LEGAL COMMITTEE MEETING AGENDA

Thursday, APRIL 23, 2026, at 2:00 P.M.
City Hall - Mike Mathews Conference Room
425 N. Richardson Ave., Roswell, New Mexico 88201

Chair: Will Cavin
Vice Chair: Cristina Arnold
Members: Juan Oropesa
Ed Heldenbrand
Angela Moore
Staff Liaison: C. Josh Nairn-Mahan

CALL TO ORDER

ROLL CALL

APPROVAL OF AGENDA

APPROVAL OF MINUTES

1. Approval of Minutes February 26, 2025
2. Approval of Minutes March 26, 2026

NON-ACTION ITEMS

3. Community Development
4. March Clerks Monthly Report
5. HR Monthly Report
6. Safety March Report.
7. Legal Department Monthly Report
8. Review of Audit Committee's process (Arnold)

REGULAR ITEMS

9. Consider recommending approval of Resolution 26-XX and adopting the 2026 City of Roswell Comprehensive Master Plan as the official planning guide to replace the 2016 Comprehensive Master Plan for the City of Roswell, New Mexico. (Hildreth)
10. Resolution 26-XX: consider recommending adoption of Resolution 26-XX shall require the removal or demolition of one (1) dilapidated structure. (Franco)
11. Consider recommending approval to advertise RFP 26-XX for HVAC and Plumbing services and repairs to City-owned facilities (Rogers).
12. Request for approval to proceed with the burial of overhead power lines at the Air Center to enhance safety for Air Race training and event operations. (Vigil)
13. Consider approval of a Professional Services Agreement between the City of Roswell Fire Department and Public Consulting Group, LLC to provide consulting services for the Ambulance Supplemental Payment Program (ASPP), including cost reporting, program development, and support to obtain Medicaid supplemental reimbursements. (Bunch)

14. Resolution 26-XX: consider recommending adoption of Amendment to Resolution 18-44 a Resolution Amending the Roswell Airport Advisory Commission. (Corn)

CHAIR COMMENTS, REPORTS, ANNOUNCEMENTS

PUBLIC PARTICIPATION

CLOSED SESSION

ADJOURN

Notice of this meeting has been given to the public in compliance with Sections 10-15-1 through 10-15-4 NMSA 1975 and Resolution 26-12.

If you are an individual with a disability who requires a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the hearing or meeting, please contact Human Resources at 575-624-6700 at least one week before the meeting or as soon as possible. Public documents, including the agenda and minutes, can be provided in various accessible formats. Please contact the City Clerk at 575-624-6700. Printed and posted: Friday, April 17, 2026

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ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Approval of Minutes 1.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

DEPARTMENT NAME:

Approval of Minutes February 26, 2025

Attachments

260226 Draft LEGAL COMMITTEE MEETING MINUTES

LEGAL COMMITTEE MEETING MINUTES
Thursday, February 26, 2026 AT 2:00 P.M.

Notice of this meeting was given to the public in compliance with NMSA 1978 §10-15-1 through 4 and Resolution 25-28.

ROLL CALL:

The meeting convened at 2:00 p.m. with Chair Cavin presiding, Councilor Arnold, Councilor Moore, Councilor Heldenbrand and Councilor Oropesa present.

Staff: Bobbie Thompson, Amalia Martinez, Angela Garcia, Jessica Vickers, Enid Costley, Toby Franco, Clint Caldwell, Shelly Bell, James MacCornack, Vicky Eaton, Josh Nairn-Mahan, Mike Mathews, Judy Scharmer

Guest: Mike Espiritu, Phil Huster, Rita Kane-Doerhoefer, Terry Harber.

Public present via GoTo Meeting: Abraham Chapparo, Debbie Reyer, 4 guests, 1 anonymous, Mr. Duffy

APPROVAL OF AGENDA

Councilor Moore moved to approve the February 26, 2026 Legal Committee agenda. Councilor Arnold seconded the motion. A roll call vote was taken. The motion passed 5-0.

APPROVAL OF MINUTES

Councilor Heldenbrand moved to approve the following minutes:

- Special Meeting Minutes – October 13, 2025
- Meeting Minutes – October 23, 2025
- Meeting Minutes – November 18, 2025
- Meeting Minutes – January 22, 2026

Councilor Oropesa seconded the motion. A roll call vote was taken. The motion passed 5-0.

NON-ACTION ITEMS

1. Clerk's January Monthly Report
2. Human Resources Report
3. Safety Monthly Report
4. Community Development Report

FOR THE RECORD: NO ACTION WAS TAKEN ON THESE ITEMS.

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REGULAR ITEMS

9. Resolution 26-XX: consider recommending adoption of Resolution 26-XX, requiring the removal or demolition of three (3) dilapidated structures constituting a public nuisance. The item was presented by: Toby Franco.

Councilor Heldenbrand moved to recommend approval of Resolution 26-XX to the City Council for placement on the Consent Agenda. Councilor Arnold seconded the motion. Voice vote was taken. The motion passed 5-0.

10. Resolution 26-XX: consider recommending the adoption of Resolution 26-XX relating to Industrial Revenue bonds. This item was presented by: Hessel Yntema

Mr. Duffy provided information regarding Industrial Revenue Bonds (IRBs), including projected job creation and customer benefits.

Councilor Arnold moved to recommend approval of Resolution 26-XX to the City Council. Councilor Moore was second. Voice vote was taken. The motion passed 5-0.

11. Resolution 26-XX: Consider recommending adoption of Resolution 25-XX pursuant to the New Mexico Open Meetings Act. This item was presented by: Amalia Martinez.

Councilor Heldenbrand moved to recommend the approval of Resolution 26-XX to City Council for placement on the Consent Agenda. Councilor Arnold was the second. Voice vote was taken. The motion passed 5-0.

12. Resolution 26-XX: consider recommending adoption of Amendment to Resolution 18-44 a Resolution Amending the Roswell Airport Advisory Commission. This item was to be presented by Councilor Corn but he was absent. Presented by: Hessel Yntema.

This item had previously been tabled at the November 18, 2025, Legal Committee Meeting.

Councilor Heldenbrand moved to table this item to the March 26, 2026, Legal Committee Meeting. Councilor Oropesa was the second. Voice vote was taken and the motion passed 5-0.

13. Ordinance 26-XX: consider recommending authorization to advertise for public hearing on proposed Ordinance 26-XX amending the City of Roswell Purchase Procedure. This item was presented by: Hessel Yntema.

Internal Auditor Judy Scharmer reported findings in the Procurement Process and discussed options for improvement.

DRAFT

Councilor Arnold moved to recommend authorization to advertise Ordinance 26-XX for public hearing before the City Council. Councilor Moore was the second. Voice vote taken. The motion passed 4-1 with Councilor Heldenbrand dissenting.

14. Consider recommending approval of contract, or one substantially similar, between LifeHouse LLC and the City of Roswell for the Provision of Opioid Abatement / Treatment Services. This item was presented by: Hessel Yntema.

FOR THE RECORD: Councilor Arnold recused herself from this item.

Councilor Moore moved to recommend approval of contract, or one substantially similar between LifeHouse, LLC and the City of Roswell to City Council. Councilor Oropesa was the second. Voice vote was taken. Motion passed 4-0 with Councilor Arnold abstaining due to recusal.

15. Consider approval of the award ITB-26-008 to Mevacon LLC- for construction of the Roswell Public Library Children's Garden/Jardín de Niños project in the amount of $297,774.70, which includes applicable New Mexico Gross Receipts Tax (GRT). This item was presented by: Enid Costley.

Councilor Arnold moved to consider the approval of ITB-26-008 to Mevacon, LLC to the City Council. Councilor Heldenbrand was the second. Voice vote was taken. Motion passed 5-0.

16. Consider approval of a budget adjustment in the General Operating Budget of the Roswell Public Library at the amount of $18,504.00 to pay for utilities costs.

Item was introduced; no motion was made. Item died for lack of a motion.

CHAIR COMMENTS, REPORTS, ANNOUNCEMENTS

PUBLIC PARTICIPATION

ADJOURN

The meeting was adjourned at 3:45 p.m.

DRAFT

ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Approval of Minutes 2.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

DEPARTMENT NAME:

Approval of Minutes March 26, 2026

Attachments

260326 Legal Draft Minutes (AG)

Regular Meeting of the Legal Committee
Held in the Roswell City Hall
Thursday March 26, 2026

Notice of this meeting was given to the public in compliance with NMSA 1978 §10-15-1 through 4 and Resolution 26-12.

ROLL CALL

The meeting convened at 2:00 p.m. with Chair Cavin presiding, Vice Chair Arnold, Councilor Moore, Councilor Heldenbrand, and Councilor Oropesa present.

Staff present: Amalia Martinez, Angela Garcia, Michelle Sanchez, Paul Vigil, Omar Gonzalez, Toby Franco, Jessica Vickers, Ron Garcia, Shelly Bell, Mike Espiritu, Steve Chavez, Mike Mathews, Bobbi Thompson, Mac Rogers, Clint Caldwell, Jeff Bechtel, Jared Olive

Guests present: Rita Kane-Doerhoefer, CV Harris, Michael Whelan, Emily Valencia

Public present via GoToMeeting:, 7 guests, JI, Juliana Halvorson, Nathaniel Mascarenas, AM, Terri Harber, Vanessa Sanchez, Zachary Scott, VRV

APPROVAL OF AGENDA

Councilor Heldenbrand made a motion to move the Non-Action Items1-6 to the bottom of the March 26, 2026, Legal Committee Meeting Agenda, and pull Item 12. Councilor Arnold seconded the motion. A voice vote was taken, and the motion passed unanimously 5-0.

APPROVAL OF MINUTES

The February 26, 2026 minutes were inadvertently left off of the March 26, 2026 Agenda and will be added to the April 23, 2026, Legal Committee Meeting Agenda.

REGULAR ITEMS

7. **Consider recommending approval to advertise RFP 26-XX for construction services and repairs to City-owned facilities and infrastructure.** The item was presented by: Lee (Mac) Rogers.

   Councilor Arnold made a motion to recommend approval of RFP 26-XX to the City Council, for placement on the Consent Agenda. Councilor Moore seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

8. **Consider recommending approval of a five-year water rights lease agreement with Leprino Foods Co. for 1,200 acre-feet of City of Roswell water rights, including an option for one (1) five-year renewal term.** The item was presented by: Josh Nairn-Mahan.

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It was discussed to include option to amend with negotiations at City Council.

Councilor Arnold moved to recommend the approval of a five-year water rights lease with Leprino Foods, City Council, on the full agenda. Councilor Heldenbrand seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

9. **Consider recommending approval of the Professional Service Agreement with Sparktek Service, LLC**. The item was presented by: Josh Nairn-Mahan.

   Chair Cavin noted that more than 20 % ownership interest is held by a former City employee.

   FOR THE RECORD: Mike McClain is a former City of Roswell employee.

   Councilor Moore made a motion to recommend approval of Sparktek to City Council, for placement on the Consent Agenda. Councilor Oropesa seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

10. **Consider recommending approval of a ten (10) year lease of Building 611 at the Roswell Air Center to Carlsbad Lifehouse Inc. for $131.488.00 per annum.** The item was presented by: Josh Nairn-Mahan.

    A contract with Lifehouse Carlsbad Inc. and the City of Roswell were approved at the March 12, 2026, for the Provision of Opioid Abatement/Treatment Services.

    Councilor Oropesa made a motion to recommend approval of lease to Carlsbad Lifehouse Inc to the City Council, for placement on the Consent Agenda. Councilor Heldenbrand seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

11. **Consider recommending approval of the purchase of one (1) John Deere Broce RJT350 Sweeper from 4 Rivers Equipment for airport runway and taxiway maintenance, in the amount of $77,706.98, utilizing the CES Cooperative Contract 2022-10-C102-ALL.** The item was presented by: Omar Gonzalez

    Councilor Heldenbrand made a motion to recommend approval to the Finance Committee for the purchase of one (1) John Deere Broce RJT 350 Sweeper. Councilor Arnold seconded the motion. Voice vote was taken. The motion passed 5-0.

13. **Consider recommending approval of the request to perform the following work for BLM Taxiway L. A change order has been set in place in the amount of $135,144.69.** The item was presented by: Omar Gonzalez.

    Councilor Arnold made a motion to recommend approval of the work for BLM Taxiway L to the Finance Committee. Councilor Moore seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

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14. **Consider recommending approval for airfield painting and striping services with Desert West Enterprises, LLC, at the Roswell Air Center, in the amount of $377,891.20, through CES Cooperative Contract 2026-06-R1239-ALL.** The item was presented by: Omar Gonzalez.

    $36,500.00 is paid for by City and remainder to be paid with grants. Mr. Gonzalez noted that this issue was identified during a recent inspection.

    Councilor Moore made a motion to recommend approval of the airfield painting and striping to the Finance Committee. Councilor Oropesa seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

15. **Consider recommending approval of the City of Roswell's IT Department to enter into a month-to-month lease beginning March 1, 2026, for Building 92 at the Roswell Air Center.** The item was presented by: Michelle Sanchez

    Councilor Oropesa made a motion to recommend approval of the City of Roswell IT Department lease, to the City Council, full agenda. Councilor Arnold seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

16. **Consider recommending approval of the adoption of Resolution 26-XX shall require the removal or demolition of four (4) dilapidated structures.** The item was presented by: Toby Franco

    Councilor Oropesa requested for an update on the property on Sunset.

    Councilor Heldenbrand made a motion recommending approval of the Resolution 26 -XX to be sent to City Council, for placement on the Consent Agenda. Councilor Oropesa seconded the motion. Voice vote was taken. The motion passed 5-0.

17. **Consider recommending approval of the review of the updated Fire Code references within Chapter 13 of the City Ordinance.** The item was presented by: Jared Olive.

    Councilor Arnold made a motion to recommend approval of the updated Fire Code references within Chapter 13 of the City Ordinance, to be sent to City Council, for placement on the Consent Agenda. Councilor Moore seconded the motion. Voice vote was taken. The motion passed unanimously 5-0.

18. **Consider recommending approval of the Amendment to Resolution 18-44, Resolution Amending the Roswell Airport Advisory Commission.** The item was presented by: Councilor Corn.

    This item had previously been tabled at the November 18, 2025, Legal Committee Meeting. Councilor Heldenbrand made a motion to remove from the table for action

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today. Councilor Moore seconded the motion. Voice vote was taken. Motion passed unanimously 5-0.

Discussion was held regarding the changes to the Resolution. Cavin requested the redline version be given to the Councilors.

Councilor Moore made a motion to defer action until the April 23, 2026, Legal Committee Meeting. Councilor Arnold seconded the motion. Voice vote was taken. Motion passed unanimously5-0.

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CLOSED SESSION: Councilor Heldenbrand made a motion to enter a Closed Session pursuant to NMSA 1978 § 10-15-1H (7), to discuss attorney-client privilege pertaining to threatened or pending litigation in which the City of Roswell is or may become a participant. The motion was seconded by Councilor Arnold.

FOR THE RECORD: The Councilors entered Closed Session at 3:55 p.m. No votes were taken, and no decisions were made during the Closed Session. The meeting reconvened at 4:05 p.m. A voice vote was taken, and the motion passed unanimously 5-0.

NON-ACTION ITEMS

1. Safety Monthly Report
2. Community Development Center Report
3. Human Resources Department Report
4. Legal Communications Department Report
5. City Clerk Department Report

6. **Consider recommending approval to the Finance Committee regarding the FY27 budget.** The item was presented by: Hessel Yntema.

   Councilor Moore made a motion recommending the FY27 budget as amended, to the Finance Committee. Councilor Arnold seconded the motion. Voice vote was taken. Motion passed unanimously 5-0.

CHAIR COMMENTS, REPORTS, ANNOUNCEMENTS

NONE

PUBLIC PARTICIPATION

Rita Doerhoefer addressed the Legal Committee regarding the 2025 Air Races, commended the kindness of the staff, and requested that a previously submitted IPRA request be reopened for further review.

ADJOURN

The meeting adjourned at 5:12 p.m.

DRAFT

ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Non-Action Items 3.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: N/A **CHAIR:** N/A

DEPARTMENT NAME:
Community Development

Attachments

CDC Monthly March 2026

CITY OF ROSWELL
COMMUNITY DEVELOPMENT CENTER
Month: March 2026

CODE ENFORCEMENT	This Month	This Month 2025	YTD*	2025 YTD*
Notices Mailed	**633**	585	**5,727**	4,829
Voluntary Compliance	**290**	345	**2,836**	2,394
No. of Cases Filed in Municipal Court	**20**	5	**120**	84
No. Cases Dismissed by Officer	**2**	0	**55**	17
Resolution	**26**	18	**270**	96
Weeds	**278**	407	**3,667**	2,549
Inoperable Vehicles	**59**	32	**249**	434
Litter	**91**	59	**396**	526
Unsanitary Premises	**71**	32	**424**	481
Signs	**6**	19	**137**	161
Zoning	**3**	4	**31**	7
Obstructions	**8**	0	**88**	77
Public Nuisances	**117**	32	**735**	586
Garage Sales No permit	**0**	0	**0**	8

BUSINESS LICENSES	This Month	This Month 2025	YTD*	2025 YTD*
Total Licenses Issued	**264**	259	**1,252**	1,500
Renewed Licenses	**234**	212	**922**	1,160
New Licenses	**17**	32	**205**	233
Temporary Permits Issued	**13**	15	**125**	107
Receipts	**$11,563.00**	$10,763.00	**$57,407.00**	$64,648.00

*Figures calculated to reflect FYTD

BUILDING INSPECTIONS	This Month	Permits Applied This Month 2025 & Fees Collected	Permits Applied YTD*	Permits Applied 2025 YTD*
Residential-New	**0**	0	**40**	37
Residential - Other	**4**	62	**235**	368
Commercial-New	**0**	0	**3**	7
Commercial - Other	**9**	11	**83**	99
Total Permits Issued	**13**	73	**351**	511
Total Fees Collected	**$10,517.60**	$21,493.55	**$241,122.95**	$229,683.42

PLUMBING/MECH INSPECTIONS	This Month	Permits Applied This Month 2025	Permits Applied YTD*	Permits Applied 2025 YTD*
Plumbing & Mechanical Permits—Residential	**74**	39	**452**	422
Plumbing & Mechanical Permits—Commercial	**5**	15	**97**	121
Total Permits Issued	**69**	54	**539**	543
Total Fees Collected	**$3,501.25**	$2,601.00	**$29,091.75**	$26,228.50

ELECTRICAL INSPECTIONS	This Month	Permits Applied This Month 2025	Permits Applied YTD*	Permits Applied 2025 YTD*
Electric Permits—Residential	**0**	48	**158**	270
Electric Permits—Commercial	**0**	10	**87**	94
Total Permits Issued	**0**	58	**245**	364
Total Fees Collected	**$0**	$3,647.25	**$26,312.50**	$34,323.26

*Figures calculated to reflect FYTD

ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Non-Action Items 4.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

DEPARTMENT NAME:
March Clerks Monthly Report

Attachments

March Clerks Monthly Report

ROSWELL
New Mexico

City Clerk

March 2026 Monthly Report – City Clerk's Office

The City Clerk's Office continues to serve the City of Roswell and its citizens efficiently and effectively. This monthly report will highlight some of the key functions completed.

- Process incoming and outgoing mail for the city
- Schedule conference rooms in City Hall
- Request to activate/deactivate alarm codes for exit or new employees
- Field and answer all calls/questions from staff
- Attend City Council meetings and various standing committee meetings
- Review and post all committee meeting agendas. Publish approved meeting minutes. Draft minutes and various cancellations for the following committees:

    - Airport Advisory Board
    - Cemetery Commission on Aging
    - Commission of Aging
    - Flood Task Force
    - Keep Roswell Beautiful
    - Occupancy Tax Board
    - Parks and Recreation
    - Pecos Valley Regional Communication Center
    - Planning & Zoning
    - Roswell Museum BOT
    - Roswell Public Library

City Council: prepare, publish, and distribute meeting agendas, notices, workshops, and special sessions. Proofread and revise abstracts and attachments. Gather data from standing committees. Review and update PowerPoint presentations for the City Council meeting.

Department (March 16, 2026 – April 13, 2026)	**New**
City Clerk	26
Municipal Court	2
PVRCC (Chaves County Sheriff's Office)	6
Roswell PD	224

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ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Non-Action Items 5.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

DEPARTMENT NAME:

HR Monthly Report

Attachments

HR Monthly Report
Personnel Monthly Changes
Employee Turnover Report

APRIL 2026 HUMAN RESOURCES MONTHLY REPORT

For the month of March, the City hired 37 new employees, 13 promotions and 32 exits which include 4 retirements.

Our turnover rate for the month of February is 5% and for the year so far is 11.02%.

Our Vacancy Rate is 8.8%.

Payroll count for 03/20/2026 – 04/02/2026 was:

Total WC/ MIL LEAVE/no hours/ no monies employees- 9

Total paid employees -635

Total employees - 644

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roswell-nm.gov

City of Roswell, NM

Personnel Changes for the Month of

MARCH 2026

	FT = FULL TIME SR = SALARY PT = PART TIME TP = TEMPORARY INT = INTERIM

NEW HIRE

	Date	Name	Position	Department	Status
1	3/2/2026	ETHAN HINKLE	AUTOMATED COLLECTION OPERATOR	SANITATION	FT
2	3/2/2026	MISAEL JAUREGUI	MAINTENANCE WORKER WWTP	WWTP	FT
3	3/2/2026	MANUEL SIGALA	PARKS LABORER TEMP	PARKS	TP
4	3/2/2026	JACOB GARCIA	PARKS LABORER TEMP	PARKS	TP
5	3/2/2026	RICHARD JUAREZ	PARKS LABORER TEMP	PARKS	TP
6	3/2/2026	ESIDRO RAMIRES	PARKS LABORER TEMP	PARKS	TP
7	3/6/2026	EMILY MENDOZA	RECREATION AIDE 1-PT	RECREATION	PT
8	3/6/26	MARYSSA ROMERO	RECREATION AIDE 1-PT	RECREATION	PT
9	3/6/26	FRANCISCO COBIAN VALENCIA	FIREFIGHTER RECRUIT	FIRE	FT
10	3/6/26	LEONAID VEGA CAMPUZANO	FIREFIGHTER RECRUIT	FIRE	FT
11	3/6/26	GABRIEL GOMEZ	FIREFIGHTER RECRUIT	FIRE	FT
12	3/6/26	SAMMUEL ARCHULETA- VASQUEZ	FIREFIGHTER RECRUIT	FIRE	FT
13	3/6/26	NATHANIEL DEANDA	FIREFIGHTER RECRUIT	FIRE	FT
14	3/6/26	JONATHAN LEDBETTER	FIREFIGHTER RECRUIT	FIRE	FT
15	3/6/26	ADRIAN ALVIDREZ	FIREFIGHTER RECRUIT	FIRE	FT
16	3/6/26	STEVEN NAVARRO	FIREFIGHTER RECRUIT	FIRE	FT
17	3/6/26	JEREMY SEABREASE	FIREFIGHTER RECRUIT	FIRE	FT
18	3/6/26	JUSTIN ZUMWALT	FIREFIGHTER RECRUIT	FIRE	FT
19	3/6/26	ERNESTO GARCIA	FIREFIGHTER RECRUIT	FIRE	FT
20	3/6/26	ALDO PEREZ ALDAVAZ	FIREFIGHTER RECRUIT	FIRE	FT
21	3/6/26	JULIE GANT LIKENS	ADMIN. ASSISTANT SR. EMS	PUBLIC SAFETY	FT
22	3/9/26	SHAWNA VAN DYKE	PARALEGAL	LEGAL	FT
23	3/9/26	SAM PERRY	VEHICLE OPERATOR	TRANSIT	FT
24	3/9/26	JAESON GOODWIN	EMS LIEUTENANT PT	PUBLIC SAFETY	PT
25	3/9/26	KYLA FLEMING	EMS LIEUTENANT PT	PUBLIC SAFETY	PT
26	3/9/26	CARRIE HARDY	EMS LIEUTENANT PT	PUBLIC SAFETY	PT
27	3/13/26	ROBERTO DELACRUZ	POLICE OFFICER 1	POLICE	FT
28	3/16/26	JESUS RODRIGUEZ CHAIDEZ	EQUIPMENT OPERATOR	LANDFILL	FT
29	3/16/26	JULISSA CHAVEZ	LAB TECHNICIAN ASSISTANT	WWTP	FT
30	3/20/26	ESTEVAN MATA	POLICE OFFICER 2	POLICE	FT
31	3/20/26	EZEQUIEL BURROLA	LIFE GUARD 1	RECREATION	PT
32	3/23/26	SANTIAGO DOMINGUEZ	W&S MAINTENANCE WORKER I	PUBLIC WORKS	FT
33	3/23/26	VALERIE JIMENEZ	PROPERTY EVIDENCE CUSTODIAN	POLICE	FT
34	3/23/26	MATTHEW YOUNG-DILLS	VEHICLE OPERATOR	TRANSIT	FT
35	3/27/26	MIGUEL TERAN	POLICE RECRUIT	POLICE	FT
36	3/30/26	RICKY STEWART	VEHICLE OPERATOR	TRANSIT	PT
37	3/31/26	PAYTON ABALOS	LIFE GUARD 1	RECREATION	PT

TRANSFERS

	Date	Name	Position	Department	Status
1					

PROMOTIONS

	Date	Name	Position	Department	Status
1	3/1/2026	ALBERTO ALDANA LOPEZ	CHIEF OF POLICE	POLICE	SR
2	3/6/26	MANUEL VENZOR	FIREFIGHTER RECRUIT	FIRE	FT
3	3/6/26	GREG DE LOS SANTOS	POLICE RECRUIT	POLICE	FT
4	3/6/26	JAKE CARPENTER	FIRE LIEUTENANT 2	FIRE	FT

5	3/6/26	SIMON QUINONES	FIREFIGHTER 2	FIRE	FT
6	3/6/26	RYAN CRAINE	DEPUTY POLICE CHIEF	POLICE	SR
7	3/6/26	BRITTANY SHANNON	ASSISTANT DEPARTMENT MANAGER	DISPATCH	SR
8	3/6/26	SEBASTIAN MANSMITH	FIRE APPRATUS OPERATOR 2	FIRE	FT
9	3/20/26	ROBERTA THOMPSON	ASSISTANT CITY MANAGER	ADMINISTRATION	SR
10	3/20/26	ERICK MERRYFIELD	UTILITY CONSTRUCTION COORDINATOR	PUBLIC WORKS	FT
11	3/20/26	ANGELIQUE SANCHEZ	AUTOMATED COLLECTION OPERATOR	SANITATION	FT
12	3/20/2026	LEO DE LA ROSA JR.	EQUIPMENT OPERATOR WATER	PUBLIC WORKS	FT
13	3/20/26	ROBERT DICKERSON	PARKS GROUNDS LEAD	PARKS	FT
	DEMOTIONS				
	Date	Name	Position	Department	Status
1					
	EXITS				
	Date	Name	Position	Department	Status
1	3/6/2026	ALDO PEREZ ALDAVAZ	FIREFIGHTER RECRUIT	FIRE	FT
2	3/10/2026	JEREMY SEABREASE	FIREFIGHTER RECRUIT	FIRE	FT
3	3/11/2026	JONATHAN LEDBETTER	FIREFIGHTER RECRUIT	FIRE	FT
4	3/12/2026	JUSTIN ZUMWALT	FIREFIGHTER RECRUIT	FIRE	FT
5	3/12/26	VALERIE AMAYA	ADMINISTRATIVE ASSISTANT	POLICE	FT
6	3/12/26	ZACHARY GIBBS	VEHICLE OPERATOR	TRANSIT	FT
7	3/12/26	ZOE AYON	ZOO KEEPER	ZOO	FT
8	3/13/26	JONATHAN KLOPFER	FACILITIES MAINTENANCE LABORER	FACILITIES MAINTENANCE	FT
9	3/13/26	JEREMY HOWE	PLANETARIUM COORDINATOR	MUSEUM	FT
10	3/13/26	SUSAN DOYLE	MUSEUM STORE CLERK	MUSEUM	PT
11	3/13/26	BARBARA POSUNIAK	MUSEUM STORE SUPERVISOR	MUSEUM	FT
12	3/13/26	AMBER SMITH	MUSEUM OPERATIONS MANAGER	MUSEUM	FT
13	3/13/26	ALYSSA SMITH	PLANETARIUM ASSISTANT	MUSEUM	PT
14	3/13/26	JERRYME LEDESMA	BASKETBALL OFFICIAL	RECREATION	TP
15	3/13/26	CHRIS VARGAS	BASKETBALL OFFICIAL	RECREATION	TP
16	3/13/26	BRIAN CASAUS	BASKETBALL OFFICIAL	RECREATION	TP
17	3/13/26	ABIGAIL MORALES	BASKETBALL OFFICIAL	RECREATION	TP
18	3/13/26	MEGAN HARRIS	BASKETBALL OFFICIAL	RECREATION	TP
19	3/13/26	SARA ACREY	ZOO KEEPER	ZOO	FT
20	3/15/26	SANTANA PRUDENCIO WILLIAMS	RECREATION AIDE 2	RECREATION	PT
21	3/19/26	CLOE MEDRANO	REGISTRAR MUSEUM	MUSEUM	FT
22	3/20/26	ANDREA MANZANARES	RECREATION AIDE 2	RECREATION	TP
23	3/20/26	FRANCISCO GARCIA	FIREFIGHTER 1	FIRE	FT
24	3/23/26	BRIAN JEFFERSON	POLICE SERGEANT	POLICE	FT
25	3/23/26	MANUEL SIGALA	PARKS LABORER TEMP	PARKS	TP
26	3/24/26	MICHAEL MCCLAIN	NETWORK ADMINISTARTOR ENGINEER	INFORMATION TECHNOLOGY	SR
27	3/25/26	JOSE MARTINEZ	LEAD & COPPER TECHNICIAN TEMP	CENTRAL CONTROL	TP
28	3/30/26	IVAN PUCHI MORALES	LUBE TECHNICIAN	SANITATION	FT
	RETIREMENT				
	Date	Name	Position	Department	Status
1	3/1/26	LANCE BATEMAN	POLICE CHIEF	POLICE	SR
2	3/19/26	KENNETH HUGHLETT	VEHICLE MAINTENANCE SUPERVISOR	FLEET MAINTENANCE	SR
3	3/31/26	MARK MAHONE	POLICE LIEUTENANT	POLICE	SR
4	3/31/26	MICHAEL MATHEWS	DEPUTY CITY MANAGER	ADMINISTRATION	SR

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

Job Code	Description	Employee Count Start of Period	Employee Count End of Period	Employee Count Terminated	Turnover Rate
Location: 4011 ELECTED OFFICIALS		**11**	**11**	**0**	**0.00%**
1001	MAYOR	1	1	0	0.00%
1002	MAYOR PRO TEM	1	1	0	0.00%
1003	CITY COUNCILOR WARD 1	2	2	0	0.00%
1004	CITY COUNCILOR WARD 2	2	2	0	0.00%
1005	CITY COUNCILOR WARD 3	2	2	0	0.00%
1006	CITY COUNCILOR WARD 4	1	1	0	0.00%
1007	CITY COUNCILOR WARD 5	2	2	0	0.00%
Location: 4013 ADMINISTRATION		**4**	**4**	**0**	**0.00%**
1008	CITY MANAGER	1	1	0	0.00%
1012	DEPUTY CITY MANAGER	1	1	0	0.00%
1435	PROJECT MANAGER	1	1	0	0.00%
1509	ASSISTANT CITY MANAGER	1	1	0	0.00%
Location: 4015 CITY CLERK		**4**	**4**	**0**	**0.00%**
1019	CITY CLERK	1	1	0	0.00%
1020	DEPUTY CITY CLERK	1	1	0	0.00%
1285	CITY CLERK OFFICE ASSISTANT	2	2	0	0.00%
Location: 4021 MUNICIPAL COURT		**7**	**7**	**0**	**0.00%**
1022	DEPUTY COURT CLERK	3	3	0	0.00%
1023	MUNICPAL JUDGE	1	1	0	0.00%
1024	BAILIFF	1	1	0	0.00%
1025	COMPLIANCE OFFICER	1	1	0	0.00%
1336	COURT ADMINISTRATOR	1	1	0	0.00%
Location: 4041 FINANCIAL ADMINISTRATION		**14**	**14**	**0**	**0.00%**
1037	PURCHASING TECHNICIAN	1	1	0	0.00%
1312	SENIOR ACCOUNTANT	1	1	0	0.00%
1414	CITY TREASURER	1	1	0	0.00%
1449	PAYROLL SPECIALIST	1	1	0	0.00%
1476	ASSISTANT FINANCE DIRECTOR	1	1	0	0.00%
1485	STAFF ACCOUNTANT	1	1	0	0.00%
1486	GRANT COORDINATOR	1	1	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

1496	ACCOUNTS RECEIVABLE SPECIALIST	2	2	0	0.00%
1497	PAYROLL MANAGER	1	1	0	0.00%
1498	FIXED ASSET ACCOUNTANT	1	1	0	0.00%
1499	PROCUREMENT OFFICER	1	1	0	0.00%
1500	ACCOUNTS PAYABLE SPECIALIST	2	2	0	0.00%
1504	GRANT WRITER	0	0	0	#DIV/0!
Location: 4051 LEGAL		**3**	**3**	**0**	**0.00%**
1339	PARALEGAL	1	1	0	0.00%
1455	CONTRACTS & CLAIMS ADMIN	1	1	0	0.00%
1506	ACTING CITY ATTORNEY	1	1	0	0.00%
Location: 4061 HUMAN RESOURCES		**9**	**9**	**0**	**0.00%**
1038	HR ADMINISTRATIVE ASSISTANT SR	1	1	0	0.00%
1041	DEPT MANAGER HUMAN RESOURCES	1	1	0	0.00%
1042	DEPARTMENT DIRECTOR H.R.	1	1	0	0.00%
1287	SAFETY COORDINATOR	1	1	0	0.00%
1443	TRAINING SPECIALIST CDL	1	1	0	0.00%
1447	EMPLOYEE/BENEFITS SUPERVISOR	1	1	0	0.00%
1451	HUMAN RESOURCES SPECIALIST	2	2	0	0.00%
1465	HR/SAFETY GENERALIST	1	1	0	0.00%
Location: 4071 FACILITIES MAINTENANCE		**10**	**10**	**0**	**0.00%**
1045	FACILITIES MAINT. SPECIALIST	4	4	0	0.00%
1046	FACILITIES MAINT. SPEC SR.	1	1	0	0.00%
1259	PROJECT AND FACILITY MANAGER	1	1	0	0.00%
1319	ADMIN. ASST. SENIOR FACILITIES	1	1	0	0.00%
1379	FAC. MAINTENANCE HVAC SPEC SR.	1	1	0	0.00%
1440	FACILITIES MAINT. LABORER	1	1	0	0.00%
1445	FAC. MAINT. LOCKSMITH TECH	1	1	0	0.00%
Location: 4111 POLICE DEPARTMENT		**115**	**116**	**0**	**0.00%**
1043	CUSTODIAN	1	1	0	0.00%
1049	OFFICE ASSISTANT POLICE	6	6	0	0.00%
1050	ADMIN. ASSISTANT SR. POLICE	3	3	0	0.00%
1053	POLICE SERV AIDE CAREER PATH	3	3	0	0.00%
1054	POLICE RECRUIT	11	11	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

