access to senior-centric activities, services, and healthcare.

GOVERNANCE

Portales has a mayor-council system of local government. The Mayor is elected in four-year terms by registered voters living in Portales.

Two residents are elected from each of four Council districts as shown in Figure 2. Councilors are elected to four-year terms, and terms are staggered, with four councilors elected every two years.

City Council members serve on several City committees and boards and as representatives of the City for the Eastern Plains Council of Governments, Eastern New Mexico Water Utility Authority, Chamber of Commerce, and other organizations in the region.

The City makes information about public meetings available to the public. Agendas are posted on the city website prior to the City Council meetings in compliance with the "Open Meetings Act," NMSA 1978, and the Minutes are posted following City Council approval.

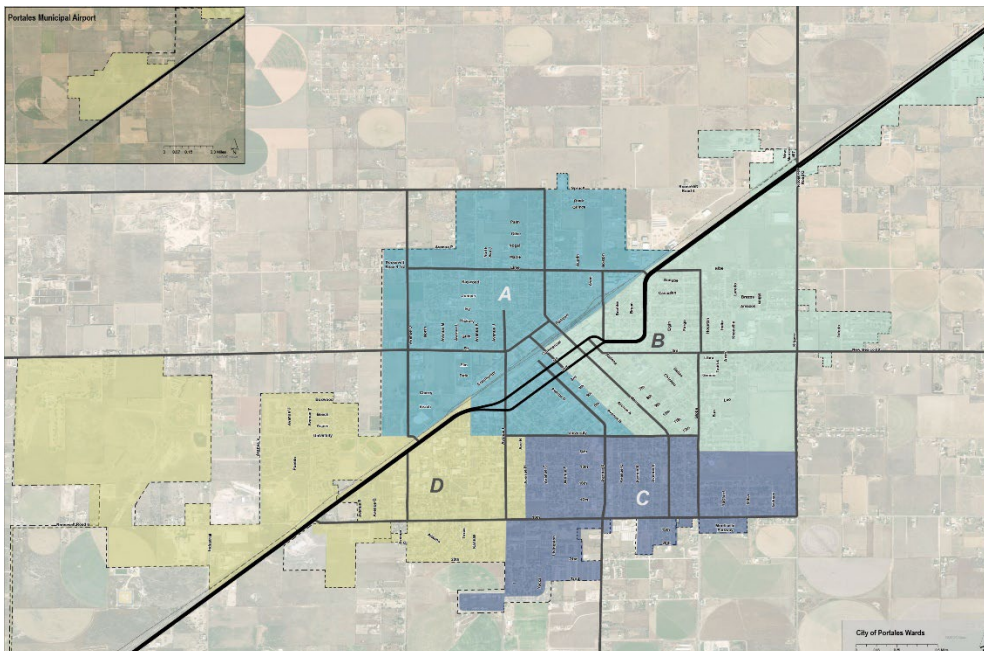


Figure 17. Portales City Council Wards

SWOT ANALYSIS

During initial communications with city stakeholders and officials, the group completed a SWOT analysis which identifies perceived Strengths, Opportunities, Weaknesses, and Threats affecting the community. These responses have been supplemented with additional SWOT data from regional economic development work.

Strengths are internal competitive advantages of the community's economy. Weaknesses are disadvantages that impede success. Local action can capitalize on the strengths to improve the community. Conversely, the local leadership can take action to address weaknesses.

Opportunities and threats are external influences that are out of the community's control. The ways that local leaders capitalize on these opportunities and mitigate outside threats are important to the future of Portales.

Conversations and research identified opportunities and challenges present throughout the comprehensive plan and recommended goals, policies, and actions.

Strengths

- Community values
- Family-friendly
- Safety
- ENMU/Education opportunities
- Business support
- Religious diversity
- Young population
- Agricultural economic base
- Roosevelt General Hospital
- Telecommunications investments
- Solar and wind resources for alternative energy
- Natural and cultural attractions
- Available land

Opportunities

- Education
- Job opportunities
- Entertainment
- Demand for agricultural products
- Value added agricultural products
- Demand for alternative energy
- Ute Pipeline
- Cannon Air Force Base and related partnerships
- Availability of funding for infrastructure improvements
- Recent increases in funding for LEDA, affordable housing, and infrastructure
- Xeriscaping possibilities

Weaknesses

- Lack of succession plans for businesses
- Roads and potholes
- High cost of new housing
- Public services/works staffing shortages
- Need diverse businesses
- Lack of public involvement
- Challenges recruiting qualified workforce
- Lack of workforce development opportunities
- Tax base
- Water conservation
- Housing stock old and aging
- Generally low wages

Threats

- Competition with surrounding communities
- Challenge of attracting new housing and businesses
- Changes in workforce requirements
- National trend of young people and families leaving rural areas for cities
- Increasing costs/inflation
- Changing financial environment for rural hospitals
- Look at ways to promote jobs
- Water supply
- Impact of water supply on agriculture
- Lack of water conservation
- Change in Federal and state resources to fund projects

Overall, the City has multiple strengths in education, housing affordability, a young population, and its small-town family-oriented feel. The presence of ENMU and Roosevelt General Hospital are strengths. Partnership with the US Air Force and demand for local products and energy resources present opportunities for growth. However, uncertainties with water supply and challenges with workforce development and adequate new housing are the primary source of concern for residents in Portales. SWOT analyses conducted with partner groups and at the regional level highlight the most pressing matters facing Portales and its region today.

The strengths, opportunities, weaknesses, and threats are interrelated, and seeking creative ways to capitalize on the strengths and opportunities to mitigate the weaknesses and threats is key. For example, the fear of losing businesses with aging owners because they have no succession plans was identified as a weakness. On the other hand, Portales has a young population, with educated workers graduating from ENMU. Inspiring young entrepreneurs, while providing the training and financing to take over a business is challenging, but worthwhile. At the same time, the City's primary role is to take advantage of opportunities to upgrade infrastructure and public services that continuously improve Portales as a place to live, work, play and do business.



ECONOMIC DEVELOPMENT

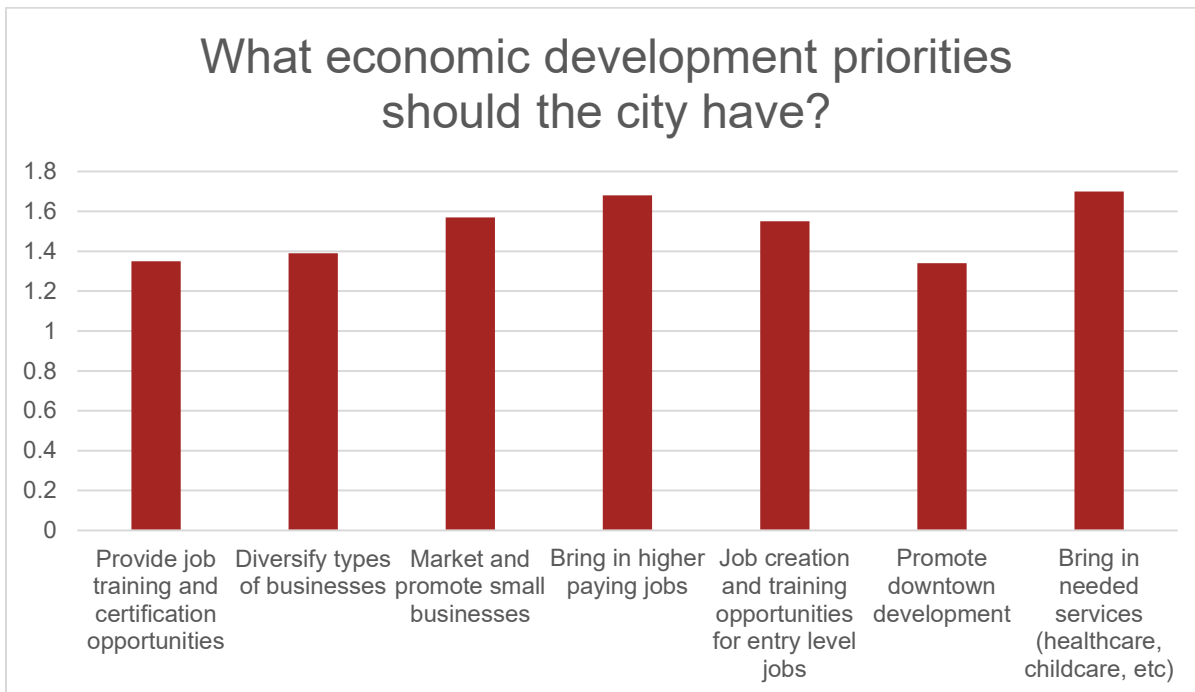
Municipalities can use comprehensive plans as tools to identify opportunities for economic development and methods to achieve it. This section examines existing organizations, industries, strengths, and opportunities. This context is used to identify community priorities to provide goals, policies, and actions.

COMMUNITY PRIORITIES

- Support local businesses to help maintain a unique small-town feel
- Recruit entertainment businesses that are of interest to students and young people
- Prioritize infrastructure projects that support business growth and quality of life
- Support longtime businesses with succession planning
- Recruit diverse retail and service businesses
- Extend LEDA funds to local businesses that meet the criteria of the City’s LEDA ordinance and the state Local Economic Development Act
- Create new infill and workforce housing for individuals and families who work in and around Portales
- Maintain public facilities, including parks, to retain and recruit young families to Portales

Portales has a robust local business economy, compared to other cities of its size. However, there is room for improvement around the diversity of businesses and services that are offered and additional support that could help small businesses thrive in Portales. Additionally, staff and economic development representatives identified needs that are essential to prioritize if they are to foster a business-friendly environment in Portales. These include a range of housing options that are available and affordable for public sector employees, secure water sources and programs to address vacancies and blight in the community. Public comments indicated a desire for well-maintained public facilities, including parks, that appeal to young families.

When asked what economic development priorities the city should focus on, respondents to the community survey said that bringing in needed services, such as healthcare and childcare is most important, followed closely by bringing in higher paying jobs. These rankings and additional economic development priorities are noted in the figure below.



Source: Portales Community Survey, 2022

In addition to the priorities highlighted above, respondents noted other ideas for improving economic development and general support of Portales families below:

- Greater awareness of training programs and workforce solutions that are already available for community members
- Coordination of work study programs for high school students with local businesses, plus assistance for businesses who support these programs
- Greater coordination between the City and Chamber of Commerce
- Create a food hall with small spaces for pop-up food and commercial kitchen which caters to local meat/dairy/poultry/grain producers

ECONOMIC STRENGTHS OF PORTALES AND THE REGION

The Eastern Plains Council of Governments (EPCOG) conducts strategic planning for economic development in the region, with the goal of a thriving region. The most recent Comprehensive Economic Development Strategy (CEDS) was completed in 2022.³ The strategic plan notes the importance of a proactive approach to economic development in job creation, an increased local tax base, diversification to reduce dependence on a single business sector, quality of life, local self-sufficiency and the productive use of property.

Portales and Roosevelt County have the following strengths related to economic development:

- The “Microplex” designation of Portales and Clovis. The population of 50,000+ in this area makes it attractive as a trade center. Portales’ goal is to attract new retail and service businesses to Portales that benefit from the regional population.
- Continued expansion of Cannon Air Force Base. The base provides employment for residents of Portales and brings new residents to the community.
- A productive food and dairy manufacturing sector. Portales is one of the most productive and fastest growing food and dairy processing and exporting centers in the nation.
- Eastern New Mexico University. ENMU is the third largest state university with over 4,000 fulltime students. The university offers a diverse program for local students and attracts students from elsewhere that stay and make their homes in Portales.
- Portales is a strong retail center for the region, with the potential to attract additional retail businesses.
- The presence of Roosevelt General Hospital, an affordable housing supply and developable land contribute to Portales’ attraction for both new residents and employers.

New projects in the Portales area include Xcel Energy’s Sagamore Wind Project, which can produce 522 megawatts. The economic benefits of this project include the construction jobs tax revenue from construction, leases with local landowners, property taxes to local governments, and energy savings to Xcel customers. The transformation of the former Portales Inn to a Best Western Plus hotel has put a downtown property into productive use, creating construction jobs and revenues from hotel operations. LEDA funds helped make this project a reality.

LOCAL ECONOMIC DEVELOPMENT ACT

This plan functions as the City of Portales’ Local Economic Development Plan and is a companion document to the City’s LEDA Ordinance, which is located in Appendix B. A local development

³ Comprehensive Economic Development Strategy 2022, Eastern Plains Council of Governments, 2022.

ordinance with an accompanying plan for action gives the City a potentially sizeable tool for spurring new job opportunities for residents. A LEDA ordinance authorizes the City to provide land, buildings, or infrastructure for facilities to support new or expanding businesses. It also allows the City to provide direct and indirect loans, grants, or loan guarantees for such assets. Without the ordinance, such economic development activities would be prohibited by the Anti-Donation clause of the New Mexico State Constitution.

The City's economic development goals, as outlined in the LEDA Ordinance are to:

- Work with existing businesses to improve the general business climate in order that they may be successful in retaining employees and creating new jobs through expansion.
- Recruit business and industry to expand the local economy and increase employment.
- Develop adequate infrastructure for growth and development.
- Enhance the quality of life for Portales citizens by attracting recreational businesses and activities to the community.
- To develop a plan to create workforce, mixed use, commercial or affordable housing within the downtown area.
- To develop and/or build recreational and athletic venues to assist with all of the prior goals set forth [in the LEDA ordinance] and specifically to enhance the quality of life of Portales citizens, address the social goals as may be established from time to time by the Portales City Council, retain and lead to economic development in the City of Portales.

The LEDA Ordinance identifies short-term and long-term strategies for accomplishing each of the goals. These include ongoing strategies, such as addressing short term business needs, roadway improvements, and marketing sites at the Airport Industrial Park. Strategies also identify specific projects. Since adoption of these goals and strategies, the City and its regional partners have attracted private investment to accomplish significant projects, including the redevelopment of the Portales Inn, the opening of the Portales Fun Center, and the Greyhound Stadium at ENMU.

Because LEDA is designed to create economic base jobs—those that bring in money from outside the community--businesses qualifying for such support typically are those focused on manufacturing or assembling industries, warehousing and distribution, mining, and supplying services to the public or government agencies. LEDA also allows support for cultural facilities, such as theaters, museums, libraries, galleries, educational organizations, performing arts venues and organizations, fine arts organizations, studios and media laboratories and live-work housing. Business and industry targets identified in the LEDA Ordinance are new or expanding businesses that improve quality of life, such as recreational activities, arts and cultural facilities and related businesses, and/or other industries that enhance these sectors. Other light to moderately heavy industry is desired to diversify the local economy.

The LEDA ordinance specifies which incentives the City is able to provide and the information that businesses must provide to qualify for assistance (application requirements and criteria). It also contains safeguards for the City, such as requiring a security interest, project schedule, and performance reviews and outlines actions to be taken for unsatisfactory performance.

The City of Portales LEDA Ordinance (Ord #646) was approved on December 2, 2003, and authorizes

the direct and indirect support of economic projects in any legally permissible manner. The ordinance specifically mentions but does not limit the City to the following types of assistance:

- Land the City is willing to lease, sell, or grant.
- Buildings the City is willing to lease, sell, or grant.

- Infrastructure the City is willing to build, extend or expand.
- Financial resources available: industrial revenue bonds (IRBs), Local Economic Development Act funds, and state incentives, such as the Job Training Incentive Program (JTIP).

The City’s LEDA ordinance establishes application requirements including a cost-benefit analysis, review processes, approval criteria, and project agreement frameworks.

ECONOMIC CONDITIONS

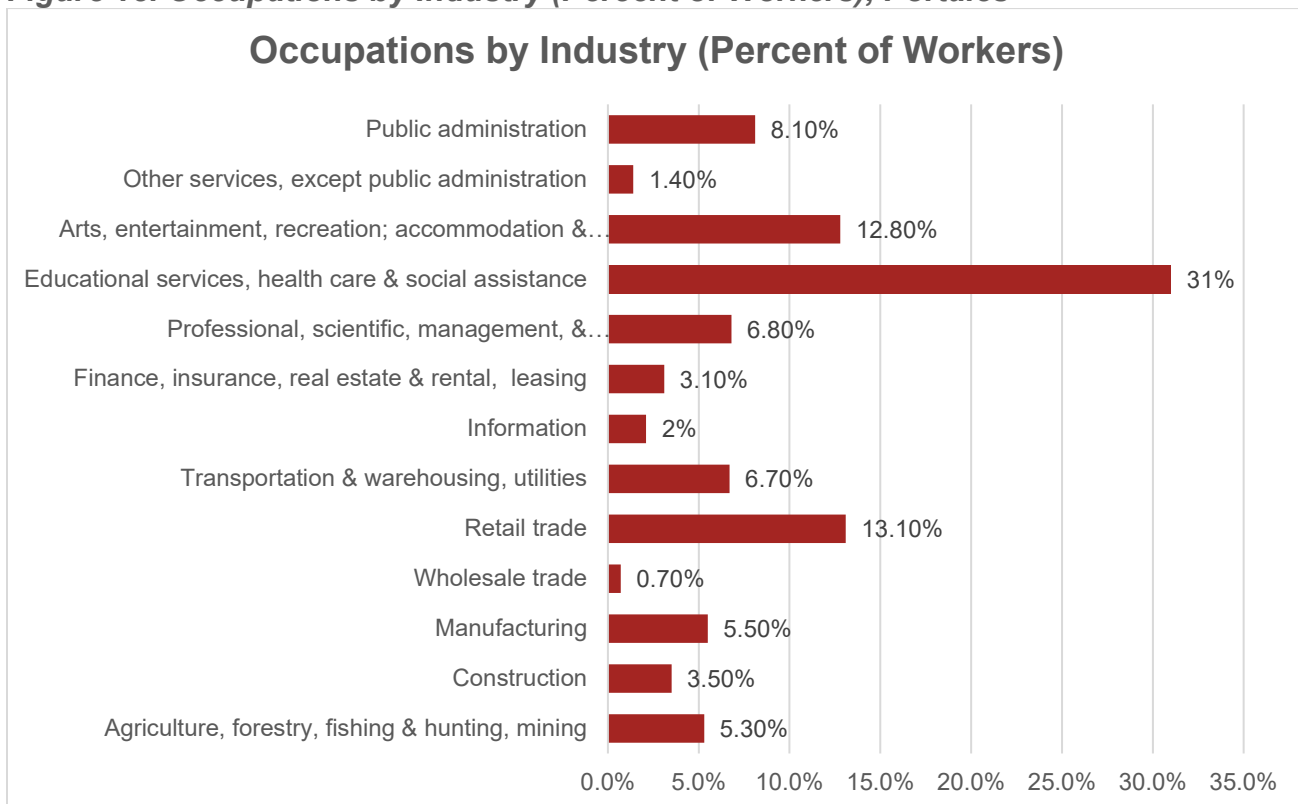
JOBS BY INDUSTRY SECTOR

Agriculture, agricultural value-added products, health, Cannon Air Force Base, telecommunications, transportation, tourism/hospitality, and renewable energy are the eight primary economic generators in the Eastern Plains region and in Portales. The top industries for total gross receipts in Roosevelt County are retail trade, accommodation and food services, manufacturing, transportation and warehousing and construction. Table 1 shows Roosevelt County employment by industry classification.

RESIDENT EMPLOYMENT BY SECTOR INDUSTRY

Resident employment data from the Census is reported by the location of an employee’s residence. Thirty-one percent of Portales residents are employed in the educational services, health care and social assistance industry sector, which is consistent with the importance of ENMU, the school district, and the hospital to the local economy.

Figure 18. Occupations by Industry (Percent of Workers), Portales

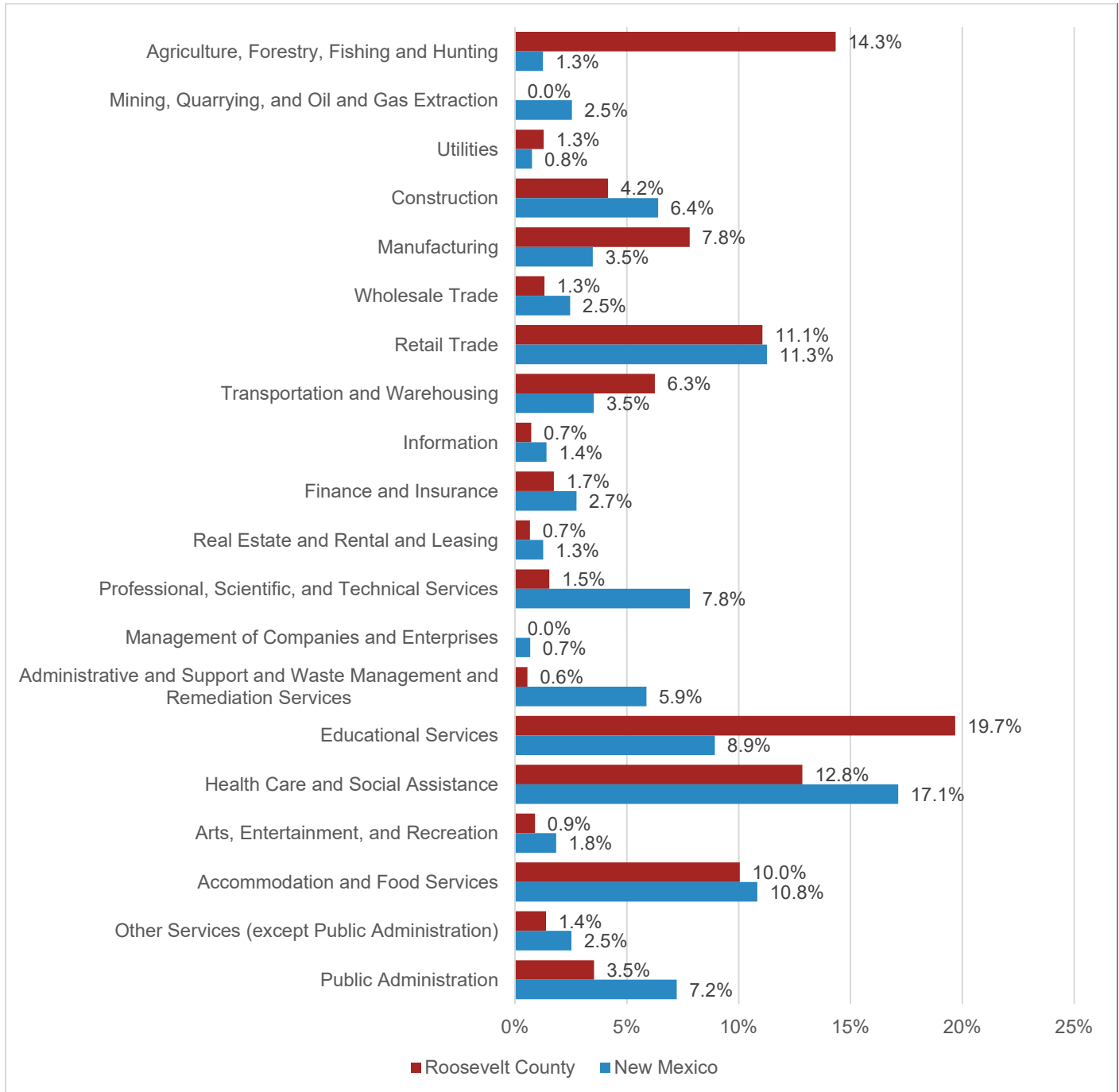


Source: US Census, ACS 2021

JOB BY INDUSTRY

Jobs data is available at the county level and shows employment by the location of the job/employer. When compared to the state. The largest industries in terms of jobs are educational services, agriculture, and health care and social assistance, The percentages of Roosevelt County’s employment attributable to educational services, transportation and warehousing, manufacturing, and agriculture are notably higher than the state average.

Figure 19, Industry Employment Comparison, Roosevelt County and New Mexico



Source: New Mexico Department of Workforce Solutions, Quarterly Census of Employment and Wages, Annual 2022

WAGES

Average weekly wages by industry sector for Roosevelt County in 2022 are shown in Table 1. When compared to the state, average weekly wages in Roosevelt County are lower than the rest of the state in most industry classifications. However, agricultural jobs in Roosevelt County pay more than the state average, and wages in retail trade, transportation and warehousing, educational services and healthcare and social assistance are very close to the state average. The higher paid industries are those with the most employees, which is important for maintaining a strong economy.

Table 1 Wages by Industry

Industry	Average Employment (Jobs)	Average Weekly Wages		Roosevelt County Wages as % of NM
	Roosevelt County	Roosevelt County	New Mexico	
Agriculture, Forestry, Fishing and Hunting	850	\$806.00	\$732.00	110.1%
Mining, Quarrying, and Oil and Gas Extraction	Confidential	Confidential	\$1,839.00	--
Utilities	76	\$1,161.00	\$1,563.00	74.3%
Construction	247	\$651.00	\$1,128.00	57.7%
Manufacturing	463	\$876.00	\$1,191.00	73.6%
Wholesale Trade	78	\$724.00	\$1,327.00	54.6%
Retail Trade	656	\$610.00	\$675.00	90.4%
Transportation and Warehousing	371	\$1,073.00	\$1,086.00	98.8%
Information	43	\$1,080.00	\$1,430.00	75.5%
Finance and Insurance	103	\$909.00	\$1,461.00	62.2%
Real Estate and Rental and Leasing	40	\$555.00	\$968.00	57.3%
Professional, Scientific, and Technical Services	91	\$1,230.00	\$1,850.00	66.5%
Management of Companies and Enterprises	Confidential	Confidential	\$2,005.00	--
Administrative and Support and Waste Management and Remediation Services	33	\$682.00	\$966.00	70.6%
Educational Services	1,167	\$984.00	\$1,040.00	94.6%
Health Care and Social Assistance	762	\$938.00	\$1,012.00	92.7%
Arts, Entertainment, and Recreation	53	\$427.00	\$656.00	65.1%
Accommodation and Food Services	596	\$328.00	\$480.00	68.3%
Other Services (except Public Administration)	82	\$640.00	\$853.00	75.0%
Public Administration	210	\$933.00	\$1,327.00	70.3%

Source: New Mexico Department of Workforce Solutions, Quarterly Census of Employment and Wages Program, Annual 2022

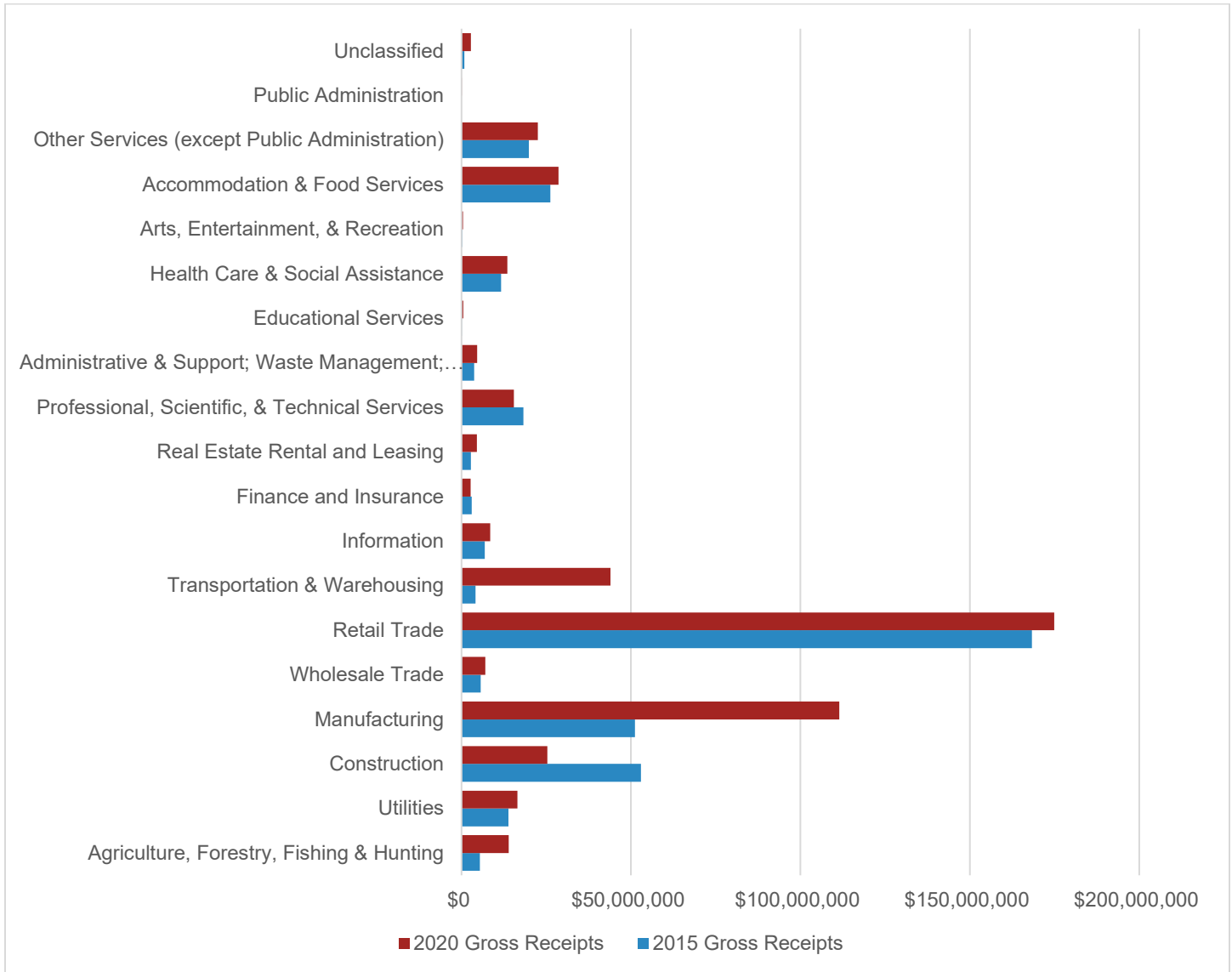
GROSS RECEIPTS

The State of New Mexico collects taxes on gross receipts of most businesses in the state. Total gross receipts by business type are reported monthly, quarterly, and annually. Overall, gross receipts increased in Portales 25.87% between 2015 and 2020, from \$395,137,247 in 2015 to \$497,220,948 to 2020.

The biggest increases in reported receipts between 2015 to 2020 were in transportation & warehousing and manufacturing. Such a large jump is generally the result of new employers or significant growth of an existing employer. Most other industries have seen a slight increase. Construction, professional & technical assistance, and finance & insurance have decreased in the past five years.

The largest business sector in terms of gross receipts is retail trade, followed by manufacturing.

Figure 20. City of Portales Gross Receipts by Industry Classification



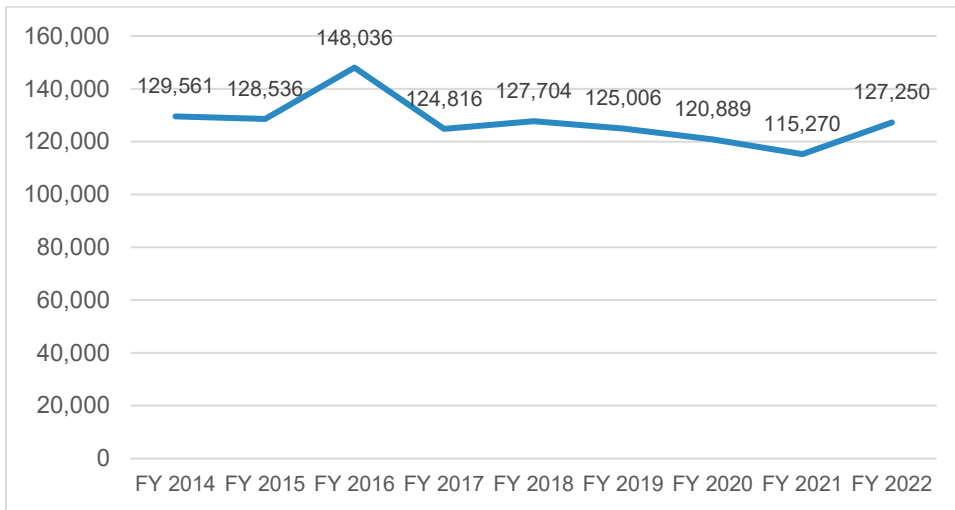
Source: New Mexico Department of Taxation and Revenue

LODGERS TAX RECEIPTS

The City of Portales imposes a five percent tax on gross taxable rent for lodging within the City limits. Half of lodgers tax revenues are used to defray the costs of administering the tax and expenses associated with convention and recreation facilities, and the other half are used for advertising, publicizing, and promoting these facilities. The Lodgers Tax Board reviews applications from organizations for events and projects that promote travel and tourism that benefit the Portales area.

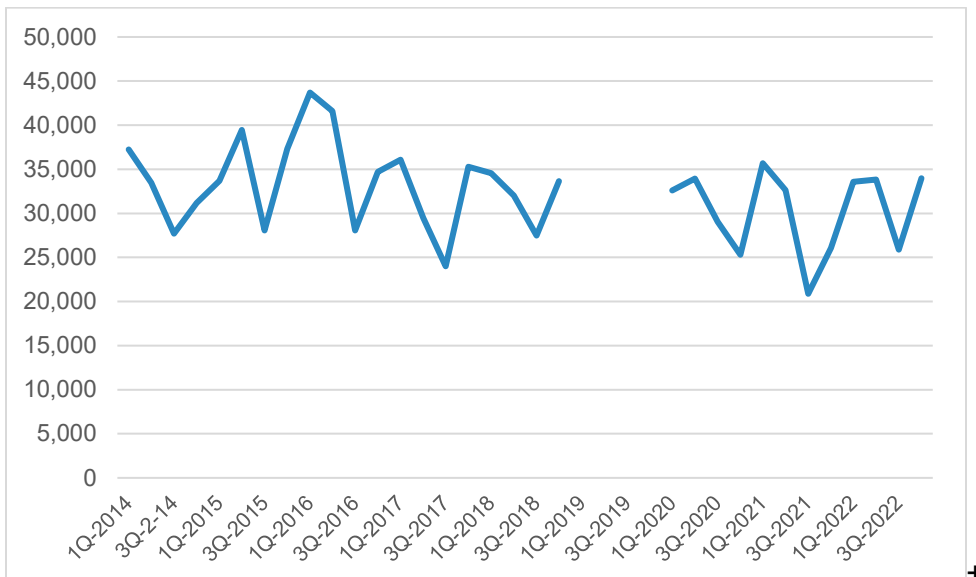
Lodgers tax revenue trends indicate that stays in Portales have been flat over the past several years. Revenues are cyclical during the year, with the highest revenues in April through December and the lowest in January through March. Tax revenues declined slightly in FY 2020 and FY 2021 but rebounded in FY 2022 as New Mexico recovered from the COVID-19 pandemic.

Figure 21. Annual Lodgers Tax Receipts, FY 2014 - FY 2022



Source: New Mexico Department of Finance and Administration

Figure 22. Quarterly Trend in Lodgers Tax Receipts



Source: New Mexico Department of Taxation and Revenue. Note that data for FY 2019 are missing from state data.

REGIONAL ECONOMIC DEVELOPMENT STRATEGIES

The regional economic development strategy (CEDs) identified several strategies to improve the business environment and better develop the region’s resources. These strategies and how Portales could benefit are described below.

Better monitor trends and business needs to set a path to improve the business environment. The City’s business registration process could be used to track business health statistics to better understand the challenges that local businesses face and how they could best be supported by the City and economic development organizations.

Improve and fully develop agriculture resources. Agriculture and value-added agricultural products are major industries in Roosevelt County. EPCOG proposes to collaborate with County Extension Offices, the New Mexico Department of Agriculture, and the USDA to make these businesses aware of the services and financial programs available to them. They also propose to maintain communication with businesses and agricultural partners to monitor the health and needs of this industry sector. The City can keep in touch with this effort to understand how the City can help with recruitment and retention.

Effectively utilize water resources in the region. The region is experiencing a strain on water resources due to drought. In addition to its own water conservation efforts, the City can participate in regional efforts to advocate for water conserving technology in its municipal systems and in homes and businesses.

Support alternative energy resources. The City can support state and regional efforts to maximize the development of alternative energy resources. These include advocating for transmission facilities and education regarding the benefits of this industry. The City's land use codes can address issues related to facilities located within the City limits, and some impacts within its planning and platting jurisdiction. Coordination with Roosevelt County and other local governments to promote a consistent approach to these issues region-wide is also important.

Increase employment opportunities through new business/industrial development. The City can continue to collaborate with the Roosevelt County Community Development Corporation and participate in regional initiatives to market Portales, identify business locations, and support economic development initiatives.

Develop, improve, and expand the capabilities of educational services. ENMU is a major regional resource for workforce development through its academic programs. Clovis Community College offers business and industry training.

Develop a health care professional recruitment plan. Quality of life and employment opportunities for spouses are examples of Portales's contributions to employee recruitment.

Guide more tourism and recreation throughout the district. Events associated with ENMU and nearby outdoor recreation assets bring visitors to Portales. Attractions include Oasis State Park, Blackwater Draw Museum, Blackwater Draw Archaeological Site, and a variety of restaurants and shops. Oasis State Park, with a small fishing lake, hiking trails and camping facilities, draws over 40,000 visitors per year.

EXISTING RESOURCES

ROOSEVELT COUNTY COMMUNITY DEVELOPMENT CORPORATION (RCCDC)

RCCDC is a 501(c)3 nonprofit corporation established in 1998 to coordinate economic development activities for Roosevelt County. The organization is funded by the City of Portales, Roosevelt County and ENMU with supplemental donations from private investors.

The primary purpose of the organization is to help existing businesses and potential new businesses owners assess market forces, balance community imperatives, and overcome operational challenges. Their intended audience consists primarily of existing businesses and local potential business

owners. The RCCDC also operates the Portales Main Street program which organizes public and private partnerships focused on revitalizing the downtown Portales district.