1055	POLICE OFFICER 1	21	21	0	0.00%
1056	POLICE OFFICER 2	22	22	0	0.00%
1057	POLICE OFFICER 3	1	1	0	0.00%
1058	POLICE SERGEANT	13	13	0	0.00%
1059	POLICE LIEUTENANT	3	3	0	0.00%
1060	POLICE CAPTAIN	2	2	0	0.00%
1061	DETECTIVE	12	12	0	0.00%
1062	DEPUTY POLICE CHIEF	2	2	0	0.00%
1063	POLICE CHIEF	1	1	0	0.00%
1064	POLICE RECORDS SUPERVISOR	1	1	0	0.00%
1065	EVIDENCE PROPERTY CUSTODIAN	2	3	0	0.00%
1066	TSU CRIME SCENE TECHNICIAN	2	2	0	0.00%
1067	ADMIN. ASSISTANT POLICE	4	4	0	0.00%
1473	REALTIME CRIME CENTER OPERATOR	2	2	0	0.00%
1515	TECHNICAL SERVICE UNIT SENIOR	3	3	0	0.00%
Location: 4121 FIRE DEPARTMENT		**91**	**91**	**0**	**0.00%**
1068	ADMIN. ASSISTANT SR. FIRE	1	1	0	0.00%
1070	FIREFIGHTER RECRUIT	9	9	0	0.00%
1071	FIREFIGHTER 1	16	16	0	0.00%
1072	FIREFIGHTER 2	4	4	0	0.00%
1073	FIREFIGHTER 3	1	1	0	0.00%
1074	FIRE APPARATUS OPERATOR 1	10	10	0	0.00%
1075	FIRE APPARATUS OPERATOR 2	13	13	0	0.00%
1076	FIRE APPARATUS OPERATOR 3	1	1	0	0.00%
1077	FIRE LIEUTENANT 1	4	4	0	0.00%
1078	FIRE LIEUTENANT 2	11	11	0	0.00%
1079	FIRE LIEUTENANT 3	8	8	0	0.00%
1080	BATTALION CHIEF	3	3	0	0.00%
1081	DEPUTY FIRE CHIEF	2	2	0	0.00%
1082	FIRE CHIEF	1	1	0	0.00%
1083	DIVISION CHIEF	1	1	0	0.00%
1271	DEPUTY FIRE MARSHAL	3	3	0	0.00%
1281	FIREMARSHAL	1	1	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

1308	DIVISION CHIEF - EMS	1	1	0	0.00%
1320	ARFF COORDINATOR	1	1	0	0.00%
Location: 4125 PUBLIC SAFETY		**5**	**5**	**0**	**0.00%**
1483	EMS CAPTAIN	1	1	0	0.00%
1490	ADMIN. ASSISTANT SR. EMS	1	1	0	0.00%
1491	EMS LIEUTENANT PT	3	3	0	0.00%
Location: 4131 PLANNING & ZONING		**5**	**5**	**0**	**0.00%**
1017	COMMUNITY DEVELOPMENT DIRECTOR	1	1	0	0.00%
1018	PLANNER SENIOR	1	1	0	0.00%
1260	COMMUNITY DEVELOPMENT PRP TECH	1	1	0	0.00%
1314	PLANNER II	1	1	0	0.00%
1344	CUSTOMER SERVICE SPECIALIST	1	1	0	0.00%
Location: 4135 ENGINEERING		**9**	**9**	**0**	**0.00%**
1159	CONSTRUCTION INSPECTOR SR.	2	2	0	0.00%
1160	ENGINEERING TECHNICIAN	2	2	0	0.00%
1162	DIRECTOR OF ENGR. & INFRA.	1	1	0	0.00%
1192	ADMIN. ASST. SR. PUBLIC WORKS	1	1	0	0.00%
1306	ENGINEER SR	1	1	0	0.00%
1307	GEOGRAPHIC INFORMATION SYSTEM	1	1	0	0.00%
1370	ENGINEERING CONSTRUCTION SUPER	1	1	0	0.00%
Location: 4151 CODE ENFORCEMENT		**10**	**10**	**0**	**0.00%**
1086	OFFICE ASST. CODE ENFORCEMENT	1	1	0	0.00%
1087	ADMIN ASST SR. CODE ENFORCEMEN	1	1	0	0.00%
1091	PLUMBING INSPECTOR	1	1	0	0.00%
1092	CODE ENFORCEMENT OFFICER	4	4	0	0.00%
1093	SUPERVISOR CODE ENFORCEMENT	1	1	0	0.00%
1376	BUILDING OFFICIAL	1	1	0	0.00%
1464	BUSINESS LICENSE CLERK	1	1	0	0.00%
Location: 4161 ANIMAL CONTROL		**13**	**13**	**0**	**0.00%**
1094	OFFICE ASST. ANIMAL CONTROL	1	1	0	0.00%
1095	ANIMAL CONTROL OFFICER	5	5	0	0.00%
1097	KENNEL COORDINATOR	1	1	0	0.00%
1098	KENNEL WORKER	5	5	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

1448	ANIMAL SERVICES MANAGER	1	1	0	0.00%
Location: 4181 C.E.P.		**1**	**1**	**0**	**0.00%**
1099	DEPT MGR EMERGENCY MGMT	1	1	0	0.00%
Location: 4192 COMMUNITY ENHANCEMENT		**1**	**1**	**0**	**0.00%**
1100	COMMUNITY IMPROVEMENT TECH.	1	1	0	0.00%
Location: 4211 LIBRARY		**19**	**19**	**0**	**0.00%**
1101	ADMIN. ASSISTANT LIBRARY	1	1	0	0.00%
1103	LIBRARY PAGE SENIOR	2	2	0	0.00%
1104	TECHNICIAL SERVICE ASSISTANT	1	1	0	0.00%
1105	LIBRARY ASSISTANT- CIRCULATION	2	2	0	0.00%
1107	REFERENCE ASSISTANT	1	1	0	0.00%
1109	LIBRARY CATALOGER	1	1	0	0.00%
1112	DEPARTMENT DIRECTOR LIBRARY	1	1	0	0.00%
1267	INTER LIBRARY L & R LIBRARIAN	1	1	0	0.00%
1354	YOUTH LIBRARIAN ASSISTANT	1	1	0	0.00%
1387	LIBRARY PAGE SENIOR PT	6	6	0	0.00%
1441	STEM INSTRUCTOR	1	1	0	0.00%
1474	HEAD OF CIRCULATION	1	1	0	0.00%
Location: 4221 MUSEUM		**3**	**3**	**0**	**0.00%**
1123	CURATOR OF COLLECTIONS AND EXH	1	1	0	0.00%
1124	DEPARTMENT DIRECTOR MUSEUM	1	1	0	0.00%
1303	MUSEUM EDUCATOR	1	1	0	0.00%
Location: 4231 PARKS		**35**	**35**	**0**	**0.00%**
1043	CUSTODIAN	1	1	0	0.00%
1126	ADMIN. ASSISTANT SR. PARKS	1	1	0	0.00%
1127	LABORER PARKS	11	11	0	0.00%
1128	GROUNDS MAINT WORKER PARKS	10	10	0	0.00%
1129	GROUNDS MAINT WORKER SR PARKS	4	4	0	0.00%
1130	SUPERINTENDENT PARKS	1	1	0	0.00%
1151	DEPARTMENT DIRECTOR RECREATION	1	1	0	0.00%
1329	PARKS SUPERVISOR	1	1	0	0.00%
1419	PARKS LABORER TEMP	4	4	0	0.00%
1505	GROUNDS MAINTENANCE LEAD	1	1	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

Location: 4232 ZOO		**5**	**5**	**0**	**0.00%**
1133	LABORER ZOO	1	1	0	0.00%
1134	ZOO KEEPER	1	1	0	0.00%
1135	GROUNDS MAINTENANCE WORKER ZOO	1	1	0	0.00%
1439	LEAD ZOO KEEPER	1	1	0	0.00%
1456	ZOO SUPERVISOR	1	1	0	0.00%
Location: 4233 GOLF		**15**	**15**	**0**	**0.00%**
1139	GROUNDS MAINT. WORKER GOLF	3	3	0	0.00%
1141	SUPERVISOR GOLF	1	1	0	0.00%
1142	SUPERINTENDENT GOLF	1	1	0	0.00%
1331	GOLF COURSE MANAGER	1	1	0	0.00%
1351	GOLF SHOP SUPERVISOR	1	1	0	0.00%
1352	OUTSIDE SRVS ATTENDANT GOLF	3	3	0	0.00%
1353	GOLF SHOP SR ATTENDANT	3	3	0	0.00%
1365	BEVERAGE CART ATTENDANT	1	1	0	0.00%
1431	GOLF SHOP LEAD SR ATTENDANT	1	1	0	0.00%
Location: 4241 RECREATION		**20**	**20**	**0**	**0.00%**
1046	FACILITIES MAINT. SPEC SR.	1	1	0	0.00%
1143	OFFICE ASSISTANT RECREATION	1	1	0	0.00%
1145	RECREATION AIDE 2	2	2	0	0.00%
1146	RECREATION LEADER	1	1	0	0.00%
1148	SUPERVISOR RECREATION	1	1	0	0.00%
1150	RECREATION MANAGER	1	1	0	0.00%
1412	RECREATION AIDE 1 PT	8	8	0	0.00%
1436	BASKETBALL OFFICIAL TEMP	3	3	0	0.00%
1478	REC INSTRUCTOR-PART TIME	1	1	0	0.00%
1482	RECREATION LEADER SR	1	1	0	0.00%
Location: 4242 RECREATION AQUATIC POOL		**11**	**12**	**0**	**0.00%**
1383	LIFE GUARD 1 PT	8	9	0	0.00%
1426	HEAD LIFEGUARD PT	2	2	0	0.00%
1442	AQUATICS SPECIALIST	1	1	0	0.00%
Location: 4243 ADULT CENTER		**1**	**1**	**0**	**0.00%**
1146	RECREATION LEADER	1	1	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

Location: 4252 CONVENTION CENTER		**3**	**3**	**0**	**0.00%**
1322	GENERAL FACILITIES & OPER. MGR	1	1	0	0.00%
1347	ACCOUNTING MANAGER	1	1	0	0.00%
1403	OPERATIONS & HOSPITALITY SPEC.	1	1	0	0.00%
Location: 4253 VISITOR CENTER		**4**	**4**	**0**	**0.00%**
1278	GUEST SERVICES ASSOCIATE VC	2	2	0	0.00%
1280	VISITOR CENTER STORE LEAD	1	1	0	0.00%
1300	GUEST SERVICES STORE SUPV	1	1	0	0.00%
Location: 4261 PUBLIC RELATIONS		**3**	**3**	**0**	**0.00%**
1155	PUBLIC INFORMATION OFFICER	1	1	0	0.00%
1247	GRAPHIC DESIGNER	1	1	0	0.00%
1457	SPECIAL EVENT SUPERVISOR	1	1	0	0.00%
Location: 4323 STREETS		**23**	**23**	**0**	**0.00%**
1167	MAINTENANCE WORKER STREETS	9	9	0	0.00%
1168	MAINTENANCE WORKER SR. STREETS	4	4	0	0.00%
1170	EQUIPMENT OPERATOR STREETS	4	4	0	0.00%
1171	EQUIPMENT OPERATOR SR. STREETS	3	3	0	0.00%
1172	SUPERVISOR STREETS	1	1	0	0.00%
1173	SUPERINTENDENT STREETS	1	1	0	0.00%
1378	ADMIN ASSISTANT SR SPEC STREET	1	1	0	0.00%
Location: 4325 SPECIAL ELECTRONICS		**3**	**3**	**0**	**0.00%**
1165	TRAFFIC SIGNAL TECHNICIAN	2	2	0	0.00%
1166	SPECIAL ELECTRONICS SUPVR.	1	1	0	0.00%
Location: 4331 AIRPORT - ADMINISTRATION		**9**	**9**	**0**	**0.00%**
1175	ADMIN. ASSISTANT SR. RIAC	1	1	0	0.00%
1177	AIR CENTER DEPUTY DIRECTOR	1	1	0	0.00%
1270	AIRPORT SECURITY COORDINATOR	1	1	0	0.00%
1279	AIRPORT PROPERTY/CONTRACTS COR	1	1	0	0.00%
1417	ASST. AIRPORT SECURITY COORD.	1	1	0	0.00%
1434	AIRPORT CREDENTIALING SPC	1	1	0	0.00%
1479	ASST AIRPORT CRED SPECIALIST	1	1	0	0.00%
1487	RESTAURANT/BAR MANAGER	1	1	0	0.00%
1488	ASST RESTAURANT/BAR MANAGER	1	1	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

Location: 4332 AIRPORT - OPERATIONS		**7**	**7**	**0**	**0.00%**
1178	FACILITIES MAINT SP. SR. RIAC	1	1	0	0.00%
1179	SUPERVISOR RIAC	1	1	0	0.00%
1180	MAINTENANCE WORKER RIAC	5	5	0	0.00%
Location: 4341 SANITATION		**29**	**29**	**0**	**0.00%**
1183	SUPERVISOR SOLID WASTE	2	2	0	0.00%
1185	AUTOMATED COLLECTION OPERATOR	17	17	0	0.00%
1186	SOLID WASTE/FACILITY MANAGER	1	1	0	0.00%
1373	HEAVY-DUTY TECHNICIAN	4	4	0	0.00%
1374	LUBE TECHNICIAN	1	1	0	0.00%
1375	PARTS TECHNICIAN	1	1	0	0.00%
1477	SOLID WASTE ADMIN ANALYST	1	1	0	0.00%
1480	SOLID WASTE ADMIN ASSISTANT	1	1	0	0.00%
1484	EMERGENCY VEHICLE TECHNICIAN	1	1	0	0.00%
Location: 4342 LANDFILL		**12**	**12**	**0**	**0.00%**
1187	ACCOUNTING TECHNICIAN II	1	1	0	0.00%
1189	EQUIPMENT OPERATOR	6	6	0	0.00%
1191	SANITATION WORKER	2	2	0	0.00%
1330	ENVR COMPLIANCE SPECIALIST	1	1	0	0.00%
1458	SCALE HOUSE ATTENDANT	1	1	0	0.00%
1469	EQUIPMENT OPERATOR SR	1	1	0	0.00%
Location: 4352 WATER - CUSTOMER SERVICE		**15**	**15**	**0**	**0.00%**
1193	CUSTOMER SERVICE CLERK	7	7	0	0.00%
1195	UTILITIES BILLING SUPERVISOR	1	1	0	0.00%
1348	METER READER	5	5	0	0.00%
1460	UTILITIES BILLING MANAGER	1	1	0	0.00%
1481	METER READER SUPERVISOR	1	1	0	0.00%
Location: 4353 CENTRAL CONTROL		**9**	**8**	**1**	**11.76%**
1196	WATER PRODUCTION OPERATOR	5	5	0	0.00%
1269	DEPUTY SUPERINTENDENT	1	1	0	0.00%
1292	WATER PRODUCTION OPERATOR SR	1	1	0	0.00%
1489	ADMIN. WATER METER SPECIALIST	1	1	0	0.00%
1492	LEAD & COPPER TECHNICIAN TEMP	1	0	1	200.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

Employee #	Name	Position Code	Description		Hire Date	Termination Date
4847	MARTINEZ, JOSE	1492101	LEAD & COPPER TECHNICIAN TEMP		2/17/2026	3/25/2026
Location: 4354 PUBLIC WORKS			**32**	**33**	**0**	**0.00%**
1201	ADMIN. ASSISTANT SR. WATER		1	1	0	0.00%
1202	WAREHOUSE WORKER		1	1	0	0.00%
1203	WAREHOUSE WORKER SR.		1	1	0	0.00%
1204	W & S MAINTENANCE WORKER II		0	0	0	#DIV/0!
1205	MAINTENANCE WORKER SR. WATER		2	2	0	0.00%
1206	EQUIPMENT OPERATOR WATER		8	8	0	0.00%
1208	SUPERINTENDENT WATER		1	1	0	0.00%
1209	SUPERVISOR WATER		1	1	0	0.00%
1266	UTILITY DIRECTOR		1	1	0	0.00%
1276	UTILITY LOCATOR TECHNICIAN		1	1	0	0.00%
1286	W & S MAINTENANCE WORKER I		10	11	0	0.00%
1309	VALVE MAINTENANCE SPECIALIST		2	2	0	0.00%
1327	WORKFLOW COORD/INSPECTOR		1	1	0	0.00%
1372	UTILITY CONSTR COORDINATOR		1	1	0	0.00%
1377	METER MAINTENANCE TECHNICIAN		1	1	0	0.00%
1501	SAFETY LIAISON		0	0	0	#DIV/0!
Location: 4355 WWTP			**13**	**13**	**0**	**0.00%**
1211	ADMIN. ASSISTANT SR. WWTP		1	1	0	0.00%
1212	PRETREATMENT COORDINATOR WWTP		1	1	0	0.00%
1213	OPERATOR WWTP		5	5	0	0.00%
1214	OPERATOR SR. WWTP		1	1	0	0.00%
1215	SUPERVISOR WWTP		1	1	0	0.00%
1216	SUPERINTENDENT WWTP		1	1	0	0.00%
1283	WWTP ELECTRICIAN		1	1	0	0.00%
1311	MAINTENANCE WORKER WWTP		2	2	0	0.00%
Location: 4356 WWTP - SEWER MAINTENANCE			**5**	**5**	**0**	**0.00%**
1219	EQUIPMENT OPERATOR WWTP		3	3	0	0.00%
1454	EQUIPMENT OPERATOR SR. WWTP		2	2	0	0.00%
Location: 4358 WWTP - CITY LAB			**3**	**3**	**0**	**0.00%**
1221	LAB TECHNICIAN ASSISTANT WWTP		2	2	0	0.00%

Employee Turnover

Period Start Date: 3/20/2026
Period End Date: 4/2/2026

1222	LABORATORY TECHNICIAN WWTP	1	1	0	0.00%
Location: 4411 CEMETERY		**10**	**10**	**0**	**0.00%**
1223	ADMIN. ASSISTANT CEMETERY	1	1	0	0.00%
1224	GROUNDS MAINT. WORKER CEMETERY	3	3	0	0.00%
1225	GROUNDS MAINT. WORKER SR. CEM.	4	4	0	0.00%
1226	SUPERINTENDENT CEMETERY	1	1	0	0.00%
1324	CEMETERY SUPERVISOR	1	1	0	0.00%
Location: 4511 PECOS TRAILS TRANSIT		**19**	**21**	**0**	**0.00%**
1043	CUSTODIAN	1	1	0	0.00%
1229	TRANSIT OPERATIONS SUPV II	1	1	0	0.00%
1231	VEHICLE OPERATOR TRANSIT	14	16	0	0.00%
1232	TRANSIT DIRECTOR	1	1	0	0.00%
1265	TRANSIT MANAGER	1	1	0	0.00%
1315	TRANSIT OPERATIONS SUPV I	1	1	0	0.00%
Location: 4631 INFORMATION TECHNOLOGY		**6**	**6**	**0**	**0.00%**
1233	INFORMATION TECHNOLOGY TECH.	1	1	0	0.00%
1234	DEPARTMENT DIRECTOR IT	1	1	0	0.00%
1235	IT TECHNICIAN SR.	2	2	0	0.00%
1364	NETWORK ADMINISTRATOR ENGINEER	1	1	0	0.00%
1446	SYSTEMS & DATA INTEGRATION SPE	1	1	0	0.00%
Location: 4656 CONSOLIDATED DISPATCH		**13**	**14**	**0**	**0.00%**
1236	EMERGENCY COMM. DISPATCHER	4	5	0	0.00%
1237	EMERGENCY COMM. SUPERVISOR	4	4	0	0.00%
1238	DEPARTMENT MANAGER DISPATCH	1	1	0	0.00%
1358	TERMINAL AGENCY COORDINATOR	1	1	0	0.00%
1437	EMERGENCY COMM. ADMIN ASST.	2	2	0	0.00%
1503	ASSISTANT DEPARTMENT MANAGER	1	1	0	0.00%

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ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Non-Action Items 6.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

DEPARTMENT NAME:

Safety March Report.

Attachments

March-2026-Tally Report (Safety)

March 2026 Safety Report

Safety

ACCIDENT OR INCIDENT / 3RD PARTY		
DEPARTMENT	1-Mar	3rd PARTY
ADULT CENTER	0	0
AIR CENTER	0	0
ANIMAL SERVICES	0	0
AQUATIC CENTER	0	0
CEMETERY	0	0
CENTRAL CONTROL	0	0
CITY CLERK	0	0
CODE ENFORCEMENT	0	0
CONVENTION CENTER	1	1
DISPATCH	0	0
ENGINEERING	0	0
FACILITIES MAINTENANCE	1	0
FIRE DEPARTMENT	1	0
GOLF	0	0
HR/Safety	0	0
IT	0	0
LEGAL	0	0
LIBRARY	0	0
MUSEUM	0	0
PARKS	0	0
POLICE DEPARTMENT	2	0
PUBLIC AFFAIRS	0	0
REC CENTER	0	0
SPECIAL ELECTRONICS	0	0
SOLID WASTE	5	0
STREETS	1	1
TRANSIT	3	2
VISITORS CENTER	0	0
WATER	4	0
WWTP	1	0
ZOO	0	0
TOTAL	19	4

INCIDENT COMPARISONS				
MONTH	2026	2025	2024	2023
JANUARY	11	24	32	30
FEBRUARY	16	13	28	38
MARCH	**0**	17	20	36
APRIL	0	18	20	30
MAY	0	21	20	23
JUNE	0	23	22	21
JULY	0	18	15	27
AUGUST	0	30	18	41
SEPTEMBER	0	9	10	44
OCTOBER	0	19	17	31
NOVEMBER	0	**15**	14	21
DECEMBER	0	19	15	15
TOTAL	27	226	231	357

DEPARTMENT	PROPERTY	3rd Party
Convention Center	1	1
Police	1	0
Solid Waste	4	1
Streets	1	1
TOTAL	7	3

DEPARTMENT	MVA	3rd Party
Fire	1	0
Police	1	0
Solid Waste	4	1
Transit	2	2
Water	2	1
WWTP	1	0
TOTAL	11	4

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March 2026 Safety Report

Safety

ACCIDENT / INCIDENT BY DEPARTMENTS YTD														
DEPARTMENT / MONTH	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	YTD TOTALS	3rd Party
ADULT CENTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
AIR CENTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ANIMAL SERVICES	1	1	0	0	0	0	0	0	0	0	0	0	2	2
AQUATIC CENTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CEMETERY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CENTRAL CONTROL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CITY CLERK	0	0	0	0	0	0	0	0	0	0	0	0	0	0
COMMUNITY DEVELOPMENT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
CONVENTION CENTER	0	0	1	0	0	0	0	0	0	0	0	0	1	0
DISPATCH	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ENGINEERING	0	0	0	0	0	0	0	0	0	0	0	0	0	0
FACILITIES MAINTENANCE	0	0	1	0	0	0	0	0	0	0	0	0	1	0
FIRE DEPARTMENT	3	2	1	0	0	0	0	0	0	0	0	0	6	3
GOLF	0	0	0	0	0	0	0	0	0	0	0	0	0	0
HR/SAFETY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
IT	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LEGAL	0	0	0	0	0	0	0	0	0	0	0	0	0	0
LIBRARY	0	0	0	0	0	0	0	0	0	0	0	0	0	0
MUSEUM	0	0	0	0	0	0	0	0	0	0	0	0	0	0
PARKS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
POLICE DEPARTMENT	3	6	2	0	0	0	0	0	0	0	0	0	11	6
PUBLIC AFFAIRS	0	0	0	0	0	0	0	0	0	0	0	0	0	0
REC CENTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SPECIAL ELECTRONICS	0	2	0	0	0	0	0	0	0	0	0	0	2	2
SOLID WASTE	1	2	5	0	0	0	0	0	0	0	0	0	8	2
STREETS	0	1	1	0	0	0	0	0	0	0	0	0	2	1
TRANSIT/FLEET	2	2	3	0	0	0	0	0	0	0	0	0	7	1
VISITORS CENTER	0	0	0	0	0	0	0	0	0	0	0	0	0	0
WATER	0	0	4	0	0	0	0	0	0	0	0	0	4	0
WWTP	0	0	1	0	0	0	0	0	0	0	0	0	1	0
ZOO	1	0	0	0	0	0	0	0	0	0	0	0	1	0
TOTALS	11	16	19	0	0	0	0	0	0	0	0	0	46	17

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March 2026 Safety Report

Safety

DEPARTMENT	INJ./ILL	First Aid Only	OSHA Recordable
Facilities	1	1	0
Police	1	1	0
Transit	2	1	1
Water	1	1	0
TOTAL	**5**	**4**	**1**

INJURY/DAMAGE	DESCRIPTION	3RD PARTY
Hand	struck by	No
Hand and Wrist	laceration	Yes
Back	strain	Yes
Knee	struck by	Yes

JANUARY 2026 - DECEMBER 2026 TRAINING		
MONTH/YEAR	Total Training HOURS	EMPLOYEE #S
JANUARY	1199	74
FEBRUARY	1592	183
MARCH	825	162
APRIL	0	0
MAY	0	0
JUNE	0	0
JULY	0	0
AUGUST	0	0
SEPTEMBER	0	0
OCTOBER	0	0
NOVEMBER	0	0
DECEMBER	0	0
YTD TOTALS	**3,616**	**419**

JANUARY 2026 - DECEMBER 2026 TRAINING	
MONTH/YEAR	TOTAL AMOUNT
Jan-2026	$0.00
Feb-2026	$0.00
Mar-2026	$360.00
Apr-2026	$0.00
May-2026	$0.00
Jun-2026	$0.00
Jul-2026	$0.00
Aug-2026	$0.00
Sep-2026	$0.00
Oct-2026	$0.00
Nov-2026	$0.00
Dec-2026	$0.00
YTD TOTAL	**$360.00**

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ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Non-Action Items 7.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

DEPARTMENT NAME:
Legal Department Monthly Report

ROSWELL NEW MEXICO
COMMITTEE AGENDA ITEM ABSTRACT

Non-Action Items 8.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

DEPARTMENT NAME:
Review of Audit Committee's process (Arnold)

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

ACTION REQUESTED:

Consider recommending approval of Resolution 26-XX and adopting the 2026 City of Roswell Comprehensive Master Plan as the official planning guide to replace the 2016 Comprehensive Master Plan for the City of Roswell, New Mexico. (Hildreth)

BACKGROUND:

Initiated by Merideth Hildreth, Senior Planner, Community Development Department.

The 2026 Roswell Comprehensive Master Plan replaces the 2016 Comprehensive Master Plan as the policy document to guide the city's growth and land use development. Able City, LLC facilitated a year-long process that included Steering Committee Meetings and public input including a week-long charrette with open studio for public comment, a series of focus groups, presentations that showcased concepts and ideas from the public, and an online survey and comment periods. A final public input meeting was held on March 19, 2026. Quantum Consultants contributed engineering components to the plan and planning process as well as flood control conceptual drawings. The Comprehensive Master Plan, also referred to as Propel Roswell, contains goals pertaining to Land Use & Growth Management, Housing & Neighborhoods, Urban Design, Economic Development, Public Infrastructure & Transportation, Parks & Recreation, Environmental Resources & Sustainability. An Implementation Chapter is included.

FINANCIAL CONSIDERATION:

None at this time.

LEGAL REVIEW:

None at this time.

BOARD AND COMMITTEE ACTION:

This item went before the Infrastructure Committee on April 20, 2026. The Legal Committee on April 23, 2026 is the second committee to consider this request.

STAFF RECOMMENDATION:

Proceed as presented.

Attachments

Resolution 26-XX Roswell 2026 Comprehensive Master Plan
2026 Roswell Comprehensive Master Plan

RESOLUTION 26-

A RESOLUTION OF THE CITY OF ROSWELL NEW MEXICO ADOPTING THE 2026 CITY OF ROSWELL COMPREHENSIVE MASTER PLAN AS THE OFFICIAL PLANNING GUIDE TO REPLACE THE 2016 COMPREHENSIVE MASTER PLAN FOR THE CITY OF ROSWELL.

WHEREAS, the City of Roswell desires to update the current 2016 Comprehensive Master Plan and adopt the 2026 City of Roswell Comprehensive Master Plan to serve as a planning guide for the City of Roswell's future development and growth; and

WHEREAS, adopting the 2026 Comprehensive Master Plan, the Mayor and City Council, by this resolution, make it official; and

WHEREAS, adopting the 2026 Comprehensive Master Plan will make it the official planning guide for the City of Roswell; and

THEREFORE, be it resolved by the Governing Body of the City of Roswell, New Mexico that the City adopts the 2026 Comprehensive Master Plan as a planning guide for the City of Roswell, New Mexico.

ADOPTED, SIGNED, AND APPROVED THIS _____day of _____, 2026.

CITY SEAL

_____

Timothy Z. Jennings, Mayor

ATTEST:

_____

Amalia Martinez, City Clerk

CITY OF ROSWELL

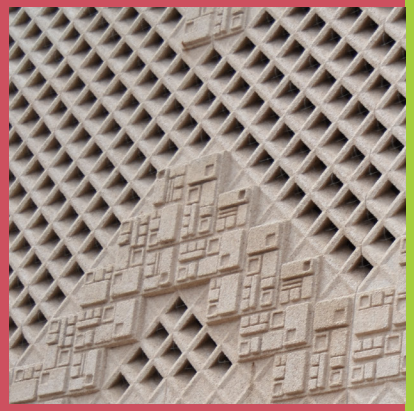
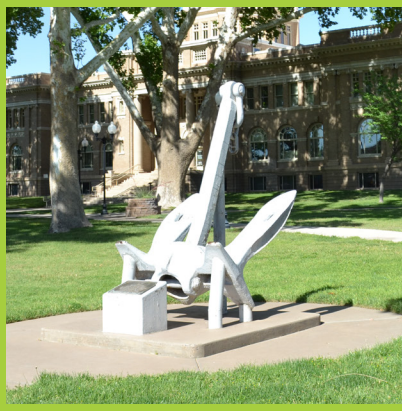
COMPREHENSIVE MASTER PLAN

2026

ROSWELL

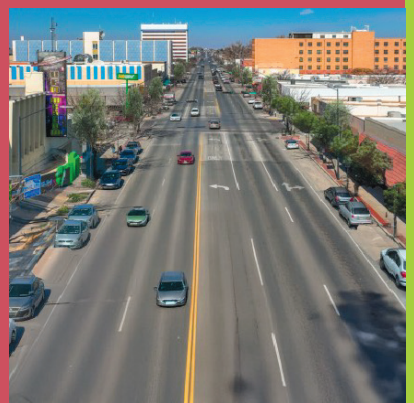











Roswell's future is resilient, inclusive, and innovative. With community at the center, Propel Roswell charts a path toward growth that honors the city's identity, strengthens its connections, and celebrates its role as a world-class destination with hometown style.

City of Roswell Vision Statement

ROSWELL
New Mexico

2026
COMPREHENSIVE MASTER PLAN
For the City of Roswell, New Mexico
Propel Roswell

Adopted:
May 2026

Prepared for:
The City of Roswell

Prepared by:
able.city
Architecture · Community Engagement
Planning · Economic Development

ACKNOWLEDGMENTS

City Council

Timothy Jennings	*Mayor*
Cristina A. Arnold	*Ward I*
Juan Oropesa	*Ward I*
Will Cavin	*Ward II*
Juliana Halvorson	*Ward II*
Edward "Ed" Heldenbrand	*Ward III*
Darrell Johnson	*Ward IV*
Robert Corn	*Ward IV*
Angela Moore	*Ward V*
Carlos Marrujo	*Ward V*

Planning & Zoning Commissioners

Saul Aguilar, Chair	*Chair*
Jana Lessard, Vice Chair	*Vice Chair*
Greg Holman, Secretary	*Secretary*
Steve Henderson	
Richard L. Gutierrez	
Alicia Gilmore	

City Staff

Hessel Yntema, *Esq*	*City Manager*
Jessica Vickers, *Esq.*	*Community Development Director*
Merideth Hildreth, *AICP*	*Senior Planner*
James MacCornack, *PE*	*Director of Engineering & Infrastructure*

Steering Committee

Alicia Gilmore
Louis Jaramillo
Edward "Ed" Heldenbrand
Jeneva Martinez
Juliana Halvorson
Kevin Wilson
Kurt Gass
Laurie Dudek
Romo Villegas

Special Thanks

Historical Society for Southeast New Mexico,
For providing local imagery for the plan document

Consultants

Able City, LLC
Mario A. Peña, *AIA, AICP, CNU-A*
Carlos Gallinar, *AICP, CNU-A*
Jason King, *AICP, CNU-A*
Samuel Haas, *AICP*
Victoria Chavez
Alfonso Camacho
Juan Garza
Sabrina Lopez
Naia Poulsen

Quantum Consultants
Robert Gonzales, *PE*
Brianna Lucero, *EIT*

LAND ACKNOWLEDGMENT

The City of Roswell acknowledges that native and indigenous Peoples and Tribal nations, including the Comanche, Mescalero Apache, peoples of the Clovis, Folsom, Jornada Mogollon, and Jumano cultures hunted, gathered, planted, settled, and lived their lives in the Rio Hondo and Pecos River Valley region. We acknowledge the First Peoples' stewardship of this land, its waterways, springs, and water resources. The Peoples' survival depended on the region's seasonal bounty of plants, animals, and migratory fowl and herds including mammoth and bison. The City of Roswell honors and respects the Ancestors of this land and values the knowledge, perspective, and contributions of tribal, pueblo, and indigenous peoples in the region and their descendants who continue to contribute to this community.

ROSWELL
New Mexico

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CHAPTER 1:
INTRODUCTION



OVERVIEW

The City of Roswell is located in southeastern New Mexico in Chavez County and has a population approaching 50,000. Though Roswell is a smaller city, it offers a variety of attractions and services that demonstrate "a world-class city with hometown style". The city functions as the administrative and economic center of Chaves County and is one of the most visited tourist destinations in the region. It also serves as a regional node for transportation, public services, and employment. Major corridors such as U.S. Highways traverse the city and support its role as a logistical and service hub for southeastern New Mexico. In addition, the Roswell International Air Center (RAC) and active freight rail infrastructure further strengthen the city's connectivity, supporting aviation, industrial activity, and regional commerce.

As Roswell considers future development pressures, demographic shifts, infrastructure demands, and environmental vulnerabilities, the need for an up-to-date, coordinated long-range plan becomes essential info for the people. This Comprehensive Master Plan update will "**Propel Roswell"** and provide frameworks for the next 20 years for growth management, capital planning, and policy alignment across municipal departments and partner agencies. The purpose of this document is to establish a shared basis for decision-making that reflects the priorities of residents, stakeholders, and the City of Roswell.

The phrase "**a world-class city with hometown style**" captures who Roswell is, both historically and today. The tagline "**Propel Roswell**" focuses on the city's future, emphasizing momentum, innovation, and proactive planning. These two concepts go hand-in-hand, encapsulating Roswell's dual objectives: preserving its community character and quality of life, while investing in systems that support long-term economic competitiveness, adaptability, and growth.



Figure 1.1: Charrette Meeting with Able City

BACKGROUND & EXPLANATION

PLANNING PROCESS

In September 2024, the City of Roswell issued a Request for Proposals (RFP) to update its 2016 Comprehensive Master Plan. In December 2024, the City selected Able City as the consulting firm to lead the year-long planning effort. The formal project period commenced on January 9, 2025, with a targeted completion and City Council adoption scheduled for April 2026.

This Master Plan update emphasized inclusive and broad-based community engagement. Working in close collaboration with the Roswell Community Department, Able City supported the formation of an 11-member Steering Committee composed of local leaders and stakeholders. Multiple engagement methods were used to gather public input. Key touch-points include the project kick-off in April 2025, attended by approximately **50 participants**, and a 5-day community charrette held from May 12 to 16, 2025, where around **150 residents contributed**. A citywide public survey conducted from May through July 2025 received responses from approximately 252 residents. The draft plan was presented for public review in October 2025, followed by final revisions and adoption by the Roswell City Council in Spring 2026.

The public and key stakeholders provided strategic guidance and feedback throughout the process.



Figure 1.2: Charrette Meeting with Able City

"CHANGE IS NEEDED or this town is going to be a complete [mess]! But the RIGHT changes need to be made! I love Roswell and want a place that is safe and fun for everyone!"

"Grow Roswell or watch it dry up."

Roswell Master Plan 2025 Survey, Open Ended Response



Planning Process Timeline

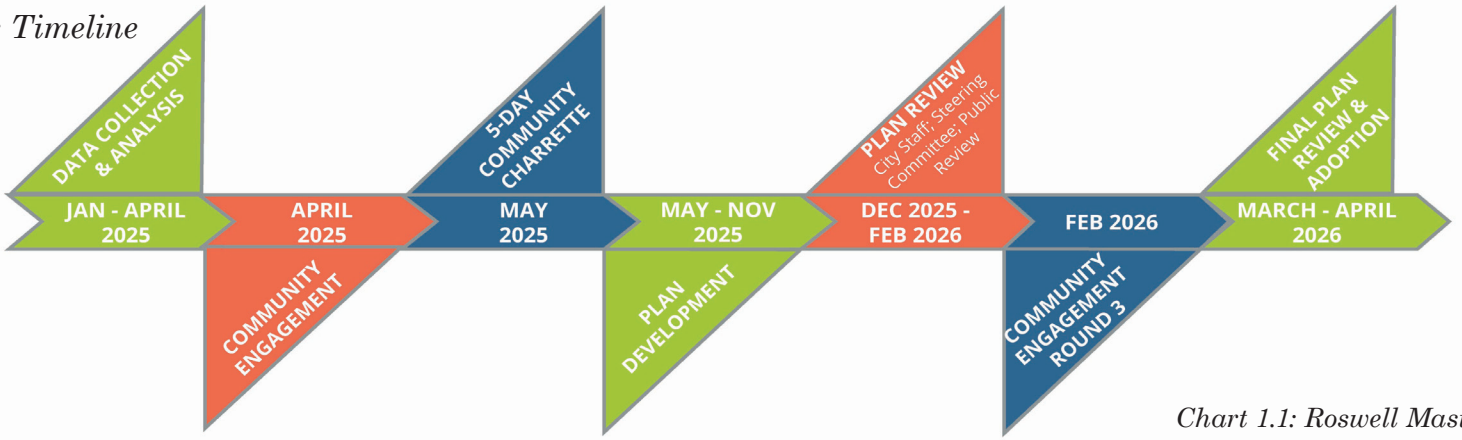


Chart 1.1: Roswell Master Plan Timeline

SURVEY MAIN THEMES IDENTIFIED

» Youth and Family Amenities: A major concern is the lack of recreational options for children, teens, and families. Residents frequently call for more entertainment, parks, and safe places for youth.

» Economic Development: There's frustration about limited job opportunities, a poor environment for small businesses, and lack of commercial diversity.

» Public Safety: Many comments express fear due to crime, drug use, and homelessness, particularly downtown or near parks.

» Housing Affordability: Citizens want more affordable housing options, especially on the south side and near the former air base.

» Infrastructure Needs: Roads, storm drainage, and sidewalks are mentioned frequently as being in disrepair and unsafe.

» Healthcare Access: Several residents feel the quality and availability of healthcare in Roswell is inadequate and leads to residents leaving for services.

» Downtown Revitalization: Calls for beautification, restoring historic buildings, improving Main Street's walkability, and converting underused spaces.

» Community Engagement & Change Resistance: People want more inclusive decision-making and for leaders to embrace, rather than resist, change.

» Improving the City and Neighborhoods: Residents expressed a desire for cleaner, safer, and better-maintained neighborhoods, including beautification efforts, property upkeep, and reinvestment in older areas.

» Amenities for Visitors: Residents emphasized the need to enhance amenities for visitors, including improved wayfinding, entertainment options, public spaces, and attractions that support tourism and the local economy.

SURVEY DEMOGRAPHICS QUICK LOOK

Survey respondents skewed slightly older, with nearly one-third of participants aged 55 or older, indicating strong engagement from residents nearing or at retirement age.

ROSWELL MASTER PLAN 2025 SURVEY
Question 24: What is Your Age?

Age Range	Responses %
35 - 44	**26.7%**
25 - 34	20.7%
45 - 54	19.4%
55 - 64	16.6%
65 - 74	10.6%
18 - 24	2.3%
75 or older	1.8%
Prefer not to say	1.4%
Under 18	0.5%

Table 1.1: Roswell Master Plan 2025 Survey

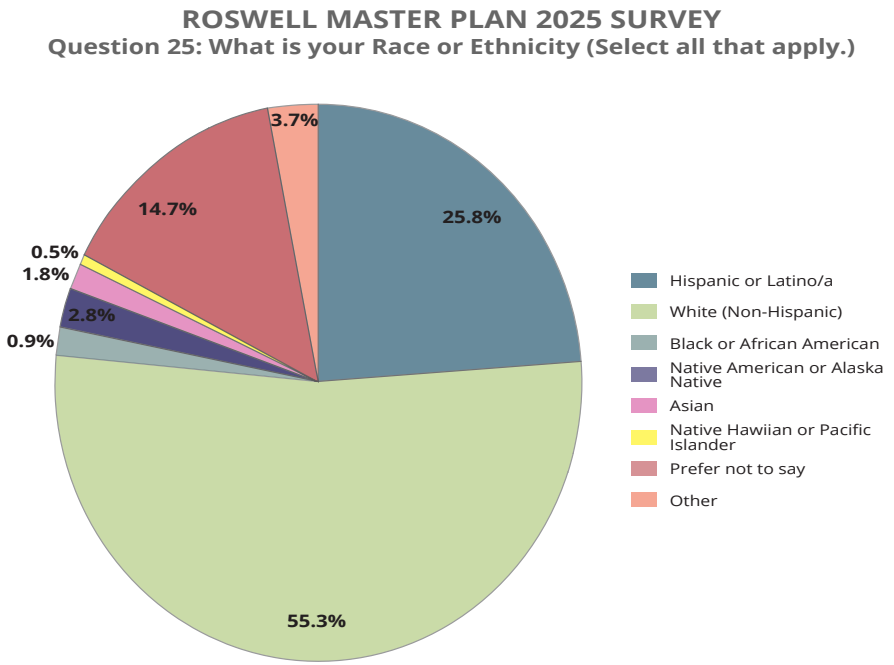


Chart 1.2: Roswell Master Plan Survey (2025)

WHAT THIS PLAN COVERS

The Roswell Comprehensive Master Plan breaks down the functionality of various planning elements that are interdependent yet connected through a shared vision. These elements—Overview, Existing Conditions, Key Findings, and Recommended Goals and Action Items—each address a unique dimension of urban planning and municipal governance. While distinct, they work together to provide a unified framework that informs City policies, priorities, and services. The Implementation Chapter connects these pieces by translating the plan's recommendations into clear steps for action. It serves as a practical tool to help City leaders, staff, and partners coordinate efforts, track progress, and align resources in a way that propels Roswell forward.

Each chapter includes data analysis, identified challenges and opportunities, policy objectives, and implementation strategies. Chapters will also incorporate visual content such as graphics, maps, photos, tables, and charts to support the narrative and enhance comprehension of key concepts. This structure ensures that planning objectives and recommendations are grounded in both technical understanding but with clear and accessible information.

The Comprehensive Master Plan is intended to guide decisions by elected officials, municipal staff, developers, community organizations, and residents. It is structured as a living document to be reviewed periodically and amended as conditions evolve.



Figure 1.3: Project Kick-Off Meeting with Able City

Chapters Overview and Element System Wheel



WHAT WE HEARD FROM THE COMMUNITY

As part of the Roswell Master Plan charrette, residents, stakeholders, and community partners shared their priorities, concerns, and aspirations for the future of Roswell. Through workshops, surveys, and open house events, five recurring themes emerged—referred to as the Five Big Ideas. These ideas represent the community's collective vision and helped guide the planning team in identifying specific focus areas throughout the plan.

Each element chapter in this Master Plan builds off one or more of these ideas, using them as a foundation to explore challenges, identify opportunities, and propose concrete actions that align with community expectations. These ideas do not stand alone. They overlap and reinforce one another to create a strong, integrated path forward for Roswell.

THE FIVE BIG IDEAS

1. Increase Affordable Housing Options



- Provide more varied housing choices for all generations, including diverse home sizes, price points, and styles. Develop an infill strategy to revitalize existing neighborhoods and meet local housing needs.

2. Create a Comprehensive Flood Management Plan



- Address critical drainage and flooding issues by implementing a citywide flood management strategy. Integrate flood control efforts with parks and open space systems that improve quality of life.

3. Continue to Enhance Downtown



- Downtown Roswell is the heart of the community. Build on its historic character and local assets to make downtown more vibrant, walkable, and economically active.

4. Develop the Air Center as a Business and Innovation Hub



- Leverage the Roswell Air Center's potential to attract innovative industries, aviation-related businesses, and skilled jobs. Position the Air Center as a driver of long-term economic development.

5. Provide Connected, Complete, and Safe Streets



- Improve Roswell's street network to support multimodal transportation. Prioritize safety, accessibility, and connectivity for all users—especially pedestrians and cyclists—while enhancing transit shelters and related amenities to support growth and mobility.

IMPLEMENTATION

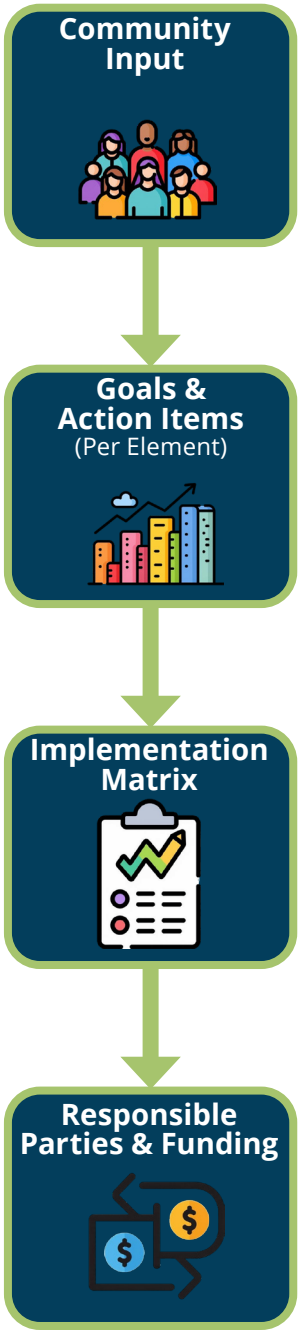
For a Comprehensive Master Plan to be successful, it is vital to have a strong and actionable Implementation framework. While each chapter includes a brief section outlining their goals and action items specific to that element, a dedicated Implementation chapter consolidates these recommendations into a coordinated, actionable framework. This final chapter is crucial for the Master Plan as it serves as an operational roadmap for how the City of Roswell should prioritize and execute the goals and action items identified throughout the plan.

The Implementation Chapter includes a comprehensive matrix that:

- **Lists each recommended goal and action item by element**
- **Identifies the level of importance (e.g., high, medium, low)**
- **Provides a cost range estimate (e.g., low, moderate, high)**
- **Estimates a time horizon for implementation (e.g., short-term, mid-term, long-term)**
- **Assigns responsible departments and potential partner organizations**
- **Recommends potential funding sources (e.g., local, state, federal, private, or grant-based)**

This structure supports transparency, resource alignment, and accountability across City departments. It also enables the City to track progress over time, adjust priorities as needed, and leverage partnerships and funding opportunities as they arise. The Implementation Chapter ensures that the vision and strategies outlined in this Plan are transformed into tangible actions and measurable outcomes. By laying out a clear path forward it creates a sense of responsibility not only for elected officials and City administration but also for staff, residents, business owners, and developers. The implementation roadmap is designed to be a practical tool accessible to all community members, aligning collective efforts toward the shared goal of Roswell's continued progress and long-term success.

From Vision to Implementation Flowchart



HISTORY AND CONTEXT OF ROSWELL

GEOGRAPHY & SETTING

Roswell is located in southeastern New Mexico and serves as the county seat of Chaves County. Positioned within the High Great Plains and adjacent to the western edge of the northern Chihuahuan Desert, the city occupies a unique geographic and ecological transition zone. The landscape is characterized by broad, open plains with minimal elevation change, interspersed with shallow arroyos, grasslands, and irrigated agricultural tracts. Roswell is located in the Pecos Valley approximately seven miles west of the Pecos River and 40 miles east of the rising terrain leading into the Sierra Blanca range, offering long view sheds of Escarpment that rises approximate of 12 miles to the east and access to varied regional topographies.

The municipal boundary encompasses approximately 29.9 square miles, with nearly all of it consisting of land. Roswell's location affords it direct access to several major U.S. highways, which reinforce its function as a regional transportation node. U.S. Route 70 links the city to Clovis to the northeast and Alamogordo to the west. U.S. Route 285 connects Roswell north to Santa Fe and south to Carlsbad, while U.S. Route 380 extends westward toward Socorro and east into West Texas. These transportation corridors enable the movement of goods, agricultural commodities, and travelers across Southeastern New Mexico and into broader Southwest and Southern Plains regions.

In addition to its logistical role, Roswell is surrounded by bio-diverse natural areas that contribute to the city's environmental identity and recreational offerings. Bottomless Lakes State Park is located approximately 16 miles to the east and features a chain of sinkhole lakes with unique geological characteristics. Bitter Lake National Wildlife Refuge, situated 7 miles



Figure 1.4: Photo of Bottomless Lakes, provided by Roswell Historical Society

northeast of the city, features 70 sinkholes and provides a diversity of habitats that supports bird habitats, monarch butterfly, dragonfly and damselfly migrations. While also offering essential conservation and educational resources.

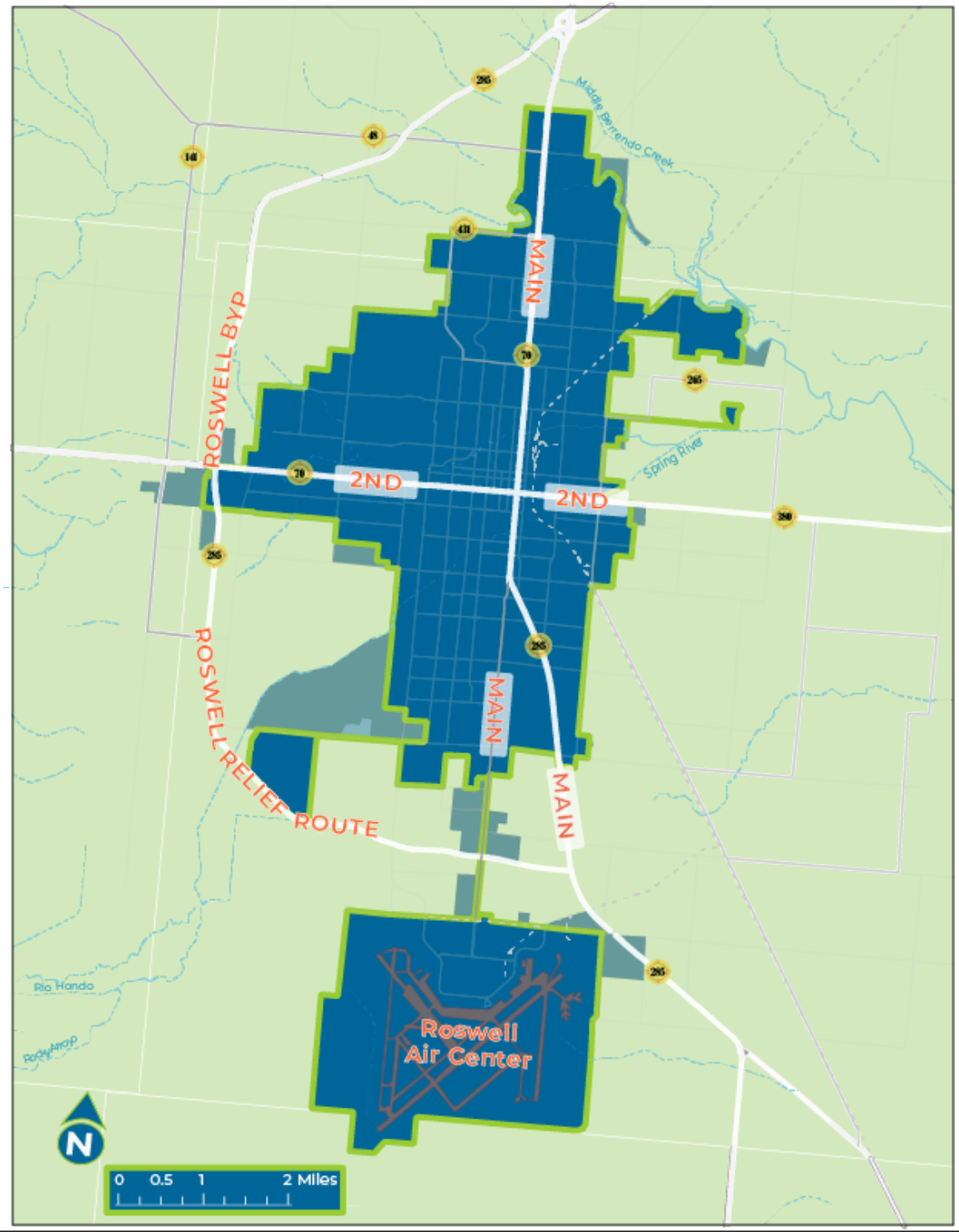
According to the Koppen Climate Classification, Roswell's climate is classified as semiarid, with distinct seasonal contrasts. Summers are hot and dry, with average highs in July approaching mid-nineties degrees Fahrenheit. Winters are brief and cool, with December average lows around thirty degrees Fahrenheit. Annual precipitation averages just under 12 inches, primarily falling during summer monsoon events. This climate profile influences water availability, landscape maintenance, stormwater management, and outdoor recreation planning. The combination of flat terrain, arid conditions, and vast open space presents both challenges and opportunities for land use, infrastructure design, and environmental stewardship within the city and the surrounding region.

Regional Map



Map 1.1: City of Roswell (2025)

City of Roswell Boundary Map



Map 1.2: City of Roswell (2025)

PRE-SETTLEMENT & PIONEER PERIOD (1860s - 1880s)

The area around Roswell saw its first non-indigenous settlers in the mid-1860s. Beforehand, For centuries prior to non-indigenous settlement, the region was home to and traversed by several Indigenous peoples, including the Mescalero Apache, Comanche, and earlier Mogollon cultures, who migrated seasonally across the plains and foothills in search of food and water. By the 1860s, Hispanic farmers and sheep herders from the Rio Grande Valley began to settle near the confluence of the Spring and Hondo Rivers. One such settlement, Rio Hondo, would later become the Chihuahuita neighborhood, recognized today as one of Roswell's earliest permanent communities.







Figure 1.5 (A,B,C,D,E): Mescalero Apache; Chihuahuita Settlement; North Spring River; John Chisum; The Chisum Ranch 1888 - Photo Courtesy of the Historical Society for Southeast New Mexico Archives

In 1865, a group of Anglo pioneers from Missouri attempted to establish a settlement called Missouri Plaza, located approximately 15 miles southwest of present-day Roswell. However, a lack of reliable water forced them to abandon the effort. Around the same time, the region attracted well-known cattlemen taking advantage of the Goodnight-Loving Trail, which had been blazed through the Pecos Valley in 1866. This trail served as a key conduit for moving livestock from Texas to northern markets, and its route passed near the future site of Roswell.



John Chisum, one of the most influential cattle barons in the American West, established the vast Jingle Bob Ranch in the South Spring Acres area, just five miles south of modern-day Roswell. By the mid-1870s, Chisum's operation had become the largest ranch in the United States, covering vast tracts of land and employing dozens of cowboys, freighters, and drovers. The availability of grasslands, river water, and seasonal trading opportunities made the area attractive for others looking to profit from cattle and supply operations.



A more permanent presence began in 1869 when Van C. Smith, a businessman from Omaha, Nebraska, and his partner Aaron Wilburn arrived in the area and constructed two adobe buildings. One functioned as a general store and post office, and the other served as sleeping quarters for paying travelers. Smith eventually expanded on a modest trading post previously built by James Patterson, catering to ranchers moving along the Goodnight-Loving Trail. His operation became the center of a small but growing frontier settlement. In the spring of 1872, seeking a distinct identity for the area, Smith began referring to it as "**Roswell**" in honor of his father, Roswell Smith, a lawyer from Indiana. Van C. Smith was formally appointed as the area's first postmaster on August 20, 1873, a date now recognized as the city's official founding milestone.

Despite these early signs of permanence, Roswell's future was far from guaranteed. The town remained isolated, and most commerce revolved around ranching and trade with Fort Sumner and Seven Rivers. Law enforcement and formal governance were sparse. However, the arrival of Captain Joseph Calloway Lea and his family in 1877 marked a turning point. Lea, who would later be known as the "**Father of Roswell**," purchased Smith and Wilburn's land claim and began acquiring much of the surrounding acreage. Unlike Smith, Lea was a disciplined planner and civic leader. Under his influence, the town developed a more structured layout and began to attract investment and institutions.

During the same period, regional tensions from the Lincoln County War (1877-1879) disrupted communities throughout southeastern New Mexico. However, Roswell largely escaped direct conflict, in part due to Lea's influence and leadership. The U.S. Army deployed regiments of Buffalo Soldiers to the area to maintain peace and protect settlers. Meanwhile, figures such as Pat Garrett, who would later gain notoriety for pursuing Billy the Kid, emerged from the Roswell community and played pivotal roles in stabilizing the region.

By the end of the 1880s, Roswell had grown from an isolated trading outpost into a structured frontier town. Agricultural production had increased, and the town had become a rest stop and supply depot for cattle drivers, merchants, and migrants. In 1889, the New Mexico Territorial Legislature created Chaves County from a portion of Lincoln County, officially designating Roswell as its county seat. A significant milestone came shortly thereafter in 1890, when merchant Nathan Jaffa struck a large artesian water source while drilling a well on Richardson Avenue. This discovery would become a catalyst for Roswell's first major development boom, marking the end of the Pioneer Period and the beginning of the city's rapid transformation in the decades that followed.



Figure 1.6: Captain Joseph C Lea, Father of Roswell - Photo Courtesy of the Historical Society for Southeast New Mexico Archives

DEVELOPMENTAL PERIOD (1890s - 1920s)

The discovery of artesian water in 1890 marked the beginning of Roswell's first sustained wave of economic and population growth. The same year, well drillers struck a significant aquifer near downtown, allowing for intensive irrigation of crops such as alfalfa, apples, and other produce. This transformation of the region's water availability laid the groundwork for Roswell's emergence as a regional agricultural powerhouse.





In 1889, the territorial legislature established Chaves County, and by 1891, Roswell had been formally incorporated and named the county seat. That same year, the New Mexico Military Institute (NMMI) was founded, an institution that would have a lasting influence on the civic, educational, and architectural identity of the city. Offering a four-year high school and a two-year junior college rooted in military discipline and academic rigor, NMMI quickly attracted students from across the state and country. Over the following decades, it produced prominent alumni in politics, journalism, hospitality, and the military; contributing to Roswell's growing national profile. NMMI continues as a co-ed campus for cadets.

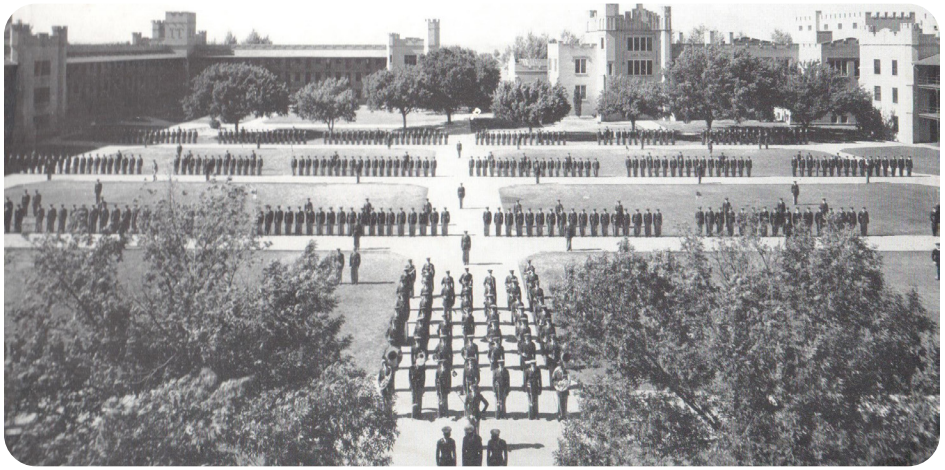


Figure 1.7 (A,B,C): Drilling Artesian Well on Courthouse Lawn, 1890; NMMI Cadets on Main Street for 1900 Era Parade; New Mexico Military Institute (Date Unknown) - Photo Courtesy of the Historical Society for Southeast New Mexico Archives



Figure 1.8 (A,B,C): Roswell Main Street, First Baptist Church, 1896, St. Mary's Hospital - Photo Courtesy of the Historical Society for Southeast New Mexico Archives



New businesses, institutions, and civic infrastructure quickly followed. Roswell established its first bank, newspaper, and public schools during this time. Religious institutions flourished as the city's first churches were built, creating spiritual and social anchors for the growing population. Between 1890 and 1900, Roswell's population increased from just over 300 to more than 2,000, and this momentum continued to accelerate in the early 20th century.

In 1903, Roswell was reincorporated as a city, marking its transition from a frontier town to a formally organized municipality. Over the next decade, the city developed public utilities, expanded paved street networks, and introduced more structured governance. Cultural and recreational amenities were added to the urban fabric, including the Carnegie Library and the Roswell Country Club. In 1906, the Sisters of the Sorrowful Mother arrived and founded St. Mary's Hospital, establishing the city's first formal medical institution and laying the foundation for a permanent healthcare system.







Figure 1.9 (A,B,C): First Chaves County Courthouse, 1889, Current Chaves County Courthouse built in 1911, JP White Building Main and 3rd - Photo Courtesy of the Historical Society for Southeast New Mexico Archives

Roswell's growth mirrored larger territorial ambitions. As New Mexico moved toward statehood, Roswell positioned itself as a regional leader in commerce, education, and governance. To demonstrate civic pride and institutional permanence, Chaves County constructed a monumental courthouse, one of the largest and most architecturally significant public buildings in the territory. When New Mexico achieved statehood in 1912, Roswell had already established itself as a mature and influential center of life in southeastern New Mexico.

By 1920, the city's population had surged well beyond 6,000 residents, and its urban form had begun to take on the shape recognizable today: gridded residential neighborhoods, a prominent central business district, civic squares, and institutional anchors, such as NMMI and the courthouse. The Developmental Period was not just a phase of growth; it was the era in which Roswell's foundational systems were laid, defining the city's capacity for civic life, economic expansion, and regional influence in the decades to follow.



MATURING PERIOD & MILITARY TRANSFORMATION (1930s - 1960s)

By the 1930s, Roswell had matured into a structured and growing community. As the effects of the Great Depression reached Southeastern New Mexico, the city became a beneficiary of New Deal programs aimed at revitalizing local economies and public infrastructure. Federally funded initiatives led to the construction of paved roads, storm drainage systems, civic buildings, and public parks. Among the most prominent projects from this era was the creation of the Roswell Museum and Art Center in 1937, established with support from the Works Progress Administration (WPA). The museum became an anchor for regional arts, cultural heritage, and science education. The museum helped define Roswell's civic identity, broadening its traditional focus beyond agriculture and trade.

This period also saw Roswell make direct contributions to scientific advancement. Between 1930 and 1942, Dr. Robert H. Goddard, a pioneer in liquid-fueled rocketry, conducted landmark experiments on the outskirts of the city. His work, funded by the Guggenheim Foundation and coordinated through the Smithsonian Institution, laid the foundation for modern spaceflight and aerospace engineering. The remote terrain, high elevation, and open skies of Roswell provided an ideal environment for testing experimental rocket technology. Goddard's presence brought national scientific attention to the city and contributed to its longstanding association with aerospace.

The most profound transformation, however, began with the military buildup during World War II. In 1941, the Roswell Army Air Field (RAAF) was established just south of the city, marking the beginning of a new era of defense-related development. Initially serving as a training facility for bombardier and pilot crews, the base grew rapidly in scale and strategic importance. Following the war, it was renamed Walker Air Force Base (AFB) and designated as a command center for the 509th Bomb Wing. This unit was responsible for carrying out the atomic bomb missions in Japan. Walker AFB became one of the largest and most critical air bases in the United







Figure 1.10 (A,B,C): Photo Courtesy of the Historical Society for Southeast New Mexico Archives: Walker Air Force Base Runways, Roswell Air force, Bomber on Roswell Air Base

States during the early Cold War, housing long-range bombers and nuclear deterrence assets under the Strategic Air Command.



The impact of the military presence on Roswell's urban form, economy, and population was enormous. The influx of military personnel and their families created an immediate demand for housing, schools, retail development, and public services. Entire neighborhoods were constructed to accommodate this growth. Public and private investment surged to meet infrastructure needs. Various infrastructure expansions included roads, utilities, and civic institutions. Educational institutions, notably the New Mexico Military Institute (NMMI), continued to grow in prominence and size, serving both local students and cadets from around the country.

At the height of its operations, Walker AFB employed thousands of military and civilian personnel, and its population was comparable to that of a small city. Roswell's population more than doubled between 1940 and 1950, fueled almost entirely by military-related expansion. The city became a center for aviation logistics, national defense, and government spending, firmly establishing its role in the strategic framework of mid-20th-century America.

Civic life also evolved during this time. In addition to religious and educational growth, new hospitals, recreational amenities, and cultural institutions were established and expanded. The success of earlier infrastructure investments and institutional planning allowed Roswell to absorb and support its rapidly increasing population with relative stability.

However, this era of growth came to an abrupt end in 1967 when the Department of Defense ordered the closure of Walker AFB. The economic fallout was immediate and substantial. Thousands of jobs were lost, housing units were vacated, and the city faced a sharp decline in revenue and demand for services. Despite this setback, the foundation built during the Maturing Period, with the solid infrastructure, an educated workforce, and strong institutions, enabled Roswell to adapt. Civic leaders initiated efforts to repurpose the base as a civilian facility. The airfield and surrounding land were eventually transformed into the Roswell Air Center (RAC), which became a hub for aviation testing, aircraft storage, industrial operations, and regional commerce.

The Maturing Period and the era of Military Transformation represent a defining chapter in Roswell's history. This was the time the city transitioned from a modest agricultural town to a strategic defense center, scientific hub, and modern urban municipality. While the closure of Walker AFB posed significant challenges, the legacy of this period remains visible in Roswell's built environment, institutional capacity, and continued association with aerospace and innovation.