ROOSEVELT COUNTY CHAMBER OF COMMERCE

The Roosevelt County Chamber of Commerce, located in downtown Portales, partners with its members to promote the growth and well-being of the community. Major local institutional partners include Eastern New Mexico University and Cannon Air Force Base's 27th Special Operations Wing. The Chamber promotes local businesses and is a source of information for families relocating to Portales and to visitors to the region.

The Chamber oversees Leadership Portales, a program to educate local leaders about the region, including government, quality of life, education, health care, water, economy, human services, industry, technology, and community heritage. The goal of the program is to identify and nurture existing and future community leaders, creating a network of potential leaders and encouraging greater community involvement.

The Chamber also promotes regional attractions, arts and entertainment and local festivals and other events.

EASTERN PLAINS COUNCIL OF GOVERNMENTS

The Eastern Plains Council of Governments (EPCOG) is a voluntary association of local governments to establish a federally recognized economic development and planning district in eastern New Mexico. It serves twenty-one municipalities, including Portales, and its mission is to facilitate economic growth and provide vital administrative services to local governments. EPCOG provides support to municipalities under three categories of community development, economic development and planning and technical services.

NEW MEXICO ECONOMIC DEVELOPMENT DEPARTMENT: COMMUNITY, BUSINESS AND RURAL DEVELOPMENT

There are two regional liaisons from the Community, Business and Rural Development program who serve Region 6, which encompasses Portales. Their role is to provide professional economic development assistance to local communities by helping with the following:

- Passing and using the [Local Economic Development Act \(LEDA\)](#) to provide local incentives for job creation
- Community infrastructure financing assisted by [FUNDIT](#), a collaborative group of community development funding agencies who review and vet projects in a single meeting
- Administers the [Business Retention & Expansion Program](#) in their respective regions
- Workforce training for eligible businesses through the [Job Training Incentive Program](#)
- Business development project funding in collaboration with [Finance Development](#). Regional reps work directly with the local government and business throughout the [LEDA](#) funding process
- Assist businesses in taking advantage of New Mexico's [tax credit incentives](#) for job creation
- Assist communities in responding to Potential Recruitment Opportunities (PROs) from the New Mexico Partnership
- Resolve state regulatory or other issues that impact businesses

- Access to other EDD programs such as [MainStreet](#), [outdoor recreation programs](#), [film incentives and initiatives](#), [science & technology grants](#), [Arts & Cultural Districts](#), and the [Frontier & Native American Communities Initiative](#)⁴

BALANCING TOURISM, HOUSING, BEAUTIFICATION & INDUSTRY

About 15 percent of the survey respondents identified as business owners. The following suggestions were offered when asked what types of assistance from the City and local organizations and institutions would be most helpful to businesses:

- Utility assistance
- Better marketing and promotion of businesses
- Streamline processes for business approval between the City and the County
- Flexible financing options or low-interest loan options
- Vocational education programs
- Improvements to local infrastructure
- More childcare options in town
- Small business incubator program

Utility assistance and streamlined processes could be City economic development initiatives. Local economic development and business organizations could spearhead other initiatives to support local businesses.

LOCAL RETAIL

Portales has a unique collection of local businesses throughout the community, primarily concentrated along major transportation corridors including US Highway 70 and Avenue C. However, many local retail stores now have to compete with big box stores like the Walmart Supercenter located on the northeast edge of town.

INDUSTRY

Multiple industries operate out of Portales. The biggest industrial uses in Portales are in the agricultural industry sector, including the Dairy Farmers of America, Western Dairy Transport, and Portales Select Peanut Co. Industrial production has a major impact on related industries as well support industries like transportation and warehousing.



Figure 23 Downtown Portales

⁴ Source: <https://edd.newmexico.gov/community-development/>

TOURISM/HOSPITALITY

Based upon trends in lodgers tax proceeds, tourism in Portales has remained steady over the years but has not increased. The City should explore opportunities to highlight arts, culture, and entertainment assets in the community in order to increase the number of visitors. Tourism and hospitality industries provide an essential economic benefit to the community.

The Best Western Plus Portales Inn is an example of a project that benefited from LEDA incentives and will help grow the tourism economy in the region.



Figure 24 Best Western Plus Portales Inn

CANNON AIR FORCE BASE

Cannon Air Force Base is home to the 27th Special Operations Wing (27th SOW) which offers organization and training in specialized airpower that help the United States Air Force meet its objectives of global defense. Approximately 5,600 military and civilian personnel make up the workforce at Cannon Air Force Base with projected growth in the coming years.

Portales has built a strong relationship with Cannon. The base is located less than 15 miles north of Portales, which makes it a desirable location for commuting personnel and contractors. Cannon provides volunteers for thousands of hours each year to community organizations including public schools, scouting groups, churches, veteran groups, and participating in the Portales Chamber of Commerce.

A study of the economic impact of military installations in New Mexico⁵ reported that in addition to direct spending, operations at Cannon Air Force Base and Melrose Air Force Range support the State, indirectly, through the generation of 1,606 jobs, an additional \$69 million in labor income, and \$244 million in output. Together, direct, indirect, and induced effects sum to 6,413 jobs, more than \$400 million in wages and salaries, and a total industrial output that exceeds \$2 billion. Much of this impact benefits Portales and the surrounding region.

⁵ UNM Bureau of Business & Economic Research, Economic Impact of military Installations in New Mexico on the State, July 2022

GOALS, POLICIES AND ACTIONS

1. Cultivate conditions to meet the economic needs of residents and businesses in Portales

1.1 Work with local and regional partners to implement economic development strategies identified in the economic development plan

- 1.1 A Work with RCCDC, elected officials and Portales Chamber of Commerce to carry out economic development strategies
- 1.1.B. Utilize LEDA, Capital Outlay, and other state and federal funds for catalytic projects.
- 1.1 C Work with Eastern Plains Council of Governments to implement regional economic development strategies that are appropriate for Portales
- 1.1 D Support local businesses through “shop local” and other marketing campaigns to help maintain a unique and small-town feel
- 1.1 E Extend LEDA funds to support growth of local businesses
- 1.1 F Create tools and add staff capacity to support succession planning for small businesses

1.2 Revitalize Portales downtown core area

- 1.2 A Utilize Portales Downtown plan to guide land use strategies for downtown growth
- 1.2 B Support placemaking efforts to continue to make the historic downtown more pedestrian and business friendly
- 1.2 C Continue to coordinate community events and celebrations of local businesses

1.3 Prioritize infrastructure projects that support adjacent businesses

- 1.3 A Explore transportation network connection improvements to retail centers
- 1.3 B Explore opportunities to establish a commercial kitchen, food pop-up area
- 1.3 C Identify alternative energy opportunities in Portales including wind and solar

1.4 Attract businesses that are of interest to students and young people

- 1.4 A Coordinate with the Chamber of Commerce to identify opportunities
- 1.4 B Recruit potential recreational and entertainment businesses

1.5 Support tourism in Portales and Roosevelt County

- 1.5 A Promote local businesses, organizations and area attractions that draw visitors to Portales and the surrounding area
- 1.5 B Work with local economic development organizations to promote local events such as the ENMU Rodeo and other community events

2. Support workforce development in Portales to create more employment opportunities for residents

2.1 Create awareness for local and regional training programs

- 2.1 A Identify regional workplace development opportunities
- 2.1 B Coordinate with work-study programs for high school students with local businesses
- 2.1 C Coordinate with ENMU to provide internships, work-study programs, and continuing education workshops to improve employment opportunities and build a qualified workforce
- 2.1 D Partner with regional organizations to host joint certification courses in Portales



HOUSING

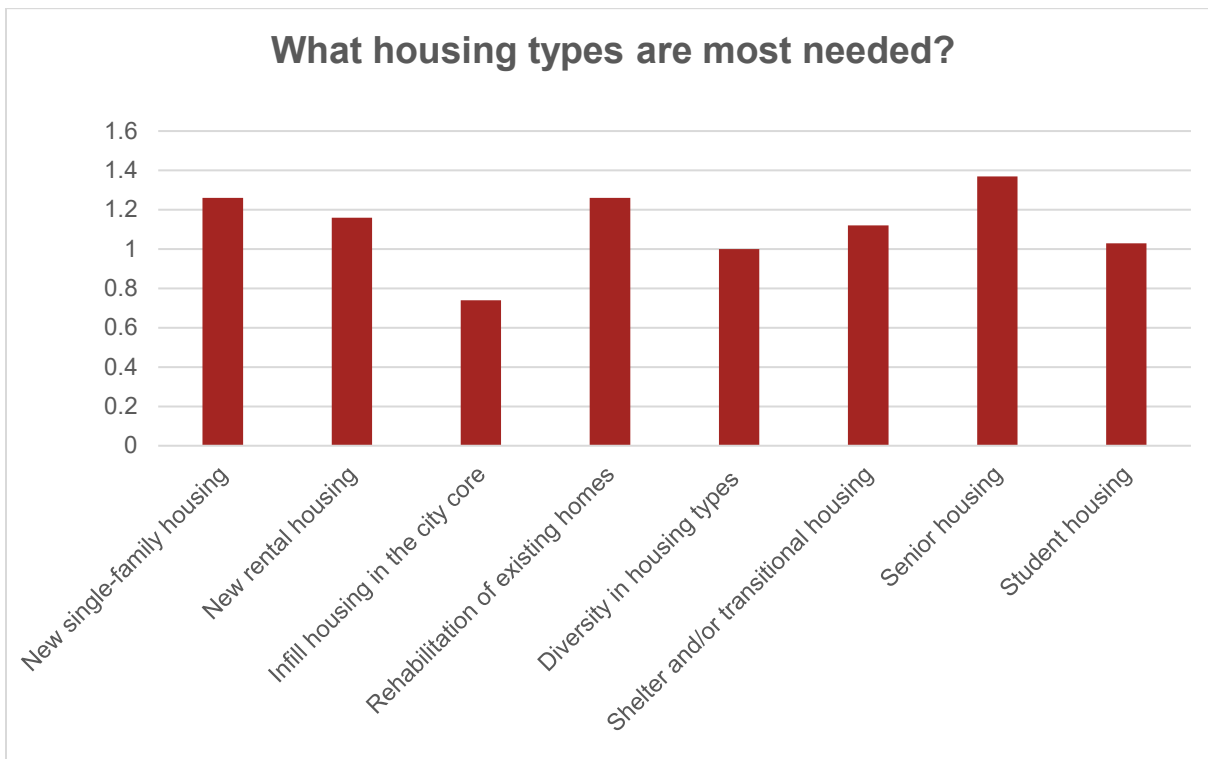
Housing is the primary land use in Portales and is also a top community priority. Newer, more diverse housing stock is needed in Portales to meet the needs of both long-term residents in the city and transient students and employees from neighboring industries. Community priorities were identified and placed into the goals, policies, and actions.

COMMUNITY PRIORITIES

- *Grow new housing stock; renovate existing housing*
- *Develop new rental properties, especially for single, non-family households*
- *Explore opportunities for more public-private partnerships for housing*
- *Add medium-density housing options in the downtown core*
- *Seek more resources for unhoused residents, including a shelter and transitional housing*

In conversations with stakeholders and through the community survey, it was apparent that residents wish to see more high-quality housing options (both to rent and for purchase). The figure below highlights those housing types that are most needed in Portales, according to the community survey. In this case, the figure reveals that “Senior housing” is the most important type of housing goal for Portales, followed by “Rehabilitation of existing homes.”

Figure 25: Community Survey Results - Housing Types



Based on conversations with stakeholders there is a strong desire to improve existing housing, particularly in the downtown core. Blight is an issue that residents are generally concerned about, and the improvement of housing downtown would be a good start toward addressing this issue.

Though it did not rank as high on the above survey question, when residents were asked about specific community issues and projects that they would like to see happen, several respondents brought up concerns about homelessness and the need for a warming facility or shelter.

EXISTING HOUSING

Portales is like many cities with small town character in their housing stock primarily comprising of detached, single-family homes. Based upon population growth, increased student enrollment, and increased activity at Cannon AFB, the community can anticipate greater need for housing within a younger population with smaller household sizes.

Housing needs are addressed in the City’s previous Comprehensive Plan in 2015, the Affordable Housing Plan in 2014, and the Downtown Master Plan in 2015. Each identified identical needs for a diverse, affordable, newer housing stock in Portales and provided varying recommendations to help the city meet these needs.

Recommendations include changes to City subdivision zoning ordinances and a downtown zoning ordinance that encourages mixed-use, high-density development.

HOUSING TYPE

The housing stock in Portales primarily consists of detached, single-family homes. On average, most homes have two or three bedrooms. Multi-family housing makes up seventeen percent of the housing stock in Portales. Most apartment complexes are small, with triplexes and fourplexes and 5-to-9-unit complexes being the most common types. Mobile homes and manufactured homes make up the rest of the housing stock and provide approximately 452 units to the overall 4,194 occupied housing units in Portales.

The lack of diverse housing types in Portales makes it difficult for some individuals to find housing in Portales, especially young, single, low-income residents. It is especially difficult to find available rental units during the late summer months when students are renting and when Cannon AFB is hiring. Considering economic development in the area depends heavily on ENMU and the Cannon Air Force Base, it is essential to ensure students, faculty, contractors, and personnel are able to find high quality, affordable housing in the city. High quality rental units could potentially also improve retention rates of these populations to make long-term residents of ENMU students and Cannon AFB personnel.

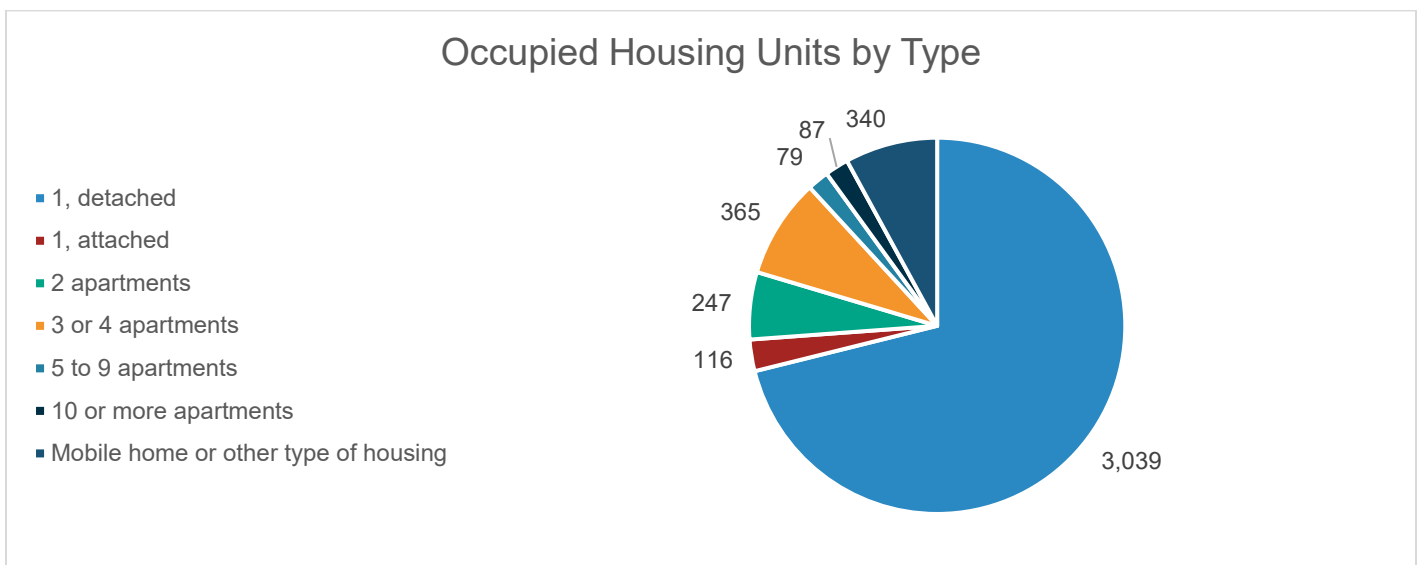


Figure 26: Housing Types in Portales

AGE AND CONDITION

The housing stock in Portales tends to be older with a majority of housing built between 1940 to 1999. The most active decades for new housing construction were 1960 to 1979 with a total of 1,248 units built during that time. Housing construction declined after 1999, and only 14.77 percent of housing has been constructed from 2000 to the present. With an aging housing stock, there is need for maintenance and upkeep of older houses and need for new homes to replace substandard and derelict housing.

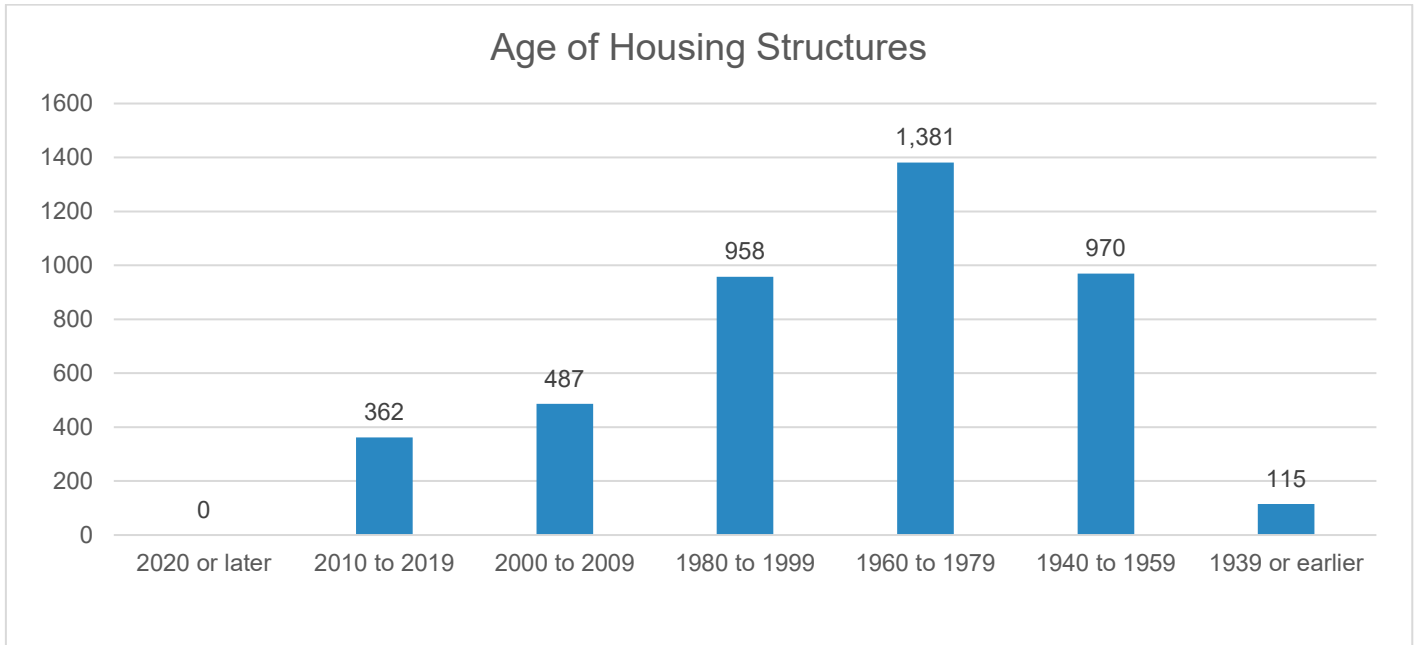


Figure 27: Age of housing structures by the occupied units

OCCUPANCY

Portales has an occupancy rate of approximately 80.7 percent with an even split between owner-occupied and renter-occupied units. Occupancy rates are comparable in Roosevelt County, however, there are more owner-occupied units than renter occupied. In New Mexico, 84 percent of housing units are currently occupied.

During conversations with community members, many residents mentioned that rental properties can be hard to find in Portales, especially during late summer months due to an influx of students and during hiring periods at Cannon AFB. Portales has a rental vacancy rate of 14.7 percent, compared to Roosevelt County's 12.1 percent and New Mexico's 8.3 percent. Although there are more rental vacancies in Roosevelt County and New Mexico overall, the reported lack of rental properties could be due to high costs, fluctuations in unit availability due to the transient populations at ENMU and Cannon AFB, or type and condition of housing unit. Housing is predominantly detached single-family homes which may be less affordable than apartments for individuals or low-income renters. Potential renters include students and contract workers who may prefer apartments living.

Table 2. Housing Units Tenure, 2021

	Portales, NM	%	Roosevelt County	%
Total Housing Units	5,149	-	8,550	-
Occupied Housing Units	4,273	83.0%	6,895	80.6%
Owner-occupied	2,149	41.7%	4,078	47.7%
Renter occupied	2,124	41.3%	2,817	32.9%
Rental vacancy rate	17%	-	19%	-

Source: 2021 ACS 5-year estimates data profile.

Of the estimated vacant housing units in Portales in the 2021 American Community Survey, about one third were for rent, 24 percent were rented or sold but not occupied, 4 percent were for sale, and 34 percent are vacant for other reasons (owner lives elsewhere, house is under renovation, house is held in settlement of an estate, house is abandoned, etc).

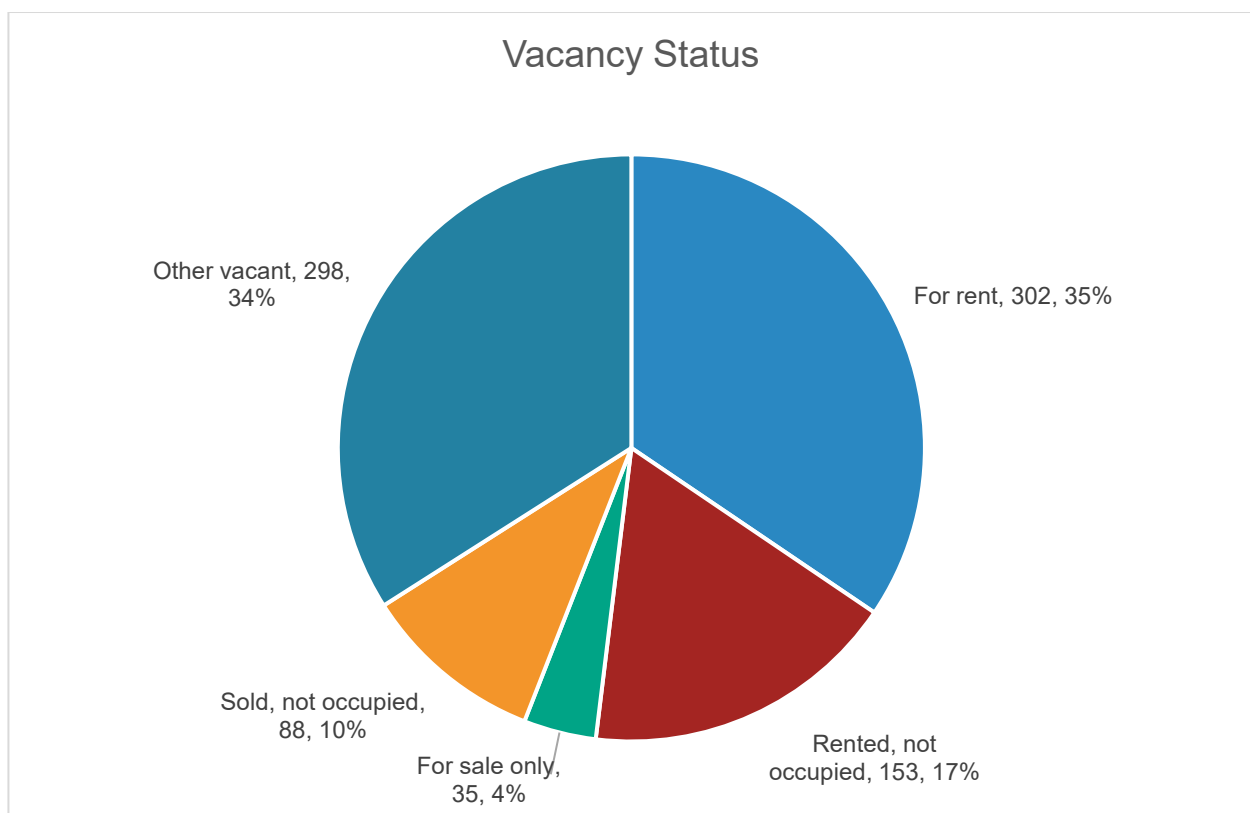


Figure 28 Vacancy Status of Housing Units in Portales. Source: 2021 ACS Data

A small housing market makes homeownership difficult for individuals who rent and may want to settle in Portales permanently. Newly constructed and renovated homes are needed to replace substandard units and meet future housing demand.

HOUSING VALUE AND AFFORDABILITY

Affordable housing is essential to create a thriving community. In the Portales market, comprised primarily of single-family homes, the ability to meet the affordable housing needs of both homeowners and renters depends on a diverse housing supply that provides opportunities for residents with varying needs and incomes.

Over the 15 years that home prices in Portales have been tracked by Zillow Research, the average home prices have fluctuated between \$120,000 and \$140,000. This makes Portales one of the most affordable places in the state to own a home.



Figure 29 Renovated affordable housing

In June 2023, 26 homes and apartments were listed for rent with prices ranging from \$650 to \$1,450 per month.

Home values in 2021 based upon U.S. Census American Community Survey median value of owner-occupied homes to be \$122,800 and median rent was \$760. Owner occupied housing in Portales was more affordable than the state, but median rent was nearly as high as the state median. While the cost of housing is lower than the state median for both owner and rental housing, the prices are high relative to incomes in Portales.

The median monthly housing cost in Portales was \$1,254 in 2021. 31.8% of homeowners with mortgages spent more than 30% of their income on housing costs and 43.5% of renters spent more than 30% of their income on housing costs. When households spend more than 30% of their monthly income on rent and utilities, they are “cost burdened”. When households spend this much on housing, they must make tradeoffs to cover non-housing expenses, including food, transportation, childcare and other necessities.

Table 3. Housing Value and Cost, 2021

	Portales, NM	Roosevelt County	New Mexico
Median Housing Value (Owner Occupied) —2020	\$122,800	\$117,600	\$214,000
Median Cost—Housing with a Mortgage	\$1,254	\$1,199	\$1,354
Median Rent	\$760	\$769	\$906
Homeowners with a mortgage spending 30% or more of income on housing costs	31.8%	27.1%	28.9%
Homeowners without a mortgage spending 30% of mor of income on housing costs	16.6%	10.7%	12.5%
Households that spend 30% or more of income on rent	43.5%	46.0%	49.0%

Source: 2021 ACS 5-year estimates data profile

Housing prices in Portales were relatively flat from 1009-2012 but have been trending upwards since then, with prices increasing faster in recent years. The price of homes for sale is slightly higher than the median home value, which could be the difference between the asking price and final sale price.

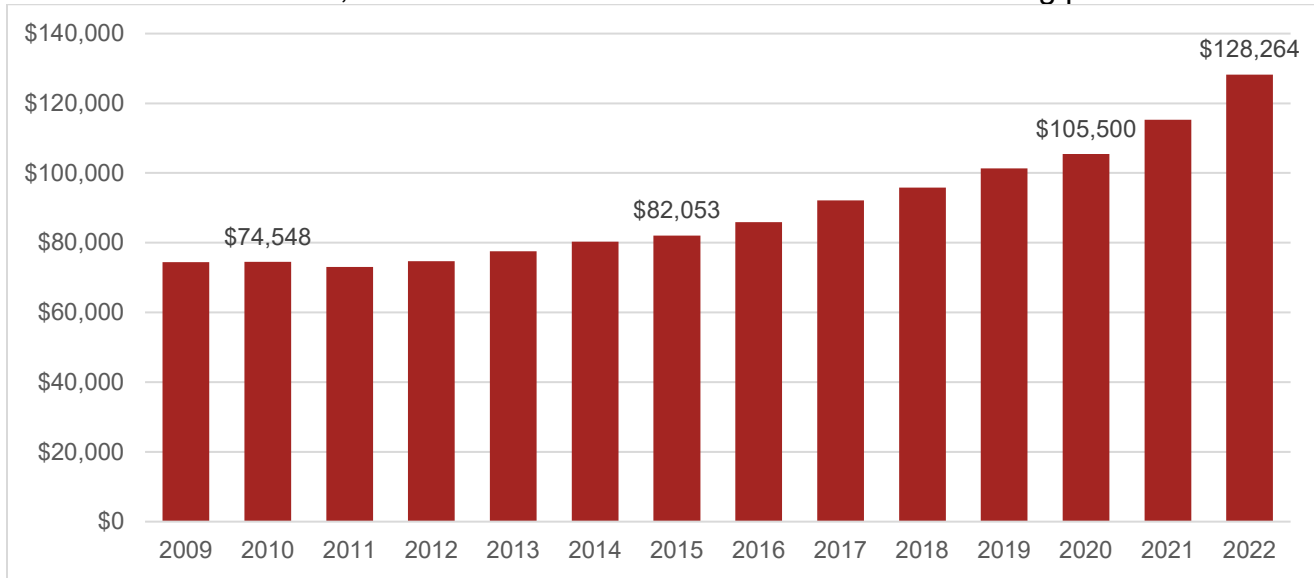


Figure 30. Sales Prices of Single-Family Houses and Condos, 2009-2022

Source: Zillow Research

Rents are also increasing, with recent homes for rent priced higher than the median rent for Portales.

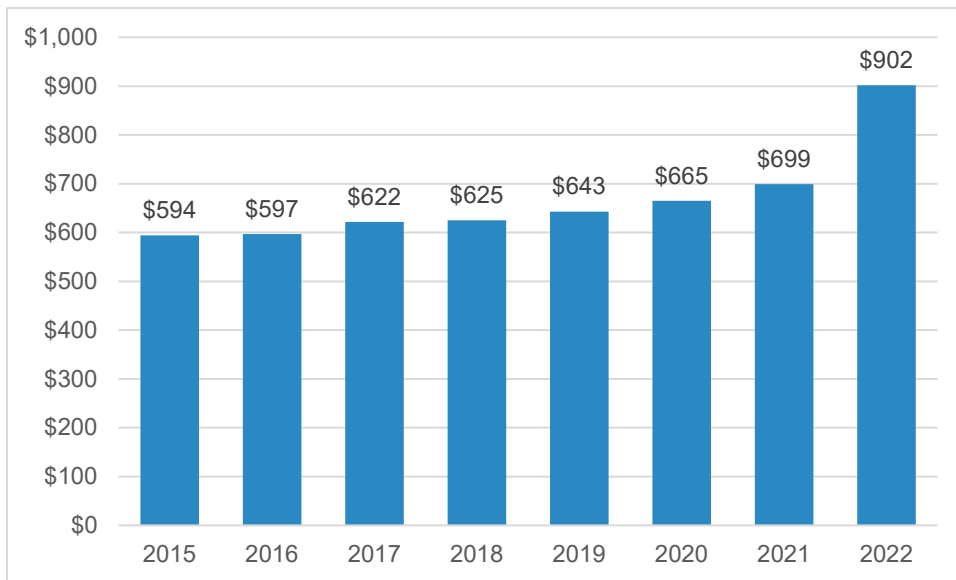


Figure 31. Rental Price Trend, 2015 to 2022

Source: Source Zillow Research

AFFORDABLE HOUSING

There are six apartment complexes with affordable units in Portales. These complexes are subsidized through USDA rural housing programs, low-income housing tax credits, and HUD. Some units are mixed income. Rents in all or a portion of the units in these complexes are based on income

Table 4. Affordable Apartments in Portales

Apartment Name	Funding Source	Type	Total Units	Studio	1-BR	2-BR	3+-BR
Los Pueblos de Portales	USDA	Family	32	0	4	24	4
Golden Acres 1	USDA	Senior	100	0	82	18	0
Portales Estates	USDA, LIHTC	Senior	44	0	40	4	0
James K Lyons Apartments	LIHTC		9				
Ruth Visage Senior Apartments	USDA, HOME	Senior	26				
Valle del Sol	USDA	Family	18	0	0	24	14

Sources: USDA, JL Gray, MFA, HUD

SENIOR HOUSING AND SERVICES

With an aging population, there is a greater need for housing options for seniors. This can vary in the level of care depending on the needs of residents, their incomes and availability of facilities. A range of assisted care living arrangements can provide a spectrum of services, offering semi-independence for some seniors and full residential care of a medical facility for those that require a high level of assistance. Providing this range of options can ensure that seniors get the level of care they need, and existing facilities are not operating over capacity.

In addition to the affordable independent living apartments for seniors listed in the previous section, there are four facilities in Portales that include services. BeeHive Homes of Portales is a 24-hour home healthcare and hospice services care facility with 12-16 rooms currently in the facility. GoodLife Senior Living and Memory Care is an assisted living, memory care, and sub-acute rehabilitation facility. Heartland Continuing Care Center is a short-term rehabilitation center with 80 beds that provides live-in facilities for individuals recovering from medical facilities. Interim Healthcare provides at-home health and hospice care for residents in Portales. There are other nearby facilities located in Clovis that provide other levels of care and housing types.



Figure 32 BeeHive Assisted Living

With approximately 1,869 (15.6 percent percent) residents in Portales over the age of 60 years old, there could be additional future demand that should be considered when looking at housing that meets the needs of the most vulnerable seniors.

GOALS, POLICIES AND ACTIONS

3. Portales has diverse and high-quality housing to meet the demands of current and future community members

3.1 Build new housing stock in the city

- 3.1 A Develop more medium and high-density housing options in the downtown core
- 3.1 B Explore opportunities for public-private partnerships for housing development
- 3.1.C Expand provision of homebuyer education and counseling services in Portales.
- 3.1.D Identify sponsor to initiate a single-family infill housing development program

3.2 Develop new rental properties, especially for single, non-family households

- 3.2 A Identify city-owned land and buildings suitable to develop new rental housing
- 3.2 B Identify locations for student housing
- 3.2 C Facilitate the development of affordable rental housing through financial incentives and partnerships with workforce housing developers

3.2 Renovate existing housing stock in the city

- 3.2 A Inform homeowners of resources and programs to help residents maintain their homes
- 3.2 B Develop informational materials to provide guidance for yard and house maintenance standards consistent with City ordinances
- 3.2 C Provide resources specifically for seniors to help with home maintenance

3.3 Identify and evaluate substandard housing in distressed neighborhoods and potential growth areas

- 3.3 A Review City code to determine how to strengthen compliance with property maintenance standards
- 3.3 B Consider a program such as “clean and lien” to enforce repair or demolition of blighted, unsafe properties

4. Portales has the housing resources to support vulnerable populations

4.1 Partner with regional non-profit organizations to expand network of resources for unhoused populations.

- 4.1 A Explore potential for creation of an emergency shelter in Portales
- 4.2 B Seek additional resources, such as one-time rental assistance, to ensure families have the ability to stay in their homes

4.2 Provide a greater variety of housing options for seniors

- 4.2 A Work with care facilities in the region to calculate future demand and prepare
- 4.2 B Ensure current facilities are meeting state and federal standards of care through conducting regular assessments.

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LAND USE

This section will analyze the existing patterns of land use and what necessary changes need to occur to help improve the economy, future development, and public services.

COMMUNITY PRIORITIES

- Facilitate infill development and filling vacant buildings in the city core with local businesses
- Maintain a small town feeling while providing benefits of a big city
- Encourage the beautification of historical sites and highlight parks in the area
- Continue to establish a strong downtown core with a mixture of retail and high-density housing

In the community survey, residents have expressed concern with blight and housing upkeep in the city. Concerns with maintaining clean properties has been an ongoing issue in Portales. Residents would also like to see more support for land use decisions that help local businesses stay and thrive in Portales.

EXISTING LAND USE AND ZONING

Residents of Portales appreciate the small town, neighborly feel of the City exemplified by its emphasis on single-family housing, local retail, downtown core, and parks and recreational uses. Most of the land in Portales is zoned as single-family residential. The community also values the benefits of Eastern New Mexico University and the resources it provides to Portales through educational opportunities, economic development, and cultural facilities.

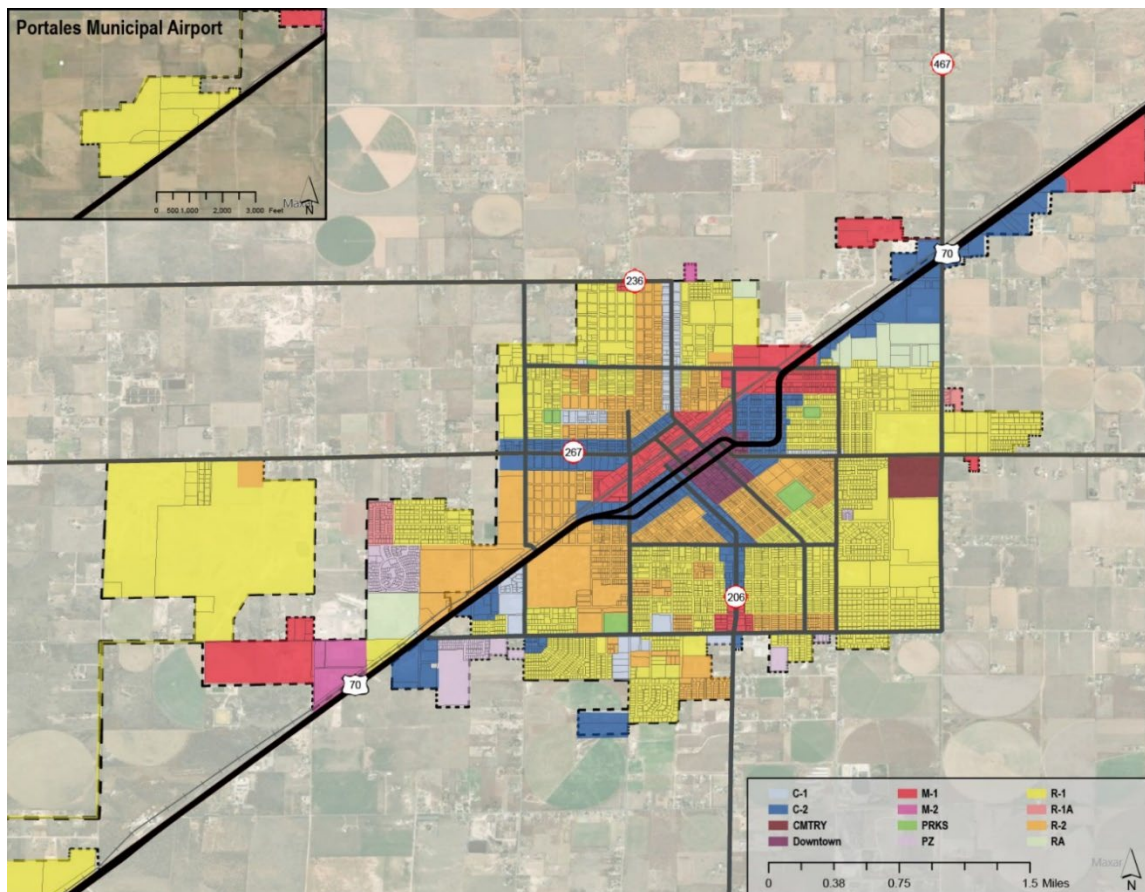
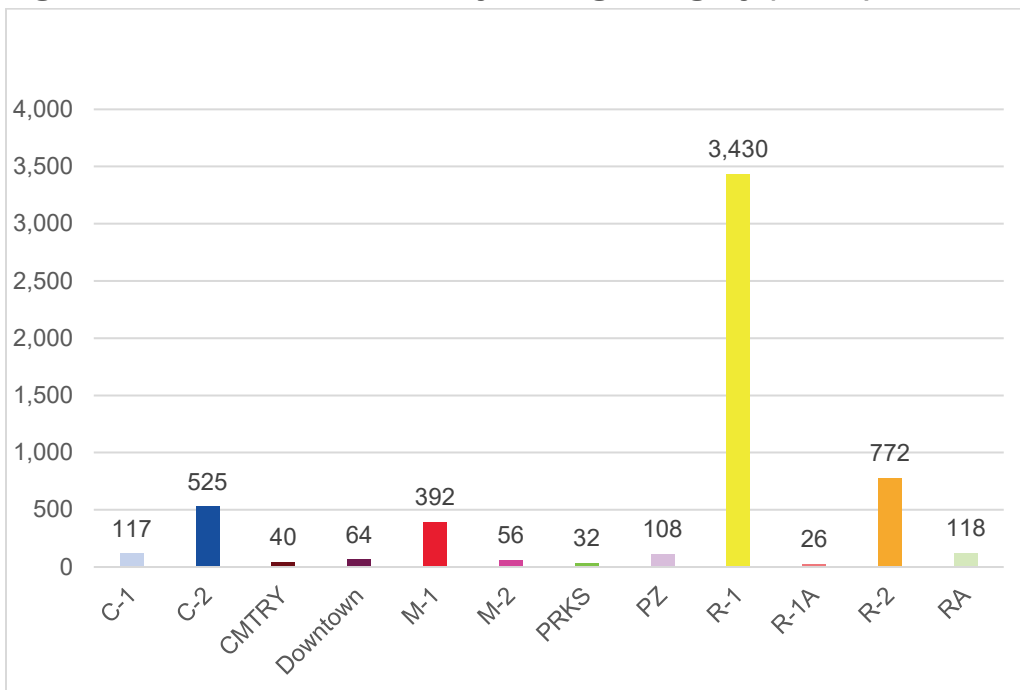


Figure 33 Portales Zoning, Source: Sites Southwest

Figure 34 Portales Land Area by Zoning Category (Acres)



RESIDENTIAL

Residential is the most prevalent land use in Portales. This primarily takes the form of detached single-family housing concentrated on the southeast and northwest centers of the city outside of the downtown and railroad industrial centers of the city. Although there are multiple areas in Portales zoned as multi-family residential, there is a lack of this type of housing in the city. There is a need for more diverse housing types to meet the needs of residents, especially affordable housing for low-income residents. Rental units are lacking due to limited housing type diversity. Seasonal and temporary residents like ENMU students and Cannon AFB employees can cause fluctuation and shortages in rental units.

Zone	Name	Description	Acres
PZ	Planned Unit Zone	Integrated development including residential, commercial, industrial, and recreational uses	108
R-1	Single Family Residential Zone	Single-family, low-density homes	3,430
R-1A	Single Family Residential Zone	Single-family, low-density modular and manufactured homes	26
R-2	Multi-Family Residential Zone	Higher density dwellings including duplexes, triplexes, and apartments	772

COMMERCIAL

Commercial development is concentrated in downtown and along major roadway corridors including State Highway 70, Avenue C, Avenue D, and US State Highway 267. Commercial development is primarily retail and food/drink businesses. Walmart fills commercial needs, but its location on the

northeastern end of US Hwy 70 can be difficult to access for residents who do not own vehicles. In the survey and at meetings, community members expressed a desire to see more diverse retail and specific services that are currently located in Portales. For example, accessing specialized healthcare, such as orthodontists and optometrists, requires driving to neighboring cities. Zoning provides for more development in commercial areas.

Zone	Name	Description	Acres
C-1	Neighborhood Commercial Zone	Convenience goods and services to neighborhoods area while limiting general commercial development nearby	117
C-2	General Commercial Zone	Unlimited development of commercial within the central trading area of the city	525

AGRICULTURAL

Agriculture has been important for both the cultural and economic vitality of Portales. Most agricultural land surrounds the city but there are some small farms within city limits. RA Zoning allows “typical farming, ranching, and related activities” which includes a residential dwelling unit. Most land zoned RA is located in the northeast sector of the city, comprising mostly of farmland and ranching.



Figure 35 Bonestroo Dairies, Portales

INDUSTRIAL

Industrial land use is concentrated along the railroad, directly adjacent to the downtown area, on Commercial Street. Industries are primarily agricultural and construction industries. Businesses include Dairy Farms of America, Portales Concrete, Western Dairy Transport, Hampton Farms, Portales Select Peanut, JD Heiskell & Co., and others. There are some industrial uses located on the outskirts of the City and are mostly dedicated to agricultural industry. Industry does not interfere with neighboring land use and is an integral part of the City’s identity.

Zone	Name	Description	Acres
M-1	Light Manufacturing Zone	Light manufacturing activities that do not have ill effects to adjacent neighborhoods and other zoning districts in the City	392
M-2	Heavy Manufacturing Zone	Industrial uses considered by City Council to be essential to the development of a balanced economic base	56

PUBLIC/INSTITUTIONAL

Portales has a number of schools, civic buildings, and city-owned facilities throughout the city. Eastern New Mexico University is located in the center of the city with a campus that is over 400 acres. Portales has made a large investment in public and institutional land use in Portales which includes land for ENMU, Roosevelt County, and City departments. These uses are concentrated in the core of the city and are located mainly in the downtown core. Most of these facilities are either zoned single family residential, multi-family residential, or are part of the downtown district.



Figure 36 Brown Early Childhood Center

PARKS AND RECREATION

Portales takes pride in its green spaces throughout the city. There are several small neighborhood parks distributed throughout the residential areas. ENMU has multiple sports facilities including a football stadium, baseball and softball fields, an aquatic center, a rodeo arena, and more. Some institutional land on the outskirts of the city has been repurposed for parks and recreational land use including renovating the former airport to the Portales Softball Complex and Portales Country Club golf course. The Softball Complex also has a developed trail system around the fields.

There is a need for parks improvements within the core of the city and within residential areas. Although the City has a pool, staffing and facility issues have made it difficult to maintain open hours.

Zone	Name	Description	Acres
PRKS	Parks	City parks and sporting facilities	32
RA	Rodeo Area and Riding Stable Zone	Rodeo arenas and riding stables in low density areas	118

DOWNTOWN ZONING

Downtown Portales comprises 63.8 acres along 1st and 2nd Streets northeast to southwest and Avenue C northwest to southeast. Its separate zoning code emphasizes a mixture of retail, restaurant space, and high-density housing. The downtown zoning code guides development with the goal of creating a denser and more walkable downtown to appeal to local businesses and patrons. The zoning code strives to develop live-work opportunities for small business owners and artisans who wish to live close to their business and establish a presence downtown. The zoning code also provides specialized code for civic and historical sites in order to preserve their unique architectural form.

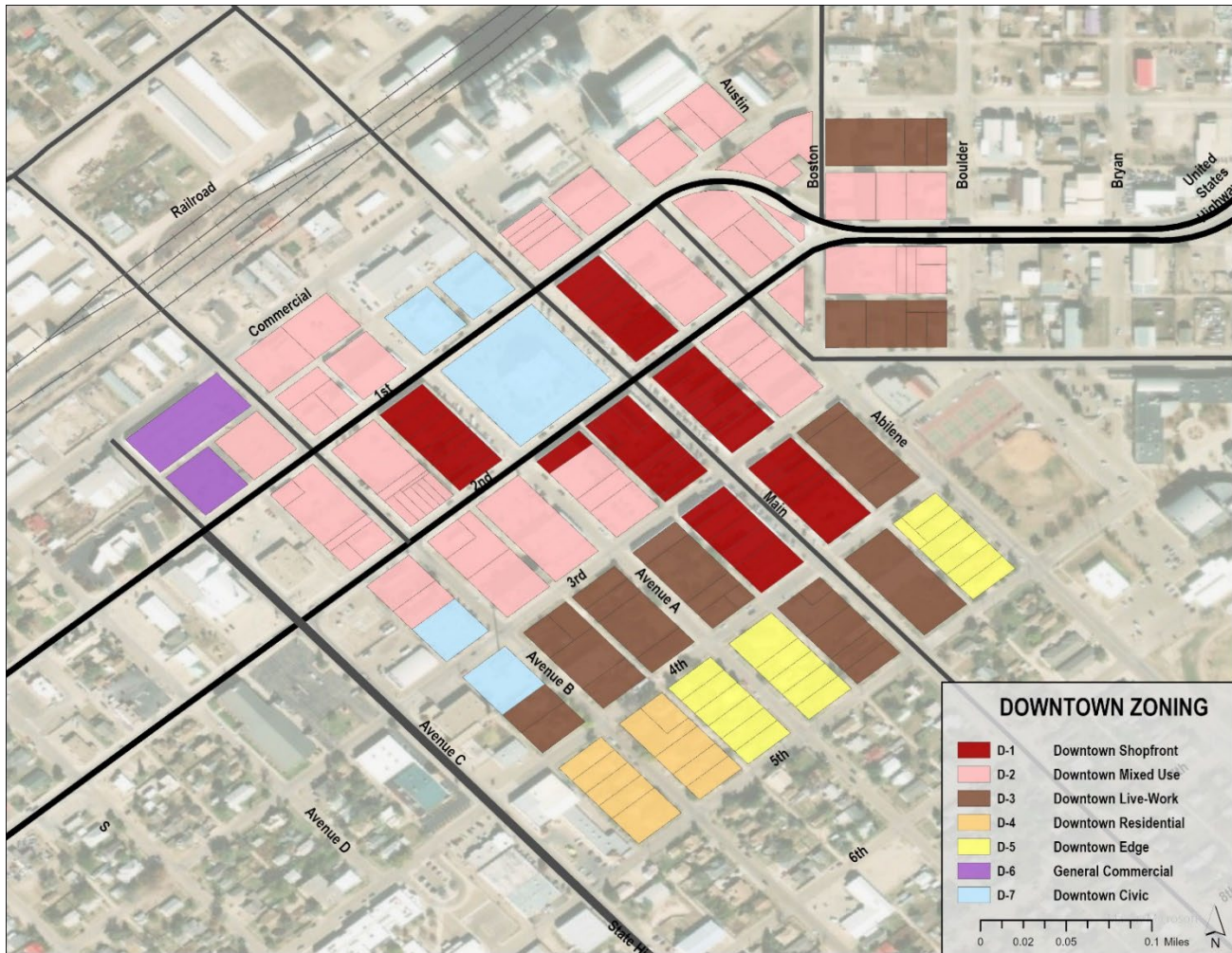
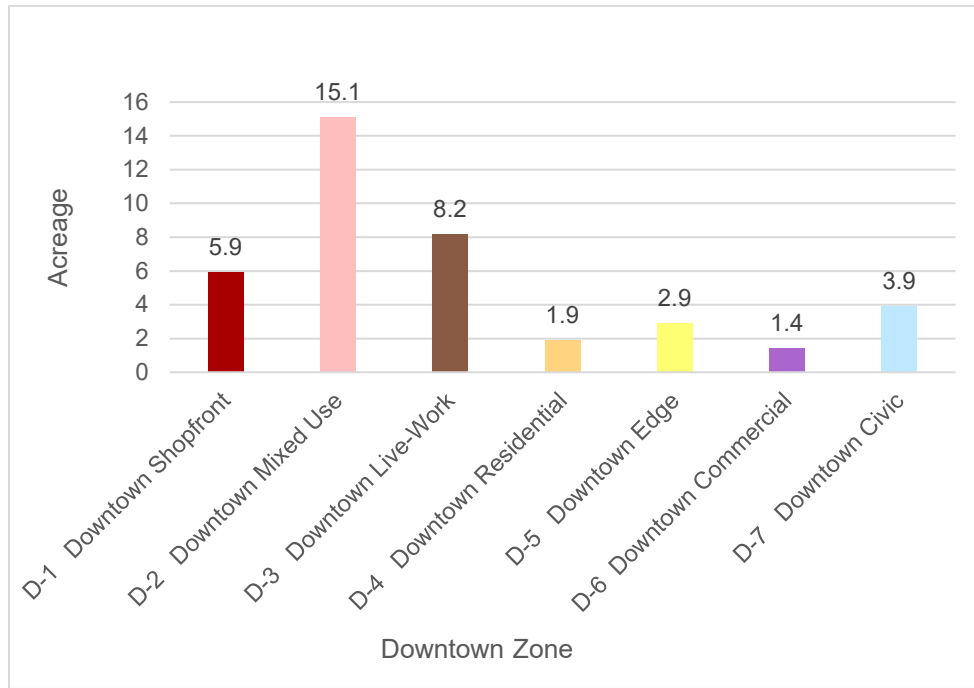


Figure 37 Portales Downtown Zoning Code

Zone	Name	Description	Acres
D-1	Downtown Shopfront	Main street shopping district with ground floor mix of retail and office use. Upper stories should be geared towards offices and residential apartments. This district only allows buildings with ground floor retail shopfronts.	5.9
D-2	Downtown Mixed Use	Mixture of residential, civic, retail, and office in a downtown setting. This creates a mix of compatible uses within close proximity of one another to create a “live, work, play” environment. This district allows different building types except single-family detached housing.	15.1
D-3	Downtown Live-Work	Small-scale employment opportunities close to household living with small ground floor office and artisanal uses with upper-story residential with internal access between residential and commercial.	8.2
D-4	Downtown Residential	This section provides higher density housing options close to the downtown core and acts as a land transition between Avenue C and adjacent residential neighborhoods. This area should only allow multi-family housing options.	1.9
D-5	Downtown Edge	This area is a land transition between downtown and residential neighborhoods south of downtown with a mix of moderate density housing options close to downtown. Parking should be alley access where possible.	2.9
D-6	Downtown Commercial	Commercial buildings allowing a variety of commercial use with emphasis on creating a walkable environment. Some parking is allowed in front of these buildings.	1.4
D-7	Downtown Civic	Civic and government uses that serve the surrounding community and are designed to physically express prominence in the community. Civic buildings may have adjoining or surrounding civic spaces or visual landmarks.	3.9

The downtown zoning ordinance was guided by the Portales Downtown Master Plan which strived to reconnect the downtown area to the surrounding community. Originally zoned as general commercial (C-2), the emphasis on high-density housing intends to meet the needs for affordable housing and rental properties in Portales while growing a strong retail core through pedestrian-oriented commercial. In addition to other mentions in this plan, traffic calming measures for highway 70, restoration of the courthouse square, reshaping the downtown gateways, and connecting downtown and ENMU were identified as major goals within this plan. Some of these interventions have been addressed since the process was complete. A bike path connects downtown to ENMU along 3rd Street. However, the area still struggles with building infill and there are multiple lots which are primarily used as parking lots.

GOALS, POLICIES & ACTIONS

5. Portales maintains a small town feel while providing a mixture of land uses to support living, working, and recreation

5.1 *Prioritize infill projects within the city core*

- 5.1 A Identify vacant parcels as potential areas for development
- 5.1 B Work with local businesses and potential developers to create mixed-use projects on opportunity sites

5.2 *Encourage beautification and maintenance of properties throughout the city*

- 5.2 A Identify buildings that contribute to the historic character of downtown and elsewhere in Portales; work with the State Historic Preservation Office toward designation of eligible properties; identify resources to support beautification
- 5.2 B Enforce local codes ensure that property is maintained to code standards

6. Portales is well-maintained and a source of pride for residents and attractive to visitors

6.1 *Create a design concept for city gateways, main streets, and unique districts*

- 6.1 A Create an identifiable wayfinding package to help residents and visitors easily navigate the City and locate key destinations
- 6.1 B Support projects to create safe pedestrian connections to key community destinations, including between downtown Portales and ENMU

6.2 *Celebrate the city's unique identity, highlighting the history and character of place*

- 6.2 A Work with local historians and organizations such as the Roosevelt County Historical Museum and the Blackwater Draw Museum to host community days and create educational materials that tie to local historical sites



COMMUNITY FACILITIES & SERVICES

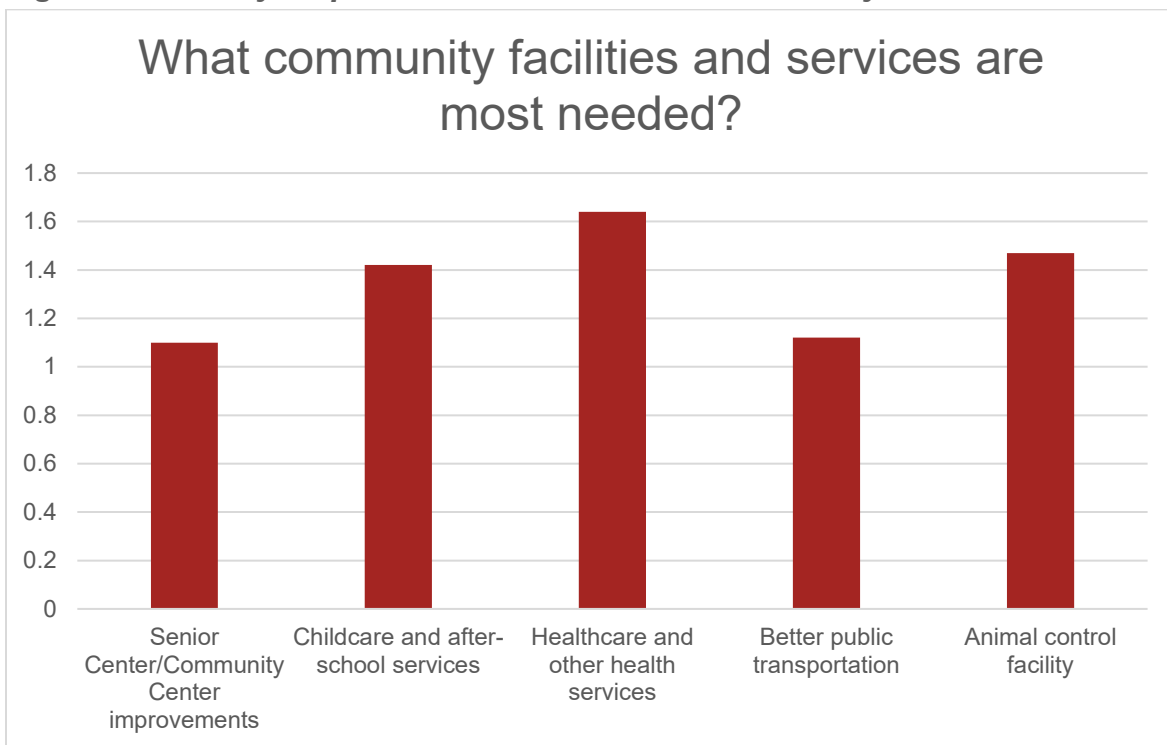
The City of Portales provides essential community facilities and services which enrich the lives of residents. This section discusses current facilities and services, as well as gaps and needs expressed by community members.

COMMUNITY PRIORITIES

- Add accessible health services, including a women’s health center and specialty services
- Prioritize a new animal control facility and resources
- Homeless shelter and mental health/addiction services
- Organize programs to incentive and assist with yard/community cleanup
- Update recreational facilities including the City pool, parks, Skatepark, Soccer Complex, and Ballfield
- Upgrade Police and Fire facilities and resources
- Renovate essential municipal and community facilities including, City Library, Cemetery, Memorial Building; Move to new City Hall
- Additional programming for families at the library once upgrades are complete
- Encourage staffing and maintenance of recreational facilities in Portales
- Update City pool and related facilities

Community members had many ideas for the community facilities and services that could be improved in Portales. The figure below highlights what respondents see as most important, with “Healthcare and other health services” as the most important, followed by “Animal control facility” and “Childcare and after-school services.”

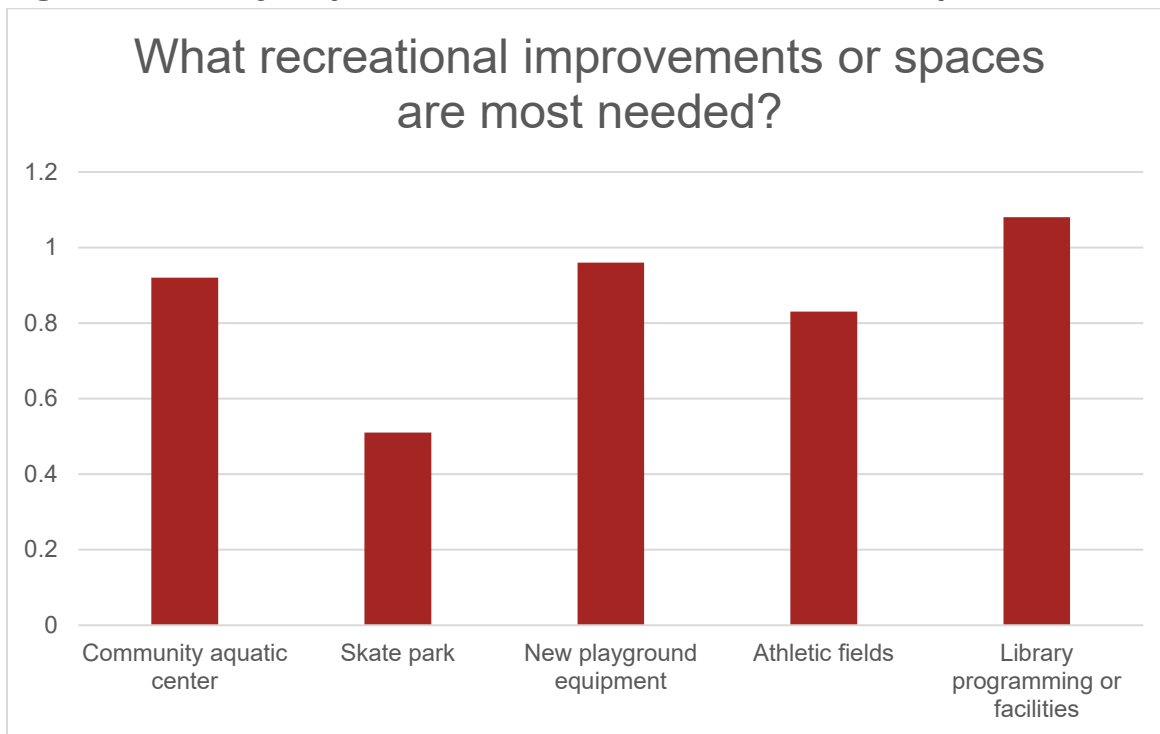
Figure 38: Survey responses for most needed community services and facilities



Basic healthcare and health-related services ranked the most important, followed by animal control facility and childcare/after-school services. When it comes to healthcare, several residents noted the importance of a women’s health center as a high need for Portales. Further, several residents expressed a need for mental health services, as well as addiction and rehabilitation services.

Residents also noted that they do not feel safe using some community recreation spaces due to stray dogs. Many said that they want to see a humane, no-kill shelter available in Portales.

Figure 39: Survey responses for most needed recreational improvements



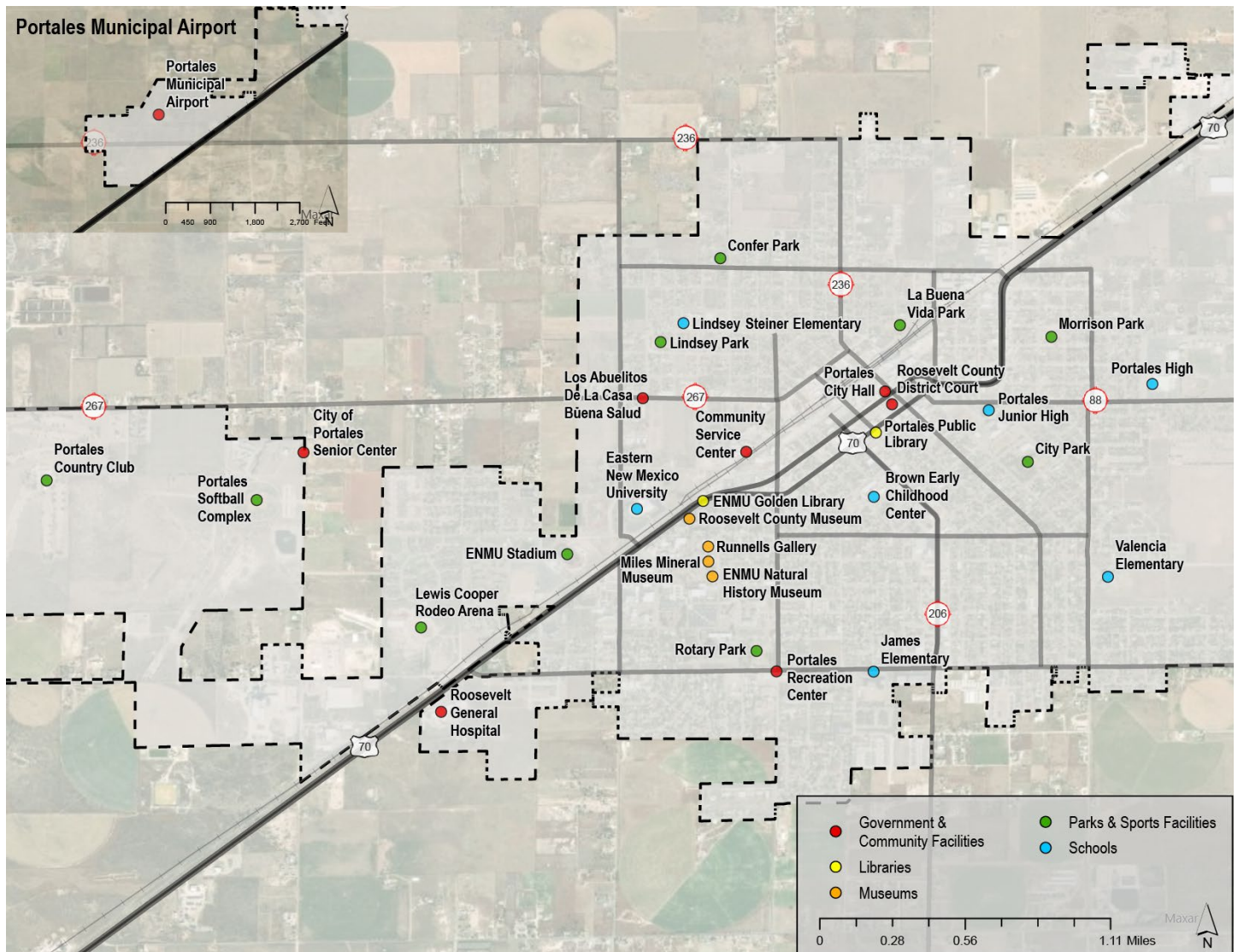
When it comes to recreational facilities and spaces, respondents noted that improved library programming and facilities are of key importance, followed closely by new playground equipment and a community aquatic center. The City replaces the roof on the library in 2022 and is seeking additional funds for improvements in 2024 and 2025.

One survey question asked about specific community projects that should happen in Portales. Many of the responses were related to community facility and service improvements. A few of these ideas are listed below:

- More spaces and programs supporting the arts; a performing arts center or after-school programs
- Better maintenance on existing parks infrastructure, specifically at Rotary Park
- Biking and walking trail through town
- Outdoor movie theater
- Better integration of space and programs between the City and ENMU
 - Aquatic Center + lifeguard training
- Community service and cleanup days
- Need to focus on basic community needs first (water, drivable roads, effective solid waste removal)
- Homeless services/shelter
- Recycling program
- Pool improvements

COMMUNITY FACILITIES

Services provided by the City of Portales, ENMU, and Roosevelt County offer multiple amenities for city residents. These facilities are described in the following section.



CULTURAL AND HISTORICAL SITES

EASTERN NEW MEXICO UNIVERSITY

Eastern New Mexico University (ENMU) is a four-year institution based in Portales. ENMU is New Mexico’s largest regional comprehensive university with more than 60 associate, bachelor’s and master’s degrees offered. Located in the core of Portales, the school enrolled 5,106 undergraduate students and over 1,273 graduate students as of Fall 2022. The campus has over 400 acres with a variety of facilities, classrooms, dorms, athletic areas, and performance venues.



Figure 40 Guadalupe Hall at ENMU

MUSEUMS

ROOSEVELT COUNTY HISTORICAL MUSEUM

The Roosevelt County Historical Museum is within a WPA project located on the ENMU-Portales campus. The museum showcases artifacts and exhibits contributed by County residents which tell the story of Roosevelt County. It primarily highlights home furnishings, antiques, photographs, and older technology like an old printing press and medical instruments. The museum is maintained by university staff.

ENMU—DR. ANTONIO “TONY” GENNARO NATURAL HISTORY MUSEUM

The Natural History Museum is also located on the ENMU campus Department of Biology and is open to the public. It showcases Dr. Gennaro’s educational displays including native and non-native animals. This museum is located near the Miles Mineral Museum.

MILES MINERAL MUSEUM

The Miles Mineral Museum showcases the gems, minerals, and meteorites collection of Dr. Fred Miles which includes approximately 2,500 geological, archaeological, and anthropological exhibits in its collection.

RUNNELS GALLERY

Located at ENMU in the Golden Student Success Center (GSSC), this campus art gallery showcases art from students, faculty and staff, alumni, and notable guest artists year-round. It also provides space for exhibitions, guest artist lectures, and workshops. The gallery is free and open to the public.

BLACKWATER DRAW MUSEUM

The Blackwater Draw Museum is an archaeological site with interpretive elements, artifacts, and exhibits associated with the Locality No. 1 site on the ENMU campus. This site shows 13,000 years of site usage spanning from mammoth hunting to modern culture.

ROOSEVELT COUNTY FAIRGROUNDS

The Roosevelt County Fairgrounds host the Roosevelt County Fair which has taken place every August since 1906. The fair includes a rodeo, musical performances, livestock show, home art exhibits, fair food, carnival, and other events. The fairgrounds are located near the northeast corner of town at 705 Lime Street.

PUBLIC SERVICES

PORTALES MUNICIPAL SCHOOLS

The Portales Municipal School system has six schools throughout the city providing school levels from Pre-K to high school. The system includes four elementary schools, one junior high school and one high school. Each of the four elementary schools specialize in two grades rather than a traditional 1st-5th format.

Overall, the school system manages a total facility inventory of 563,031 square feet which includes schools, administration, and support buildings. In 2017, it averaged approximately 211 square feet per student of district facilities.

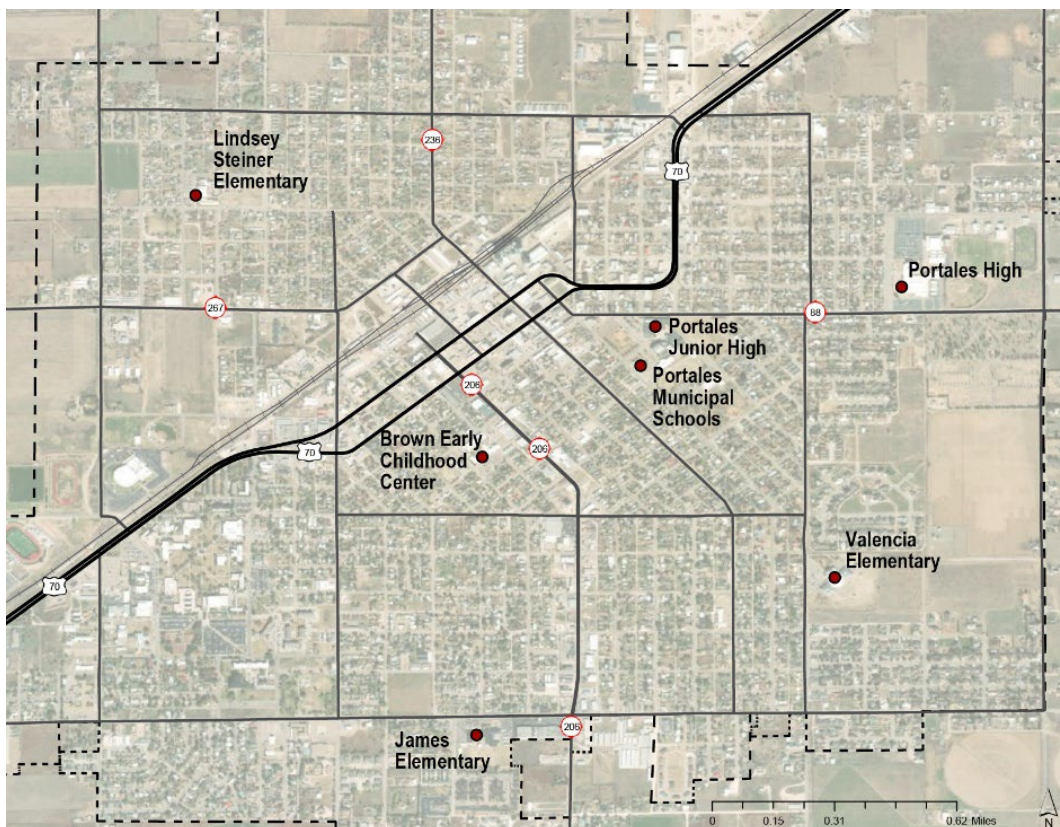
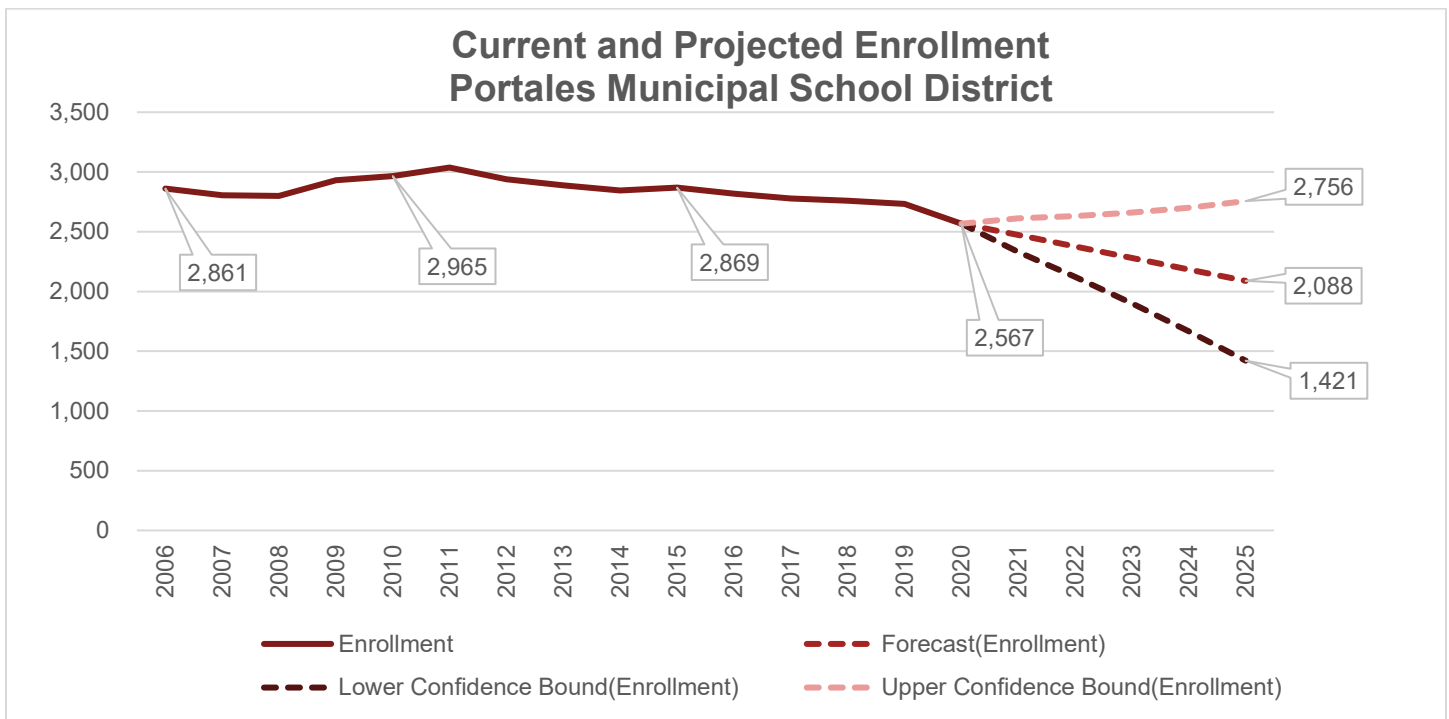


Figure 41 Portales School Locations, Source: Sites Southwest

Name	Grade	Address	Enrollment 2016-17	Enrollment 2020-21	% Change
Brown Early Childhood Center	Pre-Kindergarten and Kindergarten	520 W 5 th Street	342	345	<1%
James Elementary	1 st and 2 nd Grade	701 W 18 th Street	474	418	-12%
Valencia Elementary	3 rd and 4 th Grade	1415 South Globe	456	365	-19%
Lindsey Steiner Elementary	5 th and 6 th Grade	1000 N Avenue M	388	433	11%
Portales Junior High	7 th and 8 th Grade	700 E 3 rd Street	394	403	9%
Portales High	9 th through 12 th Grade	201 S. Knoxville Avenue	774	768	<-1%
Total			2,828	2,732	-3%

Overall, enrollment is trending downward and is most likely to continue this trend. This can be attributed to overall population trends in Roosevelt County which includes a slowing birth rate and an aging population. Another possibility could be attributed to young families migrating out of the district or more young people without children living in the area. A low enrollment rate in 2021 could also be due to fluctuations in parental learning preferences due to the COVID-19 pandemic.