Figure 1.11 (A,B): Planes from Base Flying Over NMMI; Roswell Airmen Watching Show at Base Theater - Photo Courtesy of the Historical Society for Southeast New Mexico Archives

ROSWELL INCIDENT (1947 - Present)

In July 1947, Roswell became the center of international attention following the recovery of mysterious debris on a ranch northwest of the city. Initially described by the Roswell Army Air Field as a "flying disc," the statement was quickly retracted and attributed to a weather balloon. While the event faded from immediate memory, renewed public interest in the late 1970s turned the incident into a focal point of speculation about extraterrestrial life and government secrecy.

Over time, the Roswell Incident became a defining aspect of the city's cultural identity. In 1991, the International UFO Museum and Research Center opened downtown, attracting visitors from around the world. The annual Roswell UFO Festival further cemented the city's reputation as a hub for enthusiasts of science fiction, aerospace, and the unexplained.

Today, the incident continues to play a significant role in Roswell's tourism economy and public image. While opinions vary on its legacy, the Roswell Incident remains a unique cultural asset that continues to shape the city's visibility, economic diversification, and global recognition.



Figure 1.12: Roswell Daily Record Newspaper July 8, 1947, issue, featuring a story announcing the Roswell Army Air Field "capture" of a "flying saucer" from a ranch near Roswell.









Figures 1.13 (A, B, C, D): Photos provided by: Roswell; UFO Festival/ Facebook

LATE 20TH CENTURY TO PRESENT

In the decades following the re-purposing of Walker Air Force Base as the Roswell International Air Center (RAC), the facility has evolved into a regional hub for aviation testing, aircraft storage, and logistics. This transformation helped stabilize the local economy and laid the groundwork for the development of new sectors, including education, healthcare, and public services. RAC continues to expand its operations, offering new opportunities for economic growth and industrial innovation.

A major milestone in this ongoing evolution is the relocation of the National Championship Air Races to Roswell. In September 2025, RAC hosted the 60th anniversary of the Air Races—previously held in Reno—and is now planned to host the event annually. The races will draw national aviation talent and spectators to the region, further reinforcing Roswell's legacy as a center of flight, exploration, and aerospace identity.

The city has also strengthened its role as a provider of regional services across southeastern New Mexico. Institutions such as Eastern New Mexico University–Roswell and the New Mexico Military Institute (NMMI), as well as major employers in healthcare and food processing, continue to support workforce development and economic stability. At the same time, Roswell's cultural identity has deepened through investment in museums, arts programs, and civic events that celebrate its legacy of science, innovation, and creativity.

Roswell remains in the public eye through landmark events that bridge its past and present. In 2012, Felix Baumgartner's Red Bull Stratos jump, launched from RAC, set a world record and brought global attention to the city. In 2021, NMMI won the NJCAA Division I Football National Championship, reviving the historic Wool Bowl and inspiring renewed community pride.

These milestones reflect Roswell's ongoing evolution, where a city that honors its complex history while actively embracing its role as a regional anchor with lasting cultural and economic significance.







Figures 1.14 (A, B, C): Roswell Air Center - Roswell Government Facebook Page May 2025; New Mexico Military Wins NJCAA National Championship - Elite Sports Network George Yarberry; Felix Baumgartner - Photo provided by: Balazs Gardi/Red Bull Stratos, via A.P.

COMMUNITY PROFILE

POPULATION

Roswell's population has remained relatively stable over the past two decades, following a period of significant growth in the mid-20th century. As shown in **Graph 1.1: Roswell Historical Population (1920 - 2020),** the city's population was approximately 13,482 in 1940 and nearly doubled to 25,738 by 1950.[1] By 1960, it surged again to 39,593 before declining slightly in 1970. Since then, growth has been moderate with the city reaching its highest recorded population of 48,422 in 2020, according to the U.S. Census.

Although this figure represents a historical high, the rate of increase has slowed in recent years. The city's recent trend reflects long-term stabilization rather than rapid expansion.

To better understand future growth potential, two population projection scenarios have been developed:

- The **Baseline Growth Rate (0.068%)** reflects the average growth observed from 2010 to 2023.
- The **Optimistic Growth Rate (0.75%)** assumes accelerated growth based on planned public and private investments that could stimulate in-migration and economic expansion.



Graph 1.1: U.S. Census (1920 - 2020)

[1] 2010 source: U.S. Census Bureau. (2010). TOTAL POPULATION. American Community Survey, ACS 5-Year Estimates Detailed Tables, Table B01003. Retrieved February 18, 2025, from https://data.census.gov/table/ACSDT5Y2010.B01003?q=Roswell city, New Mexico&t=Population Total:Populations and People&g=040XX00US35_050XX00US35005.

Table 1.2: Roswell Population Projections (2030 - 2050) shows that under the baseline scenario, Roswell is projected to grow modestly to approximately 48,709 by 2050. Under the optimistic scenario, the population could reach 58,513 in the same timeframe.

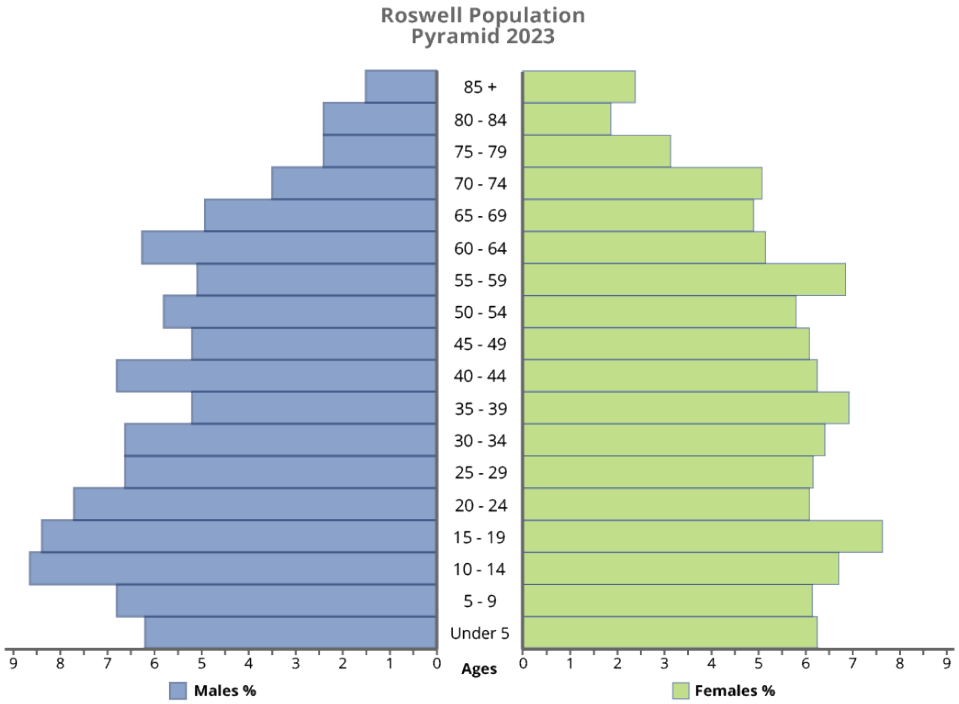
CITY OF ROSWELL ESTIMATED POPULATION		
Year	Baseline 0.068%	Optimistic 0.75%
2030	48,051	50,391
2040	48,379	54,300
2050	48,709	58,513

Table 1.2: U.S. Census (2030 - 2050)

These projections provide a planning framework to evaluate the city's long-term needs for infrastructure, housing, public services, and economic development. Regardless of the growth rate realized, continued coordination across departments will be essential to maintain quality of life and support future residents.

AGE STRUCTURE

Understanding Roswell's current population structure provides insight into both emerging opportunities and future planning needs. **Graph 1.2: Roswell Population Pyramid 2023**, based on American Community Survey (ACS) demographic and housing estimates, illustrates the city's distribution by age and gender.



Graph 1.2: U.S. Census (2023)

Roswell maintains a relatively balanced age structure, with a strong presence of residents between the ages of 25 and 54, which represents the core working-age population. This demographic advantage positions the city to support continued labor force participation and economic activity. Compared to the State of New Mexico, where rural communities

typically have a higher percentage of residents aged **65 and older**, Roswell has a broader base of younger and middle-aged adults.

Graph 1.2 reveals an evenly distributed youth population, with residents **under age 19** making up a substantial portion of the community. This suggests that many adults in the **25-54 range** are parents raising school-aged children, further emphasizing the need for continued investment in public education, recreational amenities, and family-supportive infrastructure.

At the same time, Roswell's population is gradually aging. The proportion of residents aged **65 and older** continues to grow, mirroring broader state and national trends. This shift underscores the importance of planning for age-friendly housing, accessible healthcare, and reliable transportation options to meet the evolving needs of older adults.

RACIAL AND ETHNIC COMPOSITION

Roswell is a racially and ethnically diverse community with a demographic composition that closely mirrors regional trends while also reflecting some distinct characteristics. As shown in **Table 1.3: Roswell Population by Race Comparison (2023),** the largest racial group in Roswell is White **(62.2%)**, followed closely by residents who identified as Hispanic or Latino **(61.1%)**. This percentage is notably higher than the statewide average of **48.2%**, highlighting the prominence of Hispanic heritage in Roswell's cultural identity.

The remainder of the population comprises individuals who identify as Black or African American **(1.8%)**, American Indian and Alaska Native **(0.8%)**, Asian **(1.6%)**, and those of two or more races **(19.6%)**. These proportions are generally consistent with those of Chaves County and reflect modest but increasing diversity within the city.

Language use further underscores this diversity. According to 2023 Census data, **34.7%** of Roswell residents speak a language other than English at home.[2] Of these, **32.3%** speak Spanish, reinforcing the importance of bilingual communication in public services, education, and community outreach.

Roswell's demographic profile emphasizes the need for inclusive planning approaches that reflect the city's multicultural population. Strategies that prioritize equity, language access, and cultural representation will be crucial in ensuring civic engagement and access to opportunities for all residents. In addition to long-standing community demographics, institutions such as the New Mexico Military Institute, Eastern New Mexico University–Roswell, and local medical facilities contribute to the city's diversity through faculty, staff, students, cadets, and professionals from across the country and abroad.

POPULATION BY RACE COMPARISON, 2023			
Race	**Roswell City**	**Chaves County**	**New Mexico**
Total Population	**47,823**	**64,446**	**2,114,768**
White (non-hispanic)	62.2%	63.9%	73.8%
Hispanic or Latino	61.1%	57.9%	48.2%
Black or African American (non-hispanic)	1.8%	1.5%	3.4%
American Indian & Alaska Native	0.8%	0.9%	12.0%
Asian	1.6%	1.3%	2.6%
Native Hawaiian & Other Pacific Islander	0.1%	0.1%	0.3%
Some Other Race	13.9%	12.7%	29.9%
Two or More Races	19.6%	80.4%	20.9%

Table 1.3: U.S. Census (2023)

[2] U.S. Census Bureau, U.S. Department of Commerce. (n.d.). Language Spoken at Home. American Community Survey, ACS 5-Year Estimates Subject Tables, Table S1601. Retrieved July 8, 2025, from https://data.census.gov/table/ACSST5Y2023.S1601?q=Roswell+city,+New+Mexico&t=Language+Spoken+at+Home.

HOUSEHOLD CHARACTERISTICS

Roswell's household composition reflects a range of living arrangements that shape community needs for housing, infrastructure, and services. According to the Census 2023 estimates.[3] **Table 1.4: Roswell Household Characteristics (2023)**

- One-person households make up the largest share at **32.1%** followed by two-person households at **30.0%**, and four-or-more-person households at **23.0%**. This distribution suggests that there is a demand for both small and large housing units.
- When categorized by household type, **62.7%** are classified as family households, while **37.3%** are non-family households.[4]
- Among family households, **32.1%** include children under 18, while **67.9%** do not. This reflects a mix of older couples, adult relatives living together, and families without young dependents.

Overall, these trends indicate the need for a flexible housing strategy that supports a variety of household types, including single adults, older residents, and multi-generational families, while ensuring access to services that meet the needs of both individuals and family units.

ROSWELL HOUSEHOLD CHARACTERISTICS, 2023	
Household Size	**Percent Estimate**
1-Person Household	32.1%
2-Person Household	30.0%
3-Person Household	14.8%
4-or-more-Person Household	23.0%
Household Type	
Family Households	62.7%
Non-Family Households	37.3%
Family Type	
With related childeren of householder under 18 years old	32.1%
No related children of householder under 18 years old	67.9%

Table 1.4: U.S. Census (2023)

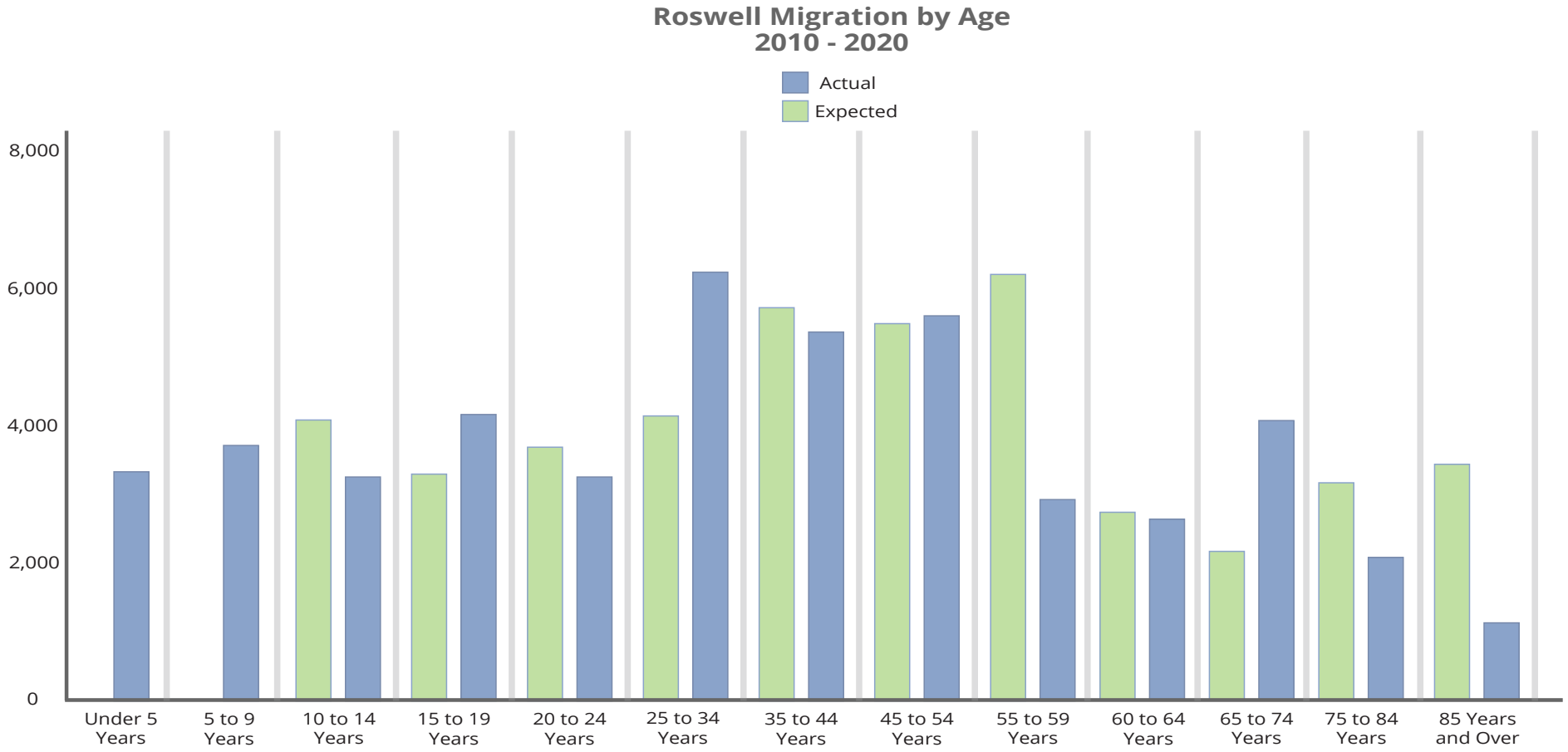
[3] U.S. Census Bureau, U.S. Department of Commerce. (n.d.). Occupancy Characteristics. American Community Survey, ACS 5-Year Estimates Subject Tables, Table S2501. Retrieved July 8, 2025, from https://data.census.gov/table/ACSST5Y2023.S2501?q=Roswell+city,+New+Mexico&t=Household+Size+and+Type.

[4] Non-family households are individuals living alone or with non-relatives.

MIGRATION TRENDS

Understanding population migration patterns is essential for identifying shifts in demographic structure and planning for future service needs. One method to assess migration is by comparing age cohorts over time. This is done by estimating how many individuals in a certain age group from 2010 would be expected to appear in a corresponding older cohort by 2020. This approach assumes no in- or out-migration and no deaths, offering a baseline against which demographic shifts can be observed.

Graph 1.3: Roswell Migration by Age (2010 - 2020) compares the expected versus actual population for key age cohorts using U.S. Census data from 2010 and 2020. Expected population values were calculated by aging each 2010 cohort by 10 years. For example, individuals who were 5-9 years old in 2010 would be 15-19 years old in 2020. Any difference between the expected and actual figures in each cohort suggests a net in-migration or out-migration.



Graph 1.3: U.S. Census(2010 - 2020)

Key observations from the data:

- **Youth and Early Adults (Ages 10 - 24):** These cohorts were lower than expected in 2020, indicating possible out-migration of families with children or college-age residents leaving for higher education or work opportunities elsewhere.
- **Young Professionals and Families (Ages 25 - 44):** Roswell saw higher-than-expected numbers in these age groups, especially in the 25-35 cohort. This suggests a net in-migration of working-age adults, possibly drawn by employment opportunities, affordable housing, or a return of former residents.
- **Older Adults (Ages 55 -74):** Migration was mixed, with 55-59 age group under-performing compared to expectations, while the 65-74 group showed substantial in-migration. This could indicate a growing interest in Roswell as a retirement destination for older adults seeking lower costs of living or family proximity.
- **Seniors (75 and Over):** These cohorts showed a decline compared to expectations, which is likely a result of natural mortality as well as possible relocation for healthcare access or proximity to caregivers.

These findings indicate that Roswell is generally retaining or attracting adults in their prime working years while experiencing out-migration among young adults and modest gains among older populations. The city's ability to retain and attract younger age groups, particularly families and young professionals, will be crucial to sustaining long-term population growth and economic vitality.

EDUCATION

Roswell's educational landscape encompasses a diverse range of public, private, and alternative learning environments, serving students from preschool through higher education. The city is home to several public elementary, middle, and high schools within the Roswell Independent School District, as well as charter and private school options. Higher education is anchored by Eastern New Mexico University–Roswell and the New Mexico Military Institute, an institution of historic significance with deep roots in the community. Both colleges offer specialized programs that attract students from across the region and beyond. This section examines key educational indicators, including K-12 enrollment, graduation rates, and adult education attainment.

K-12 Enrollment

As of the 2023-2024 school year, Roswell's educational system serves a diverse student body across various grade levels. Enrollment data shows steady participation in early childhood programs, with 811 students in nursery or preschool and 598 in kindergarten. Enrollment increases in the elementary and middle grades, peaking in grades 5th through 8th with 2,855 students. **Table 1.4: Roswell Level of School Enrollment (2023).**[5]

ROSWELL LEVEL OF SCHOOL ENROLLMENT 3 YEARS AND OVER, 2023			
Level of School	City of Roswell	Chaves County	New Mexico
Enrolled in Nursery School, Preschool	811	1,252	25,054
Enrolled in Kindergarten	598	904	24,909
Enrolled in grade 1 to grade 4	2,344	3,200	101,312
Enrolled in grade 5 to grade 8	2,855	3,810	110,543
Enrolled in grade 9 to grade 12	2,741	3,840	112,928

Table 1.4: U.S. Census (2023)

[5]U.S. Census Bureau, U.S. Department of Commerce. (n.d.). School Enrollment by Level of School for the Population 3 Years and Over. American Community Survey, ACS 5-Year Estimates Detailed Tables, Table B14001. Retrieved July 8, 2025, from https://data.census.gov/table/ACSDT5Y2023.B14001?q=Roswell+city,+New+Mexico&t=School+Enrollment&g=040XX00US35_050XX00US35005.

The city hosts multiple elementary and secondary schools, including public, private, and charter institutions. Roswell High School **(1,446 students)** and Goddard High School **(1,083 students)** are the largest secondary institutions, while Eastern New Mexico University–Roswell serves nearly 1,700 students in higher education. **Table 1.5: Schools in Roswell Enrollment Totals (2023-2024).**[6]

SCHOOLS IN ROSWELL		
School Name	Address	Total Enrolled 2023 - 2024
Berrendo Elementary School	505 W. Pine Lodge Rd.	366
Del Norte Elementary School	2701 N. Garden	516
East Grand Plains Elementary School	3773 E. EGP Rd.	190
El Capitan Elementary School	2807 W. Bland	371
Military Heights Elementary School	1900 N. Michigan	433
Missouri Avenue Elementary School	700 W. Deming	314
Monterrey Elementary School	910 W. Gayle	410
Nancy Lopez Elementary School	1208 E. Bland	201
Parkview Early Literacy Center	1700 W. Alameda	279
Pecos Elementary School	600 E. Hobbs St.	274
Sunset Elementary School	606 W. O'Connor Rd.	254
Valley View Elementary School	1400 S. Washington Ave.	418
Washington Avenue Elementary School	408 N. Washington Ave.	284
Charter Schools		
Sidney Gutierrez Middle	9 Gail Harris St.	196
Private Schools		
All Saints Catholic School	2700 N. Kentucky Ave.	72
Gateway Christian School	1900 N Sycamore Ave.	393
Immanuel Lutheran Church and School	1405 N Sycamore Ave.	68
Middle Schools		
Berrendo Middle School	800 Marion Richards	594
Mesa Middle School	1601 E. Bland	377
Mt. View Middle School	312 E. Mt. View Rd.	472
Sierra Middle School	615 S. Sycamore	590
High Schools		
Roswell High School	500 W. Hobbs	1,446
Goddard High School	701 E. Country Club	1,086
Early College High School	58-A University Blvd.	167
University High School	25 W. Martin St.	147
Universities		
Eastern New Mexico University - Roswell	52 University Blvd.	1,698
Alternative Education Options		
New Mexico Military Institute	101 W. College Blvd.	459
Roswell Job Corps Center	57 G St.	189

Table 1.5: New Mexico Public Education Department (2023 - 2024)

EDUCATION ATTAINMENT TRENDS

Educational attainment for Roswell residents aged **25 and over** has remained relatively stable over the past decade. According to the 2020 US Census, the percentage of adults with at least a high school diploma remained above **78%**, although slight declines were noted in those with only a high school degree **(-4.2%)** or a bachelor's degree **(-1.7%)** from 2010 to 2020.[7] Meanwhile, those attaining a graduate or professional degree saw a modest increase of **6.2%**.

Comparing these figures to Chaves County, Roswell's trends generally align, though the county saw larger improvements in associate degrees and smaller declines in graduate-level education. **Table 1.6: Education Attainment Comparison (2010-2020)**.

EDUCATION ATTAINMENT COMPARISON, 2010 - 2020						
	City of Roswell			Chaves County		
Level of Education	2010	2020	% Change 2010 - 2020	2010	2020	% Change 2010 - 2020
Population 25 years and over	29,929	30,028	0.3%	41,078	41,417	0.8%
Less than 9th grade	2,932	3,309	12.9%	4,556	4,529	-0.6%
9th to 12th grade, no diploma	2,971	3,007	1.2%	4,455	4,017	-9.8%
High School graduate (includes equivalency)	8,166	7,827	-4.2%	11,080	11,013	-0.6%
Some College, no degree	7,582	7,551	-0.4%	10,172	10,721	5.4%
Associate's degree	2,746	2,753	0.3%	3,387	3,816	12.7%
Bachelor's degree	3,723	3,659	-1.7%	4,876	4,922	0.9%
Graduate or professional degree	1,809	1,922	6.2%	2,552	2,399	-6.0%

Table 1.6: U.S. Census (2010 - 2020)

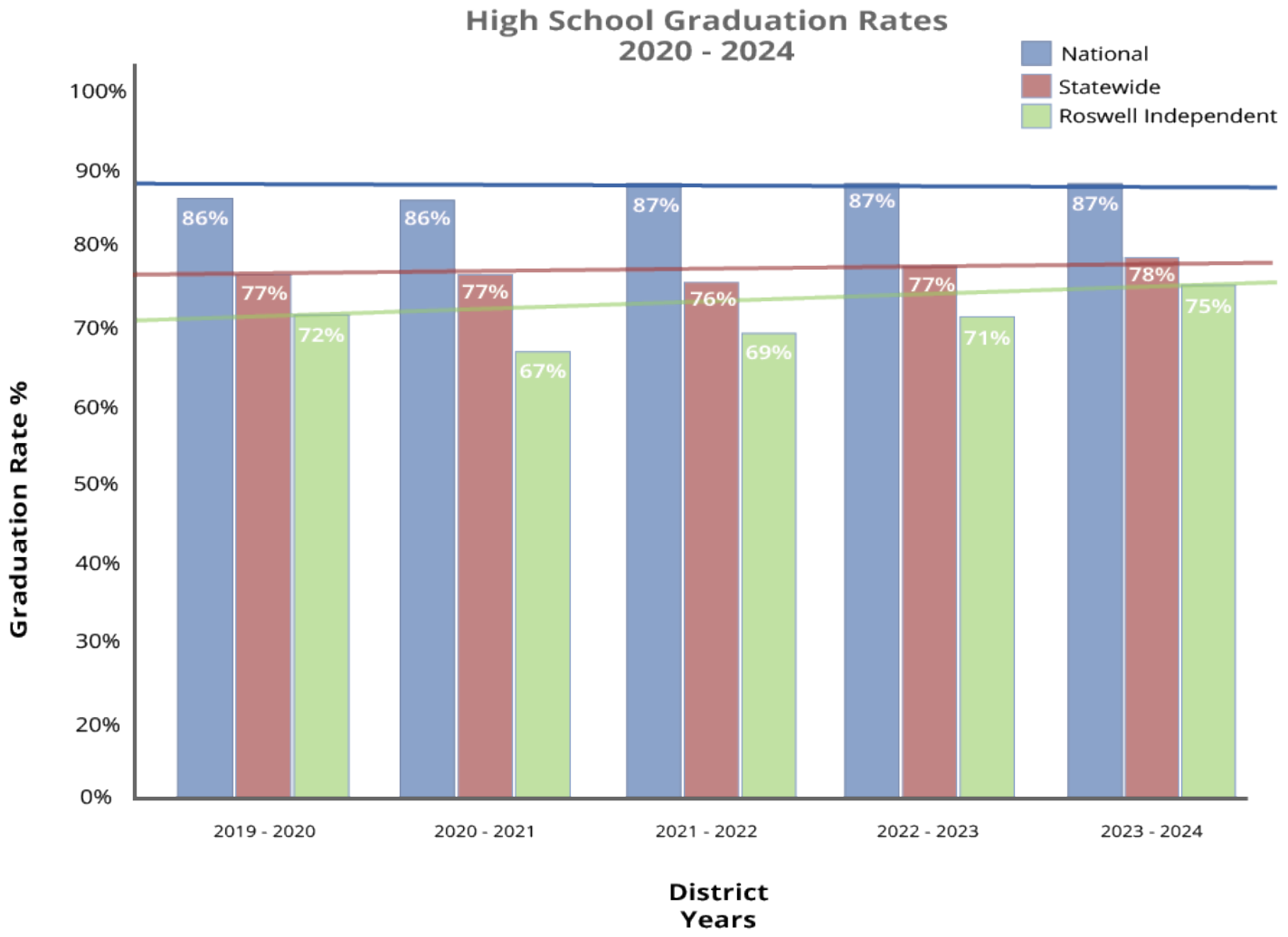
It should be noted that the New Mexico Military Institute, about 98% of students who attend NMMI go to college, Many go on to elite colleges across the country.

[6] New Mexico Public Education Department, STARS Enrollment Data, 2023-2024 Enrollment by District By School By Grade Retrieved July 8, 2025, from https://web.ped.nm.gov/bureaus/information-technology/stars/

[7] U.S. Census Bureau. (n.d.). EDUCATIONAL ATTAINMENT. American Community Survey, ACS 5-Year Estimates Subject Tables, Table S1501. Retrieved July 8, 2025, from https://data.census.gov/table/ACSST5Y2020 S1501?q=Roswell+city,+New+Mexico&t=School+Enrollment&g=050XX00US35005,35005.

GRADUATION RATES

Roswell's high school graduation rate has trailed both state and national averages over the past five academic years. As shown in **Graph 1.4: High School Graduation Rates (2020-2024)**, the data for Roswell Independent School District's graduation rate fluctuated between 67% and 75% from 2020 to 2024.[8] This remains below the state average **(77-78%)** and the national average **(86-87%)**, although recent improvements suggest ongoing efforts to address educational performance.



Graph 1.4: New Mexico Public Education Department (2020 - 2024)

[8] New Mexico Public Education Department, STARS Enrollment Data, 2020-2024 Enrollment by District By School By Grade Retrieved July 8, 2025, from https://web.ped.nm.gov/bureaus/information-technology/stars/



CHAPTER 2:
LAND USE & GROWTH MANAGEMENT

OVERVIEW

The Land Use and Growth Management chapter provides a framework for guiding Roswell's physical development over the next two decades. It establishes a vision for how land should be used, where growth should occur, and how development should be managed to balance economic, environmental, and community objectives.

Land use planning is the process of organizing and regulating how land is used within Roswell to support orderly development, protect the unique Chihuahuan Desert environment, and ensure that community resources are used efficiently. In Roswell, this process guides where housing, businesses, industry, agriculture, and recreation should be located, with the goal of creating a balanced and sustainable community that meets the needs of both current residents and future generations.

Effective land use planning in Roswell is essential for managing growth in a way that fosters economic stability, environmental stewardship, and social equity. It serves as the spatial framework of the City's Comprehensive Plan, aligning development decisions with the community's long-term vision and providing the policies and strategies necessary to implement the City's goals.

As the backbone of this Comprehensive Plan, land use planning establishes the foundation for how the city grows and evolves. It provides a clear structure to guide physical development, ensure compatibility among land uses, and enhance the overall quality of life for Roswell's residents.



Figure 2.1: Roswell NM Airport

EXISTING CONDITIONS

Roswell's existing land use pattern reflects a mix of residential neighborhoods, commercial corridors, industrial areas, open space, agricultural lands, and manufactured housing communities. The City's core is characterized by historic neighborhoods, small businesses, and ongoing in-fill redevelopment, while newer growth is occurring along the city's edges in commercial corridors, particularly where land is available for development. Land use regulations, zoning, and subdivision standards play a central role in shaping how properties are developed and redeveloped, ensuring consistency with the community's long-term vision.

Since 1947, the City of Roswell maintains a well-defined zoning framework that separates residential, commercial, industrial, and agricultural areas. Residential districts are concentrated within established neighborhoods across the community, fostering cohesion and supporting a range of housing choices. Commercial districts are strategically located along major corridors such as Main Street, SE Main Street, & Second Street, and key highway intersections, maximizing accessibility while reinforcing Roswell's role as a regional economic center.

Industrial uses are concentrated in designated areas, particularly along the Railroad and the RAC airport vicinity and major transportation corridors, to support economic growth while minimizing impacts on residential areas. At the same time, significant agricultural lands remain on the periphery, preserving Roswell's rural heritage and serving as a natural urban service area boundary that contains and concentrates growth with the municipal boundary.

This zoning and land use structure promotes orderly development, protects the city's historic character, and strengthens Roswell's identity as both an urban hub and an agricultural community, while safeguarding residential areas from incompatible land uses.

LAND USE CATEGORY	LAND USE AREA IN ACRES
Agriculture	302.7
Civic/Institutional	1346.2
Commercial	476
Industrial/Warehouse	65.7
Natural Resources	4.1
Open Space	2094.6
Residential	3838.2
Transportation/Utilities	4669.7
Vacant/Other	3404.1
Total	**16201.6**

Table 2.1: Land Use Acreage

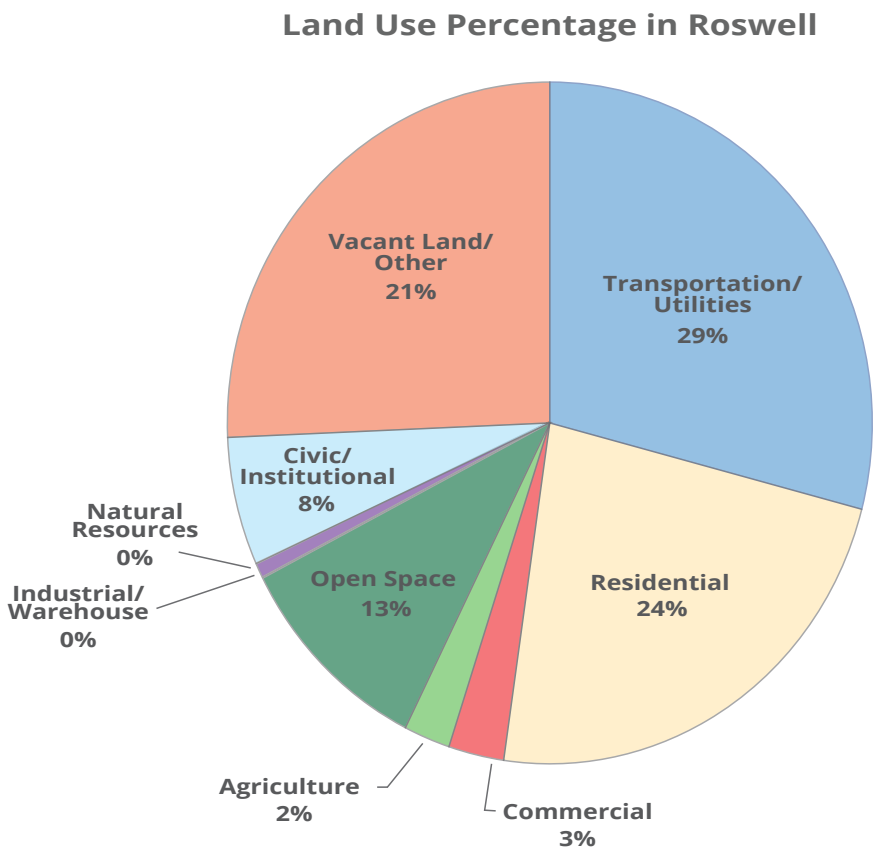


Chart 2.1: Existing Land Use Percentage in Roswell

EXISTING ZONING DISTRICTS

The following existing zoning districts establish expectations for residential areas, commercial corridors, employment centers, mixed-use activity hubs, and open space, ensuring that growth occurs in a coordinated and intentional manner. Roswell currently utilizes a hierarchical zoning structure, in which certain higher-intensity districts permit a broader range of uses than lower-intensity districts. The districts illustrated on the Zoning Map are color-coordinated to identify the zoning district of any property and nearby properties to view consistency and compatibility of land uses in an area or the City as a whole. Each color on the map corresponds to a specific zoning district, with detailed descriptions provided in the following section to explain the purpose and character of each district.