The Portales Municipal School District (PMSD) 5-Year Facilities Master Plan 2019-2023 conducts an existing conditions analysis and projections, creates an inventory of existing facilities, and provides recommendations for needed facilities for the future. Identified primary issues, concerns, and needs of the district include security, facility funding, enrollment, and teenage pregnancy.

According to an analysis conducted in the Facilities Master Plan, the school district needed a minimum of 168 classrooms for the 2017-2018 year and 160 minimum classrooms to meet the projected need for the 2023-2024 school year. PMSD has a total of 226 existing classrooms.

Overall, the estimated total cost of PMSD facility needs was estimated at \$63,217,057 in 2019. The facility with the most needs in the district is Portales High School which requires \$23,428,043 in upgrades to most building systems. However, James Elementary School is the top priority for the district to decide if the facility is past its useful life and renovations are comparable in price to full replacement. Further discussion with district officials is needed to determine the best course of action for this facility which will help with the overall plan for the district in allocating funding and resources. Currently, there are no scheduled projects for PMSD in the Portales 2024-2028 ICIP.

ANIMAL CONTROL

The City of Portales Animal Shelter is located at 1700 Boston Avenue. It is the Roosevelt County Animal Control for the region. The animal shelter has had issues in the past and is in need of new facilities. The current facilities are unable to effectively serve the volume of animals in the community. The animal shelter is also in need of new vehicles. They are stored in the airport hangar and have over 100,000 miles on them. Currently, the animal control facility has improvements in the ICIP scheduled for 2025 and the City is actively looking for a new location.

POLICE DEPARTMENT

The Portales Police Department provides law enforcement for the area and operate out of the station on U.S. Hwy 70, northeast of downtown. Though the station is only four years old, the Department is beginning to outgrow this station. They need more room for evidence and confiscated items, new security cameras, and a fence around the property. Eventually, they also want to have the building connected to the city wastewater system, as it is presently on a septic tank. Finally, the Department needs to replace about 1/3 of their vehicles as these have over 100,000 miles on them.

In addition to their services, the Police Department maintains mutual aid agreements with Roosevelt County Police Department, ENMU Police Department, Cannon Air Force Base, and the Town of Elida. Funds are allocated in the 2024-2028 ICIP to replace Police Department vehicles in 2024-2026 and 2027-2028.

FIRE AND EMS

Portales Fire Department provides fire suppressant services for different types of fires including structure, grass, and rangeland fire. The Fire Department responds to fire, EMS, and Haz-Mat service calls for Portales. Currently, the fire department is staffed with 24 Operations level personnel consisting of a Fire Chief, 3 Battalion Chiefs, 3 Lieutenants, 3 2nd Lieutenants, and 15 firefighters with supporting staff including a clerk and administrative secretary/billing supervisor. They work out of one manned fire station at 301 South Avenue A in addition to a substation on Ivy Street and substations at the City Warehouse and the City Airport.

They also have mutual aid agreements with the City of Clovis Fire and EMS, Texico Fire and EMS, Cannon Air Force Base, and six county volunteer fire and EMS services. They also provide training and clinical agreements with Roosevelt General Hospital, Plains Regional Medical Center-Clovis, ENMU, ENMU-Roswell, University of New Mexico, Clovis Community College, Cannon Air Force Base, and EMS Region III.

Currently, the Fire Department substation parking lot and fire protection/water circulation upgrades are scheduled in the ICIP for 2025 and 2024-2026 respectively. The Fire Department also needs to upgrade much of its equipment.

PUBLIC INFRASTRUCTURE AND UTILITIES DEPARTMENT

The Public Infrastructure Department coordinates the operations and maintenance of all recreational facilities in Portales including the public parks, swimming pools, streets, and the cemetery. The department partners with local organizations, the Portales School District, ENMU, and local businesses to provide services for the citizens of Portales.

The Public Utilities Department manages water, wastewater, and solid waste utilities to ensure efficient daily operations throughout the city. They also manage the City's geologic information system (GIS) data and are the city mechanics. The department also strives to provide public education on water conservation. The department also manages the Street Department and is responsible for maintenance of over 90 miles of paved streets and 100 miles of alleyways. In addition to maintaining pavement, the Streets department also maintains signs and markings, cleans drainage, and conducts street cleaning.

One of the biggest priorities for this department is water conservation and ensuring that the city has the water it needs in the future.

PORTALES PUBLIC LIBRARY

The Portales Public Library is located downtown on South Avenue B and provides services to the Portales area. The library works closely with Portales Municipal Schools and ENMU although there are no formal agreements between the two. In addition to providing books, the library has a variety of other amenities and services for the public including a computer lab, free Wi-Fi, study rooms, meeting room, fax machine, and bookstore. The library also has a variety of programming including beginning computer classes, preschool story time, and inter-library loaning.

Figure 42 Portales Public Library



The library had a renovation in 1999 that doubled the size of the facility, improved technological capabilities, and provided more outlets to accommodate increased demand. The library had a new roof installed in the summer of 2022. The HVAC system still needs to be installed. The priority has been updating technology and resources in the library. Library renovations and equipment updates tend to be funded by GO bond funds.

PORTALES SENIOR CENTER

The Portales Senior Center is located on the west side of the city on North Industrial Drive, near the Portales Softball Complex. In addition to offering lunch daily, this site hosts activities such as crafting, games, and reading area. This location is services by the Portales Area Transit (PAT) system.

PORTALES COMMUNITY SERVICES CENTER

The Portales Community Services Center is a nonprofit organization that provides assistance and programming to families in the city. This includes running the Head Start program, a senior meal site, personal homecare, a food pantry, and a medical equipment loan bank.

PORTALES FUN CENTER

The Portales Fun Center opened in the summer of 2022. It is located south of Rotary Park on South Avenue I. Several family-friendly activities are offered in this space, including a bowling alley, a skating rink, virtual golf, arcade games, pool tables and shuffleboard. A BBQ restaurant is located inside the Fun Center. While this facility is privately owned, it is an important location and activities center for families in Portales.

PORTALES MUNICIPAL AIRPORT

The Portales Municipal Airport is located in the northwestern corner of the city and can accommodate most general aviation aircraft. The airport includes a terminal building, 20 T-hangars, 2 runways, a Jet-A-Fuel truck and a 100-LL self-service tank. Out of the 25 hangars, 23 are full. The airport has a variety of amenities including a pilot lounge, conference room, bathrooms, and shower facilities. Activity is seasonal and tends to be based on crop-dusting and cloud seeding needs.

Overall, the airport is in good condition and has had some recent improvements to the runways. However, the airport is not yet self-supporting and needs general funds to operate. A new fuel tank for larger jets and mechanical updates are needed.

PORTALES CEMETERY

The Portales Cemetery is located at the southwest corner of East 3rd Street and Kilgore Avenue. The City has plans for expansion to the south and is seeking funds through its ICIP to do so over the next few years.



Figure 43 Portales Senior Center

PARKS AND RECREATION

Figure 44 Portales City Park

PARKS

The City of Portales takes pride in the variety of green spaces in the city. There are multiple parks and sports facilities throughout the city which provide recreational opportunities for citizens. Some parks and sports facilities are provided through ENMU.



Name	Acres	Address	Amenities
City Park	10	E 9 th St & Abilene Ave	1 softball field, swing set, playground equipment, picnic area, swimming pool, bath house, concession stand, memorial building
Rotary Park	10.8	18 th St & S Ave	2 minor league baseball fields, swing set, basketball courts, 2 concession stands, baseball fields, picnic area, 2 playground sets, skate park, picnic area, restrooms, BBQ area
Confer Park	10.8	Lime St & N Ave	Playground equipment, picnic area
La Buena Vida Park	3.8	E Juniper St & E Railroad St	Playground equipment, picnic area, basketball court
Lindsey Park	3.33	W Hickory St & N Ave M	1 minor league baseball field, basketball court, playground equipment, concession stand, restrooms, picnic area, gazebo
Morrison Park	2.75	E Brazos St & N Elgin Ave	1 softball field, swing set, 1 slide, concession stand, restroom
Senior Citizens Park	0.77	E 1 st St & N Boulder Ave	Playground equipment, picnic tables
Portales Softball Complex	212	Industrial Drive	4 softball fields, restrooms, concession stand, jogging trail, 4 soccer fields, model airplane strip, picnic area
Portales High School Baseball Field	3	E 3 rd St & S Kilgore Ave	1 baseball field
Little League Ball Park	1.5	E 3 rd St & Abilene Ave	1 baseball field, restrooms, concession stand
Portales City Swimming Pool	N/A	320 E 7th St, Portales, NM	1 swimming pool, 1 wading pool, 2 slides, 3 water play features
Skate Park	0.3	S Ave I & W 18 th St	Ramps, boxes, railing, picnic tables
Portales Country Club	116	523 S Roosevelt Rd U # B	9-hole golf course, club house, arcade, pool, lounge

TRAILS

There is one trail within city limits, located at the recreation complex. The Portales Recreation Trail is a 1-mile loop south of the Portales Softball Complex. There are plans to apply for a Healthy Kids grant to construct more trails in the city.

Figure 45 Trailhead at Portales Recreation Trail



COUNTY FACILITIES

As the County's seat, many county offices and departments are located in Portales. These departments include the County Sheriff's Office, Detention Center, County Manager Office, Road Department, and County Clerk. Most of these facilities operate out of the Roosevelt County Courthouse.

Figure 46 Roosevelt County Courthouse



GOALS, POLICIES & ACTIONS

7. Community facilities meet the needs of Portales residents, ensuring a high quality of life for all citizens

7.1 Ensure recreational facilities are safe and maintained

- 7.1 A Identify parks that need upgrades and include park improvements in the City's ICIP
- 7.1 B Recruit and train staff for the City pool; host trainings locally
- 7.1 C Update recreational facilities including the City pool, parks, soccer complex, and ballfield
- 7.1 D Complete new Skate Park phase 1 design and construction
- 7.1 E Install new playground equipment at Rotary Park now that funding has been secured
- 7.1 F Put city parks on the city's reuse water system to maintain landscaping
- 7.1 G Adequately staff city facilities and provide training opportunities for staff members to operate and maintain facilities effectively
- 7.1 H Maintain and create more recreational trails

7.2 Upgrade essential community facilities

- 7.2 A Renovate essential community facilities including City Library, Cemetery, and Memorial Building
- 7.2 B Update new City Hall location to fully service staff and functions that are housed there
- 7.2 C Prioritize securing a new animal control facility and resources
- 7.2 D Upgrade police and fire facilities and resources
- 7.2 E Seek adequate matching funds to complete improvements to the City pool and aquatic facilities

7.3 Continue to support diverse community programming that serves resident needs

- 7.3 A Support the arts through coordination between the City and ENMU
- 7.3 B Invest in after-school programs and services for children
- 7.3 C Organize community service days in coordination with open days at the Convenience Center and community events and celebrations; work with local volunteer groups or state initiatives (such as Keep New Mexico Clean and Beautiful) to support volunteer efforts
- 7.3 D Encourage more programming at the city library

7.4 Partner with Roosevelt County to provide recreational services and events for residents

8. Portales residents have access to needed services

8.1 Provide services to support family health and wellness

- 8.1 A Establish accessible health services like women's health and specialty services
- 8.1 B Invest in accessible and affordable childcare options for parents and guardians
- 8.1 C Provide mental health and addiction support services; coordinate with homeless services

8.2 Ensure services and resources are available to homeless population

- 8.2 A Partner with regional shelters to provide emergency housing
- 8.2 B Ensure access to income support services through outreach and advocacy
- 8.2 C Provide mental health and addiction support services

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TRANSPORTATION

Transportation is one of the most visible services provided by a City. It encompasses the infrastructure and means that residents and visitors can reach the places they live, work, and recreate, whether by car, foot, or wheel. This section highlights the current conditions of transportation in Portales and notes gaps and needs in these services, as well as opportunities for improvement.

COMMUNITY PRIORITIES

- *Improve public transportation options for residents who do not have access to a vehicle*
- *Establish a system to prioritize maintenance of local roadways to maximize limited funding*
- *Develop more bicycle facilities and multi-use trails within the city*
- *Improve staff recruitment and training, specifically for small roadway projects*
- *Replace road maintenance equipment, as needed*

When asked what infrastructure improvements are most needed in Portales, community members overwhelmingly said that roadway improvements ranked highest. Many respondents echoed this in the open comments sections, noting that street upkeep, potholes and alley maintenance are their highest priorities for transportation.

Respondents mentioned that the railroad crossings are not maintained and pose a threat to vehicles.

The City conducted a resurfacing project on Kilgore Avenue in 2022. Other streets that should be high on the repair priority list include University Drive and additional sections of 18th Street. This is consistent with the most recent ICIP for the City which includes University Drive, further sections of Kilgore Street and Avenue K improvements as priority projects in the next 5 years.

Others noted that the relatively high speed of traffic through downtown feels unsafe for pedestrians, especially those with small children. A suggestion was made to set a weight limit for truck traffic travelling on certain roads.

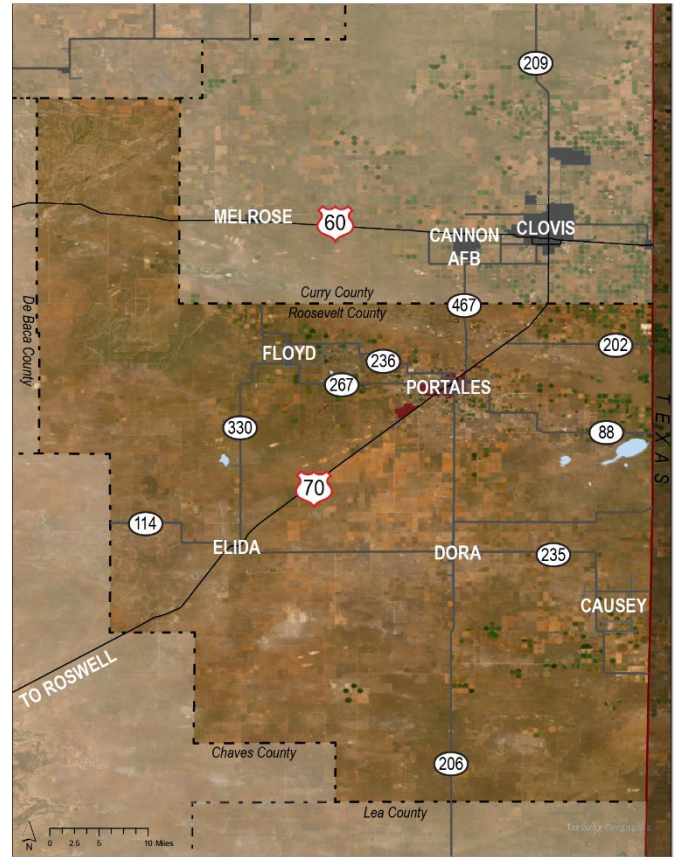
Finally, stakeholders and survey respondents noted that the street and sidewalk network could be improved and that trails and other bicycle facilities are a need for the community.

Figure 47: Road resurfacing on Kilgore Avenue



REGIONAL CONTEXT

Portales is located along the New Mexico-Texas border south of Clovis and the Cannon Air Force Base. The area is connected through a series of state and county roads that connect to adjacent Roosevelt County roadways in a grid pattern which is characteristic of agricultural-heavy areas of the state. These major nodes are along the US Highway 70 corridor. Portales is part of the Eastern Plains Council of Governments which includes state, county, and local stakeholders to coordinate regionally on economic, infrastructural, and transportation efforts in the eastern-plains region of New Mexico.



SOUTHEAST REGIONAL TRANSPORTATION PLAN ORGANIZATION (RTPO)

The Southeast Regional Transportation Plan Organization (RTPO) is a collection of municipalities tasked with organizing a transportation plan for the southeast to be included in the New Mexico 2045

Transportation Plan. This plan covers a 25-year timeframe, identifying regional goals, objectives, and strategies to maintain the improve the transportation network. The RTPO includes the Southeastern New Mexico Economic Development District (SNMEDD) and Eastern Plains Council of Governments (EPCOG). This plan identifies needs within the region and allocates funds based upon analysis of the region and their needs. Municipalities could then propose projects seeking state and federal funding.

- Key issues identified in the plan include:
 - Roads- maintenance, improvements, construction for movement and economic growth
 - Recreational Opportunities- Improve recreational opportunities through trails, pedestrian, bicycle, and equestrian facilities
 - Connectivity- improve connectivity for all modes of transportation
 - Freight- Improve truck and rail capabilities
 - Safety- make improvements to roadways to make them safer
 - Transit- maintain, improve, and expand public transport capabilities
 - Water Availability- preserve water in southeastern New Mexico

TRANSPORTATION SYSTEM

STREET NETWORK AND FUNCTIONAL CLASSIFICATION

Roadways in New Mexico are organized by the New Mexico Department of Transportation (NMDOT) into six different functional classifications that correspond to roadway characteristics, including street width, posted speed limit, traffic volumes, and access management policies.

The following sections discuss the major roadways in Portales by Functional Classification, as identified on the NMDOT Roadway Functional Classification map on the following page. The Portales

roadway system includes one principal arterial (NM-70) that runs southwest to northeast through the heart of Portales. There are also seven minor arterial roads, and seven major collectors throughout the city.

MAJOR AND MINOR COLLECTORS

Major and Minor Collectors serve to gather and direct traffic from local roads to arterial roadways. The differences between Major and Minor Collectors are sometimes small. Generally, Major Collectors routes are longer, have higher speed limits, are spaced at greater intervals, and have higher traffic volumes than Minor Collectors.

LOCAL ROADS

Local roadways tend to function as residential roadways and access to services off of major and minor collectors. These roadways tend to be shorter, have lower speed limits, and are fairly low volume. These roadways are maintained by the City of Portales Street Department.

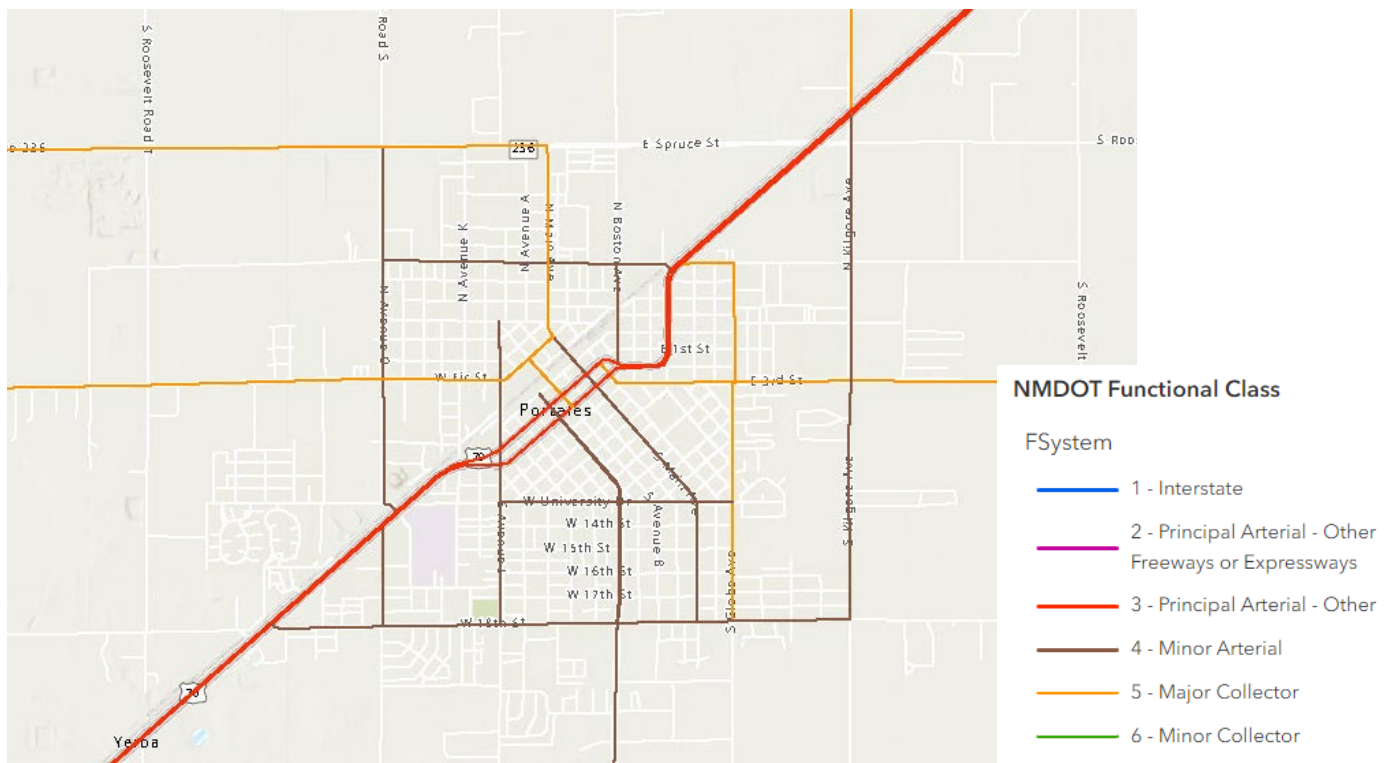


Figure 48 NMDOT Road Functional Class System, Source: NMDOT

DEMOGRAPHICS AND COMMUTING PATTERNS

WORKER INFLOW/OUTFLOW

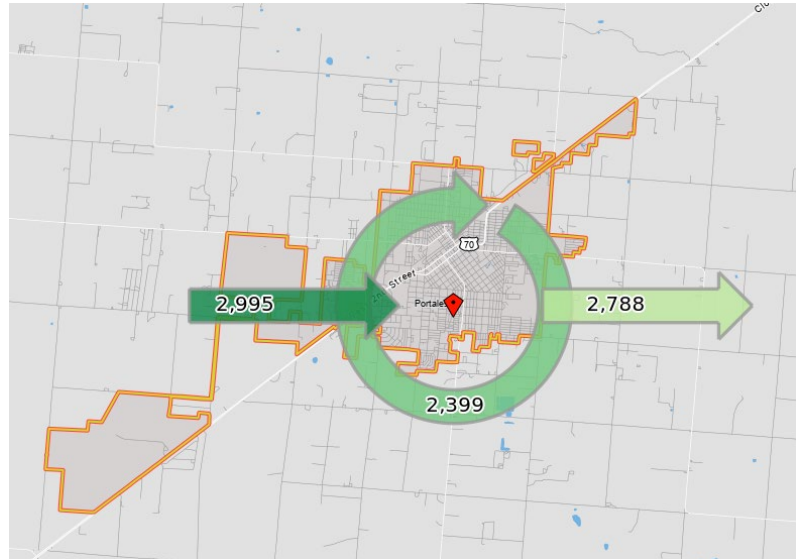
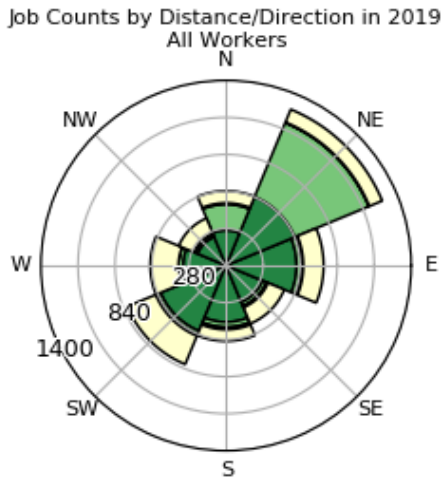
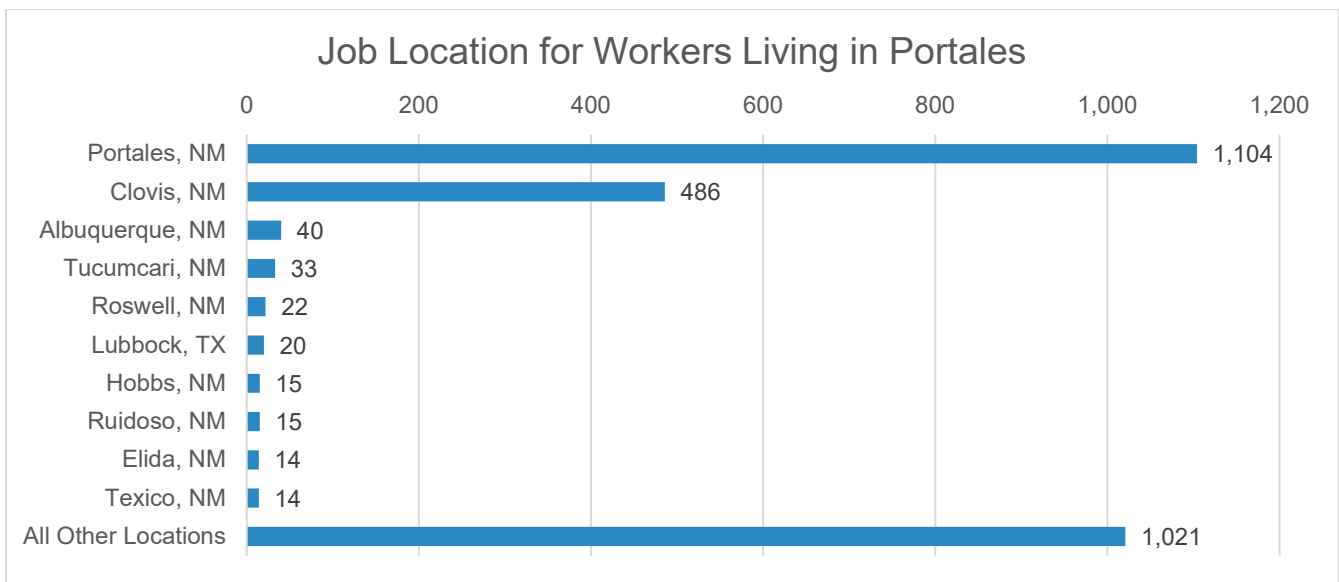


Figure 49: Worker Inflow/Outflow, ACS 2016-2020

In 2019, there were roughly equal numbers of workers commuting into and out of Portales as well as living and working in Portales. Out of the 5,394 working individuals in Portales, 2,399 worked and lived within the city. 2,995 workers were employed in Portales but lived elsewhere in the surrounding area. Finally, 2,788 workers live in Portales but are currently employed outside of the city. Based upon this analysis, most of the workers commuting out of Portales are primarily traveling northeast to Clovis, Cannon Air Force Base, and other communities. Some folks are traveling southwest, potentially to communities like Elida, Kenna, and Roswell to work. Approximately 59% of all workers in Portales commute less than 10 miles, 18.3 % commute 10-24 miles, 1.5% commute 25 to 50 miles, and 21.1.% commute greater than 50 miles to their place of employment. Workers traveling the farthest tend to be traveling southwest to Roswell, a 91-mile drive. Most workers commuting 10-24 miles are commuting northeast either to Cannon Air Force Base (17.5 miles) or to Clovis (19 miles).



AVERAGE ANNUAL DAILY TRAFFIC PATTERNS

2nd Street where US Highway 70 splits into 1st and 2nd Streets are the highest trafficked roadway in Portales, ranging from 12,000-15,700 average annual daily trips in 2021 based on traffic counts by NMDOT. This roadway sees the heaviest vehicles in the city as well with semis and other large machinery on these roadways which takes a toll on the condition of the road surfacing.

The second heaviest traveled roadway is along Avenue C and Kilgore. Other notably heavy trafficked areas in Portales include 18th Street and University. Overall, heavy traffic is kept to principal arterials and major collectors in the city.

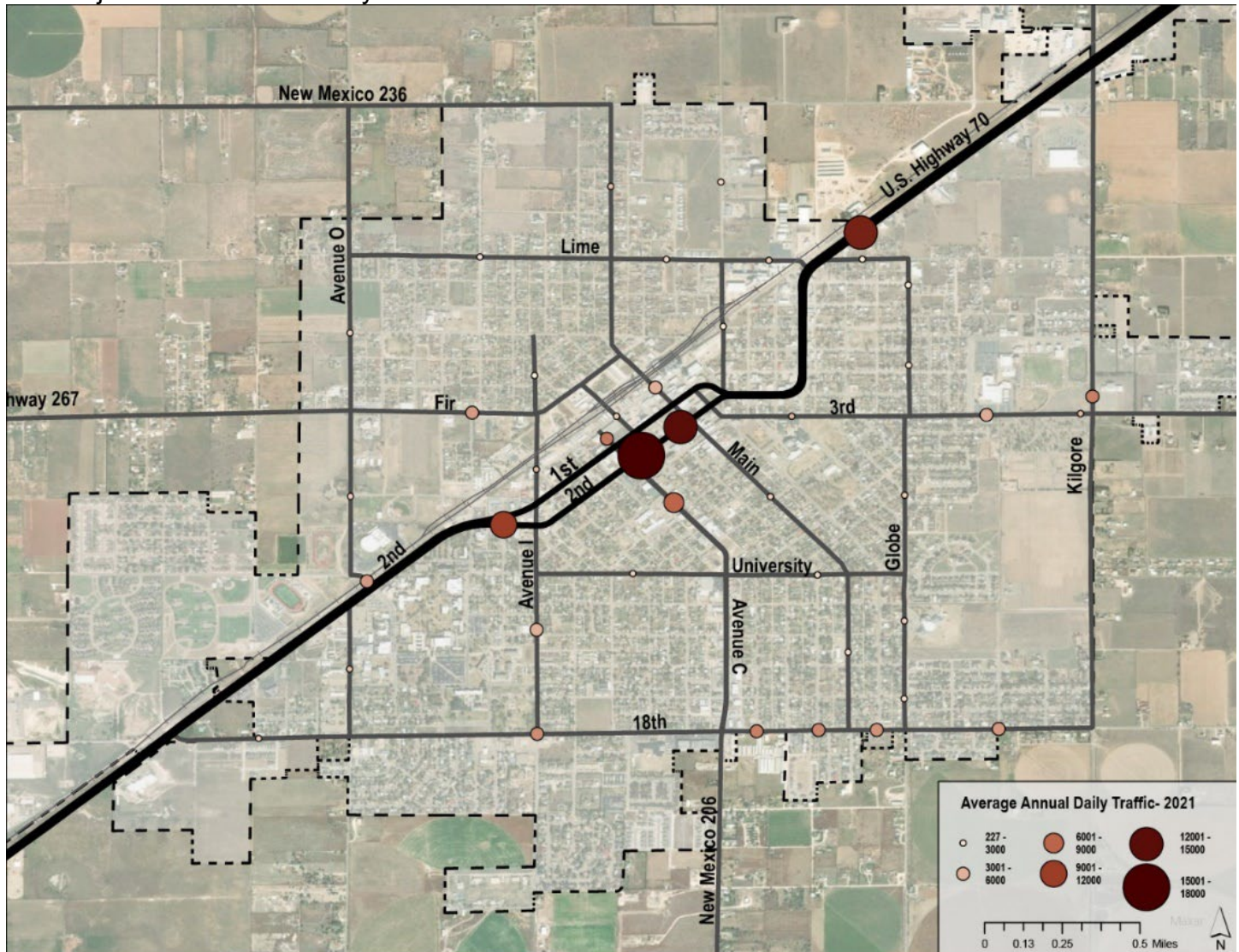


Figure 50: 2021 AADT for select roadways in Portales. Source: NMDOT

ROADWAY IMPROVEMENT PROJECTS

Portales has multiple notable roadway improvement and repair projects currently underway and scheduled for the future. Currently, the City of Portales has roadway projects scheduled for improvements in the City's ICIP. Although scheduled, this does not necessarily mean projects are guaranteed to be constructed due to funding limitations.

Projects are as follows:

- Lime Street from N. Avenue O to Chicago
- Kilgore Street

- University Drive
- Avenue K Street and drainage improvements
- Railroad crossing improvements
- N. Industrial Drive from 18th Street to Highway 267
- Commercial from N. Avenue I to N. Main Street
- Kaywood and Maple Street
- Avenue A from 1st street to 2nd street
- Avenue I improvements
- Globe Avenue from 3rd street to 18th street
- 9th street drainage improvements
- Gum Street from Avenue M to Avenue I
- 17th street improvements
- S Main Street from 2nd street to 5th street
- Ivy Street from N Avenue O to E railroad
- Fargo, Indio, and 3rd street

TRAILS AND BIKEWAYS

There is one dedicated trail loop in Portales located near the Portales softball complex. In the previous comprehensive plan, there were suggestions to improve the trail with lighting and extending the trail. However, the City has not implemented these improvements. Residents have expressed desires to have more recreational trails in the city.

A designated bike path connects downtown Portales to ENMU. The bike path starts at Main Street and 3rd Street, runs along 3rd street, south onto Avenue I, and then west onto University Drive. The path is designated using signage and painted street icons. In the previous comprehensive plan, fully painted on-street shared lane markings were planned, but not implemented. Biking is not a popular mode of transportation in Portales, but this could be a result of lack of supporting infrastructure connecting key areas within the city. There is a need to designate routes between the university downtown and university and retail centers. Currently, state staff are working on a Healthy Kids trail grant to expand trail connection.



Figure 51 Portales Recreation Trail

PORTALES MUNICIPAL AIRPORT

Portales Municipal Airport is a city-owned airport designed to accommodate most general aviation aircraft. The airport includes a terminal building, 20 T-hangars which are available for rental, 2 runways, a fuel truck, and a self-service fuel tank. They also have a variety of amenities including a pilot lounge, conference room, bathrooms, and shower facilities. The airport's longest runway is 5,700 feet. Recently, the airport has gotten new runways.



Figure 52 Bike Route in Portales, Source: Sites Southwest

The NMDOT rates it as a Community Aviation Airport, it primarily serves aviation access for small businesses, recreation, and personal flying activities. The airport is most popular with private flights, including use from gliders and crop dusters.

BNSF RAILROAD

The railroad has been integral to the growth of Portales since its founding. The Class I railroad is operated by BNSF and runs northeast to southwest with connections to Clovis, Elida, Kenna, and Roswell. The Class I railroad is a larger, major railroad with revenue of \$900,000 or more. It has an historical train depot located downtown near the intersection of Railroad Street and Avenue A. The train depot has been closed for several years.

PORTALES AREA TRANSIT (PATS)

Portales Areas Transit (PATS) is an on-demand public transportation service serving citizens of Portales and residents living within five miles outside of the Portales city limit. The service is \$1.00 for the general public and free to children 3 years and younger, seniors 60 and older, and veterans. The transportation service operates on a curb-to-curb on-call basis made at least one day prior to the trip, Monday-Friday 6:30 am-4:15 pm. This service provides essential transportation services for riders with disabilities, transporting residents to medical appointments, and providing transportation services to riders without a personal vehicle.

Ridership has declined since the pandemic. In 2019, PATS had 14,291 riders using the service. However, in 2020 and 2021, ridership declined to almost half, with 7,931 and 6,564 riders respectively.

The program is in need of a new ADA accessible van to replace vehicles at the end of their useful life.

GOALS, POLICIES & ACTIONS

9. Portales has a safe and well-maintained transportation network

9.1 Improve and maintain roadways throughout the city

- 9.1 A Develop an Asset Management Plan. Request assistance from RTPO for transportation related projects
- 9.1 B Identify and prioritize roadway maintenance projects based upon needs
- 9.1 C Improve staff recruitment and training, specifically for small roadway projects
- 9.1 D Replace road maintenance equipment as needed
- 9.1 E Seek funding to maintain roadways through state, county, and federal funding sources

9.2 Ensure roadways are safe to users

- 9.2 A Conduct roadway safety audits in trouble areas that tend to have high traffic areas and/or a high number of traffic collisions
- 9.2 B Maintain traffic control structures (lights, crosswalks, road striping, lighting, etc.)

10. The Portales transportation network adequately serves all transportation modes

10.1 Support public transportation options

- 10.1 A Replace fleet vehicles as needed
- 10.1 B Seek funding to continue providing public transportation services
- 10.1 C Partner with Eastern University of New Mexico to provide public transportation to students and faculty

10.2 Develop more bicycle facilities and trails within the city

- 10.2 A Maintain existing striping and provide more wayfinding signage on existing bike trail in downtown Portales
- 10.2 B Maintain multi-use trail surrounding softball complex
- 10.2 C Construct new recreational trails in Portales
- 10.2 D Identify funding for trail projects with assistance from the RTPO

10.3 Maintain pedestrian facilities to create safer walking environments in Portales

- 10.3 A Maintain sidewalks and crosswalks for pedestrians
- 10.3 B Construct and maintain sidewalks near pedestrian-heavy areas like public schools, city facilities, Downtown Portales, and ENMU campus
- 10.3 C Establish a weight limit on certain roadways to make areas safer

10.4 Maintain Portales Municipal Airport

- 10.4 A Advertise airport capabilities to local and regional businesses

11. Portales coordinates with regional transportation planning organizations to improve and maintain their transportation network

11.1 Participate in regional transportation planning efforts with the Eastern Plains Council of Governments and New Mexico Department of Transportation

- 11.1 A Include transportation projects in the Regional Transportation Improvement Program Recommendations (RTIPR) list for potentially federally funded projects

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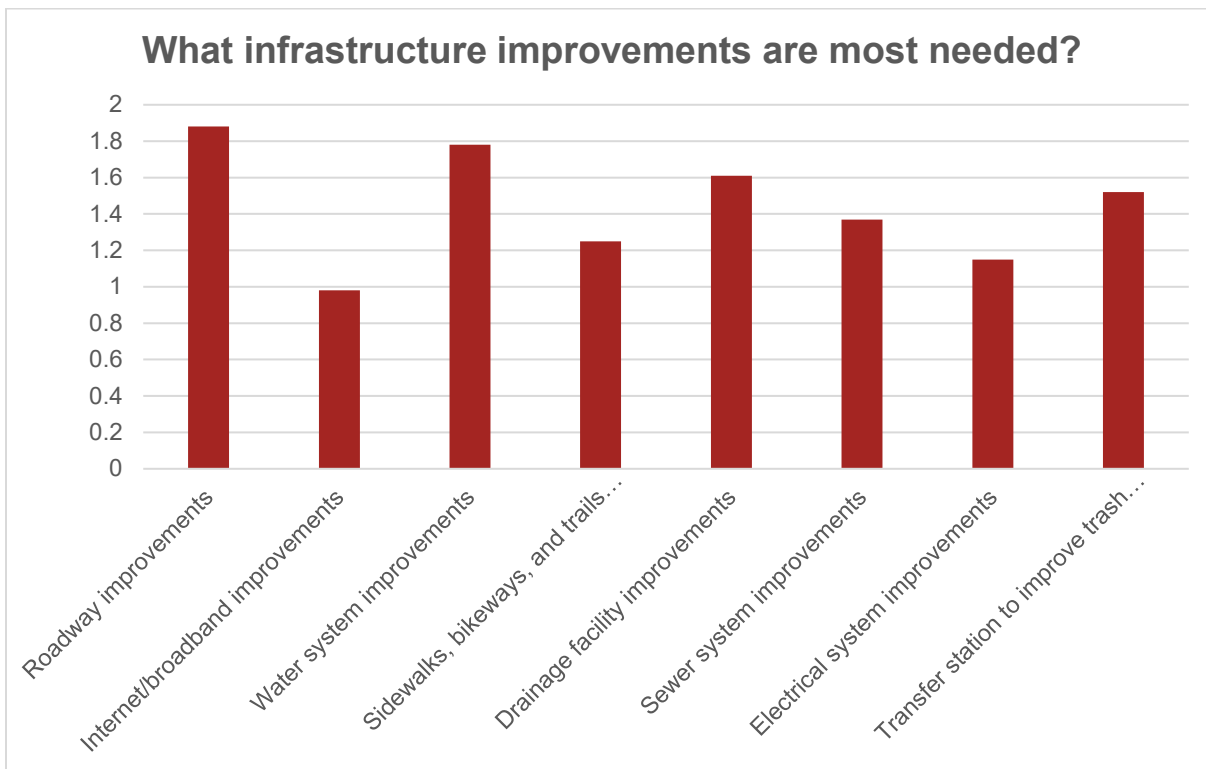
INFRASTRUCTURE

Maintaining quality and reliable infrastructure is essential to a community's quality of life and well-being. This chapter addresses Portales's infrastructure conditions and improvements.

COMMUNITY PRIORITIES

- *Install Fiber Optic internet throughout Portales*
- *New wastewater treatment plant and water reuse system—need more influent sources*
- *Need to identify funds for rehabilitation and maintenance*
- *Develop an asset management plan to prioritize maintenance of facilities, transportation, equipment replacement and renewal*
- *Coordinate with agencies to be a part of the Ute Pipeline Project*
- *Develop a drainage plan*
- *Identify new water sources and focus on water conservation efforts*
- *Review water and solid waste rates to cover operation costs*
- *Improve solid waste program and street/alley cleaning*
- *Seek funding for a new transfer station*

Residents who responded to the community survey indicated, after roadway improvements, that water system and drainage facility improvements should be the highest priorities for the City.



Drainage, specifically, was noted as a major issue in certain areas (south of downtown, West 16th Lane, generally between University Drive and 18th Street) of Portales. Many of these streets lack curbs and residents experience issues with vehicles driving directly onto sidewalks and lawns.

Improving solid waste services was also a high priority in the community survey comments. Respondents noted that, especially in the alleys, trash and dumping are a huge problem for the City. Residents expressed frustration with the dumpsters and issues with their ability to hold trash without it overflowing. A few folks expressed a desire to change from residential dumpsters to single home collection units.

UTILITIES

WATER

Scarcity of water in the community is one of the most pressing needs in Portales. Currently, the city faces water shortages due to steady declines in available water from the Ogallala Aquifer caused by sustained drought in the region. The City has been making efforts to address the decline in water by finding other reliable sources of municipal water for the residents of Portales and the surrounding region.

CURRENT WATER SUPPLY

Portales's primary source of municipal water comes from the Ogallala Aquifer which has 48 wells within the Sandhill and Blackwater Draw wellfields. Many of these wells are at a decreased capacity due to drought. They have been operating on pumping rates exceeding the recharge capacity for the past 70 years and are no longer a renewable supply under current pumping rates.

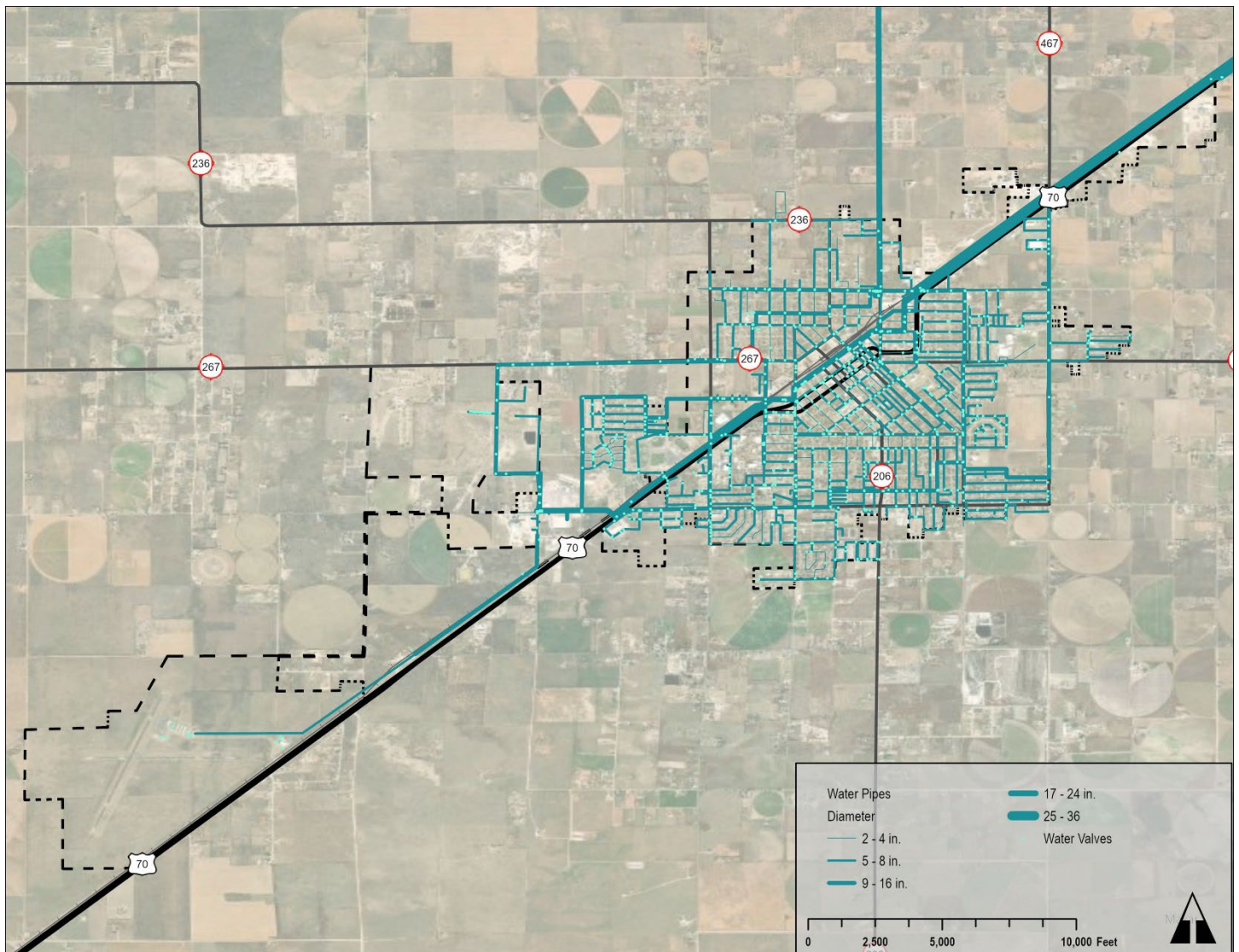


Figure 53 Portales Water Infrastructure Map, Source: Sites Southwest

Groundwater pumping rates in 2021 were about 900 million gallons, a rate similar to the previous year. However, this is still far above the desired pumping rate of 700 million gallons per year, a goal set in 2017. Interim supply from wells on state land does not seem likely to assist in meeting the current demands and city pumping capacity continues to decline due to the thinning aquifer and summer peak demands. Four new wells are planned to be added in the Blackwater Wellfield in year 2023 to replace existing wells with declining yield.

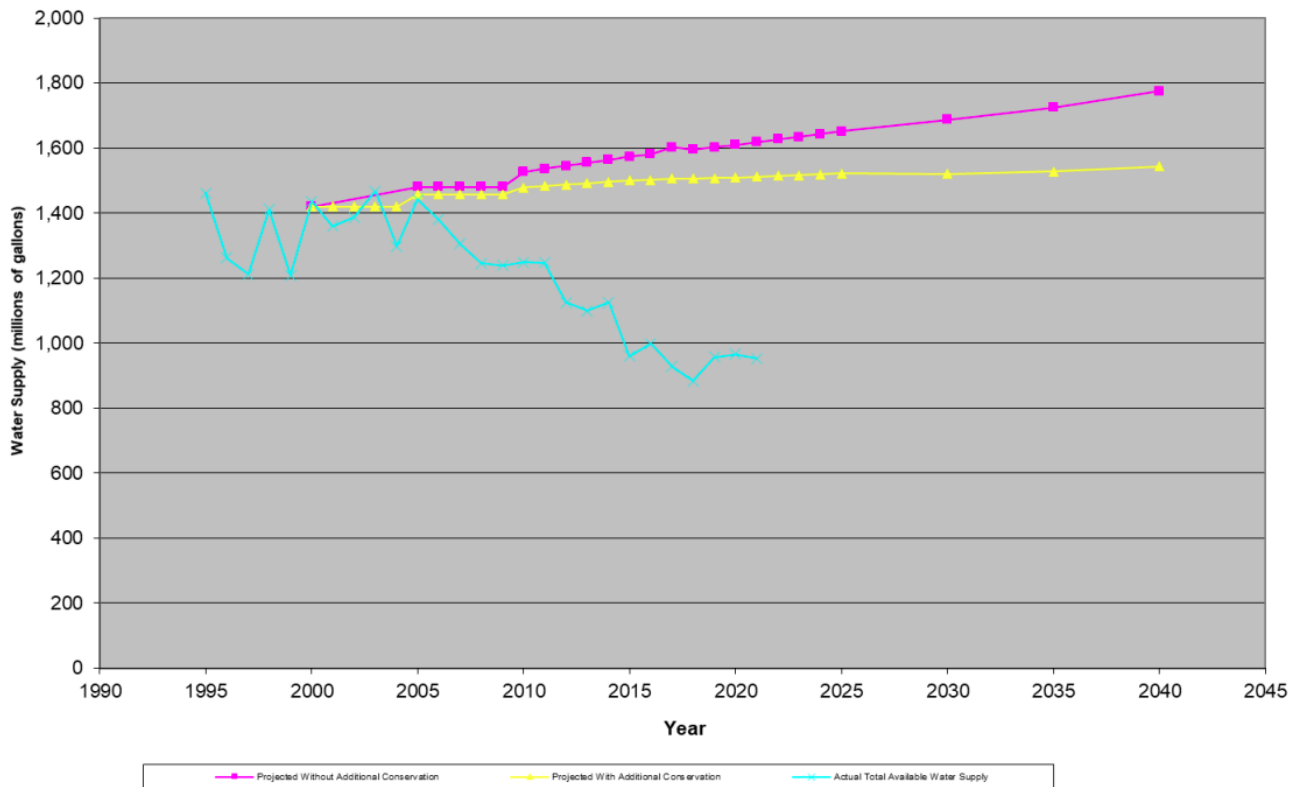


Figure 54 Actual and Projected Total Available Water Supply, Source: 2022 Water Conservation and Use Report

The most recent projection analysis has concluded that the current 900 million gallon per year rate cannot be sustained for another 8 years until the completion of the Ute Pipeline connection without adding more low-yield wells to the system and practicing water conservation efforts.

EASTERN NEW MEXICO RURAL WATER SYSTEM

The Ute Pipeline project—known formally as the Eastern New Mexico Rural Water System is a planned regional water supply project which will serve multiple communities in east central New Mexico. The project will replace groundwater supplies from the Ogallala Aquifer with surface water from the Ute Reservoir in Quay County. This project is designed to provide 16,415 acre-feet of water per year to Cannon Air Force Base and four member municipalities. Eastern New Mexico Water Utility Authority (ENMWUA) members are the City of Clovis, the City of Portales, the City of Texico, and the Town of Elida . This project is intended to relieve the critical municipal water shortage in eastern New Mexico caused by a decline in water levels in the Ogallala Aquifer which is currently the sole source of municipal and agricultural water in eastern New Mexico.

The project will include approximately 130 miles of water conveyance pipelines, multiple pump station facilities, storage tanks, and pressure reducing stations throughout the system. Currently, phase 1 of

the project is underway. All fieldwork and design work has been completed and construction notice to proceed has been granted to contractors.

The water system will provide the City with one billion gallons per year. The City acquired the water allotments from Melrose, Curry County and Roosevelt County, which are no longer members of ENMWUA.

The expected water delivery date to Portales is 2030. The City recognizes the need to meet their water demands between now and the delivery date.

2022 WATER CONSERVATION AND USE REPORT

The City outlines current water use and best practices to reduce demand in its annual Water Conservation and Use Reports. To meet water demand until the Ute Pipeline can be completed, the 2022 report recommends taking the following steps: add more low-yield wells to the system, significantly increase the application of reclaimed wastewater to replace well water and reduce water demands overall through increased conservation. The report identified a series of priorities to meet water conservation goals:

- Expand reclaimed water use.
- Reduce outdoor water use.
- Reduce distribution system losses
- Reduce wellfield demand
- Improve distribution system management
- Reduce indoor water use

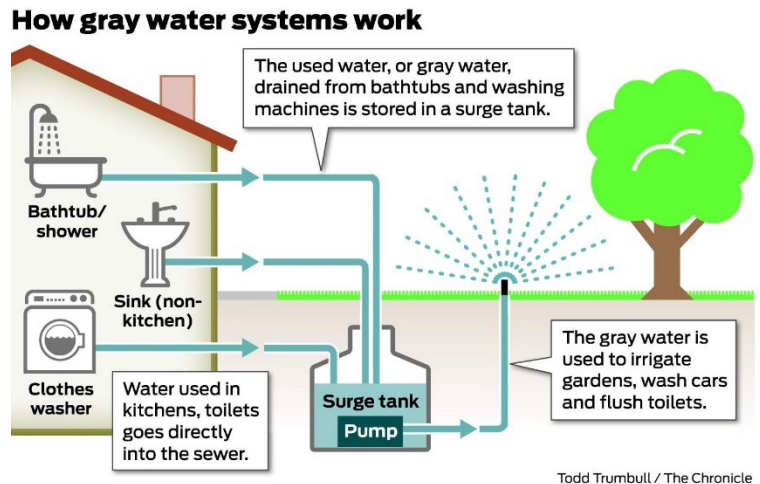


Figure 55. Gray Water System Illustration, Source: City of Portales

The report named three best practices to help the city meet its water conservation goals:

- conservation awareness,
- cost increase, and
- ordinance changes

The City has implemented water conservation practices for municipal water use through its system improvements and reuse project. The City is proactive in achieving conservation through volunteer efforts of Portales citizens.

Public education is essential to reduce residential and commercial water use. The City provides guides for homeowners to reduce use through efficient indoor fixtures, water harvesting and residential gray water systems. In addition to City outreach, public schools provide information about water conservation practices to students and their families. Price increases are another tool to reduce demand, and a price increase was scheduled to take effect in January 2023. City ordinance changes and associated penalties may be needed if voluntary methods are ineffective.

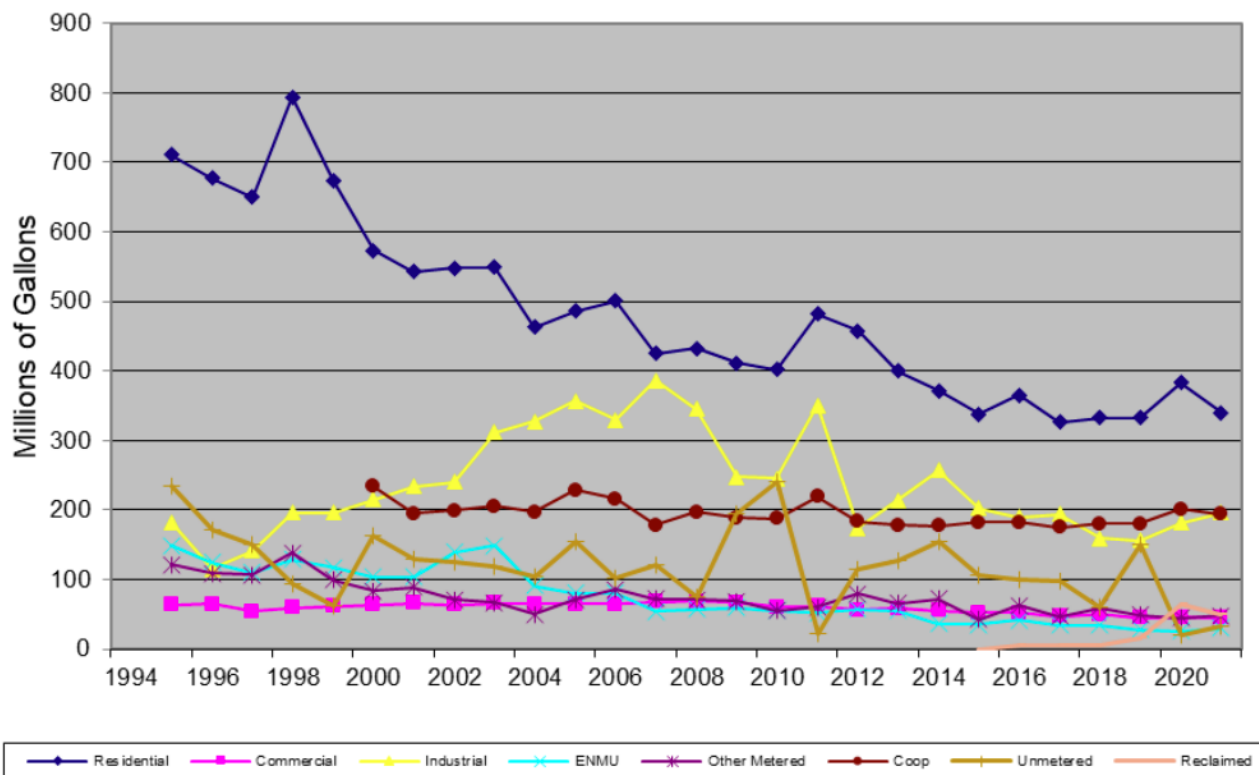


Figure 56 Historic Annual Water Demand, Source: 2022 Water Conservation and Use Report

The report places emphasis on multiple focus areas based on water demands. Residential use is the highest water use group and the highest priority. Three quarters of the 340 million gallons of water was used indoors and the remainder was used outdoors, with outdoor use primarily during an already strained peak summer demand. Residents are encouraged to practice water conservation, especially during the summer months. Industrial use is the second highest use. The report acknowledges the economic importance of industry in Portales but encourages the City to work with business owners to reduce water use in their processes. Exports to the Roosevelt County Water Coop is the third highest demand. The city should work with the Coop to identify key areas for conservation efforts. Unmetered water use comprises a smaller amount of water use and is a result of water losses from pipeline breaks and unmetered water use. Upgraded water facilities and identification of unmetered water use is key to filling this gap.

Finally, the report notes that reclaimed water use in the area has totaled approximately 49 million gallons. This reuse reduces demand on the well water system and is highly encouraged to be expanded throughout the city.

2016 SOURCE WATER PROTECTION PLAN

This plan was prepared by the Eastern Plains Council of Governments (EPCOG) in conjunction with the New Mexico Environment Department, Drinking Water Bureau and New Mexico Bureau of Geology and Mineral Resources and the Aquifer Mapping Program. The City of Clovis, the City of Portales, Curry County and Roosevelt County partnered to develop this plan. The purpose of this plan is to assess and protect source water supplies to meet future demand and to coordinate this planning effort within the region. The plan documents the change in water volume from the aquifer over time, as well as the quality of that water. The change in volume from 2004-2007 to 2010-2015 was a loss of 1,943,105 acre-feet. The plan concludes that “long-term, drastic water conservation measures across

the broader region may be the most effective means of extending the useful life of the High Plains Aquifer.”⁶

WASTEWATER

Portales constructed a new \$27 million wastewater treatment plant in 2014. Improvements to the treatment plant, reclaimed water storage, and a new effluent reuse distribution system are part of the City’s ongoing water conservation efforts. The city is in the process of developing a plan to deliver non-potable water from the treatment plant to parks and public facilities through eleven miles of pipe. The Portales soccer fields, cemetery, bulk construction water sales and miscellaneous water treatment plant operations utilize non-potable water. The City would like to expand the system to irrigate more of their parks with in the future to continue reducing demands on the municipal water system.

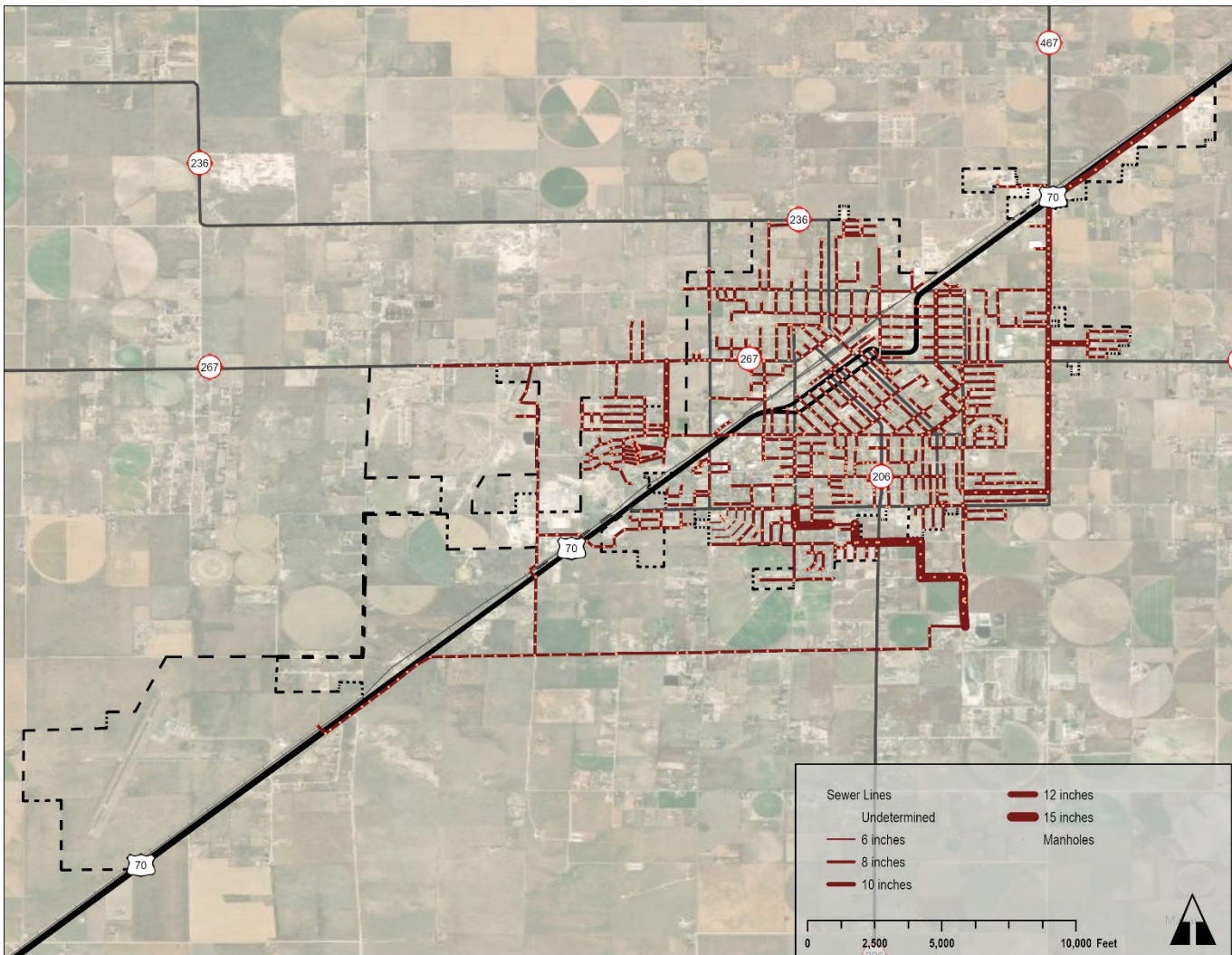


Figure 57. Portales Wastewater Collection System, Source: City of Portales

⁶ Source: Geoffrey C. Rawling, New Mexico Bureau of Geology and Mineral Resources

STORMWATER MANAGEMENT

Stormwater drainage has been a struggle for years in Portales. Due to topographic and infrastructural conditions, flooding occurs regularly in Portales, especially in the south and downtown core. Water tends to flow off 18th Street and into the downtown area, causing damage to property in the area.

The City currently doesn't have a drainage management plan (DMP) but is in the process of funding a DMP to identify and implement strategies that alleviate future flooding.

The City Community Service Department provides information and technical assistance to property owners experiencing flooding problems to help them protect property from future flooding. Property owners are encouraged to reach out to the Community Services Department (Planning/Zoning) to determine if their property is in a floodplain prior to development. The City provides information about financial assistance in the event of flooding and advice on getting a flood insurance policy.

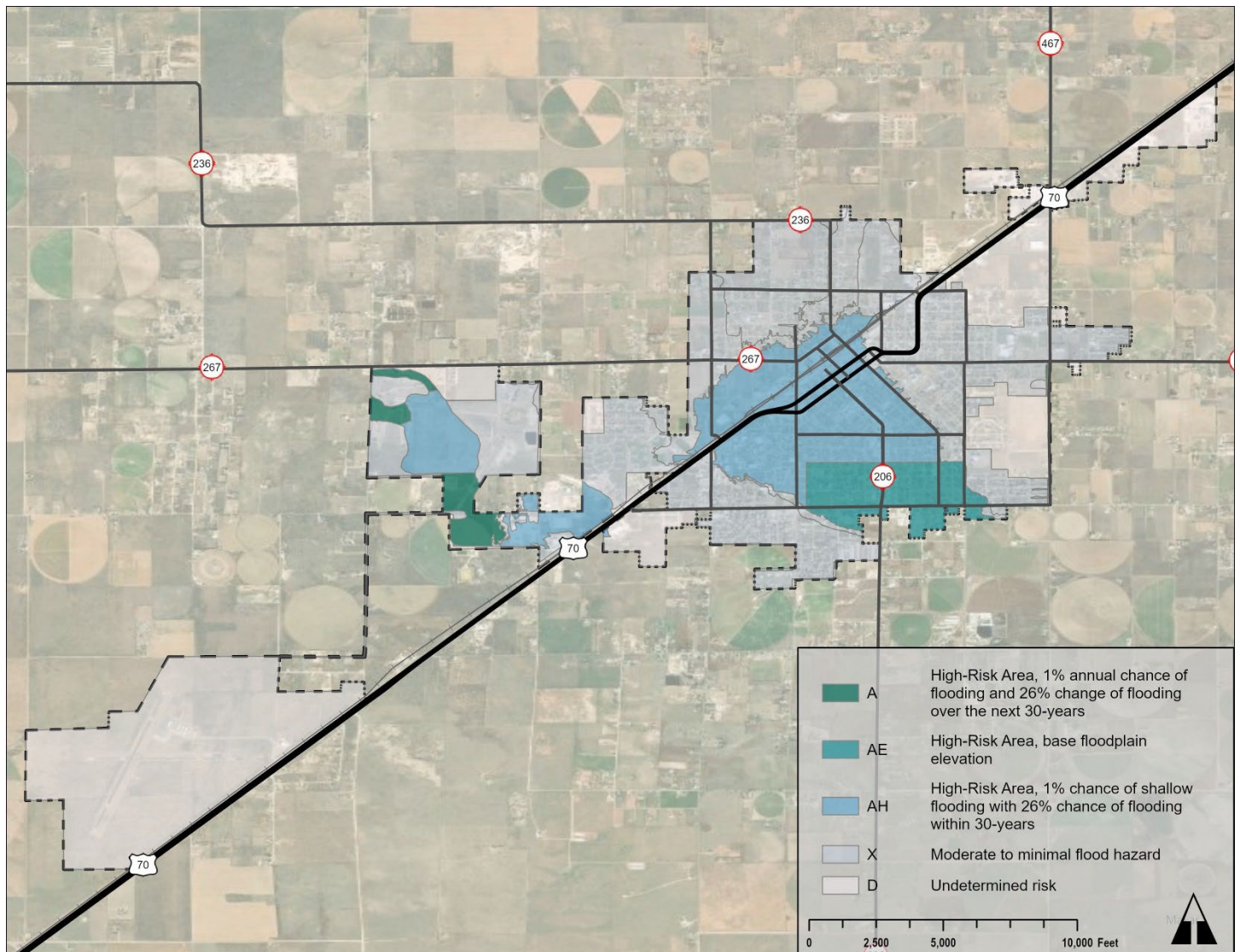


Figure 58 FEMA Flood Zones Map, Source: fema.gov

NATURAL GAS

PNM Gas Company of New Mexico provides natural gas services to Portales and the surrounding Roosevelt County unincorporated areas.

ELECTRIC

Roosevelt County Electric Cooperative, Farmers Electric Co-op, and Xcel Energy are the primary electric utility providers in Portales. Roosevelt County Electric Co-op is the third oldest electric cooperative in the state and has been providing electricity to Portales and Roosevelt County since 1939. Farmers Electric Co-op was founded in 1938 and currently serves multiple counties in eastern New Mexico including Curry, DeBaca, Guadalupe, Harding, Quay, Roosevelt, and San Miguel. Xcel Energy is a large provider of energy, serving several states and multiple communities across eastern New Mexico.

SOLID WASTE

The City of Portales provides its own solid waste management system using trash trucks and a roll off truck. Previously, the city used individual bins for trash pickup but have since transitioned to dumpsters placed in shared residential alleyways. This has caused some issues as additional dumping from non-residents causes dumpsters to overflow and placement of dumpsters can make access in alleys difficult. As a result, many residents have raised concerns over the effectiveness of waste management practices in Portales. Some residents have expressed interest in returning to using individual bins for trash removal to prevent oversized trash dumping around the location of dumpsters. Maintenance of trash dumpsters and equipment has also been a challenge for Portales.

FIBER INTERNET SERVICE

CenturyLink is the primary fiber optic provider in Portales. Internet access is a challenge for some families in the area. Internet/broadband improvements was ranked as the lowest priority by residents in the survey; however, it was still considered “somewhat important” by half of Portales residents. During the COVID-19 pandemic, many families struggled with online learning with children as they did not have access to internet in their own homes.

GOALS, POLICIES & ACTIONS

12. Portales has a safe and adequate water sources to meet current and projected water demands

12.1 Continue active involvement in the Ute Water Commission and the Eastern New Mexico Water Utility Authority

- 12.1 A Appoint a voting member to the commission
- 12.1 B Continue to contribute to the planning, development, and acquisitions involved in the Ute Water Development Project

12.2 Monitor water usage and identify water conservation methods to ensure Portales has adequate water

- 12.2 A Analyze water usage and adjust rates as needed
- 12.2 B Identify unmetered water sources and replace faulty infrastructure to reduce losses
- 12.2 C Identify opportunities to utilize reclaimed water
- 12.2 D Upgrade water facilities to reduce pipe breaks and leaks

12.3 Create water conservation education materials for the public and implement policies to further conservation goals

- 12.3 A Work with local businesses to identify water conservation methods in their processes
- 12.3 B Educate residents on water conservation practices, including best conservation practices for outdoor water conservation in summer months.
- 12.3 C Work with County Coop officials to encourage water conservation efforts with their members
- 12.3 D Implement rebate incentive to replace toilets and washing machines with water-efficient models

13. Portales has reliable access to utilities to meet the needs of Portales residents and businesses

13.1 Develop an Asset Management Plan to assess needs and identify funding sources to upgrade and maintain public utilities infrastructure

- 13.1 A Coordinate with Public Utilities and local utility providers to identify key infrastructure needs and develop a long-range plan to upgrade these facilities
- 13.1 B Assess the current condition and value of infrastructure

13.2 Analyze effectiveness of current solid waste network

- 13.2 A Upgrade solid waste disposal methods to reduce delinquent trash and illegal dumping opportunities
- 13.2 B Host large item drop-off days regularly for the public

14. Portales has adequate stormwater management facilities to protect life and property during flood events

14.1 Create a Stormwater Management Strategic Plan to guide stormwater drainage infrastructure development

- 14.1 A Identify key areas to improve drainage to reduce flooding risk and flood damage
- 14.1 B Coordinate with regional flood management authorities to integrate flood plan

14.2 Provide technical assistance to property owners and developers on flooding risks based upon floodplain maps.

14.3 Complete accurate floodplain maps with the State of New Mexico



HAZARD MITIGATION

This section will summarize existing fire protection, emergency services and flood control hazards as well as recommendations for improved mitigation efforts and emergency response.

COMMUNITY PRIORITIES

- *Provide fast and efficient police, fire, and EMT response throughout the City of Portales*
- *Maintain a safe community for Portales*
- *Build a new police station that fits the needs of the community*
- *Plan and prepare for future flooding and mitigate effects*
- *Replace police, EMT, and fire department equipment to effectively respond to future disasters*

Resident responses in the survey indicated the need for efficient EMT and Police response times. Concerns about flooding were also expressed by residents. Preparation and mitigation techniques should be made by the City of Portales to ensure minimal damage is accrued during these events.

FEDERAL, STATE & LOCAL PLANS

NEW MEXICO STATE HAZARD MITIGATION PLAN (2018)

Developed through collaborative efforts through New Mexico Department of Homeland Security and Emergency Management, the New Mexico State Hazard Mitigation Plan identifies, profiles, and assesses natural hazards in New Mexico by zone. This plan helps guide municipalities throughout the state to develop their own hazard mitigation plans more specific to their region and capabilities. This plan helps provide mitigation grant funding to agencies, jurisdictions, Tribes, and non-profit organizations through FEMA's Hazard Mitigation Assistance grant programs.

COMMUNITIES AT RISK ASSESSMENT PLAN (2021)

Established by the New Mexico Legislature and created by the New Mexico Fire Planning Task Force (NM-FPTF), this plan provides analysis for communities to provide recommendations to protect communities in New Mexico from wildfire. The plan is reviewed and updated annually to provide a list of communities at risk for wildfires, identifies potential risk factors, and provides a Community Wildfire Protection Plan Checklist for communities to utilize.

Roosevelt County completed a Community Wildfire Protection Plan (CWPP) in 2008 which they still use to guide wildfire mitigation and management in the county. Based upon the assessment, the City of Portales is considered a low-risk community for wildfires. However, based upon changes due to climate change and continued restrictions for water, the County should consider reviewing and updating their county CWPP.

ROOSEVELT COUNTY/CITY OF PORTALES ALL-HAZARD EMERGENCY OPERATIONS PLAN (2007)

The Roosevelt County/City of Portales All-Hazard Emergency Operations Plan (EOP) identifies hazards and provides guidelines to minimize casualties and property damage to recover from the effects of disasters of varying scales. The plan provides detailed roles for each city entity in planning and preparation, response, and recovery operations for the County and City. The EOP is divided into a series of annexes which provide detailed response information for each city/county entity like Public

Utilities, Public Infrastructure and Hospitals. Responses include direction and coordination, organization and delineation of responsibilities, administration, and logistics, and provides detailed information on the roles each department and public entity would fill during a disaster.

Roosevelt County is planning on updating this planning document in the near future.

EMERGENCY RESPONSE

EMERGENCY OPERATIONS

Portales has contracted with surrounding communities to be the Emergency Operating Center (EOC) in the event of a disaster. The primary EOC will be located within the Portales Police Department where all emergency responses are centralized and coordinated with needed departments, organizations, and personnel. In an emergency, the Portales Fire Department has been identified as a secondary location. The National Incident Management System (NIMS) will be used in all incidents to maintain a record of emergency operations. If needed, City and County personnel can request assistance from New Mexico Department of Public Safety.

The organization of the County warning system is shown in Figure 59. Information from state or other outside agencies is processed through the County dispatch center to leadership and responders in the County.