Figure 2.2: Roswell Space Toy Museum

RESIDENTIAL:

Residential Suburban District (R-S)

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

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

Residential District (R-1)

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

Permitted uses in the R-1 zone include single-family detached dwellings, home occupations, and publicly-owned police/fire stations/ parks or playgrounds. Nonresidential special uses allowed in the R-1 zone include cemeteries, churches, recreational facilities, golf courses, public utilities, schools, community gardens, and renewable energy facilities. The R-1 District is the most common zone in the City of Roswell. Minimum lot size in the R-1 zone is 6,000 square feet.

Residential District (R-2)

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

The R-2 zone expands the R-1 zone use regulations by allowing a greater





Figure 2.3 (A,B): Single Family Homes

variety of permitted housing types. Permitted uses in the R-2 zone include those allowed in the R-1 zone, in addition to townhouses and duplexes. Special uses allowed in the R-2 zone are the same as those in the R-1 zone. The R-2 zone is less common than the R-1 zone and is primarily distributed north of Hobbs Road and 19th Street, with additional areas located east and west of Main Street. The minimum lot size in the R-2 zone is 5,000 square feet for a single-family residence, 4,500 square feet for a townhouse, and 9,000 square feet for a duplex (4,500 square feet per unit). Because many existing lots within the R-2 district are smaller than 9,000 square feet, duplex development is often constrained, and in practice the district frequently functions similarly to R-1.

Residential District (R-3)

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

The R-3 zone expands the use regulations from the R-2 zone by allowing a greater variety of housing and other compatible uses. Permitted uses in the R-3 zone include those in the R-1 zone, in addition to places of worship or religious ceremony, multiple-family dwellings, and assisted living. Special uses in the R-3 zone allow for some non-residential uses, including professional offices, schools, museums and art galleries, libraries, and hospitals. The R-3 District is more common than the R-2 District and is mainly distributed in all quadrants of the city and the housing that was developed at the Airbase in the 1940s - 1960s. Minimum lot sizes in the R-3 zone are 4,500 square feet for a single-family residence, 4,000 square feet for a townhouse, 3,500 square feet for a duplex, and 3,000 square feet per unit for multi-family residential.



Figure 2.4: Townhouses

Residential District (R-4)

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

The R-4 zone expands on the R-3 zone by allowing higher-density residential development and other compatible uses. Permitted uses under the R-4 zone allow any permitted use under the R-3 zone and "multiple-family dwellings with no more than 20 dwelling units per net acre for single-story and 40 dwelling units per net acre for 2-story dwellings". Special

uses include any special use in the R-3 zone and professional offices not exceeding 15,000 square feet in gross floor area. The R-4 District existing developments are typically concentrated on a smaller scale and range from single-family dwellings to apartment complexes. Higher-density residential could be an appropriate zoning for the Downtown area.

Residential Mobile Home/Tiny Home Subdivision District (RMS)

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

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

Residential Low District (R-L)

"The Residential Low District is intended for low-density single-family detached dwellings, between two to four units per acre, and other uses which uphold and maintain the low-density residential nature of the district."

The R-L zone permits single-family detached dwelling per lot, home occupations, police/fire stations, parks, and playgrounds. Special uses allow community association swimming pools, recreational facilities, golf courses, public utility and services facilities, and multi-generational housing. Properties located in this district, which are located in the Old Municipal Airport (OMA), shall utilize the Design Guidelines for the Old Municipal Airport. This district is located throughout the city, with notable concentrations west of Union Avenue and in the area south of Second Street.







Figure 2.5 (A,B,C): Apartments and Duplexes in Roswell

Residential Very Low District (R-VL)

"The Residential Very Low District is intended for very low density single-family detached dwellings, between one to two units per acre, and other uses which uphold and maintain the very low density residential nature of the district."

Use regulations, permitted, and special uses are the same as the R-L district. The special uses also include cemeteries, mausoleums, places of worship or religious ceremony, educational buildings, community gardens that do not exceed 30,000 square feet in area, and renewable energy facilities. The district is primarily located on the outer edges of the city, with notable concentrations near the southeast fringe and in areas west of Main Street beyond existing subdivision patterns.

Manufactured/Mobile Home Community District (MHC)

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

Permitted uses under the MHC zone include manufactured homes greater than 40 feet in length and 8 feet in width, a related manager's office or maintenance building, and temporary construction buildings. There are no special uses permitted under the MHC zone. The MHC district is scattered across the City. The purpose of this district is to accommodate Mobile/ Manufactured Homes and communities where residents can own or rent homes or tenet space.

Planned Unit Development (PUD)

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

The Planned Unit Development District allows for residential, commercial, or industrial development that does not fall into any specific zoning category. Subdivisions with a PUD designations are scattered throughout the entire City. Some PUDs offer mixed density housing and/or relaxed setbacks.



Figure 2.6 (A,B): Churches and Manufactured homes in Roswell

COMMERCIAL:

Commercial Office District (CO-1)

"The Commercial Office District is intended to provide suitable sites for the development of well-planned and attractive commercial office buildings which will not adversely impact adjacent residential development."

CO-1 zone permitted uses are financial institutions, professional offices, land development services, medical buildings (outpatient, no ambulances), Counseling, including child guidance and family services, government offices (no outdoor storage), and any other use that meets the purpose of this district and is similar to those uses listed above. The special uses include child day care centers. Development guidelines in this district is intended to be compatible with surrounding residential districts. To date, two areas have been rezones to CO-1.

Neighborhood Commercial District (C-1)

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

Permitted uses in the C-1 zone allow for accessory living quarters for a single-family residential unit, barber/beauty shops, bed and breakfasts, boarding/lodging homes, child care centers, financial institutions, drugstore/food stores/convenience stores, retail florists, laundries, libraries, museums, professional offices under 10,000 square feet, recreation and community centers, music/trade schools, etc. Special uses in the C-1 zone allow for greenhouses, automobile service stations, public utility companies, parking lots, multi-family residences, self-storage units, and religious institutions. The C-1 District is not very common in Roswell and is located sparsely within a few neighborhoods across the City.





Figure 2.7 (A,B,): Local businesses in Roswell and Stellar Coffee located in Roswell on Main St.

Community Commercial District (C-2)

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

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

Downtown Business District (C-3)

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

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

Commercial Business District (C-4)

"The C-4 District is intended to provide for a variety of retail, personal service, wholesale office, and other general service types of uses for the consumer population of the entire community and to accommodate the typically heavy traffic-generating characteristics and potentially detrimental appearance and performance of the uses in this district."

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



Figure 2.8: Roswell Sun West Centre Building

MIXED-USE

Mixed-Use Plaza District (MU-P)

"The MU-P District is intended to provide for a mixed-use development that would accommodate a variety of arts and entertainment, retail, personal service, office, and residential uses in close proximity to each other found around the central plaza, which is intended to become a new meeting location for the city. It is intended that this district will be a mixed-use area with the placement of residential and commercial uses and structures in close proximity that will provide for an active area for interacting with local residents and visitors."

Permitted uses in the MU-P zone may include multi-family residential units, townhouses, live/work spaces, small-scale retail and food establishments, coffee shops, child care facilities, professional offices, art galleries, personal services, and civic or cultural facilities. Permitted uses in the M-U zone also include boutique hotels, entertainment venues, breweries/wineries, structured parking facilities, and upper-story residential development in combination with ground-floor nonresidential uses.



Figure 2.9: Roswell Mixed-Use Office Building

INDUSTRIAL:

Light Industrial District (I-1)

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

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



Figure 2.10: Industrial Building, BiltWise

Heavy Industrial District (I-2)

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

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



Figure 2.11: Industrial Building, BiltWise

INSTITUTIONAL:

Institutional District (INST)

"This district is intended to provide for nonprofit or quasi-public use, such as a religious institution, library, public or private school, hospital, or government-owned or government-operated structure or land used for public purpose."

Permitted uses for the INST zone are city, county, state, or federal buildings and facilities, public elementary, middle, and high schools, hospitals and medical centers, and public facilities, including storm water detention areas and governmental buildings. The special uses are for private elementary, middle, and high schools. This District is strategically located throughout the city to ensure accessibility to essential services, with notable concentrations near major roadways and residential neighborhoods.



Figure 2.12: NMMI University

PARKS AND RECREATION:

Recreation Vehicle Park (RVP)

The Recreational Vehicle Park (RVP) District is designed to accommodate short-term and seasonal lodging options, providing facilities for travelers and tourists in Roswell. This district aims to support tourism and recreational activities by offering designated areas for recreational vehicle (RV) parks and campgrounds.

Use regulations in the RVP District permit the establishment of RV parks, subject to specific development standards to ensure compatibility with surrounding areas. Permitted uses include RV parking spaces, associated utility hookups, and related amenities such as restrooms and recreational facilities. Special uses may be considered on a case-by-case basis, subject to approval by the Planning and Zoning Commission. Development within the RVP District must adhere to specific area, setback, and height requirements to maintain the character of the surrounding area. This district is primarily situated around South Sunset Avenue, near major roadways and facilities, providing easy access for transient stays.

Parks and Recreation (P&R)

"This district is intended to provide for both private-sector as well as public-sector, recreational and park facilities that are primarily located outdoors."

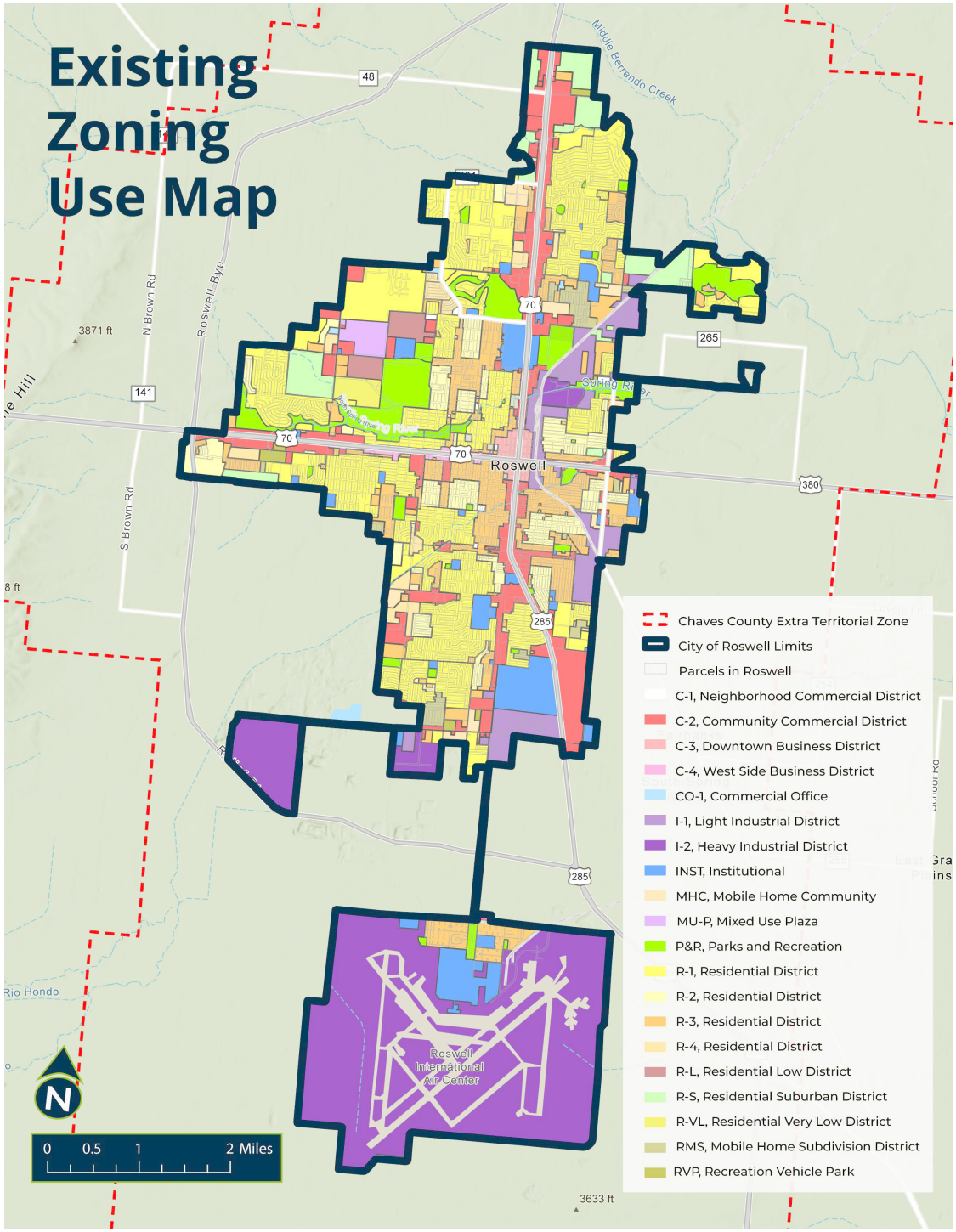
The P&R District permitted uses are city, county, state, or federal parks or open spaces, and public or private golf courses. This district is located strategically throughout the City to provide accessible recreational opportunities.



Figure 2.13 (A,B): Roswell Trailer Village RV Park, and Neighborhood Park

LAND USE ZONING	LEGEND	CITY LIMITS	
		# of Parcels	Percentage (%)
Residential District (R-1)		10,498	51.5
Residential District (R-3)		4,505	22.1
Residential District (R-2)		2,506	12.3
Community Commerical District (C-2)		1,310	6.4
Mobile Home Subdivision District (RMS)		433	2.1
Light Industrial District (I-1)		372	1.8
Residential District (R-4)		253	1.2
Commercial Business District (C-4)		159	0.8
Institutional (INST)		82	0.4
Parks & Recreation (P&R)		74	0.4
Rural Suburban District (R-S)		61	0.3
Downtown Business District (C-3)		36	0.2
Neighborhood Commerical (C-1)		31	0.2
Mobile Home Community District (MHC)		26	0.1
Heavy Industrial District (I-2)		26	0.1
Recreation Vehicle Park (RVP)		7	0
Commerical Office District (CO-1)		5	0
Residential Low District (R-L)		4	0
Total		**20,388**	

Table 2.2: City of Roswell Zoning Districts, Number of Parcels and Percentage



Map 2.1: City of Roswell Existing Zoning Map

SPECIAL ZONING DISTRICTS

The City of Roswell has adopted special zoning districts and overlay zones. These special zoning districts allow for flexible standards for characteristics particular to the area of the City.

ZONING DISTRICT	SIMPLIFIED DEFINITIONS
Residential District (R-1)	Low-density single-family homes, up to 5 units per acre.
Residential District (R-2)	Low-to medium-density housing, up to 5 units per acre.
Residential District (R-3)	Medium-density housing types; no buildings over two stories; screening required near single-family areas.
Residential District (R-4)	High-density housing types, reviewed for safety and neighborhood compatibility; screening required.
Residential Low District (R-L)	Single-family homes, 2–4 units per acre.
Residential Mobile Home/Tiny Home Subdivision District (RMS)	Subdivisions for mobile and tiny homes on individual lots.
Rural Suburban District (R-S)	Large-lot homes (1 unit per 2.5 acres) with agricultural use.
Residential Very Low District (R-VL)	Single-family homes, 1–2 units per acre.
Recreation Vehicle Park (RVP)	RV parks with required site plans, infrastructure, and minimum size standards.
Parks & Recreation (P&R)	Private and public sector recreational and park facilities that are primarily located outdoors.
Manufactured/Mobile Home Community District (MHC)	Residential communities for manufactured and mobile homes with required infrastructure.
Institutional (INST)	Public and nonprofit facilities such as schools, hospitals, churches, or government buildings.
Mixed Use Plaza (MU-P)	Arts, retail, office, and residential in a walkable, plaza-centered district.
Light Industrial District (I-1)	Manufacturing and assembly uses with minimal noise, odor, or other impacts.
Heavy Industrial District (I-2)	Large-scale industrial and manufacturing uses with stricter review for community impacts.
Commerical Office (CO-1)	Sites for office buildings designed to fit near residential areas.
Neighborhood Commerical District (C-1)	Small-scale retail and services for nearby neighborhoods; limited building size.
Community Commerical District (C-2)	Larger retail and service uses that serve the entire city; located along major roads.
Downtown Business District (C-3)	Central area for retail, office, and services in a dense, walkable setting.
Commercial Business District (C-4)	Retail and services along Second Street corridors; requires city approval for placement.
Planned Unit Development (PUD)	Flexible mixed-use development planned as a alternative to conviential zoning.

Table 2.3: City of Roswell Zoning Districts Definitions

PLANNED UNIT DEVELOPMENT

The Planned Unit Development (PUD) is established as an overlay zoning designation intended to provide flexibility in the arrangement and integration of uses, site design, and development standards within areas already zoned for residential, commercial, or industrial purposes. A PUD may only be applied in accordance with the provisions of the City's Zoning Ordinance and as identified on the City's official Zoning Map.

The PUD overlay does not replace the underlying zoning district; rather, it modifies or supplements its standards to allow for coordinated, unified development that achieves superior design, greater efficiency in land use, and enhanced public benefits.

Within a PUD overlay, residential uses permitted in the underlying zoning district shall remain permitted. For example, single-family dwellings may include dwellings attached by common walls, consistent with the intent of the PUD to support flexible housing forms. In addition, accessory and incidental retail or limited commercial uses may be permitted when designed to serve and enhance the residential neighborhood character of the planned development.

CITY OF ROSWELL NUMBER OF PLANNED UNIT DEVELOPMENTS AS OF 2024 (Parcels of Land)
1,259

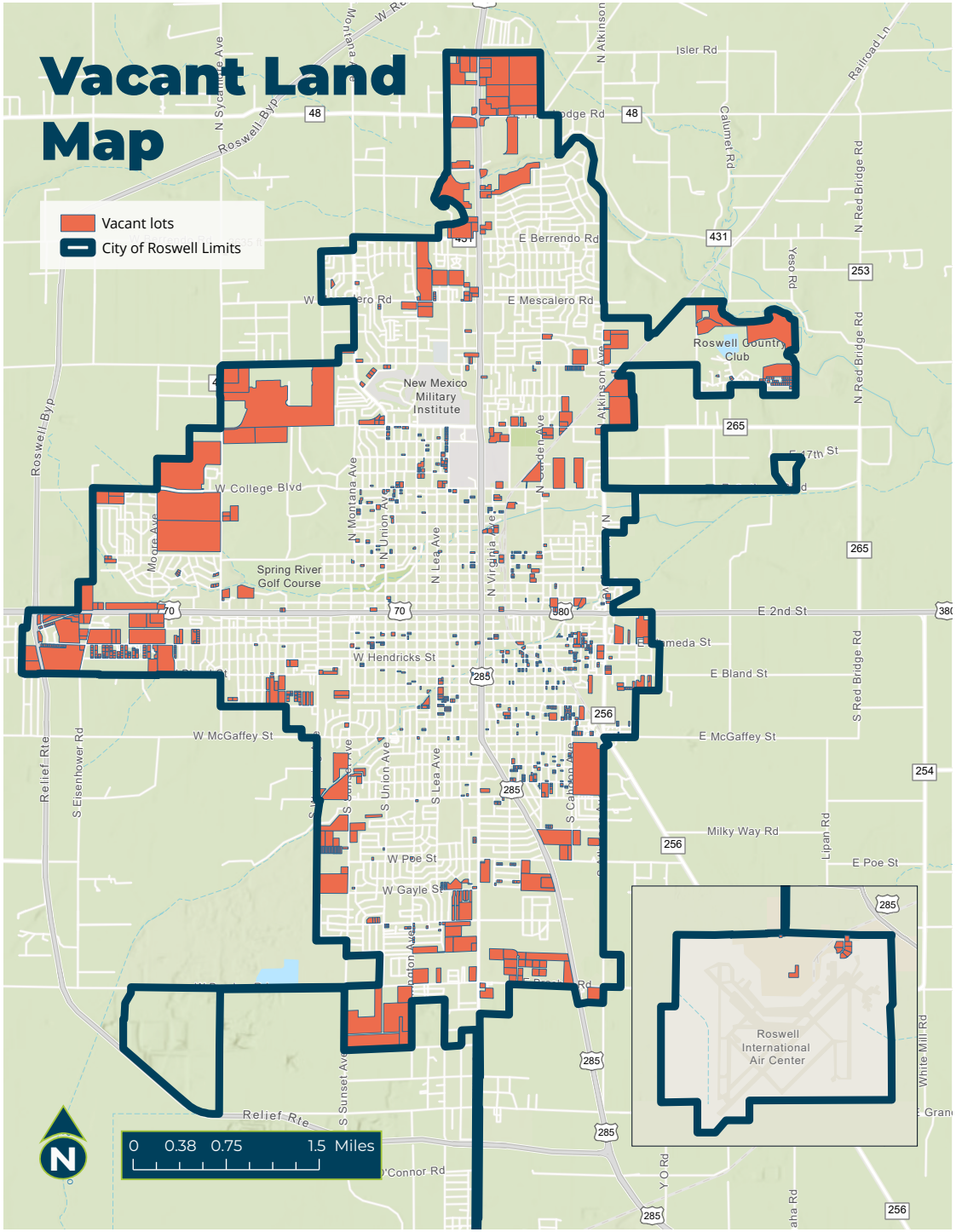
Table 2.4: Planned Developments by Parcel

VACANT LAND

Approximately 2,378 acres of vacant land exist per the City zoning map—a total of 1,066 parcels.

VACANT LAND		
Zone	# of Parcels	Percentage Overall
R-3	403	37.8
R-2	202	18.9
R-1	194	18.2
C-2	135	12.7
I-1	54	5.1
R-S	17	1.6
R-4	15	1.4
RMS	13	1.2
C-1	10	0.9
I-2	9	0.8
PUD	8	0.8
C-3	4	0.4
INST	1	0.1
P-R	1	0.1
C-4	0	0

Table 2.5: List of Vacant Land in Roswell



Map 2.2: City of Roswell Vacant Land Map

KEY FINDINGS

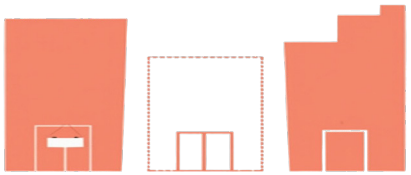
What can this information tell us?

City zoning districts are a critical tool for understanding how land is currently organized and how future development may occur. The distribution of zoning districts provides insight into the balance of residential, commercial, industrial, open space, and agricultural areas within the municipal boundary. In Roswell, substantial city-owned and privately owned land remains available for development and redevelopment, including opportunities for infill within established neighborhoods. Regular evaluation of zoning regulations ensures that these areas can be developed in a manner that reflects community goals, supports economic stability, and maintains compatibility between land uses.

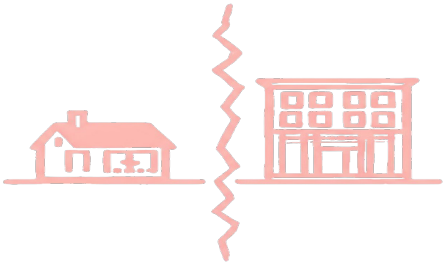
- Growth is occurring primarily in peripheral areas, increasing infrastructure demands.



- Vacant and underutilized properties exist within the urban core.



- Some zoning regulations are outdated and limit mixed-use opportunities.



COMMUNITY ENGAGEMENT

Residents expressed strong interest in maintaining the character of established neighborhoods while encouraging targeted infill and development of underutilized areas. These interests are described in more detail below as Key Findings.

- Key Finding #1: Explains how the Roswell Downtown is a Historic Core that provides a Civic, Cultural, and Economic Hub for maintaining the character of not only neighborhoods but the City as a whole.
- Key Finding #2: Focuses on the Investment and Development in underutilized areas throughout the City.

There is widespread support for preserving open space and agricultural lands, expanding mixed-use developments, creating entertainment & activities for youth and families and improving walkability and connectivity.

- Demand is increasing for walkable neighborhoods and diverse housing types.
- Limited community and youth activities require families to seek travel outside of Roswell for entertainment and activities.



Figure 2.14: Able City Community Charrette Meeting

KEY FINDING 1: ROSWELL DOWNTOWN IS A HISTORIC CORE AS A CIVIC, CULTURAL, AND ECONOMIC HUB

The Downtown land use category establishes Roswell's historic core as the primary civic, cultural, and economic hub of the city and region. This category supports reinvestment, adaptive reuse, and new mixed-use development that enhances the area's identity as Roswell's gathering place.

The Roswell Master Plan 2025 Survey reinforces this key finding. In Question 13, residents were asked why it is important to protect and enhance Roswell's historic assets. The top response, chosen by 44.7% of participants, was **"to provide a sense of place and retain Roswell's character."** This result highlights that the community values its historic assets not only as landmarks but also as anchors of local identity and its unique cultural. It emphasizes that while Key Finding 1 calls for downtown growth and reinvestment, it must also prioritize retaining Roswell's character and sense of place to reflect what residents value most.

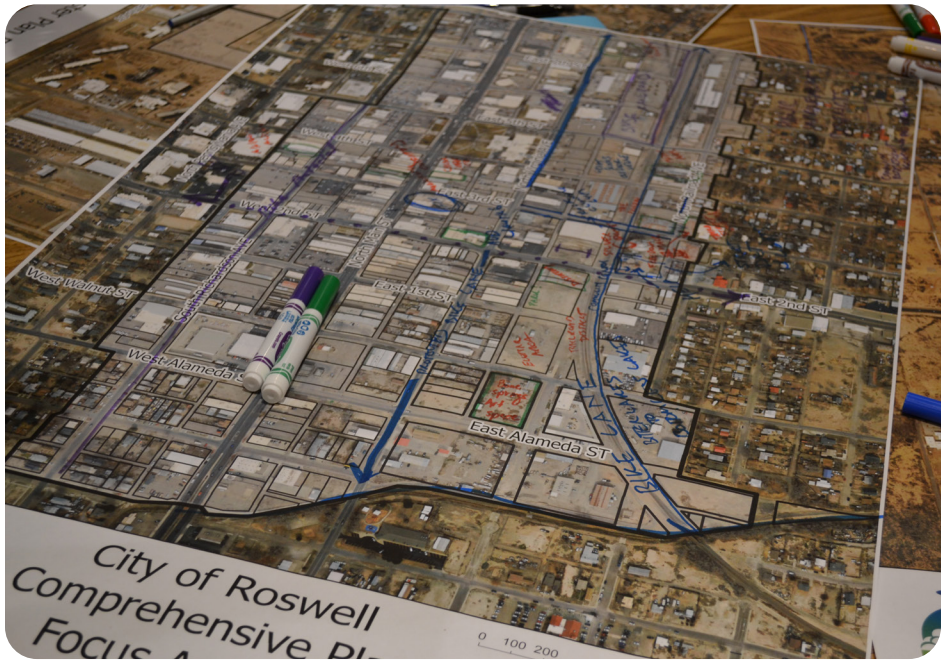
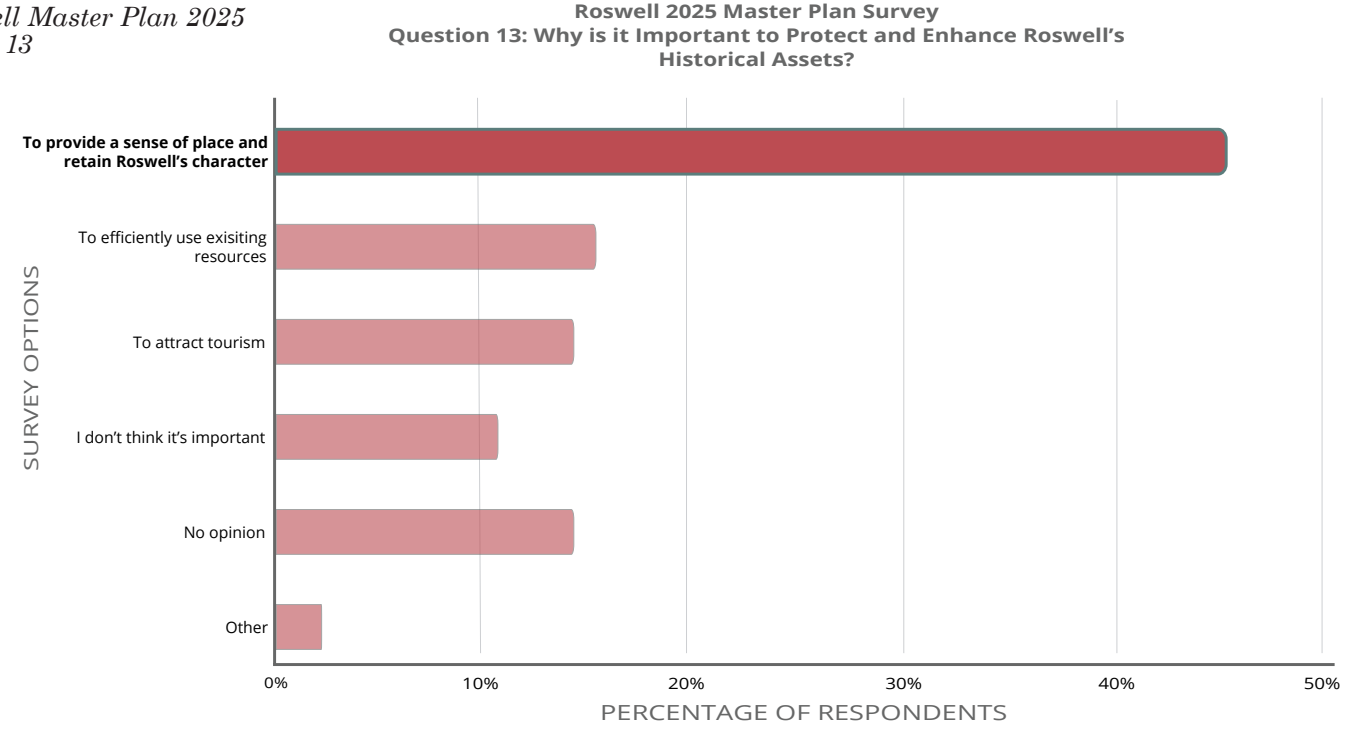


Figure 2.15: Able City Community Engagement Activity

Graph 2.1: Roswell Master Plan 2025 Survey, Question 13



KEY OBJECTIVES

1. **Reinforce Downtown as the regional center** by encouraging mixed-use development, civic investment, and cultural amenities while enhancing tourism-oriented commerce and attractions.
2. **Promote infill and adaptive reuse** of historic buildings, while integrating new housing, retail, and office opportunities.
3. **Connect land use with water-conscious design** to ensure sustainable growth in-alignment with Roswell's long-term resource needs.
4. **Strengthen the pedestrian environment** through walkable streets, public plazas, and safe connections to adjacent neighborhoods.
5. **Celebrate Roswell's cultural assets**, such as the International UFO Museum, Roswell Museum and Art Center, Chaves County Courthouse building, as anchors for activity.
6. **Encourage downtown living** with new housing choices that support an expanding population of residents and provide around-the-clock vitality.

Vision:

Downtown Roswell will continue to evolve as the city's historic and cultural center, attracting residents, visitors, and businesses while serving as a model of sustainable, community-focused development.

A STRONG FOUNDATION FOR ROSWELL'S GROWTH

The Downtown land use category is designed to strengthen and revitalize the historic heart of Roswell, serving as a vibrant center for the city and the surrounding region. A strong and active downtown is essential to achieving the vision of this Comprehensive Plan by supporting smart infill development, guiding public investments, aligning land use with water-conscious growth, promoting environmental stewardship, and fostering sustained local economic vitality.

A SECURE INVESTMENT IN ROSWELL'S FUTURE

The location, existing infrastructure, and established street network of Downtown Roswell position it as a catalyst for renewal and reinvestment. The historic core already contains significant cultural and civic assets that include the International UFO Museum, the Roswell Museum and Art Center, the Chaves County Courthouse building, City Hall, Pioneer Plaza, and other community landmarks alongside long-standing businesses, restaurants, and offices. With these unique attributes, Downtown has the potential to reinforce its role as Roswell's premier gathering place and a true regional destination.