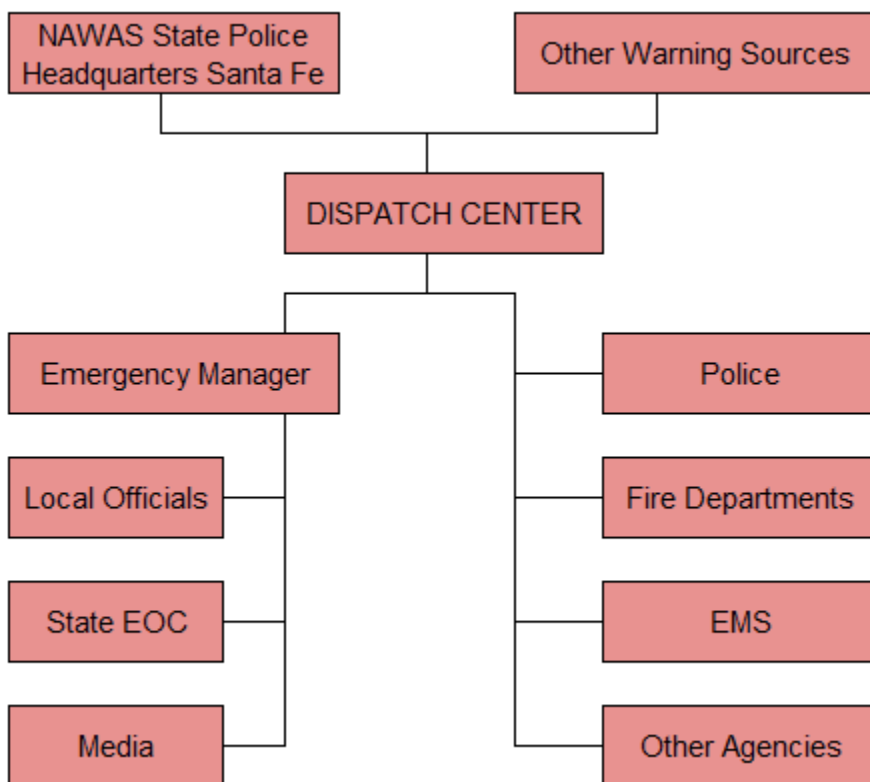


Figure 59. County Warning Organization

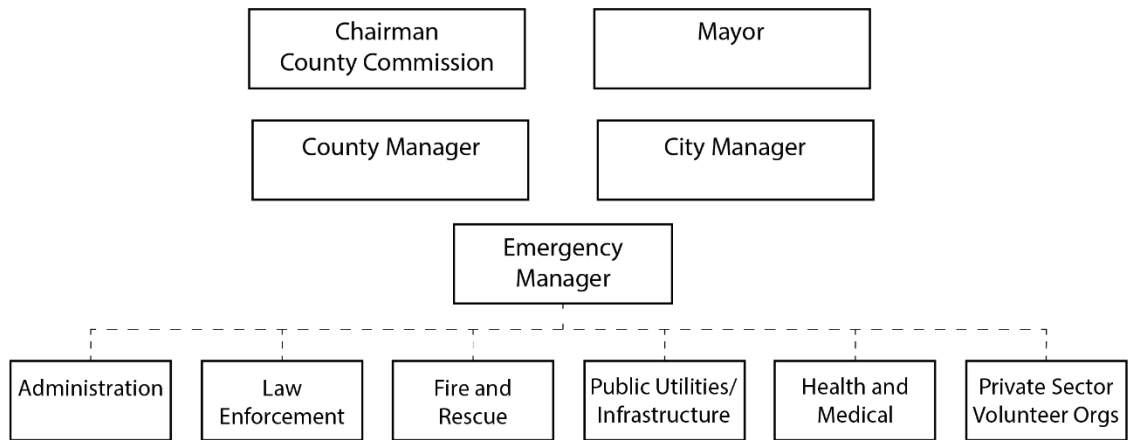


Figure 60. Emergency Management Organizational Chart

In the event of an emergency in Roosevelt County, the mayor of Portales will manage most disasters occurring within the City’s jurisdiction and the County Commission Chair will manage emergency responses in unincorporated areas. As shown in Figure 60, the City Manager is second-in-command and will coordinate the responses from city department heads. Police Chief, Fire Chief, New Mexico State Police Chief, Sheriff, Emergency Manager, Public Utilities Director, Public Infrastructure Director, and County Manager can call for immediate warning dissemination.

There are four police departments with jurisdiction in Portales: Portales Police Department, Roosevelt County Police Department, ENMU Police, and New Mexico State Police. All city and county emergencies are dispatched from the 24-hour dispatch center at Roosevelt County Dispatch located in Portales. New Mexico State Police is dispatched independently from their office in Portales.

PUBLIC WARNING SYSTEM

Roosevelt County has no Emergency Alert System currently in place and depends on other primary communications to warn the public of emergencies. At the time of the most recent County Emergency Management Plan, commercial telephones located in municipal departments/offices and two-way radios between police, fire, and EMS are the primary communication methods. Two-way radio systems operated to various private utilities and major telephone, cable TV, newspaper, electric, natural gas providers, and more act as a secondary communications system. Finally, citizen radios are a potential backup under emergency conditions. Coordination with mass media, police and fire department vehicle sirens, door-to-door notification by police and fire personnel, telephone pyramids, and “fan-outs” to areas with major populations (schools, shopping centers, etc.) are other methods of warning the public. These methods may change as the emergency management system is updated to include internet-based and text-based warning systems.

Primary warning agencies include Roosevelt County Sheriff Department, Roosevelt County Volunteer Fire Departments, Portales Police Department, Portales Fire Department, and State Police. Adjunct warning agencies include Roosevelt County Road Department, Portales Utilities and Infrastructure Departments, Roosevelt County Rural Telephone Co-op, Roosevelt County Electric Co-op, Farmers Electric Co-op, Xcel Energy, and PNM Gas Co of NM. The organization of emergency communications is shown in Figure 61.

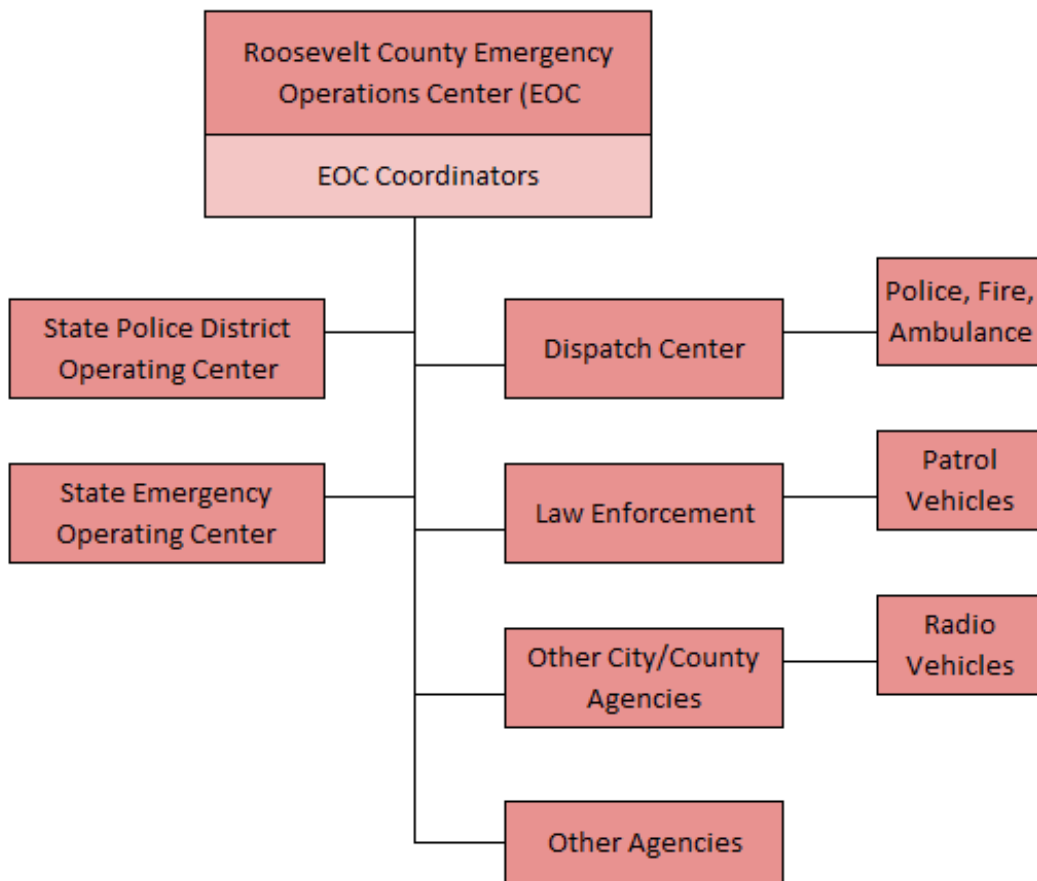


Figure 61. Communications Organization

IDENTIFIED RISKS

The most likely risks and natural disasters that may occur in Portales have been identified by state and county plans as well as in conversations with city officials. Likely disasters are described below.

DROUGHT

Roosevelt County and most of southeast New Mexico have been under extreme drought conditions for years, which has a number of possible impacts including major crop and pasture loss, extreme fire danger, and widespread water shortages or restrictions. Drought is monitored nationwide by the National Drought Mitigation Center (NDMC) and provides monthly drought conditions. Roosevelt County has experienced cyclical drought throughout the decades with spikes occurring during the summer months. In the past ten years, the county has experienced Exceptional Drought conditions more frequently than previously observed.

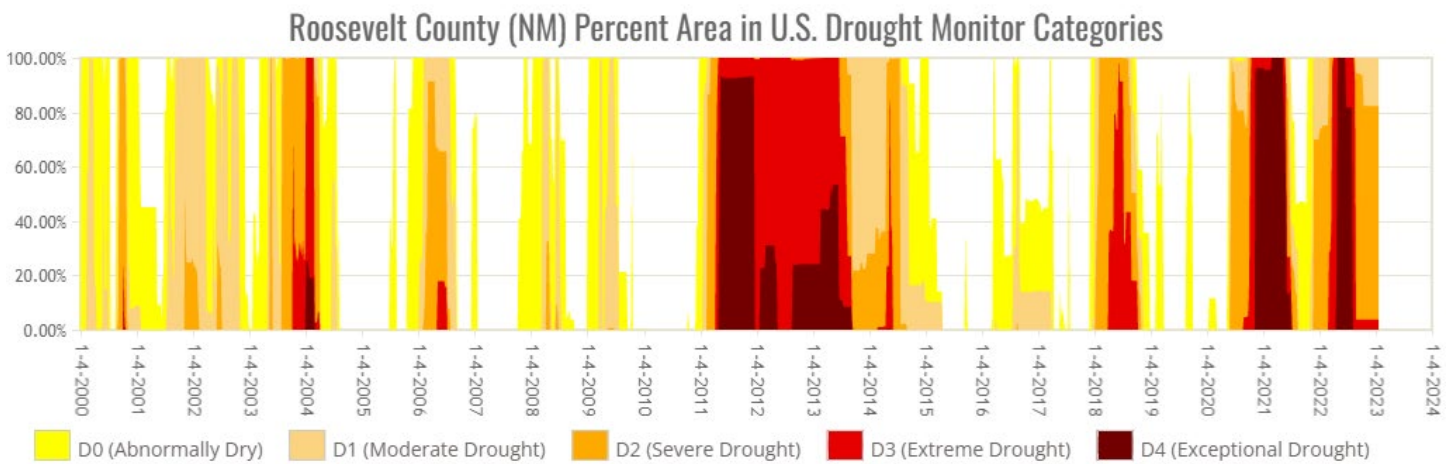


Figure 62 Roosevelt County Drought severity by year, 2000-2023

Drought conditions will exacerbate water limitations and lead to stronger, more frequent flash floods during summer thunderstorms. The City has taken steps to prepare for limited water supplies. As Portales begins to experience more drought conditions, the City should prepare for other future impacts including more frequent flash floods, loss of native vegetation, erosion, dust storms, and wildfires.

FLOODING

Two floods have been recorded in Roosevelt County since 2002, with one of the floods recorded in Portales on September 11th, 2013. Twenty-seven flash floods have occurred in Roosevelt County with ten of the flash floods occurring in Portales. Flash floods are the most common in the region and are rapidly occurring floods that are the result of excessive precipitation, rapid snowmelt, increased impervious surface, or burn scar run off. Drought can also exacerbate flash floods by reducing vegetation, increasing impervious surfaces, and causing more devastating wildfires.

The National Centers for Environmental Information (NCEI) provides community-reported information on storm events. The last recorded flash flood occurred on May 15th, 2021. Hail the size of half dollar was reported during this event. Three or four inches of rainfall occurring in a short period of time resulted in the flood where some roadways were under 2 feet of water. One family had to be rescued by Portales Fire Department after their car was swept into a drainage ditch on 18th street.

Most of Portales is within high-risk floodplain sections as identified by FEMA’s Flood Insurance Rate Map (FIRM). High risk areas include downtown and south of downtown, especially 18th street between Globe Avenue and Avenue I. Other high-risk areas include West 18th Street near where it terminates and transitions to South Roosevelt Road 6. Both areas have been identified by residents as flood-prone areas in Portales.

Portales participates in the Community Rating System (CRS) which is a voluntary program for communities to receive insurance premium discounts if they “go beyond the minimum floodplain management requirements to develop extra measures to provide protection from flooding” (NMHMP, 2018). The City’s participation in the CRS program and actions to reduce flood risk give property owners in Portales a 5% discount on flood insurance premiums.

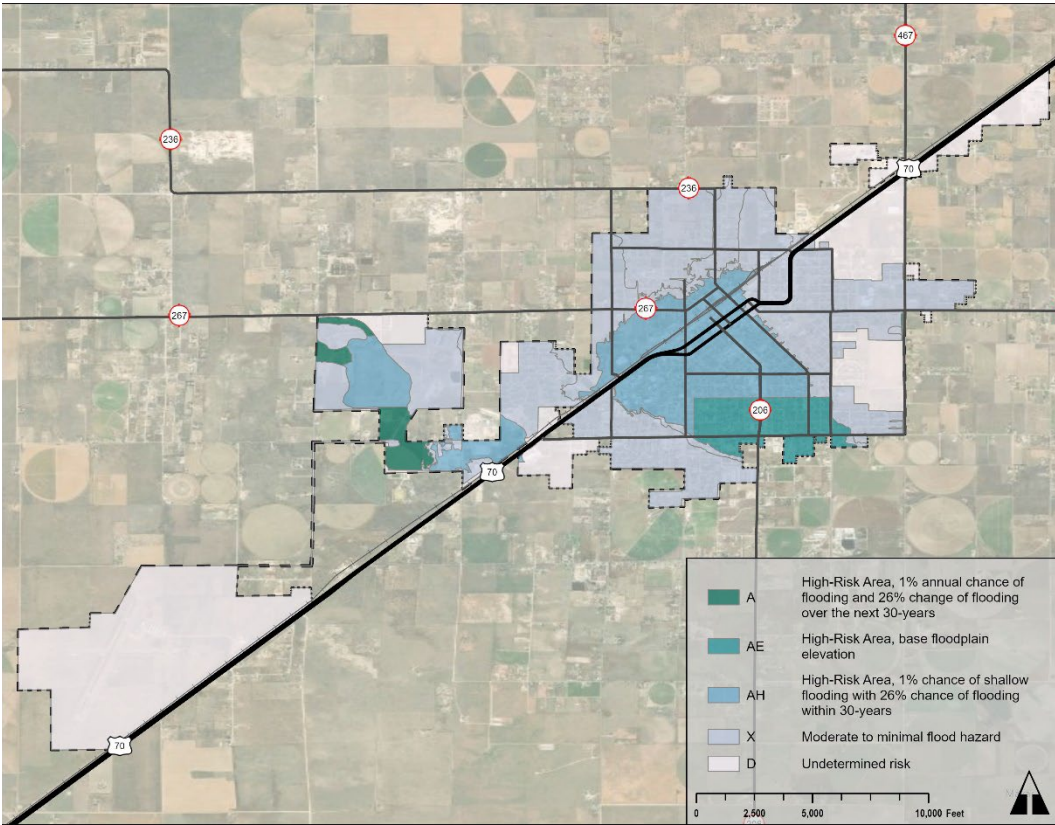


Figure 63 FEMA Flood Insurance Risk Map (FIRM)

TORNADOES

15 tornado events have been reported by the national Centers for Environmental Information for Roosevelt County since 2002 with the last event happening in Portales on June 4th, 2003. Thunderstorm winds and some funnel clouds have also been recorded in the area. Although the scale and frequency of tornadoes in the region do not necessitate major investment of resources, it is important for Portales to consider the threat of tornadoes in their emergency planning efforts.

STORMS

Hailstorms, thunderstorms, heavy rain, and flash floods are the most prevalent storm events in Portales. Fortunately, no recent events have resulted in any loss of life, but property damage has been recorded for many of these events. Potential damage during storm events should be taken into account in maintenance of public infrastructure to ensure the city is prepared to support needed emergency response efforts.

GOALS, POLICIES & ACTIONS

15. Portales has adequate policies and infrastructure in place to protect life and property of residents

15.1 Coordinate with Roosevelt County and surrounding municipalities to prepare for multi-level emergency coordination between agencies.

- 15.1 A Coordinate with Roosevelt County to update the Roosevelt County Emergency Management Plan
- 15.1 B Maintain cooperative agreements with neighboring municipalities and emergency management organizations

15.2 Protect public facilities and make them more resilient to emergencies and disasters

- 15.2 A Install a fixed outdoor warning system for mass alerts
- 15.2 B Protect public buildings from storm damage
- 15.2 C Implement tree trimming to protect life and property
- 15.2 D Bury powerlines where feasible
- 15.2 E Upgrade stormwater drainage systems to meet current engineer standards

15.3 Ensure emergency response personnel are properly equipped to respond to emergencies effectively

- 15.3 A Advocate for pay raises for EMT and emergency response personnel
- 15.3 B Upgrade and replace equipment for police, EMT, and fire departments
- 15.3 C Build a new police station that fits the needs of the community
- 15.3 D Ensure communication equipment is well maintained

15.4 Invest in infrastructure to become a more drought resistant community

- 15.4 A Conduct feasibility study to install gray water systems for public irrigation systems

16. Community members are educated in hazard mitigation measures and disaster response methods

16.1 Encourage the public to create an emergency response plan and emergency preparedness kits

16.2 Educate the public on what to do during floods and which roadways to avoid during advisories

- 16.2 A Coordinate with Portales Public Schools to provide flood education to students.
- 16.2 B Install signage along flood-prone roadways

16.3 Establish a city-wide emergency alert system using multiple media modes

16.4 Encourage residents to participate in the Community Rating System (CRS) program to receive flood insurance premium discounts

- 16.4 A Provide technical assistance to property owners who want to protect their property from flooding



IMPLEMENTATION

The actions outlined in the Comprehensive Plan create a framework so that City leaders can make decisions that are consistent with the community vision expressed in the plan.

PLAN ADMINISTRATION

The Comprehensive Plan is an overall policy guide for the physical development of the City of Portales. Ideally, future planning and policy decisions will be consistent with the Comprehensive Plan. As conditions change, portions of the Comprehensive Plan may be amended to adjust to current conditions, and the plan should be reviewed in its entirety periodically to ensure that it remains relevant. Relationships to other plans and policies and suggestions for monitoring the Plan are summarized below.

POLICY GUIDANCE FOR THE TOWN COUNCIL

The Comprehensive Plan is a policy guide for the City Council, staff, boards, and commissions. Decisions made by these entities should be consistent with Comprehensive Plan policies. Decisions that vary from the provisions of the Comprehensive Plan indicate that policy preferences have changed, and these discrepancies should be noted and considered when the Comprehensive Plan is updated.

RELATIONSHIP TO OTHER PLANS

Other plans adopted by the City Council should be consistent with the goals and objectives of the Comprehensive Plan. Where plans developed after adoption of the Comprehensive Plan vary from the Comprehensive Plan, these discrepancies should be reviewed and considered when the Comprehensive Plan is updated.

AMENDMENT TO THE COMPREHENSIVE PLAN

This Comprehensive Plan may be amended by the same procedure as it was originally adopted. Each amendment shall include all sections or portions of the Comprehensive Plan that are affected by the change. An amendment may be initiated by the City Council, Planning Commission, City Clerk, or private property owner, (or owner's authorized agent).

COMPREHENSIVE PLAN REVIEW/UPDATE

The Comprehensive Plan should be considered a "living document," meaning that the plan should be reviewed and amended as conditions in the community change. Review of the Comprehensive Plan should occur annually to note cases where the plan varies from current conditions and policy decisions. Significant changes can be introduced as amendments to the plan, as described above. Minor changes can be noted for inclusion in the next plan update.

The plan should be reviewed in its entirety approximately every five years and updated as needed to remain relevant to the City's vision and goals.

FUNDING

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

Community Development Block Grants support development of community facilities through infrastructure improvements, economic development projects, public facilities, community centers, housing rehabilitation, public services, and more. Projects must benefit at least 51% of low- to moderate-income residents (81=0% or less of median income of the county median income). Maximum awards for funding are \$50,000 planning grants and \$750,000 infrastructure grants.

PUBLIC PROJECT REVOLVING FUND (PPRF)

New Mexico Finance Authority (NMFA) provides local and tribal entities access to at-market or below-market interest rates. PPRF funds infrastructure improvements, road projects, water system upgrades, fire and law enforcement equipment, public buildings, hospitals and healthcare facilities, electric and broadband utilities, quality of life projects, and more. Loans are for up to 30 years based on the project's useful life.

LOW INCOME HOUSING TAX CREDITS (LIHTC)

Low-income housing tax credits provides tax credits to state and LIHTC-allocating agencies for the acquisition, rehabilitation, or new construction of rental housing units for low-income households. The LIHTC-allocating agency in New Mexico is the New Mexico Mortgage Finance Authority.

NEW MEXICO CLEAN AND BEAUTIFUL

New Mexico True provides funding and technical assistance to municipalities, counties, and tribal governments to remove litter, reduce waste, and operate community beautification initiatives. Funding comes from the New Mexico "Litter Control and Beautification Act."

TRANSPORTATION ALTERNATIVES PROGRAM (TAP)

TAP is a Federal reimbursable program that funds pedestrian and bicycle infrastructure improvements. Funds are allocated to NMDOT through the FHWA. Projects must be included in the RTPOs ICIP to solicit TAP funding. Projects much have a 14.95% non-federal match.

CONGESTION MITIGATION AND AIR QUALITY IMPROVEMENT PROGRAM (CMAQ)

Congestion Mitigation and Air Quality Improvement Program are flexible funds allocated through NMDOT to transportation projects and programs that help meet requirements for the Clean Air Act. Projects which help mitigate congestion and improve air quality like public transportation improvements, public EV charging stations, bicycle/pedestrian infrastructure, and more. Funding is available every two years and applications are accepted through EPCOG.

RECREATIONAL TRAILS PROGRAM (RTP)

RTP is a Federal reimbursable program that funds recreational infrastructure including trails, bike paths, and trail supporting infrastructure. Funds are allocated to NMDOT through the FHWA. Projects must be included in the RTPOs ICIP to solicit TAP funding. Projects much have a 14.95%

non-federal match.

CAPITAL OUTLAY

Capital Outlay are general funds allocated through state legislature to be used for acquisition, improvement, alteration, or reconstruction of long-term assets in New Mexico. Typically, projects funded through capital outlay are planning, design, construction, furnishing, and purchasing equipment. Funding request size varies from small to large projects. Acquired funds must be spent within the fiscal year and can apply to be reactivated through the state legislature.

IMPLEMENTATION MATRIX

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

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
ECONOMIC DEVELOPMENT		
1. Cultivate conditions to meet the economic needs for residents and businesses in Portales		
<i>1.1 Work with local and regional partners to implement economic development strategies identified in the economic development plan</i>		
1.1 A. Work with RCCDC, elected officials and Portales Chamber of Commerce to carry out economic development strategies	RCCDC RCCC EPCOG City Staff	O
1.1 B. Utilize LEDA, Capital Outlay, and other state and federal funds for catalytic projects	RCCDC Leadership Portales Planning/Zoning	LT
1.1 C. Work with Eastern Plains Council of Governments to identify economic development strategies that are appropriate for Portales	EPDOG RCCDC	ST
1.1 D. Support local businesses through “shop local” and other marketing campaigns to help maintain a unique and small-town feel	EPCOG Planning/Zoning	O
1.1 E. Extend LEDA funds to support growth of local businesses	Planning/Zoning	IT
1.1 F. Create tools and add staff capacity to support succession planning for small businesses	Planning/Zoning	O
<i>1.2 Revitalize Portales downtown core area</i>		
1.2 A. Utilize Portales Downtown Plan to guide land use strategies for downtown growth	RCCDC Leadership Portales City Staff	O
1.2 B. Support placemaking efforts to continue to make the historic downtown more pedestrian and business friendly	Planning/Zoning	O
1.2 C. Continue to coordinate community events and celebrations of local businesses	Planning Zoning RCCDC	O

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
1.3 Prioritize infrastructure projects that would support adjacent businesses		
1.3 A. Explore transportation network connection improvements to retail centers	Public Infrastructure Transportation	IT
1.3 B. Explore opportunities to establish a commercial kitchen, food pop-up area	Community Services	LT
1.3 C. Identify alternative energy opportunities in Portales including wind and solar	RCCDC RCCC	IT
1.4 Attract businesses that are of interest to students and young people		
1.4 A. Coordinate with the Chamber of Commerce to identify opportunities for new and existing businesses	RCCC RCCDC	IT
1.4 B. Recruit recreational and entertainment businesses	RCCDC	IT
1.5 Support tourism throughout Portales		
1.5 A. Promote local businesses, organizations and area attractions that draw visitors to Portales and the surrounding area	RCCC	O
1.5 B. Work with local economic development organizations to promote local events such as the ENMU Rodeo and other community events	RCCC	O
2. Support workforce development in Portales to create more employment opportunities for residents		
2.1 Create awareness of local and regional training programs		
2.1 A. Promote regional workplace development opportunities	RCCC RCCDC	LT
2.1 B. Coordinate with local businesses for work-study programs for high school students	RCCC RCCDC	IT
2.1 C. Coordinate with ENMU to identify internship opportunities, work-study programs, and continuing education workshops to improve employment opportunities and build a qualified workforce	ENMU RCCC RCCDC	O
2.1 D. Partner with regional organizations to host joint certification courses in Portales	ENMU EPCOG RCCDC	ST
HOUSING		
3. Portales has a diverse and high-quality housing to meet the demands of current and future community members		
3.1 Build new housing stock in the city		
3.1 A. Develop more medium and high-density housing options in the downtown core	Planning/Zoning, MFA, private housing developers	LT
3.1 B. Explore opportunities for public-private partnerships for housing development	Planning/Zoning, MFA, private and non-profit housing developers	LT
3.1 C. Expand provision of homebuyer education and counseling services in Portales	Local mortgage lenders, MFA, HUD	ST
3.1 D. Identify sponsor to initiate a single-family infill housing development program	RCCDC, MFA, Private and non-profit housing developers	IT
3.2 Develop new rental properties, especially for single, non-family households		
3.2 A. Identify city-owned land and buildings to develop new rental housing	Planning/Zoning	IT
3.2 B. Identify locations for student housing	ENMU, Planning/Zoning	ST

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
3.2 C. Facilitate the development of affordable rental housing through financial incentives and partnerships with workforce housing developers	Private and non-profit housing developers, Planning/Zoning, City Clerk, MFA	LT
3.2 Renovate existing housing stock in the city		
3.2 A. Provide resources and programs to help residents maintain their homes	Planning/Zoning, MFA, USDA	ST
3.2 B. Revise city ordinances to provide guidance for yard and house upkeep standards	Planning/Zoning, City Clerk	ST
3.2 C. Provide resources specifically for senior populations to help with maintenance and upkeep of houses	Planning/Zoning, RCCDC, Community Services Center	ST
3.3 Identify and evaluate substandard housing in key neighborhoods and potential growth areas		
3.3 A. Review City code to determine how to strengthen compliance with property upkeep standards	Planning/Zoning	LT
3.3 B. When necessary, utilize code enforcement to repair or remove blighted properties	Planning/Zoning, CAFB	O
4. Provide more housing resources for vulnerable populations		
4.1 Partner with regional partners to expand network of resources for unhoused populations.		
4.1 A. Explore potential for creation of an emergency shelter in Portales	Planning/Zoning, Emergency Management	ST
4.2 B. Seek additional resources to ensure families have the ability to stay in their homes	United Way, USDA MFA	
4.2 Provide a greater variety of housing options for seniors		
4.2 A. Work with care facilities in the region to calculate future demand and prepare	Planning/Zoning, RCCDC, Senior Care facilities	LT
4.2 B. Ensure current facilities are meeting state and federal standards of care through conducting regular assessments	NM Aging and Long Term Services, Senior Care facilities	O
LAND USE		
5. Ensure the City of Portales meets the needs of the health, safety, and welfare of the community		
5.1 Prioritize infill projects within the city core		
5.1 A. Identify vacant parcels as potential areas for development	Community Services	ST
5.1 B. Work with local businesses and potential developers to create mixed-use projects on opportunity sites	RCCDC Planning/Zoning	LT
5.2 Encourage beautification and maintenance of properties throughout the city		
5.2 A. Identify historic buildings and work with the State Historic Preservation Office to work toward designation and identify resources to support beautification	Planning/Zoning NMSHPO NPS	ST
5.2 B. Enforce local codes related to property maintenance and upkeep	Planning/Zoning	ST
6. Portales is well-maintained and a source of pride for residents and attractive to visitors		
6.1 Create a design concept for city gateways, main streets, and unique districts		
6.1 A. Create an identifiable wayfinding package to help residents and visitors easily navigate the City and locate key destinations	Planning/Zoning Public Infrastructure	IT

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
6.1 B. Support projects to create safe pedestrian connections to key community destinations, including between downtown Portales and ENMU	Planning/Zoning NMDOT EPCOG	LT
6.2 Celebrate the city's unique identity, highlighting the history and character of place		
6.2 A. Work with local historians and organizations such as the Roosevelt County Historical Museum and the Blackwater Draw Museum to host community days and create educational materials that ties to local historical sites	ENMU Public Infrastructure, Planning/Zoning, SHPO	ST
COMMUNITY FACILITIES		
7. Community facilities meet the needs of Portales residents, ensuring a high quality of life for all citizens		
7.1 Ensure recreational facilities are safe and maintained		
7.1 A. Identify parks that needs upgrades and put park improvements on the City's ICIP	Public Infrastructure	ST
7.1 B. Recruit and train staff for the City pool; host trainings locally	Public Infrastructure	ST
7.1 C. Update recreational facilities including the City pool, City parks, soccer complex, and ballfield	Planning/Zoning Public Infrastructure	LT
7.1 D. Complete new Skate Park	Planning/Zoning Public Infrastructure	IT
7.1 E. Install new playground at Rotary Park now that funding has been secured	Public Infrastructure Human Resources	ST
7.1 F. Add City parks to the City's reuse system to maintain landscaping	Planning/Zoning Public Infrastructure	LT
7.1 G. Adequately staff city facilities and provide training opportunities for staff members to operate and maintain facilities effectively	Public Infrastructure Human Resources	O
7.1 H. Maintain and create more trails	Public Infrastructure Planning/Zoning	LT
7.2 Upgrade essential community facilities		
7.2 A. Renovate essential community facilities including City Library, Cemetery, and Memorial Building	Planning/Zoning Public Infrastructure	LT
7.2 B. Update new City Hall location to fully service staff and functions that are housed there	Planning/Zoning Public Infrastructure	O
7.2 C. Prioritize securing a new animal control facility and resources	Planning/Zoning Police Department Fire Department	ST
7.2 D. Upgrade police and fire facilities and resources	Portales Police Portales Fire/EMS	ST
7.2 E. Seek adequate matching funds to complete improvements to the City pool and aquatic facilities	Planning/Zoning Public Infrastructure	ST
7.3 Continue to support diverse community programming that serves a range of resident needs		
7.3 A. Support the arts through coordination between the City and ENMU	ENMU Public Infrastructure	O
7.3 B. Invest in after-school programs and services for children	Portales Municipal Schools Public Infrastructure	ST
7.3 C. Organize community cleanup days in coordination with open days at the Convenience Center and community events and celebrations; work with local volunteer groups or state initiatives (such as Keep New Mexico Clean and Beautiful) to support the efforts of citizens	Public Infrastructure	ST

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
7.3 D. Encourage more programming at the city library	Portales Public Library	ST
<i>7.4 Partner with Roosevelt County to provide recreational services and events for residents</i>		
8. Portales residents have access to needed services		
<i>8.1 Provide services to support family health and wellness</i>		
8.1 A. Establish accessible health services like women's health and specialty services	Roosevelt General Hospital, RCCDC, La Casa	LT
8.1 B. Invest in accessible and affordable childcare options for parents and guardians	Roosevelt General Hospital, RCCDC	IT
8.1 C. Provide mental health and addiction support services; coordinate with homeless services	Roosevelt General Hospital, RCCDC, La Casa, MHR	LT
<i>8.2 Ensure services and resources are available to homeless population</i>		
8.2 A. Partner with regional shelters to provide emergency housing	Roosevelt County Planning/Zoning	ST
8.2 B. Ensure access to income support services through outreach and advocacy	Planning/Zoning Community Services Center	ST
8.2 C. Provide mental health and addiction support services	Roosevelt General Hospital, La Casa, MHR	ST
TRANSPORTATION		
9. Portales has a safe and well-maintained transportation network		
<i>9.1 Improve and maintain roadways throughout the city</i>		
9.1 A. Develop an Asset Management Plan. Request assistance from RTPO for transportation related projects	Transportation EPCOG NMDOT	IT
9.1 B. Identify and prioritize roadway maintenance projects based upon needs	Public Infrastructure	O
9.1 C. Improve staff recruitment and training, specifically for small roadway projects	Human Resources	ST
9.1 D. Replace road maintenance equipment as needed	Public Infrastructure	LT
9.1 E. Seek funding to maintain roadways through state, county, and federal funding sources	Public Infrastructure Planning/Zoning	O
<i>9.2 Ensure roadways are safe to users</i>		
9.2 A. Conduct roadway safety audits in trouble areas that tend to have high traffic areas and/or high traffic collisions	Public Infrastructure	LT
9.2 B. Maintain traffic control structures (lights, crosswalks, road stripping, lighting, etc.)	Public Infrastructure	O
10. The Portales transportation network adequately serves all transportation modes		
<i>10.1 Support public transportation options</i>		
10.1 A. Replace fleet vehicles as needed	Transportation	O
10.1 B. Seek funding to continue providing public transportation services	Transportation	O
10.1 C. Partner with Eastern University of New Mexico to provide public transportation to students and faculty	Transportation	ST
<i>10.2 Develop more bicycle facilities and trails within the city</i>		
10.2 A. Maintain existing striping and provide more wayfinding facilities on existing bike trail in downtown Portales	Public Infrastructure	O
10.2 B. Maintain multi-use trail surrounding softball complex	Public Infrastructure	ST
10.2 C. Construct new recreational trails in Portales	Public Infrastructure	IT

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
10.2 D. Identify funding for trail projects with assistance from the RTPPO	Public Infrastructure EPCOG	ST
10.3 Maintain pedestrian facilities to create safer walking environments in Portales		
10.3 A. Maintain sidewalks and crosswalks for pedestrians	Public Infrastructure, Planning/Zoning	O
10.3 B. Construct and maintain sidewalks near pedestrian-heavy areas like public schools, city facilities, Downtown Portales, and ENMU campus	Public Infrastructure, Planning/Zoning	LT
10.3 C. Establish a weight limit on certain roadways to make areas safer	Public Infrastructure, NMDOT	LT
10.4 Maintain Portales Municipal Airport		
10.4 A. Advertise airport capabilities to local and regional businesses	Portales Municipal Airport	ST
11. Portales coordinates with regional transportation planning organizations to improve and maintain their transportation network		
11.1 Participate in regional transportation planning efforts with the Eastern Plains Council of Governments and New Mexico Department of Transportation		
11.1 A. Include transportation projects into the Regional Transportation Improvement Program Recommendations (RTIPR) list for potentially federally funded projects	Planning/Zoning EPCOG NMDOT	O
INFRASTRUCTURE		
12. Portales has a safe and adequate water sources to meet current and projected water demands		
12.1 Continue active involvement in the Ute Reservoir Water Commission		
12.1 A. Appoint a voting member to the commission	Planning/Zoning Public Infrastructure	ST
12.1 B. Continue to contribute to the planning, development, and acquisitions involved in the Ute Water Development Project	Planning/Zoning Public Infrastructure	LT
12.2 Monitor water usage and identify water conservation methods to ensure Portales has adequate water		
12.2 A. Analyze water usage and adjust rates as needed	Planning/Zoning Public Utilities	O
12.2 B. Identify unmetered water sources and replace faulty infrastructure to reduce losses	Planning/Zoning Public Utilities County Coop	ST
12.2 C. Identify opportunities to utilize reclaimed water	Planning/Zoning Public Utilities	ST
12.2 D. Upgrade water facilities to reduce pipe breaks and leaks	Planning/Zoning Public Utilities	LT
12.3 Create water conservation education materials for the public		
12.3 A. Work with local businesses to identify water conservation methods in their processes	Planning/Zoning Public Utilities County Coop	ST
12.3 B. Educate residents on water conservation practices, especially in summer months	Planning/Zoning Public Utilities County Coop	O
12.3 C. Work with Roosevelt County Coop officials to encourage water conservation efforts with their members	Planning/Zoning Public Utilities County Coop	ST
12.3 D. Implement proposed rebate incentive for replacement of toilets and washing machines with water-efficient models	Public Utilities Finance Department	MT