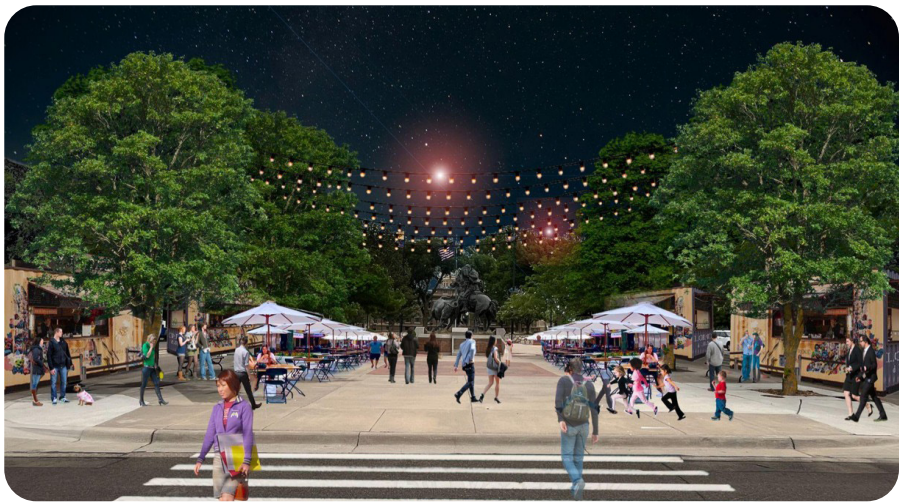


Figure 2.16: Downtown Roswell Rendering of Pioneer Plaza

UNLOCKING THE POTENTIAL OF DOWNTOWN ROSWELL

Roswell's Downtown already rests on a strong foundation, with its mixture of attractions and shops like coffee shops, bakeries, bike stores, museums, parks, UFO tourist attractions and civic buildings all coming together to create a lively and connected core. This key finding highlights that foundation and provides extra support by suggesting the introduction of a Downtown Land Use District. The district offers strategies for reinvigorating Roswell's urban core, emphasizing local heritage and culture while introducing new development opportunities, housing choices, and community services. These efforts will strengthen downtown's position as already a walkable and most accessible part of the downtown area but as well as a civic hub and a livable neighborhood, harnessing existing assets and guiding new investment to create a dynamic, inclusive, and resilient center for Roswell's future. Downtown can be divided into four primary districts:

CIVIC DISTRICT:

Located from North Virginia Avenue to North Pennsylvania Avenue, north of West 4th Street and south of the Civic District, this area includes a concentration of municipal, county, and federal facilities that function as the core of local government services. Key anchors within the district include Roswell City Hall Annex, the Roswell Public Library, the Chaves County Courthouse, the Post Office, a Fire Station, and the Roswell Independent School District (RISD) administrative offices near South 6th Street. Land use within the district is primarily institutional, with limited supporting commercial activity. The area also contains historically significant structures, including references to the Roswell Thrift Lodge, which contribute to the district's civic identity. Future planning efforts could focus on maintaining the district's governmental role while considering opportunities to improve connectivity, enhance pedestrian circulation, and accommodate complementary public or civic uses. The district's defined boundaries and concentration of public facilities provide a framework for coordinated investment and long-term planning.







Figure 2.17 (A, B, C): City of Roswell Public Buildings

ARTS AND CULTURAL DISTRICT:

The Arts and Cultural District is located north of East Alameda Street, south of East 6th Street, west of the Railroad, and east of North Richardson Avenue and North Pennsylvania Avenue. This area encompasses the core of Downtown Roswell, including the Main Street corridor, and serves as the community's center for cultural activity and civic identity. Land use within the district includes a mix of retail, dining, cultural institutions, museums, and entertainment supported by surrounding commercial and residential uses. The block along Main Street Downtown Corridor have flexible-use and overlapping districts which allows for events to take place, especially at the plaza. Future planning efforts could emphasize reinvestment in building improvements, streetscape design, wayfinding, and public amenities to enhance the pedestrian environment. Priorities include improved sidewalks, lighting, signage, landscaping, and structured or well-managed parking to support local businesses and cultural destinations. The district's central location and concentration of cultural resources position it as a focal point for downtown redevelopment and economic activity.

RAILROAD DISTRICT:

Located north of Second Street and east of Virginia Avenue along Railroad Avenue, the Railroad District was formally established through the Railroad District Metropolitan Redevelopment Area Plan, adopted in 2011 and later amended on July 16, 2016. The district is defined by its historic industrial character, with warehouses and rail-oriented buildings lining both sides of the tracks, transitioning into single-family neighborhoods toward the east. By reaffirming the vision, goals, and strategies of the adopted plan, the community can guide the redevelopment of vacant and underutilized properties into vibrant new uses. Continued coordinated economic development, infrastructure enhancements, and sustained public and private investment will be essential to build upon the financial commitments already made by local businesses and to maximize the impact of prior public expenditures. Opportunities include adaptive reuse projects, restaurants, cultural and entertainment venues, museums, public art, and mixed-use development, all of which can reinforce the Railroad District as a unique destination and a catalyst for economic and cultural growth.





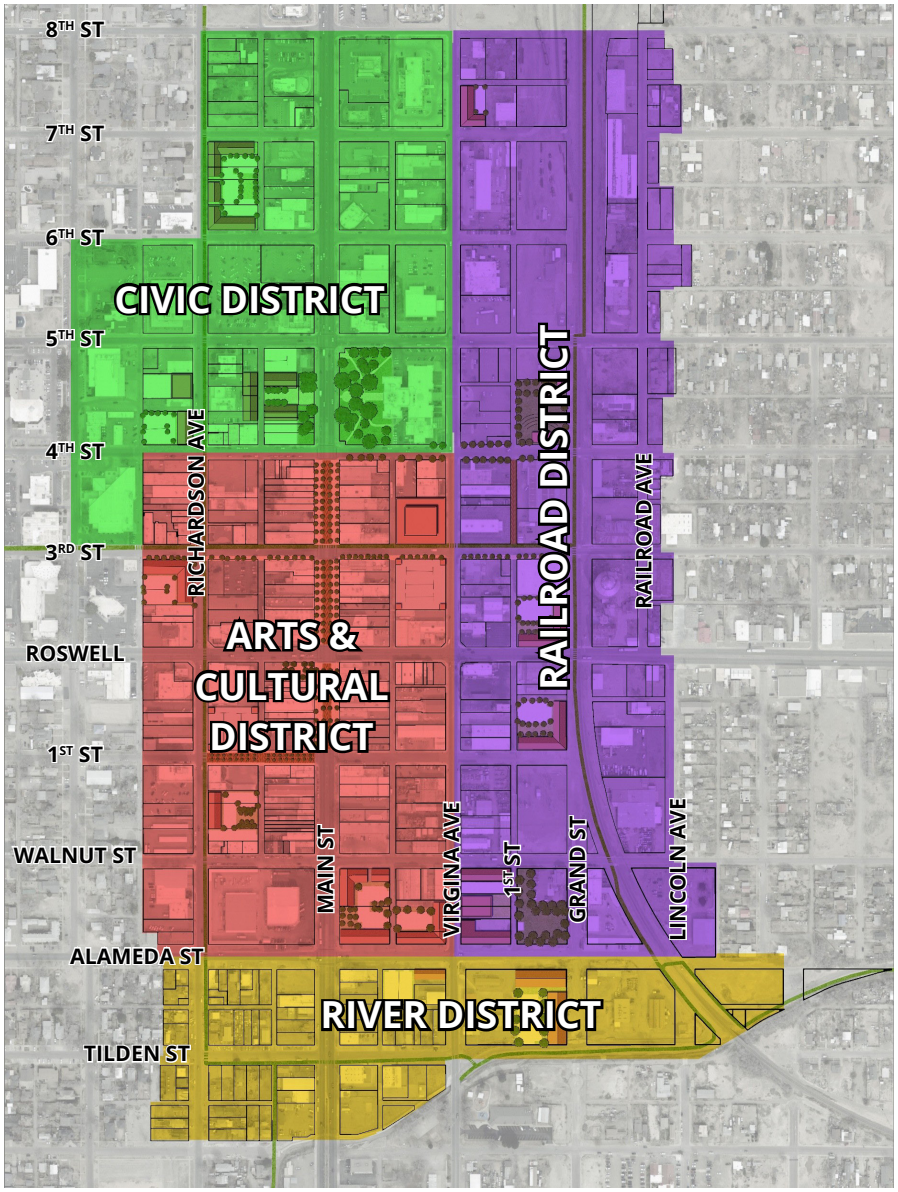
Figure 2.18 (A, B):Arts and Cultural District Rendering and Railroad District Rendering

RIVER DISTRICT:

Located south of Alameda Street, north along the Hondo River Trail, east of South Richardson Avenue, and west of the railroad tracks, the River District contains a mix of land uses, including underutilized light industrial properties and existing single-family residential development near the western edge. The area's proximity to the Hondo River Trail provides an opportunity to connect redevelopment efforts with recreational amenities and open space. Future planning could focus on transitioning obsolete sites into new residential, mixed-use, or community-oriented development, while activate stability of both recreational and commercial, adjacent neighborhoods. Strategic improvements in connectivity, infrastructure, and land use transitions will support the district's evolution into a more cohesive and active urban area.



Figure 2.19 : Hondo River Trail



Map 2.3: Future Downtown Land Use Districts

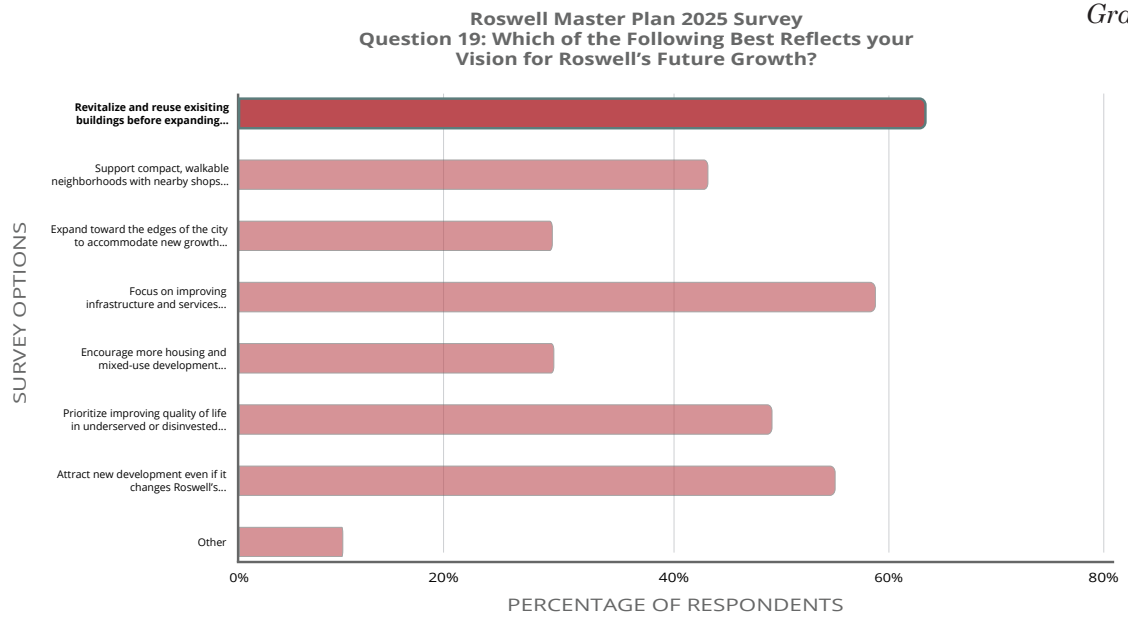
KEY FINDING 2: FOCUSING FUTURE LAND USE ON REINVESTMENT AND REDEVELOPMENT

The Future Land Use framework provides Roswell with a long-term vision for how the community will grow and change over the next 20 years. Land use planning is essential for understanding where housing, employment, retail, recreation, and open spaces should be located, while also highlighting areas with potential for reinvestment and redevelopment. For the City of Roswell, this framework is especially important as growth continues to place pressure on infrastructure and new opportunities emerge within the city's core.

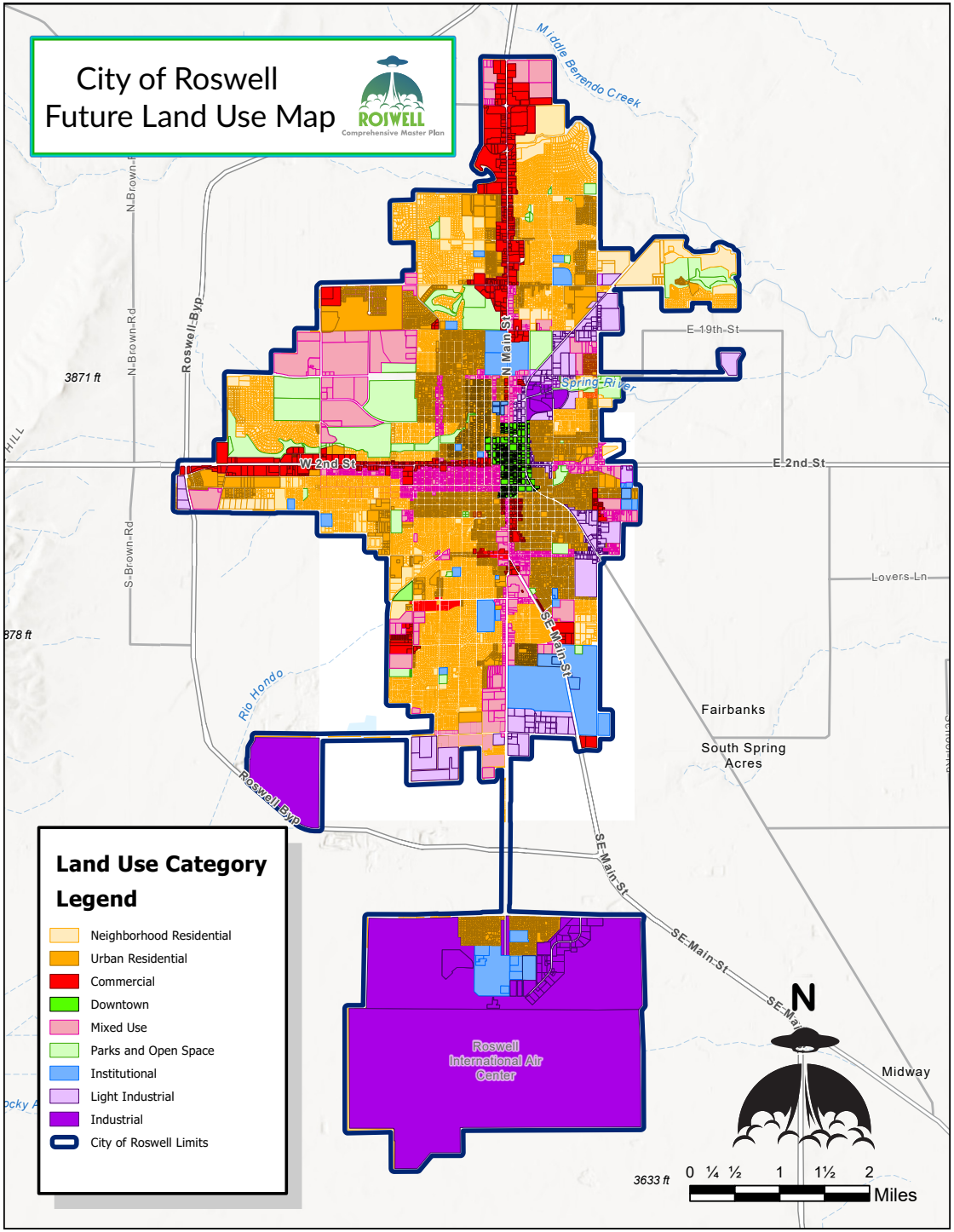
The Roswell Master Plan 2025 Survey results further reinforce this key finding. In Question 19, the top priorities identified by respondents were to **"revitalize and reuse existing buildings before expanding outward" (62.4%)** and to **"focus on improving infrastructure and services in existing neighborhoods" (59.2%)**. Together, these results highlight a clear community preference for reinvestment and redevelopment over outward expansion. Residents expressed strong support for concentrating growth within the city's existing footprint, prioritizing quality of life improvements and infrastructure upgrades in established neighborhoods before pursuing new development at the edges of town. This alignment between community values and the Future Land Use framework underscores the importance of directing growth toward infill and redevelopment as the foundation for Roswell's long-term strategy.

An emphasis on expanding mixed-use opportunities supports Roswell's goal of creating vibrant, walkable places that connect housing, jobs, and services in a more efficient way. These areas can enhance quality of life, attract new investment, and balance the demand for growth on the city's edges by encouraging infill and redevelopment within existing neighborhoods.

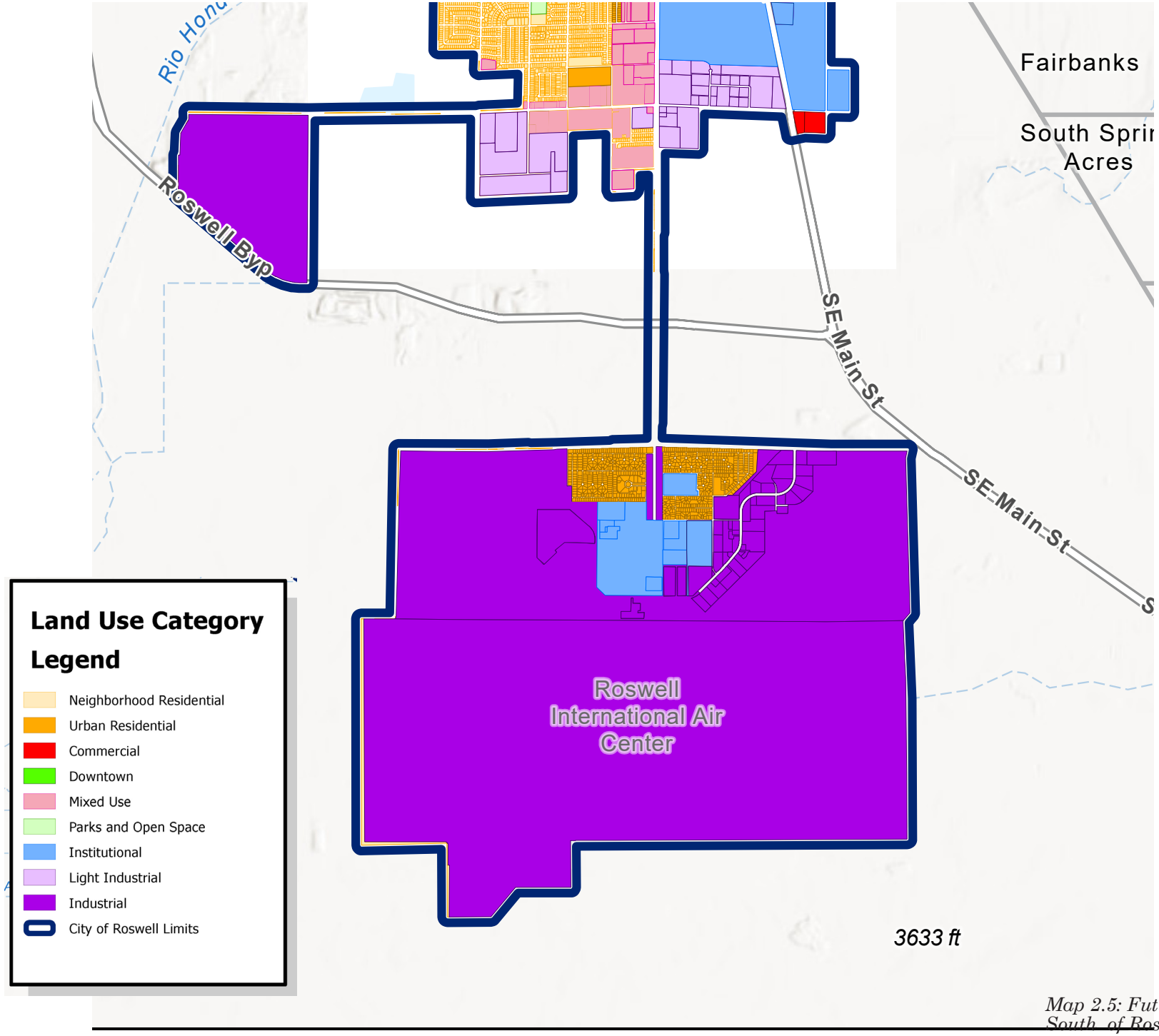
This vision reflects the ideas and priorities voiced by community members during engagement efforts in May. By grounding the Future Land Use framework in local input, Roswell can move forward with a strategy that supports economic vitality, improves livability, and ensures responsible growth.



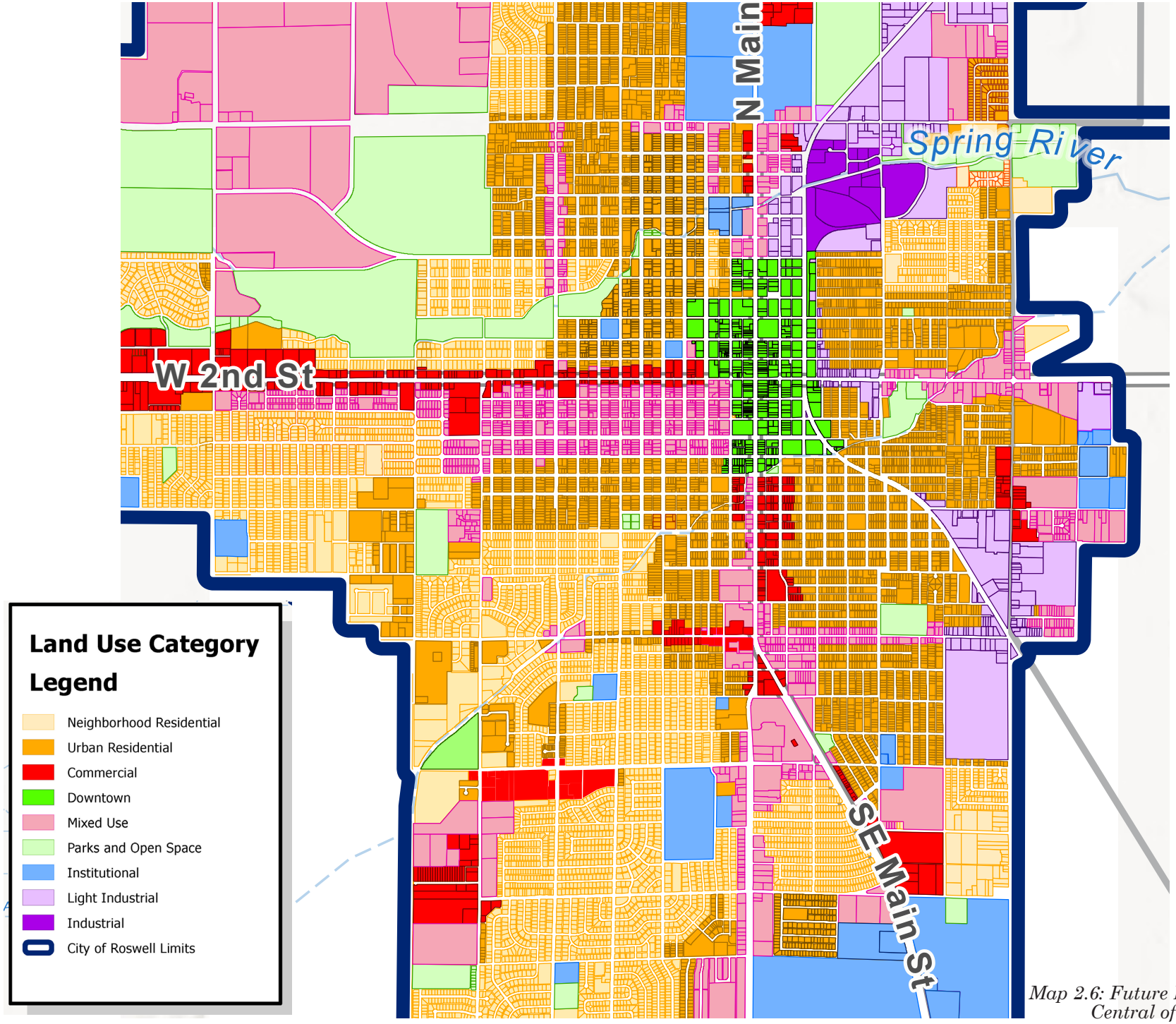
Graph 2.2: Roswell Master Plan 2025 Survey, Question 19



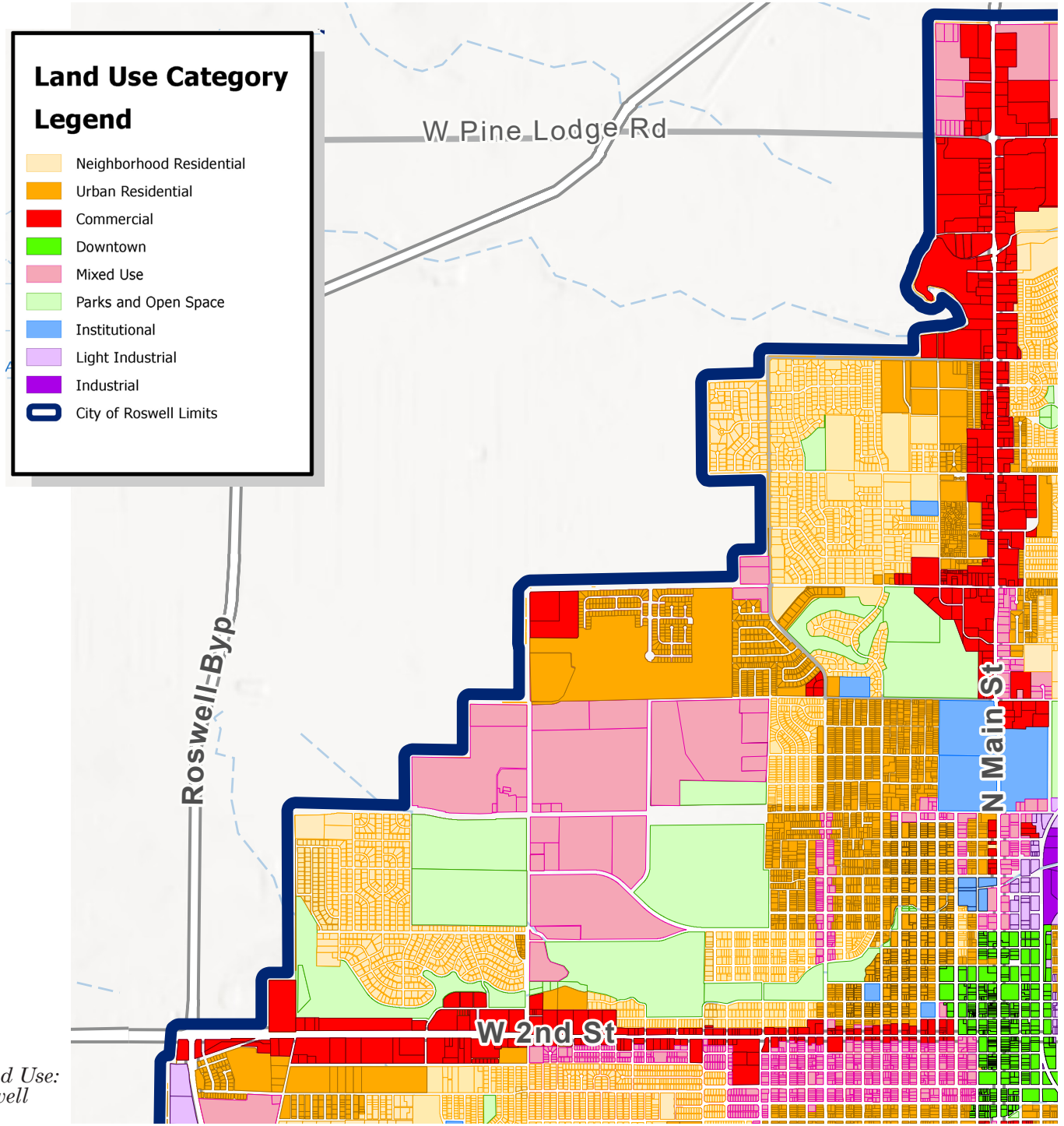
Map 2.4: Future Land Use (FLUM)



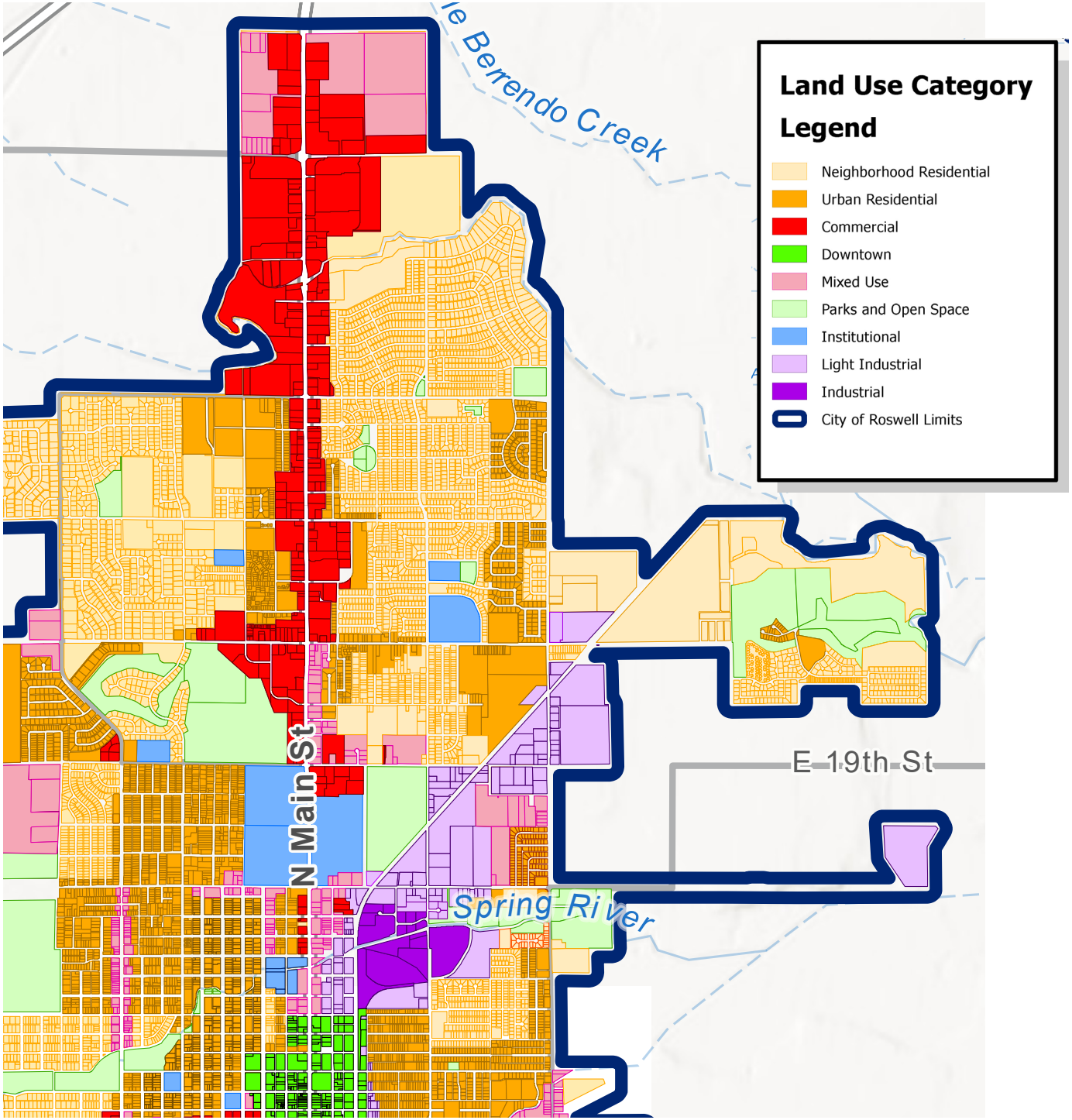
Map 2.5: Future Land Use: South of Roswell (FLUM)



Map 2.6: Future Land Use: South-Central of Roswell (FLUM)



Map 2.7: Future Land Use: West-Central of Roswell (FLUM)



Map 2.8: Future Land Use: Northeastern/Western of Roswell (FLUM)

RECOMMENDED LAND USE CATEGORIES

The following zoning districts establish expectations for residential areas, commercial corridors, employment centers, mixed-use activity hubs, and open space, ensuring that growth occurs in a coordinated and intentional manner. The land use categories are illustrated on the Future Land Use Map, which is color-coordinated to easily identify the land use designation of any property and understand how it contributes to the broader community vision. Each color on the map corresponds to a specific land use category, with detailed descriptions provided in the following section to explain the purpose and character of each district. The relationship between zoning districts and the Future Land Use Map is critical for decision-making, as it helps guide infrastructure investments, identify redevelopment opportunities, and ensure that policies support the long-term growth and economic vitality of the community.

RESIDENTIAL NEIGHBORHOOD (LOW TO MEDIUM DENSITY):

The Residential land use category includes the following zoning districts:

- Residential Suburban District (R-S)
- Residential District (R-1)
- Residential District (R-2)
- Residential Low District (R-L)
- Residential Very Low District (R-VL)

NEIGHBORHOOD RESIDENTIAL (TAN)	Residential uses are categorized by density, ranging from low density rural suburban to single-family detached to higher density areas that include a range of different residential forms.

Table 2.6: Neighborhood Residential Examples

The **Neighborhood Residential** category is designed to preserve and enhance the traditional residential character of Roswell. It prioritizes stable, quiet neighborhoods while allowing for a gentle increase in density, specifically in areas transitioning toward the urban core or major corridors. This category consolidates the low-density feel of the **R-1 district** with the slightly more versatile **R-2 district** to provide a range of housing choices for Roswell residents.

HIGH RESIDENTIAL (HIGH DENSITY):

The High Density land use category includes the following zoning districts:

- Residential District (R-3)
- Residential District (R-4)
- Residential Mobile Home/Tiny Home Subdivision District (RMS)
- Manufactured Mobile Home Community District (MHC)

URBAN RESIDENTIAL (ORANGE)	Residential uses are categorized by density, ranging from low density rural suburban to single-family detached to higher density areas that include a range of different residential forms.

Table 2.7: Urban Residential Examples

The **Urban Residential** category is intended to provide for Roswell's highest-density living environments and specialized housing subdivisions. This category supports a wide spectrum of residents ranging from young professionals and students seeking apartments to retirees and families looking for affordable manufactured or tiny home options. By grouping these districts, the City promotes "infill" development that utilizes existing infrastructure and places residents closer to employment centers, transit, and services.

COMMERCIAL:

The Commercial land use category includes the following zoning districts:

- Commercial Office District (CO-1)
- Neighborhood Commercial District (C-1)
- Community Commercial District (C-2)

- Downtown Business District (C-3)
- Commercial Business District (C-4)

COMMERCIAL (RED) 	Commercial uses are primarily located along the major arterials of Main Street and Second Street. These areas serve the commercial, service, and entertainment needs of Roswell. Office uses are assumed to be included in this category. Commercial uses range in scale and form from dense downtown offices and commercial to the more suburban large retail facilities.