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
13. Portales has reliable access to utilities to meet the needs of Portales residents and businesses		
<i>13.1 Develop an Asset Management Plan to assess needs and identify funding sources to upgrade and maintain public utilities infrastructure</i>		
13.1 A. Coordinate with Public Utilities and local utility providers to identify key infrastructure needs and develop a long-range plan to upgrade these facilities	Planning/Zoning Public Utilities	ST
13.1 B. Assess the current condition and value of infrastructure	Planning/Zoning Public Utilities	ST
<i>13.2 Analyze effectiveness of current solid waste network</i>		
13.2 A. Upgrade solid waste disposal methods to reduce delinquent trash	Public Utilities	ST
13.2 B. Host large item pick-up days regularly for the public	Public Utilities	ST
14. Portales has adequate stormwater management facilities to protect life and property during flood events		
<i>14.1 Create a Stormwater Management Strategic Plan to guide stormwater drainage infrastructure development</i>		
14.1 A. Identify key areas to improve drainage to reduce flooding risk and flood damage	Planning/Zoning Public Infrastructure	ST
14.1 B. Coordinate with regional flood management authorities to integrate flood plan	Planning/Zoning	IT
<i>14.2 Provide technical assistance to property owners and developers on flooding risks based upon floodplain maps.</i>		
<i>14.3 Complete accurate floodplain maps with the State of New Mexico</i>		
HAZARD MITIGATION		
15. Portales has adequate policies and infrastructure in place to protect life and property of residents		
<i>15.1 Coordinate with Roosevelt County and surrounding municipalities to prepare for multi-level emergency coordination between agencies.</i>		
15.1 A. Coordinate with Roosevelt County to update the Roosevelt County Emergency Management Plan	Emergency Management Roosevelt County	ST
15.1 B. Maintain cooperative agreements with neighboring municipalities and emergency management organizations	Emergency Management Roosevelt County State of New Mexico Canon Air Force Base Texico Elida	O
<i>15.2 Protect public facilities and make them more resilient to emergencies and disasters</i>		
15.2 A. Install a fixed outdoor warning system for mass alerts	Emergency Management Public Infrastructure	IT
15.2 B. Protect public buildings from storm damage	Emergency Management Public Infrastructure	IT
15.2 C. Implement tree trimming to protect life and property	Emergency Management Public Infrastructure	ST

RECOMMENDATIONS	RESPONSIBLE PARTIES	TIMELINE
15.2 D. Bury powerlines where feasible	Emergency Management Public Infrastructure	IT
15.2 E. Upgrade stormwater drainage systems to meet current engineer standards	Emergency Management Public Infrastructure Planning/Zoning	LT
15.3 Ensure emergency response personnel are properly equipped to respond to emergencies effectively		
15.3 A. Advocate for pay raises for EMT and emergency response personnel	Human Resources Finance Department	ST
15.3 B. Upgrade and replace equipment for police, EMT, and fire departments	Police Department Fire Department	IT
15.3 C. Build a new police station that fits the needs of the community	Planning/Zoning Police Department	LT
15.3 D. Ensure communication equipment is well maintained	Emergency Management, IT, Police Department Fire Department	O
15.4 Invest in infrastructure to become a more drought resistant community		
15.4 A. Conduct feasibility study to install gray water systems for public irrigation systems	Planning & Zoning Public Utilities	LT
16. Community members are educated in hazard mitigation measures and disaster response methods		
16.1 Encourage the public to create an emergency response plan and emergency preparedness kits		
16.2 Educate the public on what to do during floods and which roadways to avoid during advisories		
16.2 A. Coordinate with Portales Public Schools to provide flood education information to students and their families.	Emergency Management Portales Municipal Schools	ST
16.2 B. Install signage along flood-prone roadways.	Public Infrastructure	ST
16.3 Establish a city-wide emergency alert system using multiple media modes		
16.4 Encourage residents to participate in the Community Rating System (CRS) program to receive flood insurance premium discounts		
16.4 A. Provide technical assistance to property owners who want to apply protect their property from flooding	Planning/Zoning Emergency Management	ST



APPENDICES

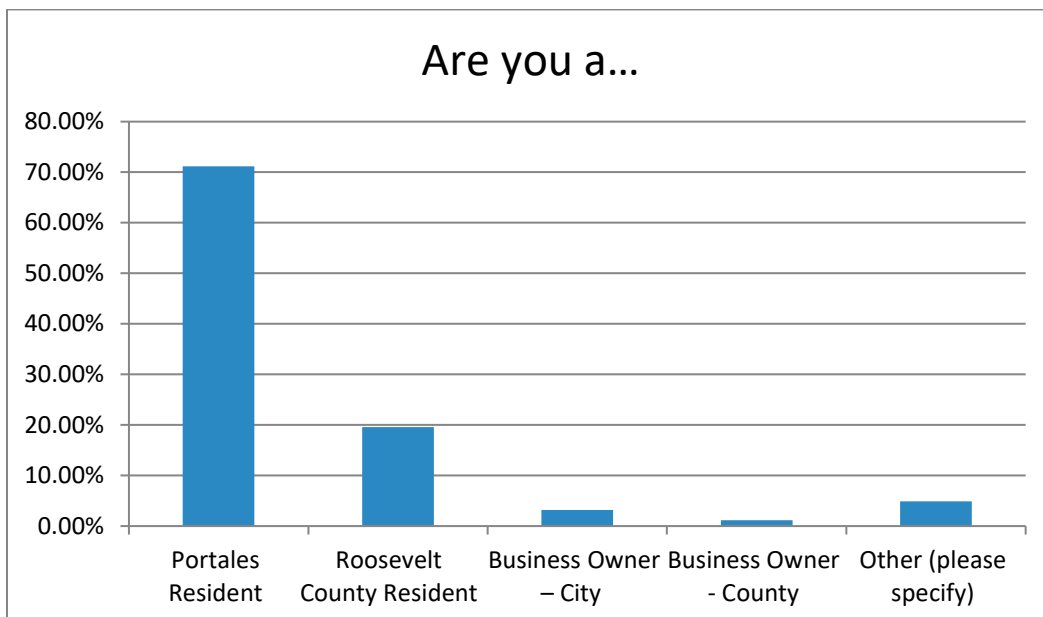
APPENDIX A: SURVEY RESULTS REPORT

INTRODUCTION

Sites Southwest, in partnership with the City of Portales, conducted a community survey to determine goals and priorities for the 2023 comprehensive plan update. The survey consisted of twenty-one questions. Eleven questions were multiple choice, five questions were ranked, and the remaining five questions were open-ended questions. The survey was open from December 6, 2022, to December 30, 2022. Flyers inviting participation were posted throughout the City and an eblast was shared with City staff and key stakeholders for distribution. Survey questions were translated into Spanish, as well as English. In total, the survey received 347 responses—a 2.9 percent response rate.

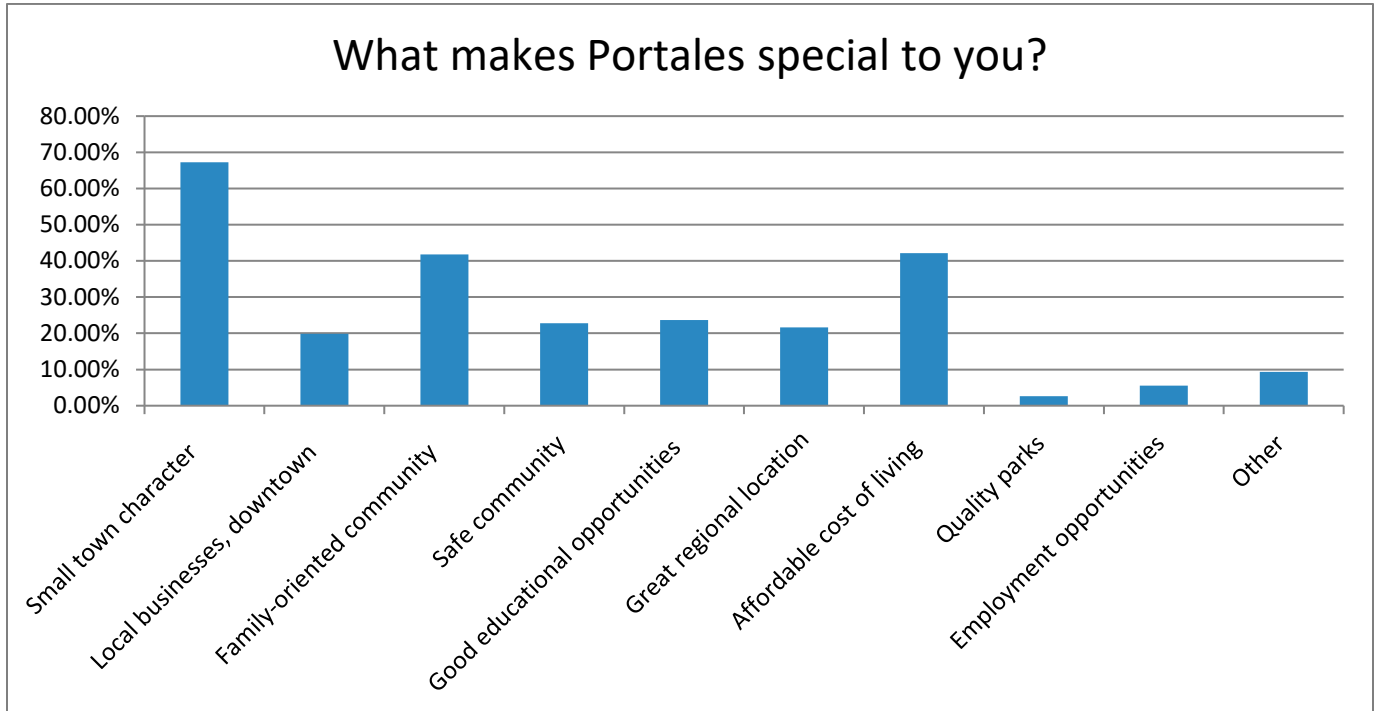
The survey questions were developed based on input from staff and community members during a site visit held September 13 and 14. Questions posed a variety of subjects that were relevant to the comprehensive plan elements, including businesses, parks and recreation, and senior services.

QUESTION 1



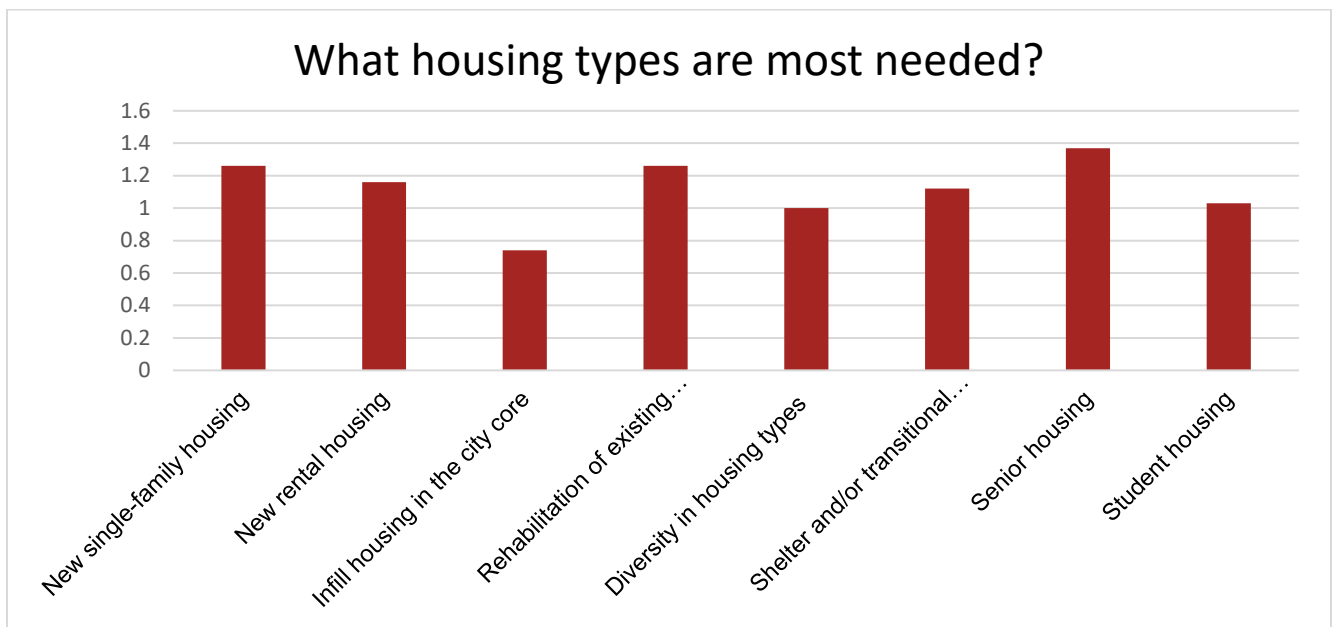
All 347 respondents answered this question. For those who responded “Other,” some qualified that they live in Portales part-time or work in the City, but live elsewhere.

QUESTION 2



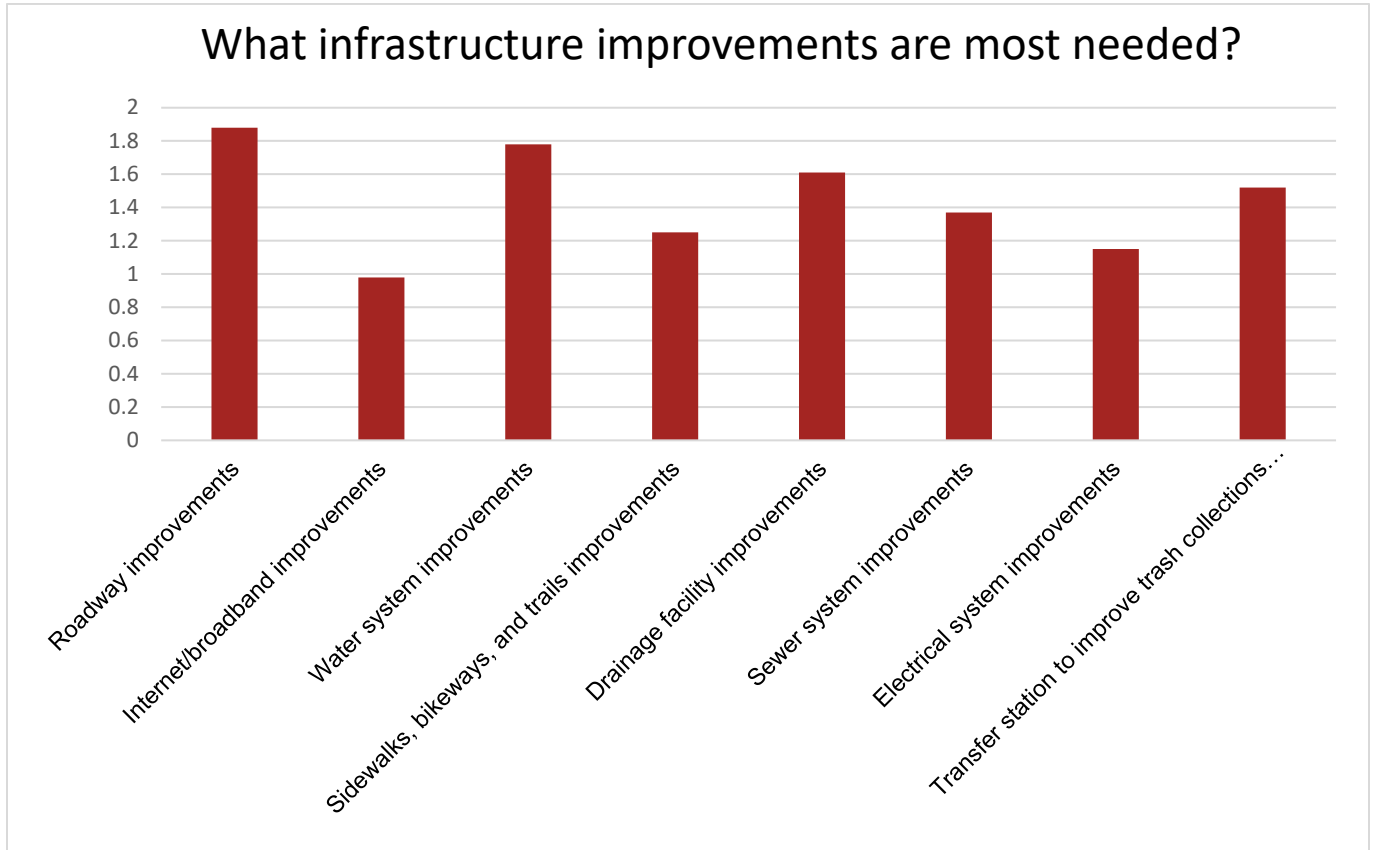
342 respondents answered this question, with many respondents emphasizing the family-friendly nature of the community and the value of living close to family.

QUESTION 3



292 people responded to this question. For the open-ended responses, people reiterated the need for Senior Housing, new single-family housing, and the rehabilitation of existing homes.

QUESTION 4



294 people responded to this question, with most of the open-ended responses emphasizing the need for local road maintenance and improvement, as well as improved collection and management of trash, particularly in city alleys.

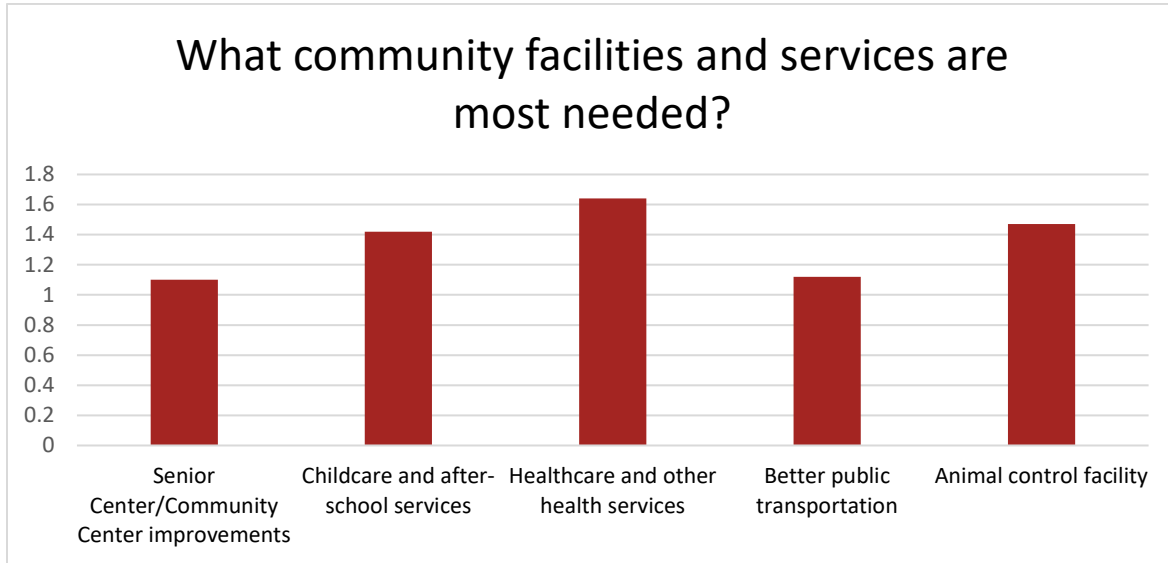
QUESTION 5

Are there any specific projects, properties or areas that need improvement?

This question was open-ended and had 146 unique responses. These contained a range of ideas, but they could be identified around the following common themes:

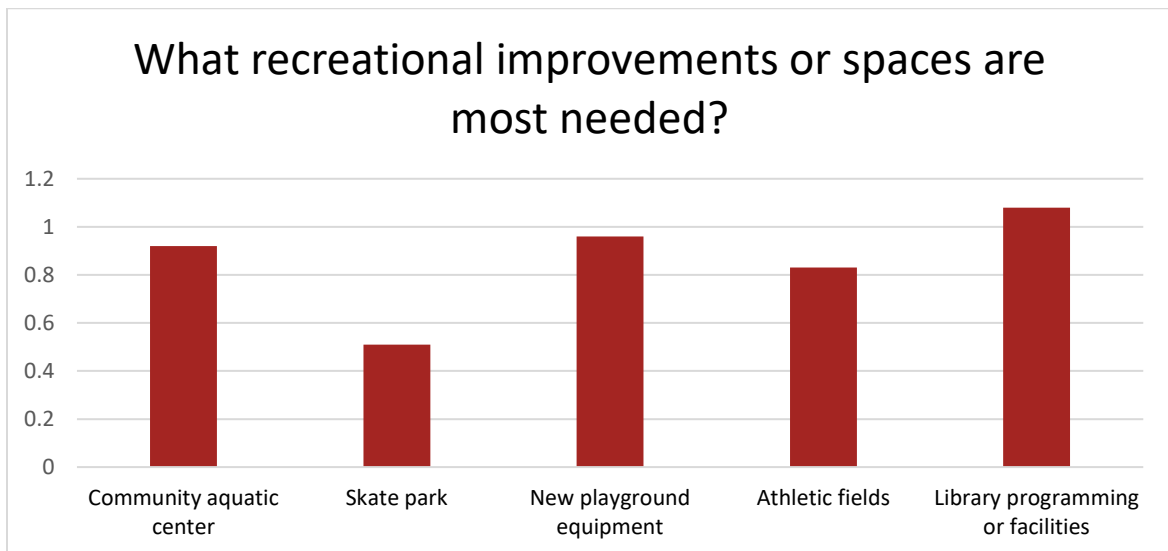
THEME	# Responses
Repair Street and Drainage	63
Trash and Property Maintenance	45
Recreation and Park Amenities	16
Stray Animals/Animal Shelter	13
Water System	10
Housing	6
Homeless/Health Services	5
Entertainment Venues and Events	4
Public Safety	5

QUESTION 6



For most needed community facilities and services, respondents reinforced the need for more healthcare and health service options, followed closely in importance by an animal control facility and childcare/after-school services.

QUESTION 7



Most needed recreational improvements are improvements to the library and community aquatic center and new playground equipment.

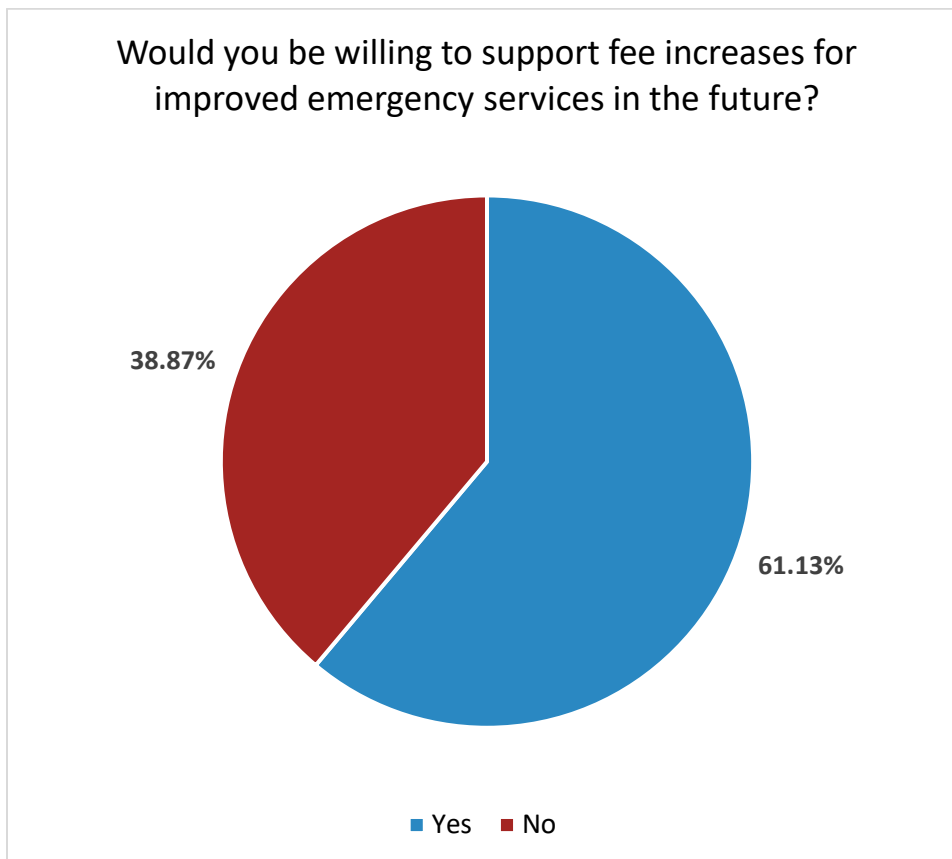
QUESTION 8

Are there specific community projects that you would like to see happen?

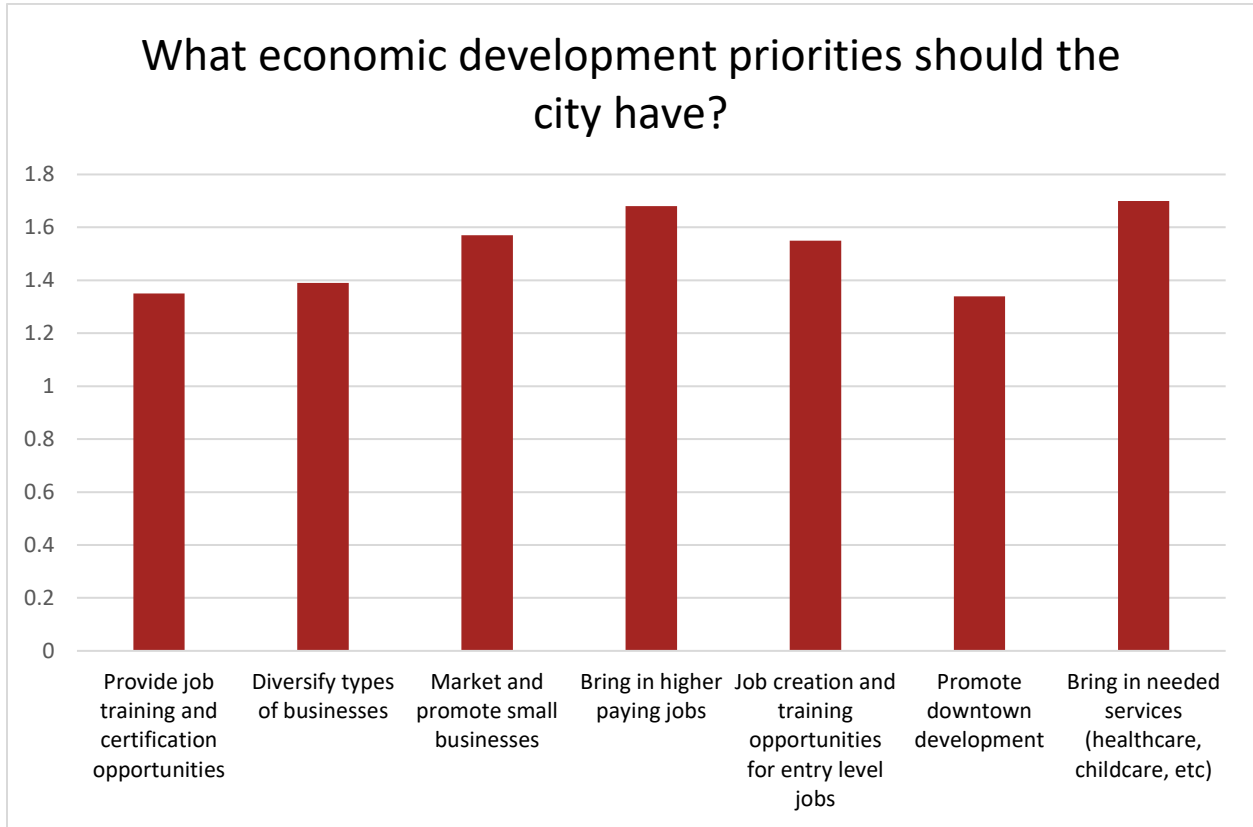
PROJECT THEMES	# Responses
Family-friendly/Teen Places	22
Improve/New Recreation Facilities	21
Trash and Property Maintenance	14
More Police/EMS/Fire Resources	9
Road Improvements	9
Health/Senior Services	6
Animal Shelter	5
Homeless/Addiction Services	5
Arts Venues & Programming	4
Building Rehabilitation	3

There were several unique ideas from respondents (103 total responses) for this open-ended question. Overwhelmingly, folks wanted to see more amenities, facilities and programs that were geared toward recreation, children and teens.

QUESTION 9

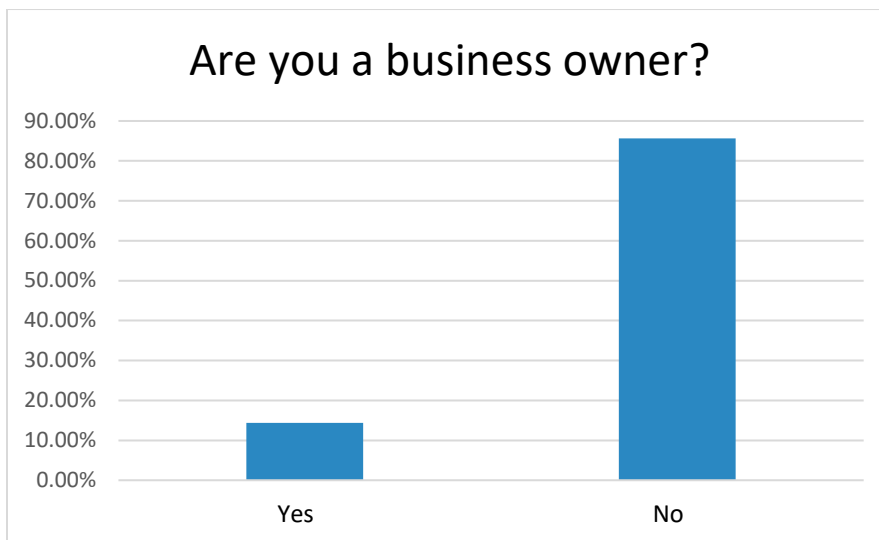


QUESTION 10



For this question, respondents prioritized bringing in needed services (specialty healthcare, childcare, etc.) and higher paying jobs. These were followed closely by job creation and training, in general, as well as marketing and promoting small businesses.

QUESTION 11



QUESTION 12

If yes, what types of assistance would be most helpful (i.e., access to financing, low interest loans, shop local promotions, job training assistance, improvements to public infrastructure, job fairs, business incubator)?

This question was geared toward business owners which, according to Question 11, comprised about 14 percent of survey respondents. There were 34 unique responses, several which focused on more **marketing and shop local promotions**. Several people also mentioned the importance of **job fairs and training** for employees. **Streamlining the start-up/approval process** was also mentioned a few times. Finally, a few respondents mentioned **infrastructure and road improvements**, specifically.

QUESTION 13

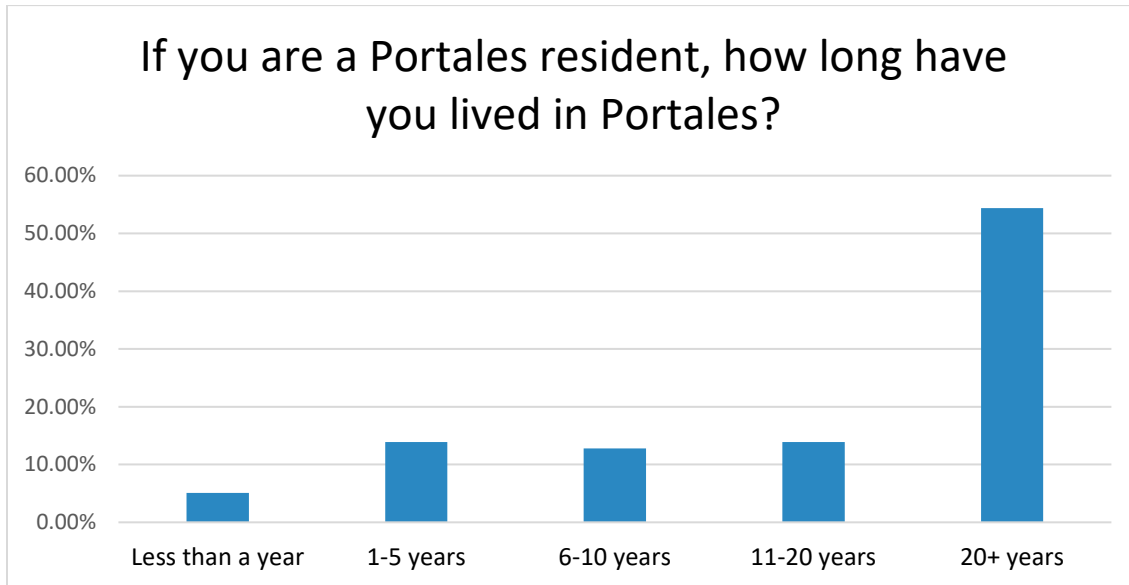
What else do you want us to know about Portales? What do you think is special about your city or what would you most like to change?

Comments	# Responses
Road Improvements	19
Public Safety	13
Town Beautification	12
Vacant Properties/Code Enforcement	11
Animal Control	9
Water/Sewer/Drainage Improvements	9
Entertainment and Recreation	7
Trash/Solid Waste/Recycling Services	6
Homeless Services	5
More Businesses and jobs	5

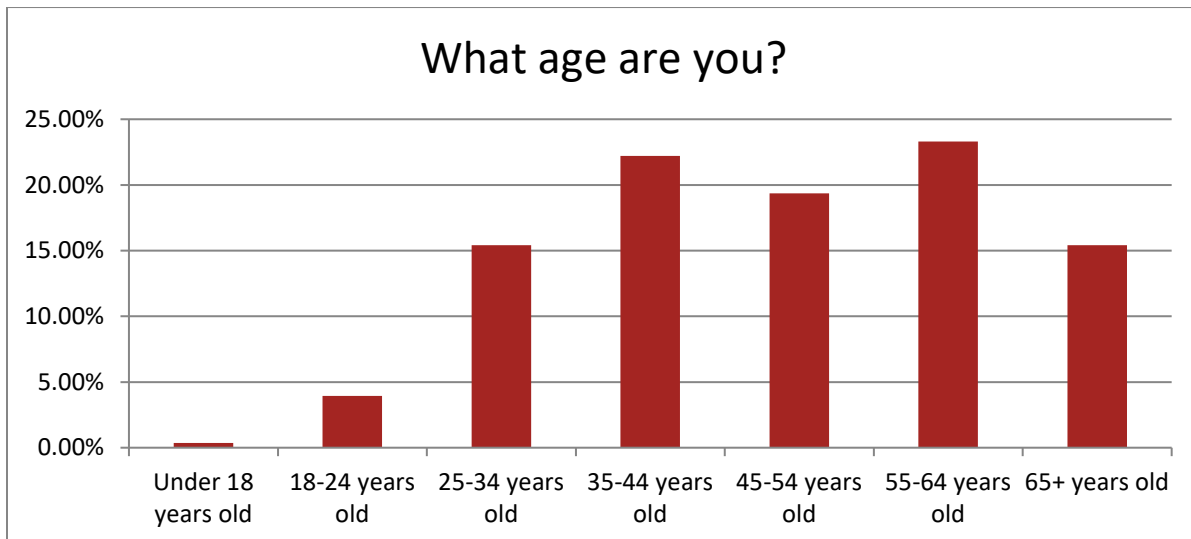
There were 129 unique responses to this question with ideas and comments ranging from road improvements to vacant properties and code enforcement, overall town beautification and animal control. Several responses also dealt with issues related to water, sewer and trash services, better infrastructure for drainage, public safety, and homeless and addiction treatment services.