Table 2.7: Commercial District Examples

The **Commercial** category is intended to support a vibrant and diverse local economy. It encompasses everything from small-scale neighborhood services to regional retail hubs. The primary goal is to provide convenient access to goods and services for Roswell residents while promoting "cluster" development that reduces traffic congestion and encourages investment in the city's primary business corridors.

MIXED-USE:

The Mixed-Use land use category includes the following zoning district:

- Mixed-Use Plaza District (MU-P)

MIXED-USE (PINK) 	The mixed-use areas identified on the Future Land Use Map. The pink area indicates the Cielo Grande area, where mixed-use zoning is proposed to facilitate the development of the area through a public/private partnership.

Table 2.8: Mixed-Use Examples

The **Mixed-Use** category is intended to facilitate large-scale, master-planned developments that combine residential, commercial, and civic uses into a single, cohesive environment. This category is specifically designed to leverage Public-Private Partnerships (P3). By using the MU-P (Mixed Use - Planned) framework, the City can negotiate specific design criteria, shared infrastructure costs, and community amenities (like the central plaza concept) that wouldn't be possible under standard, "one-size-fits-all" zoning.

INDUSTRIAL:

The Mixed-Use land use category includes the following zoning district:

- Light Industrial District (I-1)
- Heavy Industrial District (I-2)

INDUSTRIAL (LIGHT AND DARK PURPLE) 	The industrial uses include existing industrial areas, such as RIAC and along the railroad tracks, or are proposed to develop with either light or heavy industrial uses. Light industrial is delineated in areas that are in close proximity to residential development. The Future Land Use Map includes a significant amount of new industrial land that could be developed over time for economic development purposes.

Table 2.9: Industrial Examples

The **Industrial** category is intended to designate areas for high-impact economic activities, including manufacturing, employment centers, distribution, and specialized technical services. By separating these uses from sensitive residential areas, the City can provide the large-scale infrastructure (heavy power, rail access, and wide-turning radii for freight) that industry requires. This category focuses on the **I-1 and I-2 districts**, ensuring that Roswell's industrial growth (particularly around the Roswell Air Center) remains a primary driver of the local economy.

INSTITUTIONAL & CIVIC ANCHORS:

The Industrial & Civic Anchors land use category includes the following zoning districts:

- Institutional District (INST)

INSTITUTIONAL (BLUE) 	These areas include the New Mexico Military Institute, Eastern New Mexico University-Roswell campus, Roswell Independent School District, Chaves County Detention Center, etc.

Table 2.10: Institutional & Civic Anchors Examples

The **Institutional & Civic Anchors** category is intended to preserve and support Roswell's major public and semi-public assets. This category recognizes that large-scale campuses such as the New Mexico Military Institute (NMMI) and ENMU-Roswell require specialized land use protections to allow for long-term expansion and operational flexibility. By designating these areas within the INST zoning district standards, the City ensures that essential services like education, public safety, and governance are shielded from incompatible private development while remaining integrated into the community's transit and utility networks.

PARKS AND RECREATION:

The Parks and Recreation land use category includes the following zoning districts:

- Recreation Vehicle Park (RVP)
- Parks and Recreation (P&R)

PARKS AND RECREATION (GREEN AND TAN)	These areas include the public and private park and recreation uses including Cahoon Park and the Nancy Lopez Golf Course at Spring River. It also includes the Town & Country RV Park.

Table 2.11: Parks and Recreation Examples

The **Parks and Recreation** category is intended to protect Roswell's natural and developed recreational assets while providing high-quality accommodations for the traveling public. This category ensures that "green lung" spaces ranging from neighborhood pocket parks to regional gems like the Spring River Park & Zoo are preserved for future generations. Additionally, by incorporating the RVP (Recreation Vehicle Park) district, the City provides a structured, high-standard environment for visitors that supports the local tourism economy without encroaching on permanent residential neighborhoods. This category bridges the gap between active municipal recreation and the specialized land use requirements for travelers.





Figure 2.20(A,B): Cielo Grande Recreation Area and Enchanted Lands Park

GOALS & RECOMMENDATIONS

Building on the key findings, Roswell's land use goals and objectives are designed to guide how the city grows—translating challenges into opportunities and establishing a clear path toward balanced and sustainable development. These goals reflect the community's priorities and best practices in land use planning, emphasizing orderly growth, infill and redevelopment, environmental stewardship, and compatibility between uses. Each objective is paired with actionable steps that the City, in collaboration with local agencies, property owners, and regional partners, can take to ensure growth supports both economic vitality and quality of life.

Together, these strategies aim to promote efficient land use, strengthen existing neighborhoods, enhance connectivity between activity centers, and preserve Roswell's unique character and natural assets. They provide a practical framework for decision-making that aligns zoning, infrastructure, and development policy with the city's long-term vision.

By treating this Land Use and Growth Management Chapter as both a guide and a call to action, Roswell can ensure that future growth is intentional, resilient, and reflective of the community's shared values—creating a city that is well-balanced, connected, and prepared for generations to come.



Figure 2.21: Charrette Open Studio

GOALS:

1. Encourage Balanced Growth



2. Protect and Enhance Community Character



3. Encourage More Community and Entertainment Uses



4. Establish Downtown Districts



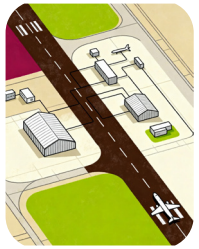
5. Expand Multi-Family Zoning Opportunities



6. Expand Temporary Lodging Opportunities



7. Expand Upon the Air Center as an Economic Opportunity and Employment Hub





GOAL 1. ENCOURAGE BALANCED GROWTH

Policy Rationale

Roswell's growth has historically stretched toward the city's edges, placing pressure on infrastructure, utilities, and public services while leaving pockets of vacant or underutilized land closer to the core. Encouraging balanced growth ensures that development occurs in a way that aligns with infrastructure capacity, supports fiscal responsibility, and reinforces neighborhood vitality. Updating zoning to provide diverse housing options, promote infill, and steer new development to designated growth areas will help Roswell accommodate population change while maintaining its character, managing costs, and protecting surrounding agricultural and open lands.

Recommended Action Items

1. Complete a Unified Development Code (UDC) to streamline zoning, subdivision, and development regulations, improve ease of implementation, and support smart growth and economic vitality.
2. Update zoning codes to allow for a mix of housing types and densities in appropriate locations.
3. Promote infill and redevelopment in areas with existing infrastructure.
4. Direct new development to growth areas identified in the Future Land Use Map.
5. Create a "Historic Reinvestment Guide" to catalyze the stacking of Opportunity Zone benefits with State and Federal Historic Tax Credits for registered properties.
6. Implement a "Sustainability Tier" for the City's development incentives, offering expedited permitting and utility fee credits for



GOAL 1. ENCOURAGE BALANCED GROWTH

Opportunity Zone projects that integrate renewable energy or advanced water-recycling technology.

7. Establish a "Roswell OZ Talent Pipeline" by leveraging the Job Training Incentive Program (JTIP) and Customized Training at ENMU-Roswell for companies expanding within Opportunity Zones (OZ).



GOAL 2. PROTECT AND ENHANCE COMMUNITY CHARACTER

Policy Rationale

Roswell's sense of place is shaped by its historic neighborhoods, cultural landmarks, agricultural heritage, and unique identity tied to both local traditions and international recognition. Community input consistently emphasizes the importance of preserving these qualities while welcoming growth. Protecting character requires proactive steps: safeguarding historic resources, adopting design standards that reinforce Roswell's identity, supporting community art and signage that celebrate heritage, and ensuring agricultural lands and open spaces remain integral to the city's landscape. By doing so, Roswell can balance modernization with preservation, fostering pride, tourism, and livability.

Recommended Action Items

1. Preserve historic neighborhoods and cultural resources through context-sensitive zoning and code compliance.
2. Implement design standards that reflect Roswell's identity and heritage.
3. Implement standards and processes for Public Art and gateway signage that share and represent the character of Roswell.
4. Protect agricultural lands and open spaces from premature conversion to urban uses.



GOAL 3. ENCOURAGE MORE COMMUNITY AND ENTERTAINMENT USES

Policy Rationale

Community and entertainment spaces play a vital role in fostering social connections, supporting youth engagement, and enhancing Roswell's appeal as a regional destination. Feedback from residents highlighted a strong demand for more places to gather, recreate, and enjoy cultural and entertainment opportunities. By creating incentives for youth-oriented facilities, streamlining regulations for food trucks and local vendors, and establishing standards for outdoor pavilions and event spaces, Roswell can expand its community amenities. Additional investments in trails, dog parks, and restrooms—particularly in downtown areas—will ensure that public spaces are accessible, attractive, and supportive of daily life and special events alike. These strategies not only improve quality of life but also strengthen the city's economic vitality through tourism, small business growth, and event programming. Coordinate implementation through City Council action and align projects with available funding and budget priorities.

Recommended Action Items

1. Introduce economic development strategies to create incentives for uses that support youth activities and development, such as skate parks, improved youth baseball fields, indoor activity centers, and outdoor gathering spaces.
2. Implement standards for food truck parks and to streamline the permitted process for food trucks and local vendors.
3. Introduce standards for outdoor pavilions and outdoor areas to complement temporary events.
4. Incentivize the creation of more outdoor restrooms in downtown by streamlining within the zoning code.
5. Incentivize the creation of more bike trails and dog parks.



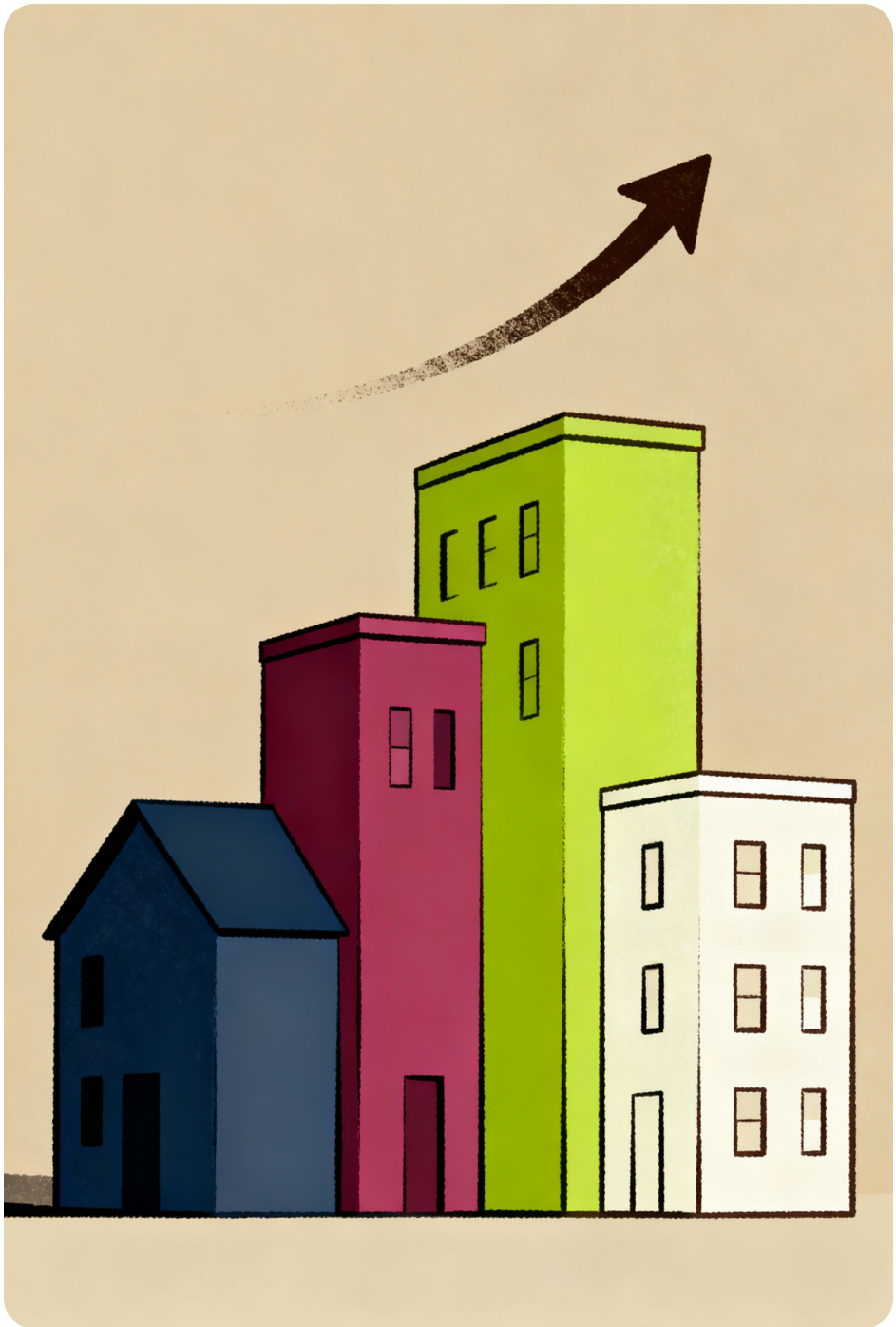
GOAL 4. ESTABLISH DOWNTOWN DISTRICTS

Policy Rationale

Downtown Roswell is the city's civic, cultural, and economic heart, yet it functions today as a single, generalized area. Creating defined sub-districts will strengthen wayfinding, highlight distinct identities, and provide a framework for targeted reinvestment. Overlay districts—such as the Railroad District, Civic District, Arts and Culture District, and River District—allow the City to organize development patterns, support unique character, and coordinate marketing and wayfinding. By combining land use planning with event programming and small business support, downtown can become a network of vibrant districts that draw both residents and visitors, building momentum for long-term economic vitality.

Recommended Action Items

1. The City will develop sub-districts with the Downtown to assist with wayfinding, concentration of certain uses, and organize development patterns.
2. Incentivize neighborhood commercial and entertainment uses within the Railroad District (along north Railroad Ave.)
3. Create a revolving loan fund to assist property and business owners in renovating historic buildings to comply with modern building, fire, and infrastructure standards



GOAL 5. EXPAND MULTI-FAMILY ZONING OPPORTUNITIES

Policy Rationale

Roswell's housing market has traditionally been dominated by single-family homes, limiting options for renters, young professionals, seniors, and households seeking affordable or flexible living arrangements. Increasing opportunities for multi-family housing—ranging from ADUs, duplexes and triplexes to townhouses, apartments, and tiny homes—supports a more balanced housing supply. This approach helps address affordability concerns, accommodates a diverse population, and ensures that growth aligns with infrastructure and land use priorities. By expanding zoning allowances and streamlining permitting, Roswell can create more inclusive, adaptable, and resilient neighborhoods.

Recommended Action Items

1. Integrate more opportunities for multi-family developments by modifying existing single-family zones to allow for higher density to permit ADUs, duplexes, triplexes and tiny home opportunities by right.
2. Conduct a needs analysis to determine opportunities for large-area rezoning of properties from single-family (R-1) to multi-family zones.
3. Expand opportunities to streamline permitting processes for accessory dwelling units (ADUs).
4. Increase the availability of land zoned for single-wide/single section manufactured homes.



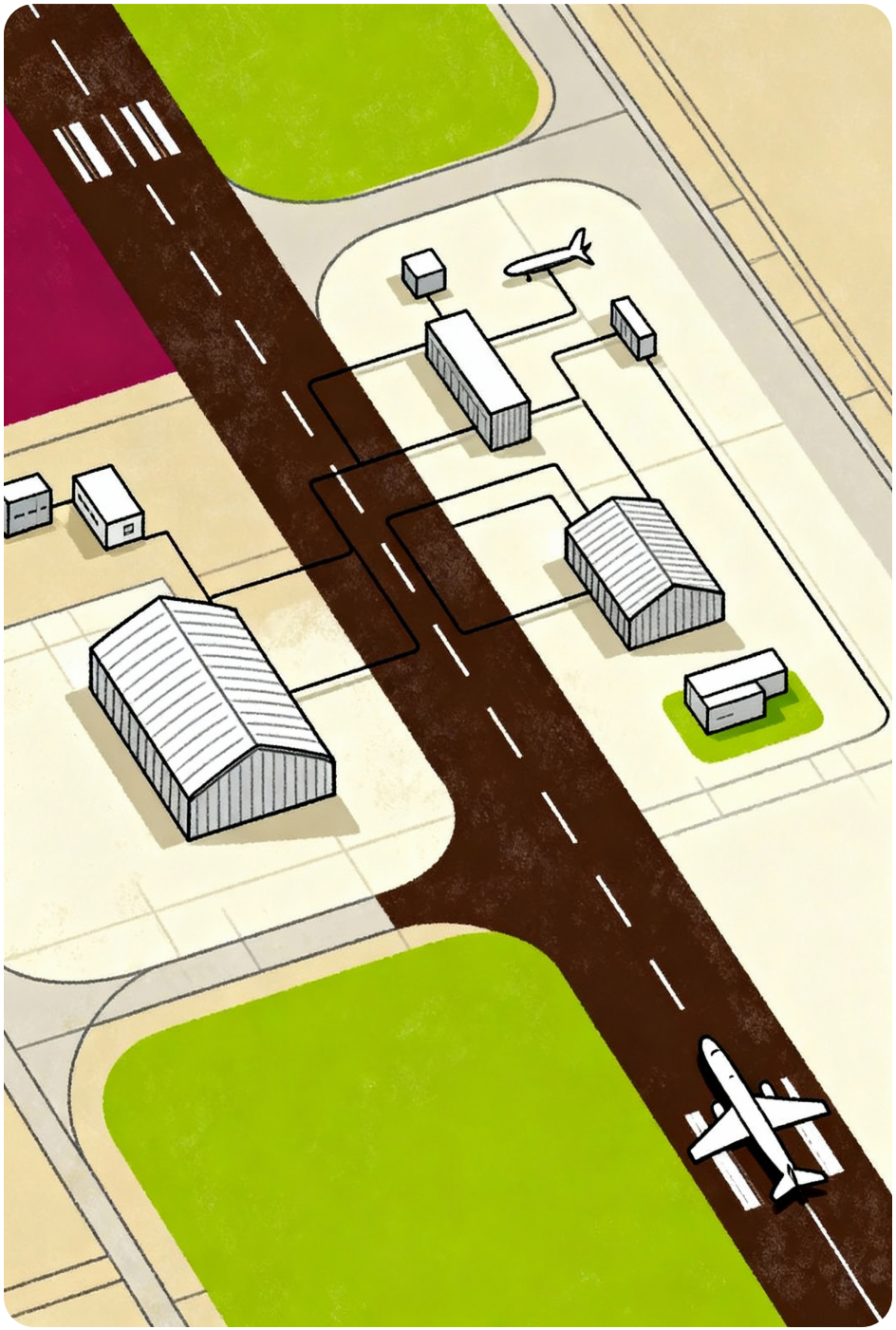
GOAL 6. EXPAND TEMPORARY LODGING OPPORTUNITIES

Policy Rationale

Tourism is a major economic driver for Roswell, fueled by events such as the UFO Festival, air races, and regional cultural programming. However, existing lodging supply in Roswell and the Region is limited and often insufficient to meet peak demand, which restricts the city's ability to capture visitor spending and support local businesses. Expanding opportunities for hotels, motels, glamping, Bed & Breakfast, RV parks and alternative temporary lodging will strengthen Roswell's tourism economy, create jobs, and improve the visitor experience. This is an opportunity to maintain historic properties through lodging types like Aribnb and Bed & breakfast establishments.

Recommended Action Items

1. Integrate more opportunities for hotel, motel, and other temporary living uses to capture the tourism generated from large events.



GOAL 7. EXPAND UPON THE AIR CENTER AS AN ECONOMIC OPPORTUNITY AND EMPLOYMENT HUB

Policy Rationale

The Roswell Air Center (RAC) is one of the city's most significant assets, offering unique opportunities for aviation-related industries, warehousing, manufacturing reduction, large-scale events, and regional economic development. Currently, the Air Center accommodates a mix of aviation, industrial, and special event uses, but its potential is underutilized. The air center is easily accessible by air, highway, and rail. By expanding temporary lodging capacity, supporting event-related infrastructure, and targeting compatible manufacturing, agricultural, and medical uses, Roswell can position the Air Center as both an economic engine and a hub for innovation. This approach not only supports tourism and event-driven activity but also fosters high-wage employment and diversification of the city's economy.

Recommended Action Items

1. Integrate standards for uses such as RV parks to complement annual events.
2. Identify manufacturing and agricultural uses that do not negatively impact the air center.
3. Identify opportunities to incorporate more medical uses, including specialized services.

PROPEL ROSWELL | COMPREHENSIVE MASTER PLAN

CHAPTER 3:
HOUSING & NEIGHBORHOODS





Figure 3.1: Picture shows the first two structures in Roswell according to the Roswell Historical Society. Shelter and housing has always been important to Roswell's growth. And it will continue to be a vital focus for its future.

OVERVIEW

Housing is one of the most important building blocks of Roswell's future. A safe, affordable, and diverse housing stock provides stability for families, supports the workforce, strengthens neighborhoods, and provides an incentive for people looking to relocate to Roswell. Housing also plays a central role in shaping the city's long-term economic vitality, as employers depend on the availability of quality, attainable housing to attract and retain talent. Well-planned and stable neighborhoods contribute to quality of life, reinforce Roswell's identity, and ensure that growth is both inclusive and sustainable.

The residents of Roswell recognize how important housing and strong resilient neighborhoods are for the future of their community.

Here is what we heard as being important to focus on in this chapter of Propel Roswell:

Population Stability with Slow Growth

Roswell's population has remained relatively stable, but demographic shifts are reshaping household demand, including smaller household sizes, aging residents, and an increasing need for affordable units.

Aging Housing Stock

Nearly **70%** of Roswell's homes were built before 1990, many requiring repair, modernization, or replacement.

Affordability Pressures

More than one-third of households spend over **30%** of their income on housing, making them cost-burdened. Renters are particularly vulnerable.

Regional Housing Gaps



"Lack of affordable housing and lack of things for the youth is the biggest part of the population and moving when come of age!"

Roswell Master Plan 2025 Survey, Open Ended Response

In Chaves County, the shortage of units affordable to households earning less than $50,000 annually is estimated at over 3,200. This shortage limits options for both long-term residents and new workers attracted by economic growth in energy, agribusiness, and aerospace.

Neighborhood Disparities

Stable neighborhoods exist alongside distressed areas with vacant lots, deteriorating homes, and absentee ownership. This imbalance undermines community cohesion and property values. Vacant structures are being used by squatters undermining the safety of the property and the surrounding homes.

Emerging Solutions

New developments such as The El Toro Community housing development and the Fortified Structures modular home manufacturing plant at the Roswell Air Center demonstrate innovative approaches to increasing supply.

Housing policy should be tied to equity and mobility. Access to safe homes is inseparable from access to schools, jobs, and healthcare. A modern housing strategy for Roswell must address not only the number of units, but also location, quality, affordability, attainability, and connectivity to other amenities.

The following sections summarize existing housing conditions, highlight key findings, and set forth goals and objectives to guide Roswell toward a more inclusive, resilient, and thriving future.

Roswell Residents Want Residential Development.

73.7%

SUPPORT MORE HOUSING IN ROSWELL.

Roswell residents would also like to see their city grow in population. According to the survey conducted for this comprehensive plan, 42% of respondents said that over the next 10 years, they would like to see the city's population be "larger." Thirty-eight percent answered, "somewhat larger." And less than 12% said the same or smaller. Taken together, the two survey results above—**supporting more housing and wanting a larger population**—represent a great opportunity for Roswell to strategically focus on increasing the housing supply for both it's current residents and for those wanting to make Roswell their home.

EXISTING CONDITIONS

Understanding existing housing conditions is essential to planning for Roswell's future. The city's housing market reflects both long-term trends—such as an aging housing stock and a predominance of single-family homes—and emerging dynamics, including rising affordability challenges and shifting demographic needs. This section provides an overview of Roswell's current housing landscape, examining the supply and age of housing units, occupancy patterns, affordability pressures, neighborhood conditions, regional gaps, recent initiatives, and the critical link between housing and quality of life. These conditions form the baseline for identifying key findings and shaping goals and objectives for the years ahead.



Figure 3.2: Housing Advocates from all over Roswell joined to make these policies and recommendations possible. Nonprofit leaders, government representatives, private sector developers, and local residents were part of the stakeholders that participated in several round-table conversations.

HOUSING SUPPLY AND AGE OF STOCK

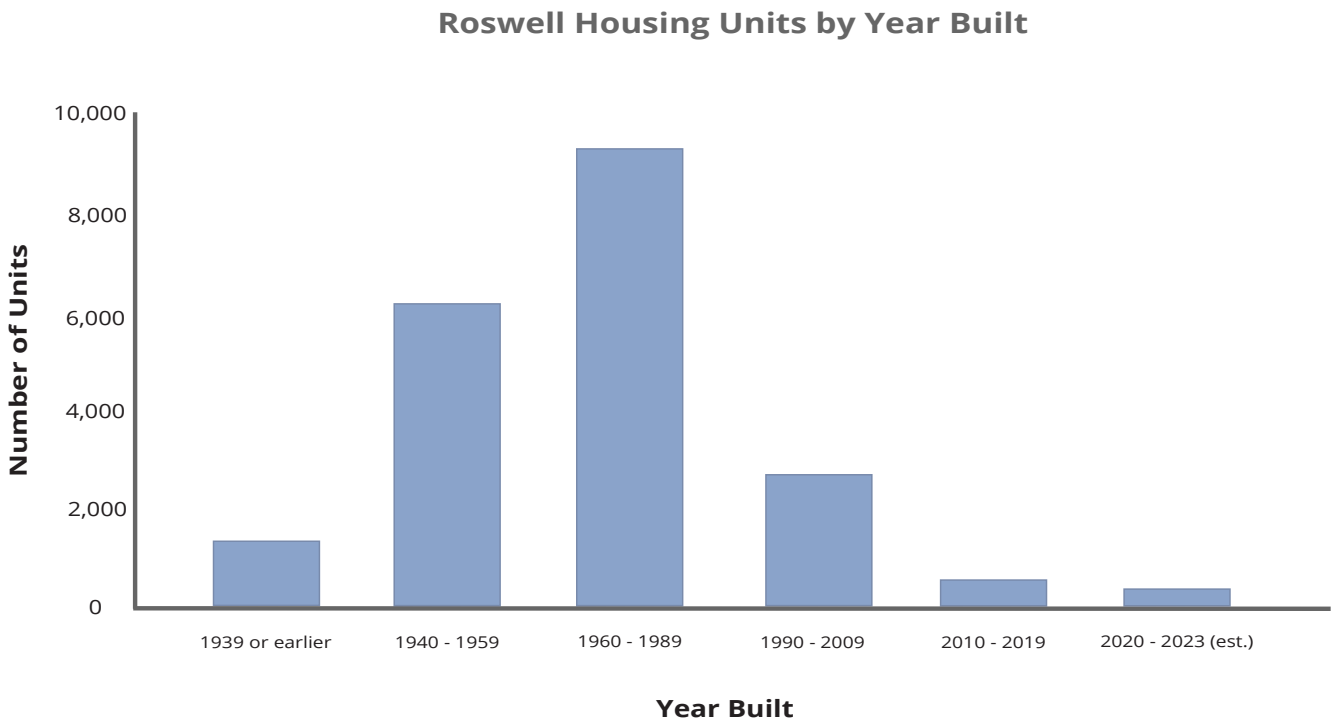
Roswell has an estimated **20,500 housing units**, much of which reflects the city's long history of residential development. **Nearly 70 percent of the housing stock was built before 1990, with more than one-third constructed before 1960.**

Only about **2,000 units** have been built in the past three decades, indicating slow replacement and modernization rates. Between 2014 and 2019, the City issued just 258 single-family permits and 144 multifamily permits, underscoring the limited pace of new construction. This aging housing stock presents challenges for maintenance, energy efficiency, and modernization, while also signaling the need for reinvestment and new development to meet current and future housing demand.

TENURE AND OCCUPANCY

Homeownership remains the predominant form of housing in Roswell, with approximately **56 percent** of the city's housing units—about **11,300 homes**—owner-occupied. Roughly **31 percent**, or **6,200 units**, are renter-occupied, highlighting the important role of the rental market in meeting housing demand.

Vacancy accounts for about **12 percent** of Roswell's total housing stock, or around **2,500 units**, which is higher than both state and national averages. With rental vacancy rates **exceeding 13 percent**, the challenge appears to be less about the availability of units and more about affordability and the overall quality of the existing rental stock.



Graph 3.1: U.S. Census (2023)

HOUSING UNIT DISTRIBUTION, ROSWELL CITY

Category	Units	% of Total
Owner - Occupied	11,300	56 %
Renter - Occupied	6,200	31 %
Vacant	2,500	12 %

Table 3.1: U.S. Census (2023)

Examples of Roswell's Housing Types



Larger homes on large lots can be found in Roswell's more established neighborhoods like the ones near downtown. This reflects the city's rich history as a key destination in the Southeast New Mexico region at the turn of the 20th century.



Smaller cottage-type houses are also part of the city's historic housing typology. These homes are also found throughout the city's more established areas like this one around the New Mexico Military Institute.



While the city does not have sufficient multi-family units to support a diverse population, there are several large apartment complexes throughout Roswell.



While a significant share of new housing development has occurred in north Roswell, additional residential construction is also taking place in other parts of the city. Duplexes, townhomes, and single-family homes are being developed in the southwest quadrant, while double-wide manufactured homes are most commonly installed in the southeastern areas. Overall, much of the recent growth consists of standardized home types and sizes, reflecting current market conditions and available land patterns.

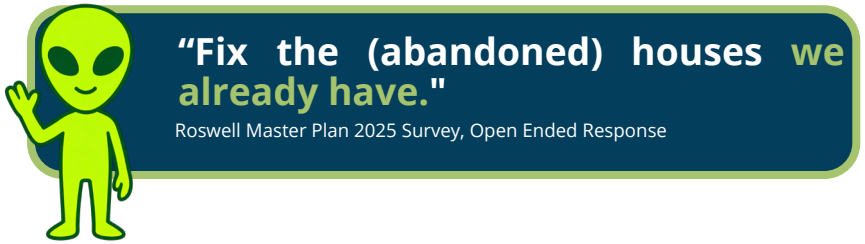
Figure 3.3 (A, B, C, D): Roswell Housing Types Examples

NEIGHBORHOOD CONDITIONS

Neighborhood conditions in Roswell vary considerably across the city. Northern neighborhoods are generally more stable and have experienced the greatest share of recent housing development activity. In contrast, areas located southwest of downtown and in the vicinity of the Roswell Air Center show signs of distress, with higher vacancy, aging housing, and visible disinvestment. These areas would particularly benefit from targeted reinvestment, rehabilitation, and focused redevelopment and infill efforts.

A Neighborhood stabilization study identified in 2019 four distinct neighborhood typologies. Stable neighborhoods are characterized by strong homeownership rates, well-maintained properties, and lower levels of crime. Destabilizing neighborhoods, by contrast, show signs of increasing rental occupancy, absentee landlords, and declining property upkeep. Distressed neighborhoods are often marked by high vacancy rates, visible blighted properities, frequent code violations, and concentrated poverty. Finally, re-stabilizing neighborhoods are areas where reinvestment, infill development, and rehabilitation efforts are beginning to reverse prior decline.

From 2014 to 2017 alone, the City demolished over 200 substandard housing units. While these demolitions addressed immediate safety concerns, the resulting vacant lots have contributed to destabilization in some areas where reinvestment strategies were not in place. This presents a great opportunity to concentrate resources in areas of Roswell that can have high returns on investment.



REGIONAL HOUSING GAPS & BURDEN

Roswell's housing challenges are also tied to broader regional dynamics in southeastern New Mexico. According to the Southeastern New Mexico Regional Housing Plan (2024), Chaves County faces a shortage of more than 3,200 housing units affordable to households earning less than $50,000 per year.

Cost-burdened households are disproportionately concentrated in older neighborhoods and in census tracts with higher shares of renters. Employers across sectors such as energy, healthcare, and agribusiness report that housing shortages are affecting their ability to recruit and retain workers, making housing not only a community development issue but also an economic competitiveness challenge.

HOUSING AFFORDABILITY AND COST BURDEN

Affordability remains a significant concern in Chaves County. Approximately 9,932 households are cost-burdened, spending more than 30 percent of income on housing, including about 4,766 households experiencing severe cost burden (over 50 percent). Additional housing challenges include roughly 208 households lacking plumbing, 163 lacking kitchen facilities, and 167 experiencing overcrowding.

Renters earning less than $35,000 annually are especially vulnerable, as rising rents combined with relatively modest local wages contribute to high levels of cost burden. Although the median gross rent in Roswell, estimated at about $820, remains lower than statewide averages, the city's wage levels have not kept pace with housing costs. This creates barriers for many families seeking stable, affordable housing.