DEMOGRAPHIC QUESTIONS

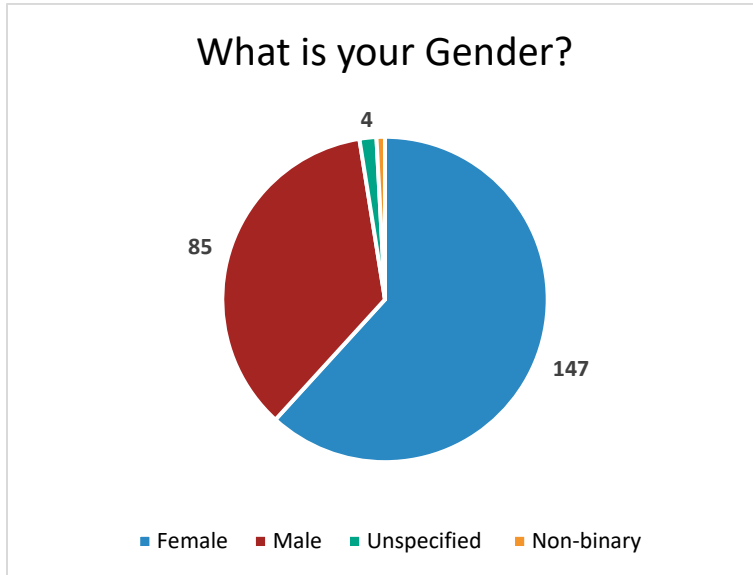
QUESTION 14



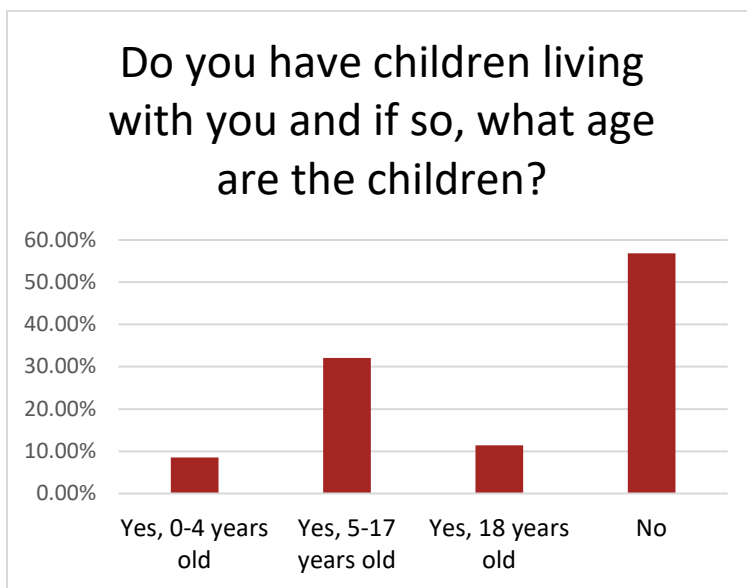
QUESTION 15



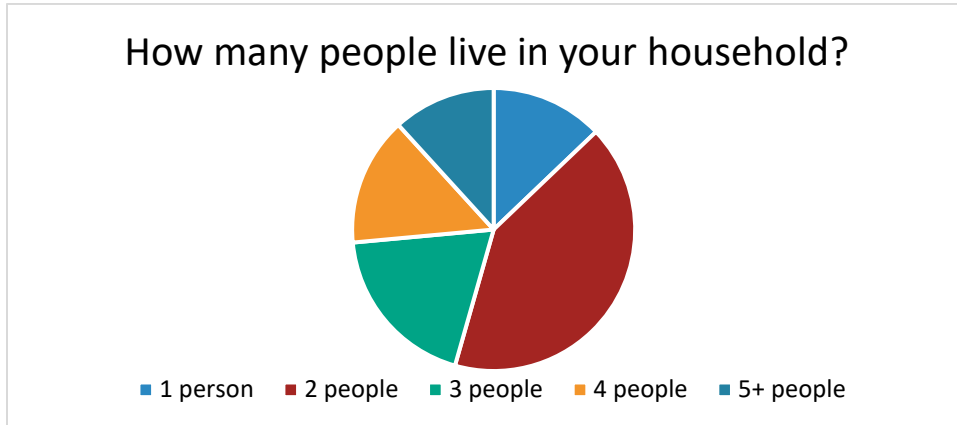
QUESTION 16



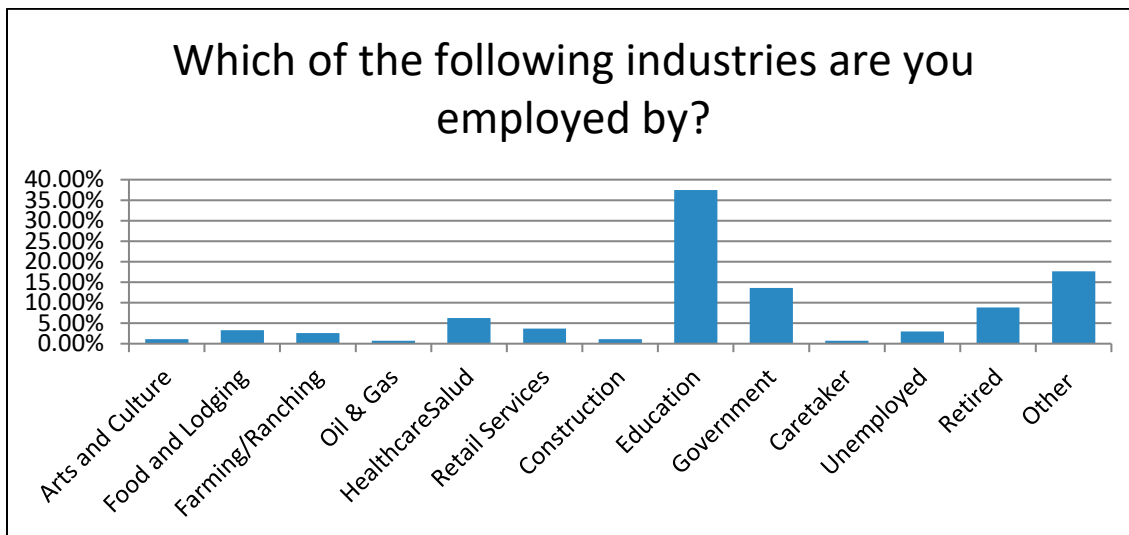
QUESTION 17



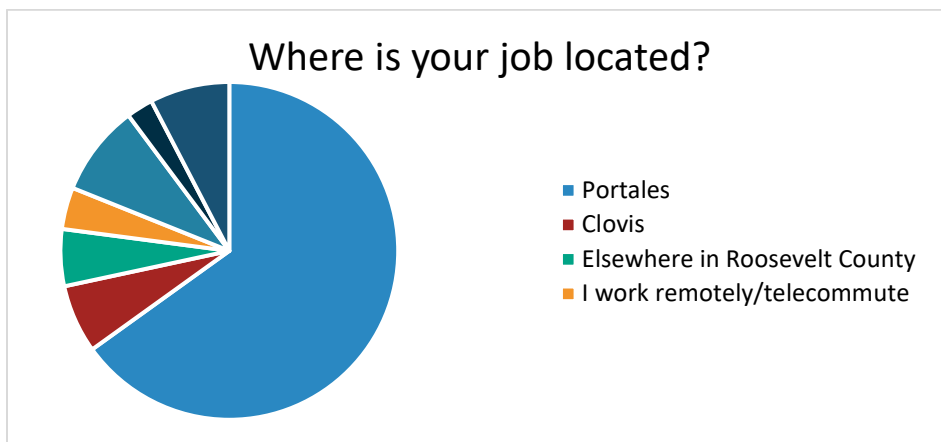
QUESTION 18



QUESTION 19



QUESTION 20



APPENDIX B. CITY OF PORTALES LOCAL ECONOMIC DEVELOPMENT ACT ORDINANCE

ARTICLE II. ECONOMIC DEVELOPMENT⁷

DIVISION 1. GENERALLY⁸

Sec. 10.5-21. Findings.

It is the purpose of this article to implement the New Mexico Local Economic Development Act, section 5-10-1 et seq., N.M.S.A. 2013, as amended and the 1994 constitutional amendment to Article 9, Section 14, of the Constitution of New Mexico to allow public support of economic development to foster, promote and enhance local economic development efforts as defined herein while continuing to protect against the unauthorized use of public money and other public resources. This Act also allows municipalities and counties to enter into joint powers agreements to plan and support regional economic development projects.

(Ord. No. 646, § 1, 12-2-03; Ord. No. 710, § 1, 2-4-14)

Sec. 10.5-22. Definitions.

As used in the Local Economic Development Act:

Arts and cultural district means a developed district of public and private uses that is created pursuant to the Arts and Cultural District Act (sections 15-5A-1 through 15-5A-7 N.M.S.A. 1978).

Cultural facility means a facility that is owned by the state, a county, a municipality or a qualifying entity that serves the public through preserving, educating and promoting the arts and culture of a particular locale, including theaters, museums, libraries, galleries, cultural compounds, educational organizations, performing arts venues and organizations, fine arts organizations, studios and media laboratories and live-work housing facilities.

Department means the economic development department.

Economic development project or project means the provision of direct or indirect assistance to a qualifying entity by a local or regional government and includes the purchase, lease, grant, construction, reconstruction, improvement or other acquisition or conveyance of land, buildings or other infrastructure; public works improvements essential to the location or expansion of a qualifying entity; payments for professional services contracts necessary for local or regional governments to implement a plan or project; the provision of direct loans or grants for land, buildings or infrastructure; technical assistance to cultural facilities; loan guarantees securing the cost of land, buildings or infrastructure in an amount not to exceed the revenue that may be derived from the municipal infrastructure gross receipts tax or the county infrastructure gross receipts tax; grants for public works infrastructure improvements essential to the location or expansion of a qualifying entity; grants or subsidies to

⁷Editor's note(s)—Ord. No. 612, §§ 1—12, and Ord. No. 613, §§ 1—9, both adopted Sept. 15, 1998, did not specifically amend this Code; hence, inclusion of their provisions as Div. 1, §§ 10.5-21—10.5-32, and Div. 2, §§ 10.5-51—10.5-59, respectively, was at the discretion of the editor.

⁸Editor's note(s)—Ord. No. 646, adopted Dec. 2, 2003, repealed the former Div. 1, §§ 10.5-21—10.5-33, and enacted a new Div. 1 as set out herein. The former Div. 1 pertained to similar subject matter and derived from Ord. No. 612, §§ 1—12, adopted Sept. 15, 1998.

cultural facilities; purchase of land for a publicly held industrial park or a publicly owned cultural facility; and the construction of a building for use by a qualifying entity.

Governing body means the city council, city commission or board of trustees of a municipality or the board of county commissioners of a county.

Local government means a municipality or county.

Municipality means an incorporated city, town or village.

Person means an individual, corporation, association, partnership or other legal entity.

Qualifying entity means a corporation, limited liability company, partnership, joint venture, syndicate, association or other person that is one (1) or a combination of two (2) or more of the following:

- (1) An industry for the manufacturing, processing or assembling of agricultural or manufactured products;
- (2) A commercial enterprise for storing, warehousing, distributing or selling products of agriculture, mining or industry, but, other than as provided in subsection (5) or (6) below, not including any enterprise for sale of goods or commodities at retail or for distribution to the public of electricity, gas, water or telephone or other services commonly classified as public utilities;
- (3) A business in which all or part of the activities of the business involves the supplying of services to the general public or to governmental agencies or to a specific industry or customer, but, other than as provided in subsection (5) below, not including businesses primarily engaged in the sale of goods or commodities at retail;
- (4) An Indian nation, tribe or pueblo or a federally chartered tribal corporation;
- (5) A telecommunications sales enterprise that makes the majority of its sales to persons outside New Mexico;
- (6) A facility for the direct sales by growers of agricultural products, commonly known as farmers' markets; or
- (7) A business that is the developer of a metropolitan redevelopment project.
- (8) Arts and cultural districts and cultural facilities or retail business.

Regional government means any combination of municipalities and counties that enter into a joint powers agreement to provide for economic development projects pursuant to a plan adopted by all parties to the joint powers agreement.

Retail business means a business that is primarily engaged in the sale of goods or commodities at retail and that is located in a municipality with a population of ten thousand (10,000) or less.

(Ord. No. 646, § 2, 12-2-03; Ord. No. 710, § II, 2-4-14; Ord. No. 737, 1-22-19)

Sec. 10.5-23. Economic development goals, strategies and priorities.

The goals, strategies and priorities in the Portales/Roosevelt County Economic Development Plan were developed from public input in numerous economic development planning processes. This economic development plan is based on the Portales/Roosevelt County Community Development Corporation Plan of Work; the Strategic Plan for Existing Business Retention and Expansion in Portales/Roosevelt County; the Portales/Roosevelt County, Clovis/Curry County Strategic Plan for Empowerment Zone/Enterprise Community; and the City of Portales Strategic Plan. It is understood that these plans may be amended and/or modified from time to time and this division is adopted to provide a flexible method of incorporating these plans and ideas into the overall economic development for the City of Portales.

-
- (1) Goal: Work with existing businesses to improve the general business climate in order that they may be successful in retaining employees and creating new jobs through expansion.
 - a. Strategies (short-term).
 1. Demonstrate regional support of local businesses;
 2. Develop a detailed database about local establishments;
 3. Address short-term local business needs and problems.
 - b. Strategies (long-term).
 1. Retain and increase local employment base by increasing the competitiveness of local establishments;
 2. Develop a strategic plan for future economic development;
 3. Continue local business retention and expansion program efforts;
 4. Continue communities in transition efforts;
 5. Continue Portales MainStreet Activities;
 6. Identify expansion opportunities that bring new jobs to Roosevelt County.
 - (2) Goal: Recruit business and industry to expand the local economy and increase employment.
 - a. Strategies.
 1. Target marketing efforts to prospective entities that complement and diversify existing businesses, including but not limited to agriculture, arts and cultural purposes, cultural facilities or retail businesses, railroad and military installation industries;
 2. Market industrial sites at Portales Airport Industrial Park;
 3. Recruit alumni from local and county schools to return to Portales/Roosevelt County to pursue business opportunities while enjoying the excellent quality of life.
 - (3) Goal: Develop adequate infrastructure for growth and development.
 - a. Strategies.
 1. Form public-private partnerships to plan and develop the Airport Industrial Park with prior environment department approval for a variety of light to moderately heavy manufacturing industries, including food processing and industries to supply goods to local industries;
 2. Continue to improve and develop area highways, streets and roads;
 3. Improve commercial air service to Portales/Clovis area;
 4. Maintain and improve waste water treatment capacity and solid waste disposal.
 - (4) Goal: Enhance the quality of life for Portales citizens by attracting recreational businesses and activities to the community.
 - a. Strategies (short-term).
 1. Target marketing efforts to identify prospective entities that own and operate multi-screen movie theatres, which may find Portales to be an attractive venue to construct and open a multi-screen theater.
 2. Target marketing efforts to identify prospective entities that own and operate entertainment/recreational venues, including but not limited to, bingo, bowling, laser tag,

miniature golf, or other recreational venues including brew pubs or restaurants, to create and operate such entertainment/recreational venue within the current City of Portales Recreational facility located at 18th Street and Avenue I, or at other locations within the City of Portales so as to enhance citizens quality of life.

3. Develop a community strategy to attract a multi-screen movie theater to Portales within twelve (12) months.
 4. Hold community forums to discuss the public's willingness to commit gross receipts funds to such purposes, and to discuss other public recreational wants and desires.
 5. Identify all funding sources, including LEDA funds, municipal gross receipt taxes, state economic development funds or other sources which might be used in financing the start-up of any such businesses.
- b. Strategies (long-term).
1. Form public-private partnerships to plan and develop a family oriented recreational center, which may include a movie theater, bowling alley, arcade, and/or similar recreational venues, as to be determined from community input and comment.
 2. Implement long-range plan to address economic leakage, due to the lack of particular recreational activities (or other quality of life activities), within the community.
- (5) Goal: To develop plan to create workforce, mixed use, commercial or affordable housing within the downtown and MainStreet areas.
- a. Strategies (short-term).
1. Solicit, locate, and assist developers of metropolitan redevelopment projects, within the downtown and MainStreet areas of the city;
 2. Develop a strategy to revitalize the buildings formerly known as the Portales Inn, the Tower Twin Theaters, and other business and residential or mixed use venues within the downtown and MainStreet areas of the city;
 3. Hold community forums, or public hearings, to discuss the public's willingness to vote for the approval of the use of gross receipts taxes, or other local funding to be used for such purposes, and receive citizen input;
 4. Identify all funding sources, including statutory bonds, grants, state, or private partnership funding or other sources which may be used in financing such projects, and identify and enact all ordinances as allowed by law to procure such bonds, grants or funding.
- b. Strategies (long-term).
1. Solicit a developer to rehabilitate the Portales Inn and adjacent areas for use in workforce, mixed use, commercial or for affordable housing and allow such project to be classified as an economic development project;
 2. Develop a policy to identify and monitor the closure of businesses within the downtown and MainStreet areas, and establish a committee to focus on locating funding in assisting developers in reopening such venues as well as to identify residential areas within three (3) blocks of the downtown or MainStreet areas which have become blighted.
- (6) Goal: To develop and/or build recreational and athletic venues to assist with all of the prior goals set forth herein and specifically to enhance the quality of life of Portales citizens, address the social goals as may be established from time to time by the Portales City Council, retain and lead to economic development in the City of Portales.

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- a. Strategies (short-term).
 1. Work with Eastern New Mexico University for the development and construction of a multi-sport stadium to be built and constructed on property owned by Eastern New Mexico University, within the Portales city limits for daytime and evening sporting events, including but not limited to football, track and soccer, for use by Eastern New Mexico University and Portales High School;
 2. Develop an area-wide plan with Roosevelt County, Eastern New Mexico University and other agencies to assist in the development and construction of said multi-sport stadium and improve and develop the surrounding properties;
 3. To work and develop a plan with the Portales Chamber of Commerce, the Roosevelt County Economic Development Board and other entities, state and local, for the expansion of business opportunities in the general geographic area surrounding the new stadium.
 - b. Strategies (long-term).
 1. Form public-private partnerships to develop additional recreational/athletic areas in the City of Portales to provide the youth of Portales with recreational venues to promote the importance of individual wellbeing, to cut down on juvenile delinquency and crime and help foster;
 2. Improve the existing parks and recreations in the City of Portales and enhance the continued use thereof by all means available, including but not limited to watering and maintaining the same with reclaimed waste water from the City of Portales' Water Treatment Facility;
 3. Use of drought resistance and low water trees, plants and vegetation.

(Ord. No. 646, § 3, 12-2-03; Ord. No. 696, § 1, 10-4-11; Ord. No. 710, § III, 2-4-14; Ord. No. 717, §§ 1, 2, 5-3-16; Ord. No. 737, 1-22-19)

Sec. 10.5-24. Targeted businesses and industry.

The economy of Portales and Roosevelt County is supported by small businesses, agriculture, military industries and a strong technological infrastructure, economic development efforts are focused on enhancing citizens' quality of life by focusing upon new or expanding businesses, (including recreational activities), including arts and cultural purposes, cultural facilities or retail businesses, and/or industries which enhance these sectors, and other light to moderately heavy industry, to diversify the Portales/Roosevelt County economy.

(Ord. No. 646, § 4, 12-2-03; Ord. No. 696, § 2, 10-4-11; Ord. No. 710, § IV, 2-4-14; Ord. No. 737, 1-22-19)

Sec. 10.5-25. Criteria to determine eligibility for aid.

Applicants for aid through this article must be a qualifying entity as defined hereinabove.

(Ord. No. 646, § 5, 12-2-03; Ord. No. 710, § V, 2-4-14)

Sec. 10.5-26. Information required to be submitted by applicant.

- (a) [*Cost benefit analysis.*] All applicants for economic development projects requesting economic assistance from the city shall submit a cost benefit analysis. Preparing a cost benefit analysis shall be the responsibility of the applicant. The city retains the right to specify a format and methodology for the cost-benefit analysis.

The city council shall review and approve the methodology used. The source and rationale for any multiplier effects shall be identified. The cost-benefit analysis shall show that the city will recoup the value of its donation within a period of ten (10) years. The analysis shall address the following:

- (1) The number and types of job to be created, both temporary construction jobs and permanent jobs (by New Mexico Department of Labor job category);
 - (2) Pay scale of job;
 - (3) Determination of which jobs are expected to be filled locally and which will be filled by transfers from other facilities or recruited from outside the Portales/Roosevelt County area;
 - (4) Total pay out expected at start-up and after one (1) year;
 - (5) Anticipated impact on local tax base; and
 - (6) Anticipated impact on local school systems.
 - (7) The city may consider both a revised cost benefit analysis format, and methodology, when considering an application which relates primarily to a family oriented recreational business or activity designed to enhance the citizens' quality of life, in providing recreational outlets and activities.
 - (8) The city may take the anticipated impact such business will have in reducing the "economic leakage" of monies spent by citizens on similar recreational activities in other communities, into account as a positive value/or multiplier, to be used in calculating the dollars which must be recouped in the city, as a result of such donation.
 - (9) Anticipated impact on local economic growth.
 - (10) Anticipated impact on previously established social, recreational and economic goals.
 - (11) City may consider both a revised cost benefit analysis format, and methodology, when considering an application which relates primarily to a metropolitan redeveloper.
 - (12) Cost benefit analysis demonstrating why providing direct or indirect economic development assistance would further the goals of:
 - a. Creating workforce, mixed use or affordable housing.
 - b. Revitalizing or redeveloping vacant or abandoned buildings within the downtown or MainStreet areas of the City of Portales.
- (b) *Determine that applicant is financially solvent and committed to the community.* The Portales Economic Development Finance Review Committee, as created by Ordinance No. 647 and as may be subsequently amended, (herein the review committee), will receive and evaluate proposals.

The qualifying entity shall submit a written application in the format established by the review committee. The application shall be accompanied by an application fee, in an amount to be established from time to time by resolution by the city council. Proceeds from the application fees will be deposited with the city treasurer in a special account, which shall be used solely for purposes of funding the activities of the review committee, and which are hereby earmarked by that purpose. In no event shall any part of any application fee be refundable to the applicant, regardless of the cost of processing the application.

All applicants for economic development projects requesting economic assistance from the city shall clearly demonstrate the benefits, which will accrue to Portales as a result of the donation of public resources. The City of Portales has considerable flexibility in determining what is considered as adequate benefits. The benefits claimed of any proposal will receive careful scrutiny. However, it is the intent of this division to be flexible in the evaluation of these benefits, and to recognize the qualitative as well as quantitative impact of each proposal.

(Ord. No. 646, § 6, 12-2-03; Ord. No. 696, § 3, 10-4-11; Ord. No. 710, § VI, 2-4-14)

Sec. 10.5-27. Procedure to verify application information.

Upon receipt by the review committee of an application for municipal assistance completed in a manner satisfactory to it, the review committee shall forthwith commence an investigation of the applicant and of the matters contained in the application, which shall include an investigation of at least the following factors:

- (1) Determine whether the project conforms to the Portales Economic Development Plan and can be lawfully instituted, constructed or operated with the municipal assistance proposed in the application;
- (2) Determine the financial and management ability of the applicant (and if the applicant is a subsidiary, the parent firm), and its ability to perform the duties which will be imposed upon the applicant as a result of the application;
- (3) Evaluate the financial feasibility of the project;
- (4) Verify the fact that the project will serve the public benefit of the citizens of the City of Portales, by providing its citizens with job opportunities and/or with a source of additional income;
- (5) Determine whether the project will be capable of achieving those purposes stated in the application; and
- (6) Develop any other information the review committee or city council deems necessary for a full review of the economic development project application.

Upon completion of its investigation, the review committee shall formulate a written report concerning the application which it shall submit to the city council. The written report shall summarize the findings of the review committee and shall conclude with a recommendation to the city council. The decision to fund the proposed project shall be made solely by the city council.

(Ord. No. 646, § 7, 12-2-03)

Sec. 10.5-28. Public safeguard.

- (a) All economic development projects receiving assistance from the city shall be subject to an annual performance review conducted by the City of Portales. This review shall evaluate whether the project is attaining the goals and objectives set forth in the project participation agreement. This review shall be presented to the city council for its consideration. The city council at a public hearing may terminate assistance to the economic development project by provisions set forth in the agreement, which terminates the agreement and specifies the disposition of all assets and obligations of the project.
- (b) City shall retain a security interest, which shall be specific in the project participation agreement. The type of security given shall depend upon the nature of the economic development project and assistance provided by the City of Portales. Types of security may include, but are not limited to: 1) letter of credit in the city's name; 2) performance bond equal to the city's contribution; 3) a mortgage or lien on the property or equipment; 4) prorated reimbursement of donation if entity reduces work force or leaves the community before the term agreed to; and (5) any other security agreeable to by both parties.
- (c) Should a qualifying entity move, sell, lease or transfer a majority interest in the economic development project before the expiration of the project participation agreement, the city retains the right to deny any and all assignments, sales, leases or transfers of any interest in the economic development project until adequate assurances are made that the transferee, assignee or lessee is a qualifying entity and that the terms of the agreement will be satisfied by the transferee, assignee or lessee. At its discretion, the City of Portales may chose to deny said assignment, lease or transfer or may negotiate a new agreement with the operator, or the city may reclaim the facility and enter into an agreement with the new qualifying entity. A

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schedule for project development and completion, including measurable goals and the time limits for those goals

- (d) Any qualifying entity seeking assistance from public resources shall commit to operate in accordance with its project participation agreement for a minimum of ten (10) years from the date the agreement is signed and passed by the city council.

(Ord. No. 646, § 8, 12-2-03)

Sec. 10.5-29. The project participation agreement.

Upon approval by the Portales City Council, the qualifying entity shall prepare with the city a project participation agreement. This agreement is the formal document, which states the contribution and obligation of all parties in the economic development project. The agreement must state the following items:

- (1) The economic development goals of the project;
- (2) The contributions to be made by each party;
- (3) The specific measurable objective upon which the performance review will be based. A schedule for project development and completion, including goal attainment;
- (4) Provisions for performance review and actions to be taken upon a determination that project performance is unsatisfactory including procedures by which a project may be terminated and the city's investment recovered;
- (5) Specific procedures to determine success and methods for recouping investment in the event an economic development project is determined to be unsuccessful, or if a qualifying entity seeks to leave the area;
- (6) The time period for which the city shall retain an interest in the project. Each project agreement shall have a "sunset" clause after which the city shall relinquish in an oversight of the project.

(Ord. No. 646, § 9, 12-2-03)

Sec. 10.5-30. Project revenues.

City of Portales revenues dedicated or pledged for funding or financing of economic development projects under this article shall be deposited in a separate account. Separate accounts shall be established for each separate project. Money in the special account shall be expended only for economic development project purposes, which may include the payment of necessary professional services contracts.

(Ord. No. 646, § 10, 12-2-03; Ord. No. 710, § VII, 2-4-14)

Sec. 10.5-31. Other revenue sources.

If revenue sources other than those of the City of Portales are used to support an economic development project, the source and amount of any such funding must be disclosed.

(Ord. No. 646, § 11, 12-2-03)

Sec. 10.5-32. City resources available.

The City of Portales may offer direct or indirect assistance to qualifying businesses, including but not limited to all forms of assistance allowed under this division and any other legally permissible forms of assistance, including but not limited to:

- (1) Land the city is willing to lease, sell or grant;
- (2) Buildings the city is willing to lease, sell or grant;
- (3) Infrastructure the city is willing to build, extend or expand;
- (4) Financial resources available.
 - a. Industrial revenue bonds;
 - b. Local Economic Development Act;
 - c. Development Incentive Act.

(Ord. No. 646, § 12, 12-2-03)

Sec. 10.5-33. Minimum benefit required from a qualified entity.

The city may require any one (1) or combination of two (2) or more of the following criteria as a minimum benefit from a qualifying entity in order to provide economic development assistance.

- (1) Number and type of jobs created;
- (2) Proposed payroll;
- (3) Repayment of loans, if any;
- (4) Purchase by the qualifying basic business of city-provided land, buildings or infrastructure;
- (5) Public-to-private investment ratio. The amount of the private dollars invested in a project must be at least twice the amount public dollars invested in the economic development project;
- (6) Direct local tax base expansion.
- (7) The demonstrable reduction of economic leakage to other communities, which results from the creation of local recreational businesses which are shown to assist in keeping local dollars spent, and circulated, locally.
- (8) Projects which would result in amelioration and restoration of blighted areas and/or which redevelop vacant or abandoned buildings and/or create workforce, mixed use or affordable housing within the downtown or MainStreet areas of the City of Portales.
- (9) Projects which would result in the overall benefit to the City of Portales by the development of recreational/athletic areas as the same may apply to quality of life issues, economic development, and/or economic spinoff from the construction of the same.

(Ord. No. 646, § 13, 12-2-03; Ord. No. 696, § 4, 10-4-11; Ord. No. 710, § VIII, 2-4-14)

Sec. 10.5-34. Project participation agreement; duties and requirements.

- (a) Prior to funding, any qualifying entity shall enter into a written agreement with the City of Portales. Said agreement shall include a substantive contribution from the quality [qualifying] entity for each economic

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development project. Public support provided for an economic development project shall be in exchange for a substantive contribution from the qualifying entity. The contribution shall be of value and may be paid in money, in-kind services, jobs, expanded tax base, property, or other things or service of value for the expansion of the Portales economy.

- (b) A qualifying entity shall provide security to the City of Portales and/or any other New Mexico governmental entity providing public support for the economic development project. The security shall secure the qualifying entity's obligations based on terms stated in the project participation agreement and shall reflect the amount of public support provided to the qualifying entity and the substantive contribution expected from the qualifying entity.
- (c) If a qualifying entity fails to perform its substantive contributions, the City of Portales shall enforce the project participation agreement to recover that portion of the public support for which the qualifying entity failed to provide a substantive contribution. The recovery shall be proportional to the failed performance of the substantive contribution and shall take into account all previous substantive contributions for the economic development project performed by the qualifying entity, based on the terms stated in the project participation agreement. The project participation agreement for an economic development project that uses public support provided by the state shall include a recapture agreement for the state.
- (d) The project participation agreement, at a minimum, shall set out:
 - (1) The contributions to be made by each party to the participation agreement;
 - (2) The security provided to the City of Portales that provides public support for an economic development project by the qualifying entity in the form of a lien, mortgage or other indenture and the pledge of the qualifying business' financial or material participation and cooperation to guarantee the qualifying entity's performance pursuant to the project participation agreement;
 - (3) A schedule for project development and completion, including measurable goals and time limits for those goals; and,
 - (4) Provisions for performance review and actions to be taken upon determination that project performance is unsatisfactory.

(Ord. No. 710, § IX, 2-4-14)

Secs. 10.5-35—10.5-50. Reserved.

DIVISION 2. FINANCE REVIEW COMMITTEE⁹

Sec. 10.5-51. Findings.

- (a) It is in the public interest for the city council of the City of Portales, New Mexico, to afford all reasonable assistance which is permitted by the authority vested in the city council, to assist the community of Portales, and its surrounding area to obtain new industrial, commercial, recreational/quality of life and workforce, mixed residential and affordable housing projects and facilities. This assistance is to benefit the public in Portales and the surrounding area by affording and/or maintaining employment opportunities, retaining and creating business opportunities, providing quality of life measures to the residents of Portales to include

⁹Editor's note(s)—Ord. No. 647, adopted Dec. 2, 2003, repealed the former Div. 2, §§ 10.5-51—10.5-59, and enacted a new Div. 2 as set out herein. The former Div. 2 pertained to similar subject matter and derived from Ord. No. 613, §§ 1—9, adopted Sept. 15, 1998.

recreational and athletic events and venues, to provide affordable workforce housing, by furnishing new means of income and in general, by improving the economic and socio-economic environment of Portales.

- (b) Many industrial, commercial, business, and other firms/entities seek to enlist the assistance of the Portales City Council for the purpose of financial support for such projects or facilities pursuant to the City of Portales Economic Development Plan. This assistance sought may be one of several different varieties as provided pursuant to applicable state and federal laws. Any such application, if it is to progress past the discussion stage, involves considerable research and investigation to be supplied to and presented to the city council. Consequently, the city council hereby finds that it would be the public interest for the city council to delegate to a subordinate agency the responsibility or the investigation of applicants for municipal assistance under the City of Portales Economic Development Plan.

(Ord. No. 647, § 1, 12-2-03; Ord. No. 710, § X, 2-4-14)

Sec. 10.5-52. Review committee established.

There is hereby established, the Portales Economic Development Finance Review Committee (herein the "review committee") which is to be responsible directly to the Portales City Council.

(Ord. No. 647, § 2, 12-2-03)

Sec. 10.5-53. Membership.

The membership of the review committee shall consist of the following:

- (1) Two (2) members of the Roosevelt County Community Development Corporation (RCCDC) Board of Directors;
- (2) One (1) member of the Portales MainStreet Board of Directors;
- (3) One (1) member of the Roosevelt County Chamber of Commerce;
- (4) One (1) member of the city council;
- (5) The city manager or his/her designee;
- (6) One citizen from the city who is not a member of the RCCDC, Portales MainStreet or directly associated with the city. This lay person shall be appointed by the mayor with the consent and approval of the city council.

The review committee shall have an ad hoc membership consisting of the RCCDC executive director who shall serve as administrative support and the city planning and community development director, the city building inspector and a representative from the city treasurer's office. The city council reserves the right to add, change or modify any members or ad hoc member to the review committee.

(Ord. No. 647, § 3, 12-2-03; Ord. No. 674, 6-17-08)

Sec. 10.5-54. Meetings.

The review committee shall conduct a meeting immediately after it has been appointed, for the purpose of selecting its officers and approval of an application form for economic development projects. The officers of the review committee shall be a chairman, a vice chairman, and a secretary. The review committee shall meet within fourteen (14) days of the submission of any application for economic development project. Applications shall be submitted to the Portales City Clerk's Office and the city clerk shall be responsible for scheduling the initial meeting

of the review committee for each application. Thereafter, the review committee shall meet as often as necessary to fulfill its obligation under this division with regard to each application. The review committee shall submit an annual report to the city council not later than May 1 of each year, which report shall include a description of the committee's activities during the preceding year.

(Ord. No. 647, § 4, 12-2-03)

Sec. 10.5-55. Applications for municipal assistance.

All applicants for economic development projects requesting economic assistance from the City of Portales shall be reviewed by the review committee. This review shall focus on environmental and community impacts regarding proposed projects. Any qualifying entity seeking assistance shall prepare and make available a job training and career development plan for their employees, where applicable, address the economic impact the project will or may have on the City of Portales, where applicable, and/or address the quality of life benefits and impact that the project will or may have on the City of Portales.

All applicants for economic development projects requesting economic assistance from the City of Portales shall clearly demonstrate the benefits, which will accrue to the City of Portales as a result of the donation of public resources. The city has considerable flexibility in determining what is considered as adequate benefits. All applicants shall clearly demonstrate how their proposed project would make a substantive contribution or provide a substantive benefit to the City of Portales. The contribution shall be a value as recognized by the City of Portales in this economic development plan and may be paid in money, in-kind services, jobs, expanded tax base, improved quality of life, including recreational/athletic activities, workforce housing, property or other things or services of value for the expansion or improvement of the economy. The city retains flexibility in defining the "substantive contributions." Assistance in providing affordable housing to its employees of the community at large may also be qualified. Determination of what constitutes an acceptable contribution for a given project shall be the discretion of the review committee.

(Ord. No. 647, § 5, 12-2-03; Ord. No. 710, § XI, 2-4-14)

Sec. 10.5-56. Investigation of applicant.

Upon receipt by the review committee of an application for municipal assistance completed in a manner satisfactory to it, the review committee shall forthwith commence an investigation of the applicant and of the matters contained in the application, which shall include an investigation of at least the following factors:

- (1) The legal status of the project described in the application, and whether or not the project can be lawfully instituted, constructed or operated with the municipal assistance proposed in the application.
- (2) The applicant itself (and if the applicant is a subsidiary of another firm owning a majority of stock in the applicant, the parent firm), to determine the financial status of the application and its ability to perform the duties which will be imposed upon the applicant as a result of the application.
- (3) The financial feasibility of the project.
- (4) Verification of the fact that the project will serve the public benefits of the citizens of the City of Portales, by providing its citizens with job opportunities, a source of additional income, retaining and improving businesses, lead to economic development and/or address the social needs and goals of the City of Portales, including but not limited to workforce housing, recreational/athletic events.
- (5) Insurance of the proposed technology for the project, to insure that the project will be in fact capable of achieving those purposes stated in the application.

(Ord. No. 647, § 1, 12-2-03; Ord. No. 710, § XII, 2-4-14)

Sec. 10.5-57. Applicable review criteria.

Applications for economic development projects requesting economic assistance from the City of Portales which meet the policies and objectives of the city's economic development plan shall receive priority. Examples include but are not limited to:

- (1) Manufacturing firms (including intellectual properties such as computer software);
- (2) projects which enhance the exporting capacities of companies and/or provide goods and services which currently have to be imported into Portales;
- (3) Private company seeking to build, expand or relocate facilities;
- (4) Private companies which provide facilities or operate services which enhance the ability of Portales businesses to operate;
- (5) Organizations which assist business start-ups or bring small companies together to increase their competitive abilities. This must involve a tangible project, which will create jobs and promote an industry. Examples include but are not limited to:
 - a. Business incubators;
 - b. Art incubators or coalition (e.g. a performing art coalition seeking construction rehearsal or performance facilities);
 - c. Public markets for farmers, gardeners, crafts, etc.; and
 - d. Organizations which foster economic development by promoting work force development efforts such as apprenticeships or other job training programs.
- (6) Projects and industry clusters listed above are particularly encouraged, but others are eligible to apply as well. The intention is to retain flexibility and the use of incentives;
- (7) Qualifying entities with existing contracts or projects with the city when this plan is adopted may propose a restructuring of their projects as an economic development project;
- (8) Workforce and/or mixed residential and affordable housing within the downtown and Mainstreet areas;
- (9) To develop and/or build recreational and athletic venues or other venues to address the quality of life and social goals as may be established from time to time by the Portales City Council.

(Ord. No. 647, § 7, 12-2-03; Ord. No. 710, § XIII, 2-4-14)

Sec. 10.5-58. Review committee recommendation.

Upon completion of its investigation, the review committee shall have the responsibility of formulating a written report concerning the application which it shall submit to the city council. The written report shall detail the findings of the review committee as to whether or not municipal financial assistance should be furnished to the applicant in connection with the proposed project. This shall be a recommendation only, and final authority for determining whether municipal financial assistance shall be given in connection with the proposed project shall be made solely by the city council.

(Ord. No. 647, § 8, 12-2-03)

Sec. 10.5-59. Inducing resolution.

Should the review committee's report to the city council recommend that municipal assistance be given to the applicant, then, and in that event, the written report will be accompanied by a suggested form of inducement resolution inviting the establishment of the project, to be acted upon by the city council in the regular course of its business. The inducement resolution shall contain such matters as may be required by law, and shall be in such form as approved by the city council.

(Ord. No. 647, § 9, 12-2-03)

Sec. 10.5-60. Financing procedures.

Upon approval of an application, the Portales City Council shall provide a copy of the adopted inducement resolution to the review committee. Immediately thereafter, the review committee shall obtain executed copies of all documents necessary in order to proceed with the city's assistance. These forms include but are not limited to:

- (1) Execution of approved type of security interest for said project;
- (2) Execution of project participation agreement between the City of Portales and the applicant and any and all other documents requested or required by the city council or by ordinance law or regulation, as amended from time to time.

(Ord. No. 647, § 10, 12-2-03)

Sec. 10.5-61. Final report.

Upon the completion of those activities required by section 10.5-60 above, the review committee shall cause to be submitted to the city council all formal documents which shall be necessary for the completion of the project. Upon submission of such documents and approval thereof by the city council, the duties of the review committee in connection with said project shall cease.

(Ord. No. 647, § 11, 12-2-03)