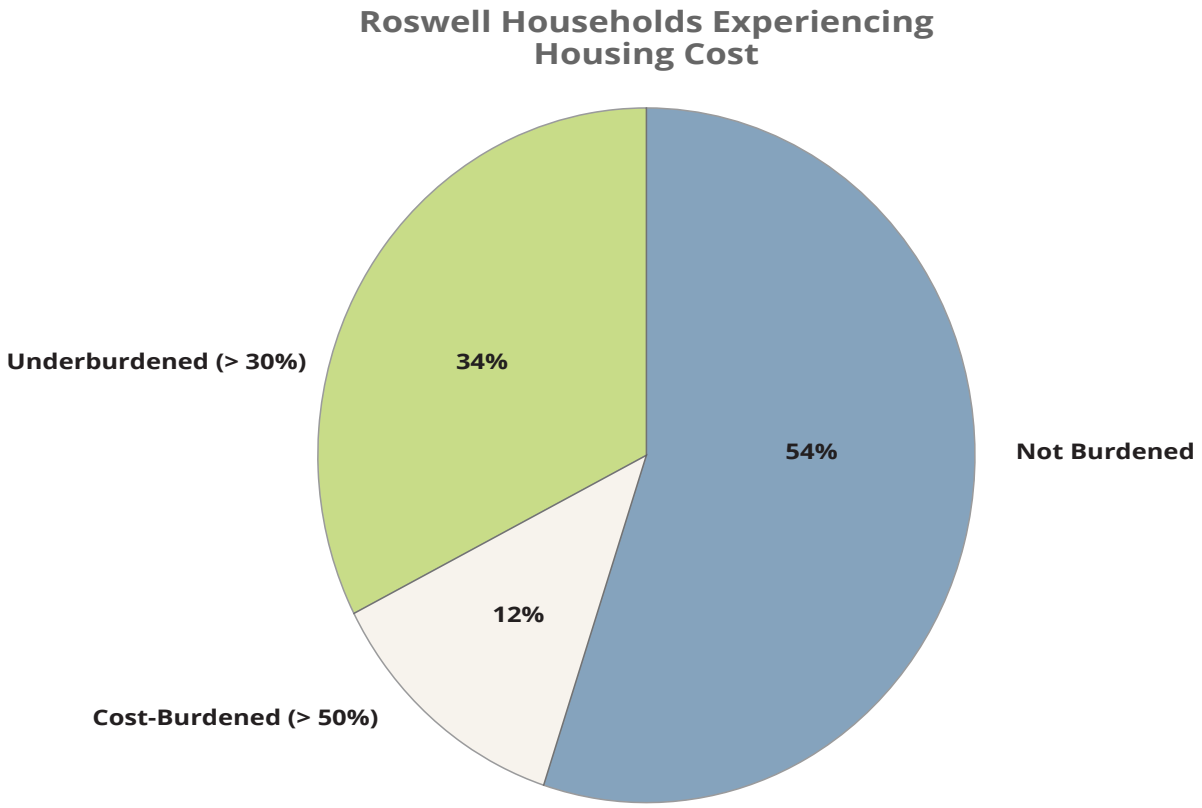


Chart 3.1: U.S. Census (2023)

RECENT HOUSING INITIATIVES

Despite these challenges, Roswell has begun to pursue initiatives that point toward solutions. The El Toro Community, approved in 2024, will provide a total of 80 affordable single-family homes built to net-zero energy standards and financed through the New Mexico Housing Trust Fund.

Also in 2024, a Fortified Structures New Mexico opened a $12 million modular housing plant at the Roswell Air Center, ultimately creating approximately 330 jobs and providing a new, innovative way to expand the supply of housing.

The City's lien forgiveness program, launched in 2018, has enabled the redevelopment of condemned lots when new housing is constructed.

Through its participation in the Housing Supply Accelerator, Roswell and the Southeastern New Mexico Economic Development District (SNMEDD) is applying a national movement to expand local housing supply by modernizing zoning, fostering partnerships with builders, and ensuring fair housing compliance. This initiative connects the City to a broader network of resources and best practices, positioning Roswell to better address its affordable housing gap and implement innovative local solutions.

HOUSING AND TRANSIT LINKAGES

Housing cannot be considered in isolation from mobility and access to employment opportunities. Roswell's transit system, formerly known as Pecos Trails Transit, operates across approximately 250 bus stops, yet only eight formal bus shelters exist. This lack of transit amenities disproportionately affects residents who depend on public transportation, including low-income households, seniors, and people with disabilities. Inadequate access to sheltered, ADA-compliant stops undermines both quality of life and access to jobs, education, and services, especially for societies most vulnerable populations. Equity-focused housing planning must therefore be paired with improvements in walkability, transit, and neighborhood connectivity to ensure that all residents can fully participate in the community.

Roswell's existing housing conditions reflect both long-standing patterns and emerging challenges. An aging housing stock, limited diversity of housing types, affordability pressures, and uneven neighborhood conditions create barriers to stability and growth. At the same time, recent initiatives illustrate the community's capacity for innovation and resiliency. These conditions form the backdrop for identifying the most critical issues facing Roswell's housing market and point toward opportunities for targeted action, which are summarized in the Key Findings section that follows.





Figure 3.4 and 3.5: Fortified Structures construct their housing units using an assembly line Process inside a large facility near the RAC. The images above depict the interior Finishes of a home being finalized and the early process of construction for several units.

KEY FINDINGS

Roswell's housing conditions reflect a mix of enduring strengths and pressing challenges, shaped not only by data but also by the lived experiences of residents.

Stable neighborhoods continue to provide a foundation for community life, while destabilized and distressed areas struggle with aging housing, disinvestment, and limited affordability. Through a robust process of community engagement and public participation, including a community wide survey, stakeholder workshops, and presentations, residents identified both the problems most affecting their communities and the opportunities they see for the future.

KEY FINDING 1: FILL THE AFFORDABLE HOUSING GAPS

Roswell's housing market offers a clear opportunity to strengthen affordability and choice by diversifying beyond its predominantly single-family stock. Increasing the availability of variety multifamily housing, and ADUs types, like senior-oriented housing and young adult housing will better serve renters, young workers, and households with modest incomes. Many cities of similar size support these efforts through dedicated housing programs or housing plans housed within their planning or land use departments, which help coordinate funding, partnerships, and long-term housing strategies.

Expanding these options while preserving existing affordable homes and fostering partnerships with developers and nonprofits will reduce cost burdens, improve workforce recruitment and retention, and support neighborhood stability. City-owned properties, including parcels within OMA and other areas, may also provide opportunities for land banking or community land trust models that support long-term affordability while allowing homeowners to build equity. By building a more balanced mix of housing types, Roswell can create a resilient and inclusive market that meets the needs of a changing population and people and families with varying incomes.

Creating affordable housing in Roswell will require strong partnerships and creative financing. By working with the Housing New Mexico and leveraging federal programs, the City can secure funding for new affordable housing developments and rental assistance to support cost-burdened households. Local policy tools can also play a role—for example, requiring or incentivizing inclusionary housing in larger residential projects to ensure that new growth includes homes at a range of price points. At the same time, establishing a public-private housing partnership fund would allow the City to co-invest with developers in building or preserving affordable rental units, creating a more sustainable pipeline of attainable housing for the community.

KEY FINDING 2: ADDRESS ABANDONED & SUB-STANDARD HOUSING

Addressing abandoned and substandard homes offers a chance to improve safety, restore neighborhood vitality, and expand housing options. Rather than relying primarily on demolition, the City can prioritize rehabilitation and adaptive reuse where feasible, supported by grants, loans, and partnerships with nonprofit housing providers. For properties beyond repair, coordinated redevelopment strategies—such as land banking, infill housing, or conversion to community assets—can ensure vacant sites contribute to neighborhood stability. Pairing these efforts with proactive code enforcement and targeted reinvestment will reduce blighted properties, enhance public safety, and bring more homes back into productive use.



Figure 3.6: Underutilized Building in Roswell

Rehabilitation and reinvestment strategies can transform Roswell's aging and substandard housing stock into valuable community assets. Expanding grants and low-interest loan programs for homeowners and landlords will help bring vacant or deteriorated units back into use, increasing the city's available housing supply while supporting neighborhood stability. At the same time, a targeted funding or funded program that pairs stronger code enforcement with redevelopment incentives can ensure that blighted properties removal is followed by new housing construction rather than lingering vacant lots. Where feasible, adaptive reuse of substandard homes can also provide creative solutions, preserving historic character while meeting modern housing needs.

KEY FINDING 3: STABILIZE NEIGHBORHOODS

Roswell's neighborhoods are not all experiencing the same conditions or opportunities. Stable areas, benefit from higher homeownership, stronger property values, and newer housing development. By contrast, distressed areas are characterized by boarded up and demolished homes, high vacancy rates, absentee ownership, squatters, and disinvestment. Without targeted reinvestment, these disparities risk deepening social and economic divides. Equity-focused strategies that include blight properties removal paired with reinvestment, infrastructure upgrades, and community-led planning will be critical to stabilizing distressed neighborhoods and ensuring all residents benefit from growth The City's Community Development Department also operates a Property Division that works to return vacant properties with liens back into the real estate market, helping move underutilized properties back into productive use.



Figure 3.7: Residential Multi-Family Building

Targeted neighborhood stabilization zones can provide a framework for concentrating resources where they are most needed, combining infrastructure upgrades with housing reinvestment to maximize impact. Within these zones, the City can support resident-led improvement associations by offering small grants for projects such as street lighting, landscaping, and beautification—initiatives that not only improve the physical environment but also strengthen community pride and engagement. Aligning these reinvestment efforts with workforce development and educational initiatives will further enhance equity, ensuring that neighborhood improvements are tied to broader opportunities for residents to thrive.

KEY FINDING 4: LESSEN BARRIERS TO DIVERSIFY HOUSING

Modernizing zoning and subdivision regulations presents a major opportunity to expand housing diversity and innovation. Allowing accessory dwelling units (ADUs), townhouses, and small-scale multifamily housing by right in appropriate districts can create more options for residents at different income levels and life stages. Streamlining review processes, clarifying land-use categories, and adjusting dimensional standards will reduce uncertainty for developers and lower barriers to investment. Together, these changes can shift the market away from its heavy reliance on single-family housing or large lots and toward a more balanced supply that includes missing-middle housing and other alternatives that strengthen affordability and support sustainable growth.

Working on these code rewrites offers one of the most effective ways to diversify Roswell's housing supply. Updating zoning regulations to reduce

minimum lot sizes and permit accessory dwelling units, duplexes, triplexes, fourplexes, and townhouses in more districts would open the door to a broader mix of housing choices at different price points. Complementing these changes with form-based or overlay zoning along key corridors can encourage mixed-use housing that brings residents closer to jobs, services, and transit. To make these tools effective, the City can also streamline approvals by adopting by-right standards and predictable review timelines, giving developers greater certainty and lowering the barriers to producing new housing.

KEY FINDING 5: INFILL VACANT LAND

Roswell has a significant number of vacant parcels scattered across established neighborhoods and commercial corridors. **The map on the next page illustrates the amount and locations of the vacant parcels. In total there are approximately 1,066 vacant parcels totaling 2,378 acres scattered throughout all of Roswell.**

These vacant parcels can be transformed into catalysts for neighborhood revitalization. Instead of remaining underutilized, these sites can support infill development such as small-scale housing, townhouses, or mixed-use projects that add vitality without requiring costly infrastructure extensions.

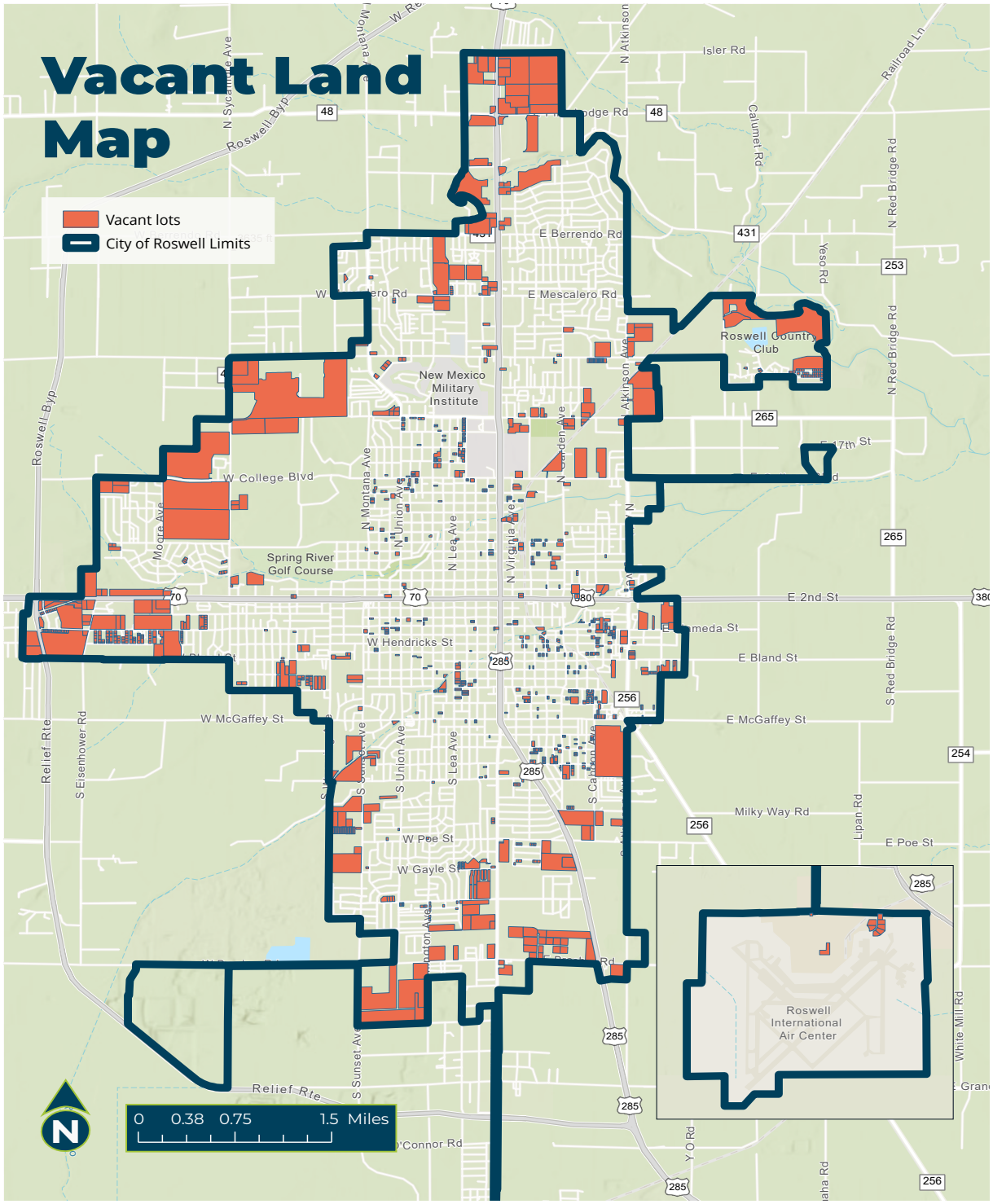
Strengthening programs like lien forgiveness, pairing land banking with developer partnerships, and offering targeted incentives can make these lots attractive for reinvestment. In addition, activating some parcels as community gardens, urban agriculture, tree forms, or interim uses can stabilize neighborhoods until permanent development occurs.

By re-imagining vacant land as an asset, the City can turn past demolitions into opportunities for growth and resilience.

Unlocking the potential of vacant lots through infill development can play a transformative role in strengthening Roswell's neighborhoods. Expanding incentives—such as reduced fees, expedited permitting, or density bonuses—would make building on these sites more attractive to developers. At the same time, reinforcing lien forgiveness and land banking programs can help prepare properties for new use, ensuring that vacant parcels are ready for investment. The City can also encourage small-scale builders, nonprofits, and even resident-led groups to take on infill projects by offering technical assistance, grants, revolving loan funds, or micro-financing. Together, these tools would shift infill development from a challenge into an opportunity for housing growth and neighborhood revitalization.



Figure 3.8 (A, B, C, D): Roswell Vacant Land Properties. Note since the production of this plan some of these sites have been developed to a variety of housing choices.



Map 3.1: City of Roswell (2025)

KEY FINDING 6: MIDDLE HOUSING FOR ROSWELL

Middle housing refers to a range of housing types that fall between single-family homes and large apartment complexes. Examples include duplexes, triplexes, fourplexes, townhomes, cottage courts, accessory dwelling units (ADUs), and small live-work units such as work-from-home spaces for entrepreneurs or home/studio units for artists. These options are designed to be compatible in scale with traditional single-family neighborhoods while providing greater density and affordability.

For Roswell, where the housing market is dominated by single-family homes and affordable rental options are limited, middle housing offers a practical way to expand choice, support young professionals and seniors, and strengthen neighborhood stability.

Integrating middle housing into the city's zoning framework can help address affordability gaps while maintaining the character of existing communities.

Figure 3.9 (A, B, C, D, E, F, G, H): Middle Housing Examples

Mixed Use Buildings



Live-Work



Multi-Family



Duplexes & Triplexes





Townhouses



Cottage Homes



Mid-to Large Houses



Accessory Dwelling Units

KEY FINDING 7: INFILL REDEVELOPMENT & NEIGHBORHOOD STABILIZATION IN ACTION

The East Reed Street neighborhood illustrates how targeted public investment can lay the groundwork for revitalization. In 2019, the City re-platted a vacant, city-owned tract on East Reed Street into 18 residential lots, with the goal of creating new opportunities for affordable housing development. To make these sites development-ready, the City installed water and sanitary sewer lines with individual service stub-outs to each lot.

Builders such as Habitat for Humanity were identified as potential partners to construct new homes. Since then, the Reed and Summit Street area has begun to show signs of reinvestment, including the demolition of outdated structures and the construction of new duplexes. This project demonstrates how strategic interventions—combining land assembly, infrastructure improvements, and nonprofit partnerships—can activate underutilized land and stabilize neighborhoods in various parts of Roswell.

As part of the Propel Roswell, the consultant team took this initiative a step further by illustrating what a comprehensive city-led effort can look like. The following images and renderings outline what this Infill Redevelopment Policy can accomplish.

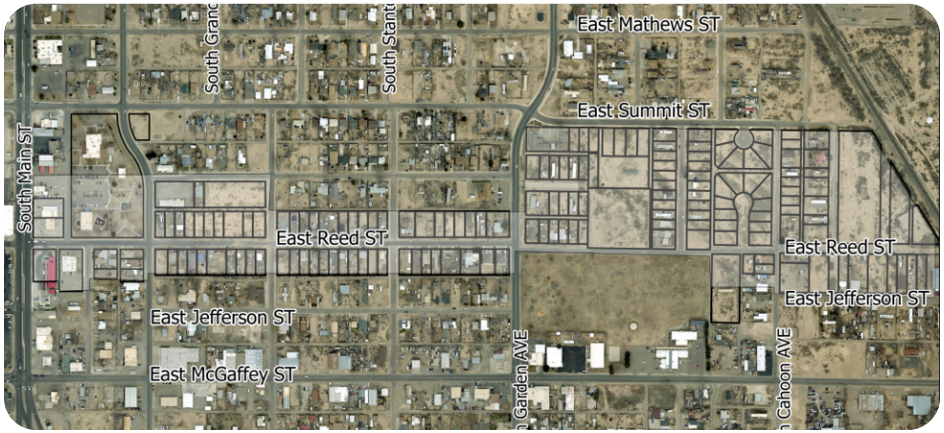


Figure 3.10: East Reed Street Aerial View



Figure 3.11: Underutilized Lot Example



Figure 3.12: Underutilized Lot Example 2

These images illustrate some of the existing conditions on East Reed Street. This is an established neighborhood with mostly single-family residential and low-density commercial. Melendez Park located along East Reed Street is a great asset for the community.

The aerial image on the left depicts the existing street network and parcel outlines. There are many vacant and underutilized lots as depicted in the two smaller images. By using existing infrastructure such as water and wastewater lines and increasing the capacity of Melendez Park, the City can more efficiently utilize its resources to redevelop parcels and large areas of the city. Complementary programs such as Neighborhoods by Water, neighborhood clean-up initiatives, solid waste roll-off bins, and Community Development Block Grant (CDBG) funding for sidewalks, ramps, low-level street lighting, and park amenities can further enhance infrastructure and incentivize reinvestment in these areas. This approach also discourages outward expansion and instead focuses on strengthening existing neighborhoods such as the East Reed Street area to meet housing needs.

ILLUSTRATIVE PLAN

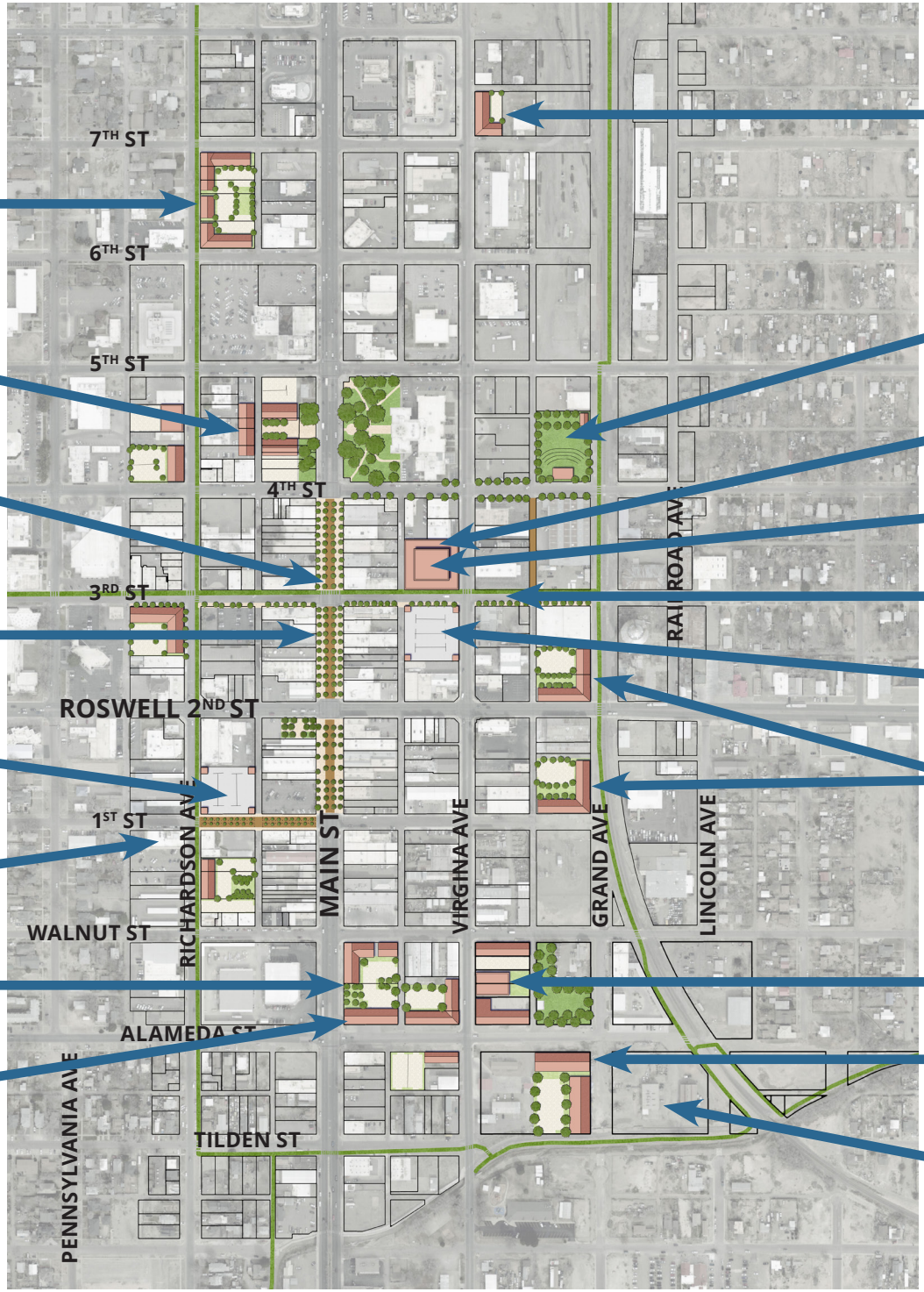


Figure 3.13: Downtown Roswell Concept Illustrative Plan Presented to the community during the 2025 Charrette

The image below on the left shows the existing conditions of East Reed Street. Garden Avenue transects this area and functions as a major collector, containing a mix of historic churches, housing, and other special uses that contribute to the corridor's identity. There are many small and large-size scattered vacant parcels throughout the area that can be used for infill redevelopment. This particular block is large with very little connectivity. There are also limited urban design elements such as adequate sidewalks and landscaping.

The image at the bottom right illustrates the potential conditions once a strategic policy framework is implemented by the City. Given its proximity to Main Street—where transit service is available—the corridor presents an opportunity to evolve into a safe, livable, walkable, and connected redevelopment area with higher residential density supported by transit access.

Instead of building only single-family residential units, the city can-through policies and incentives-encourage cottage homes, duplexes, townhouses, apartments, and other middle housing options.

The first step is to dedicate public funding to improve public infrastructure such as sidewalks, street trees, lighting, and other beautification strategies.

The next step would be to package available City-owned parcels—particularly those located at the east end of Reed Street—for small-scale developers to begin redevelopment, recognizing that much of the remaining vacant land within the corridor is privately held and would require partnership or market-driven investment.

Over time, the area can be filled in with a variety of housing types and options serving households across income levels. A grocery store located on the west side of Main Street at Reed Street further strengthens the corridor's redevelopment potential, and improved pedestrian connectivity across Main Street would enhance access to daily services and support a more complete neighborhood environment.

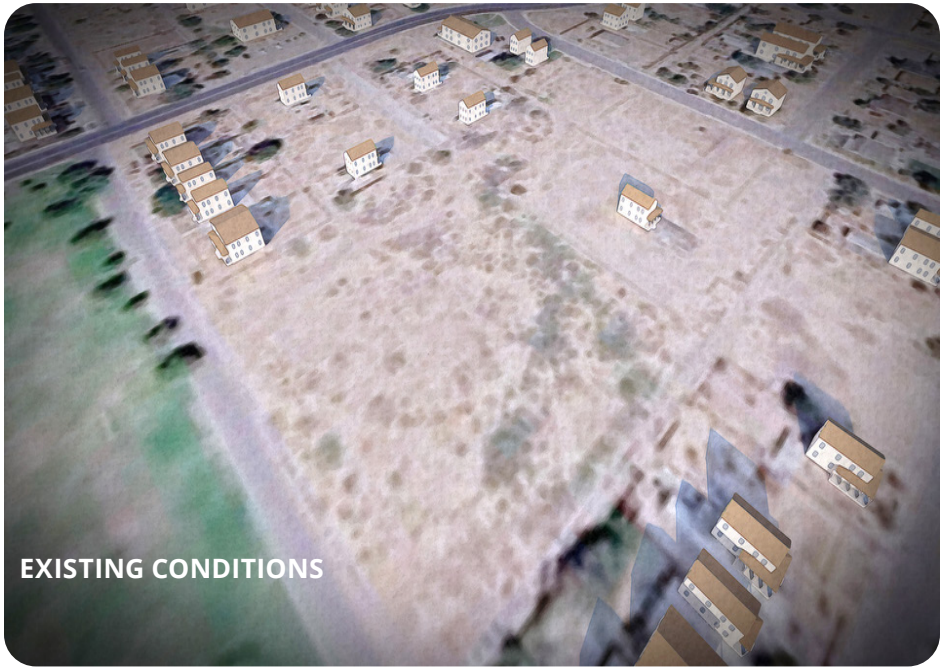


Figure 3.14: Existing Conditions Rendering

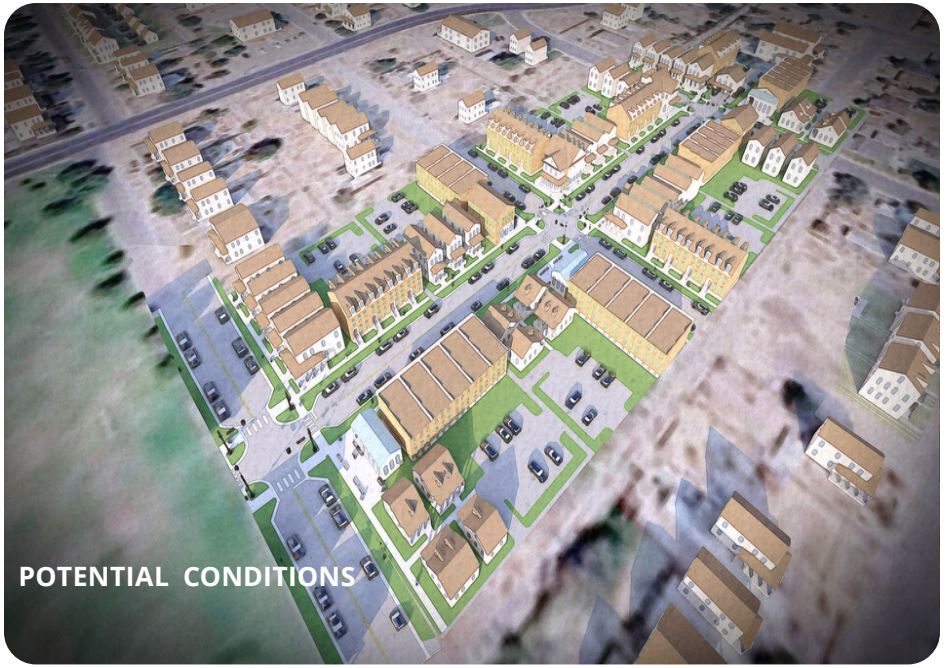


Figure 3.15: Potential Conditions Rendering

Figure 3.16: Reed Street After Development Rendering



AFTER REDEVELOPMENT

Figure 3.17: Reed Street Before Development



BEFORE REDEVELOPMENT

The image on the left shows the existing conditions of Reed Street. There are scattered vacant parcels throughout the area that can be used for infill redevelopment. Instead of growing outward the city can focus on areas such as the Reed Street neighborhood. The top image illustrates what housing infill policies can achieve.

A FUTURE READY NEIGHBORHOOD FOR ROSWELL

A future ready neighborhood is more than just houses – it is a complete environment that supports families, connects residents, and fosters long-term stability. The following best practices are drawn from national urban planning standards and adapted to Roswell's unique context.

Housing Choice
A mix of single-family homes, duplexes, small apartments, senior cottages, and ADUs to serve households of all sizes and incomes.

Green Space
Parks, playgrounds, community gardens, street trees, landscaping, and pocket parks to improve health, recreation, and neighborhood pride.

Safety and Health
Code enforcement, blighted properties removal paired with reinvestment, good lighting, and traffic calming to promote safety and well-being. Using resources like Neighborhood Watch and Keep Roswell Beautiful.



Neighborhood Identity
Public art, historic character, and cultural anchors (such as NMMI, ENMU-Roswell, and the Railroad District) to strengthen sense of place.

Local Services
Access to childcare, clinics, groceries, and small businesses within or near neighborhoods. Encourage home based businesses compatible with residential

Community Participation
Resident-led planning and engagement like block parties or regular town halls, that ensures redevelopment reflects local priorities.

For Roswell, these best practices mean shifting from reliance on aging single-family stock toward a diverse, connected, and resilient housing ecosystem. Vacant parcels can become catalysts for infill and community gardens; abandoned homes can be rehabilitated or repurposed; and new housing types can serve first time home buyers, seniors, students, and workers. By linking redevelopment to transit, equity, and neighborhood identity, Roswell can stabilize its most distressed areas while strengthening its most stable neighborhoods.

GOALS & RECOMMENDATIONS

Building on the key findings, Roswell's housing goals and objectives are designed to translate challenges into opportunities and provide a clear roadmap for action.

These goals reflect both community priorities and best practices in housing and neighborhood planning; emphasizing attainability, diversity, stability, sustainability, safety, and resilience. Each objective is paired with actionable steps that the City, in partnership with nonprofits, developers, and residents, can take to create meaningful progress. Together, these strategies aim to expand housing options, improve the quality of life, and ensure that every resident has access to safe, affordable, and dignified housing.

These goals and objectives provide Roswell with a practical framework for addressing its most pressing housing challenges while building on local strengths and opportunities. Moving forward, success will depend on strong partnerships with residents, developers, nonprofits, and state and federal agencies, as well as consistent alignment of policies, funding, and community priorities.

By treating this Housing Chapter as both a guide and a call to action, Roswell can ensure that the strategies outlined here translate into measurable outcomes that strengthen neighborhoods, expand opportunity, and secure a resilient housing future for all residents.



Figure 3.19: Residents, City staff, an elected official, and consultants discuss the redevelopment options for areas such as E. Reed Street corridor during one of many public participation events.

GOALS:

1. **Expand Housing Supply and Affordability**



2. **Diversify Housing Choices Affordability**



3. **Rehabilitate and Stabilize Existing Neighborhoods While Preventing Gentrification**



4. **Support Vulnerable Populations and Homelessness Prevention**



5. **Align Housing with Transportation, Services, and Jobs**



6. **Foster Community Engagement and Equity**



7. **Build a Resilient Housing Future**





GOAL 1. EXPAND HOUSING SUPPLY AND AFFORDABILITY

Policy Rationale

Roswell faces an aging housing stock, attainability pressures, and a regional shortage of over 3,200 affordable units for households earning less than $50,000 annually. More than one-third of households are cost-burdened, with renters being particularly vulnerable. Vacant lots and lien-forgiven parcels present opportunities for infill development, but barriers such as financing and permitting progress. Expanding affordable and missing-middle housing options—duplexes, townhouses, and small multifamily—will help address these gaps. Partnerships with developers and state/federal agencies, paired with local tools like a housing trust fund, are essential to increasing supply, stabilizing neighborhoods, and ensuring affordability for diverse income levels.

Recommended Action Items

1. Continue and expand program that encourages infill development on vacant lots through incentives, streamlined permitting, and reuse of lien-forgiven parcels.
2. Increase production of missing-middle and affordable rental housing, including duplexes, townhouses, ADUs, and small-scale multifamily.
3. Partner with developers and Housing New Mexico (MFA) to leverage state and federal funds for affordable housing construction.
4. Establish a local housing trust fund or create a Community Development Corporation (CDC) to pool resources and finance affordable housing projects.
5. Land Bank City Owned land for housing
6. Reduce required minimum lot size



GOAL 2. DIVERSIFY HOUSING CHOICES AFFORDABILITY

Policy Rationale

Roswell's housing market is heavily reliant on single-family homes, leaving gaps in affordability, accessibility, and lifestyle options. Nearly 70% of the housing stock was built before 1990, and much of it does not meet the needs of smaller households, renters, or the city's aging population. Key findings emphasized the need for middle housing—such as ADUs, fourplexes, and townhouses—to provide affordable alternatives while maintaining neighborhood character. In addition, with nearly one-third of households renting and an increasing number of seniors requiring accessible housing, expanding diverse housing options is essential. Innovative housing models, such as modular or net-zero homes produced at the Roswell Air Center, can reduce costs and serve as scalable solutions to meet demand.

Recommended Action Items

1. Update zoning regulations to allow missing-middle housing (ADUs, fourplexes, cottage housing) by right in appropriate districts.
2. Support senior-friendly, and young adult housing (assisted living, accessible units, small-scale senior communities) to meet aging population needs.
3. Encourage innovative housing types (modular, net-zero, co-housing) using the Fortified Structures modular plant as a model.



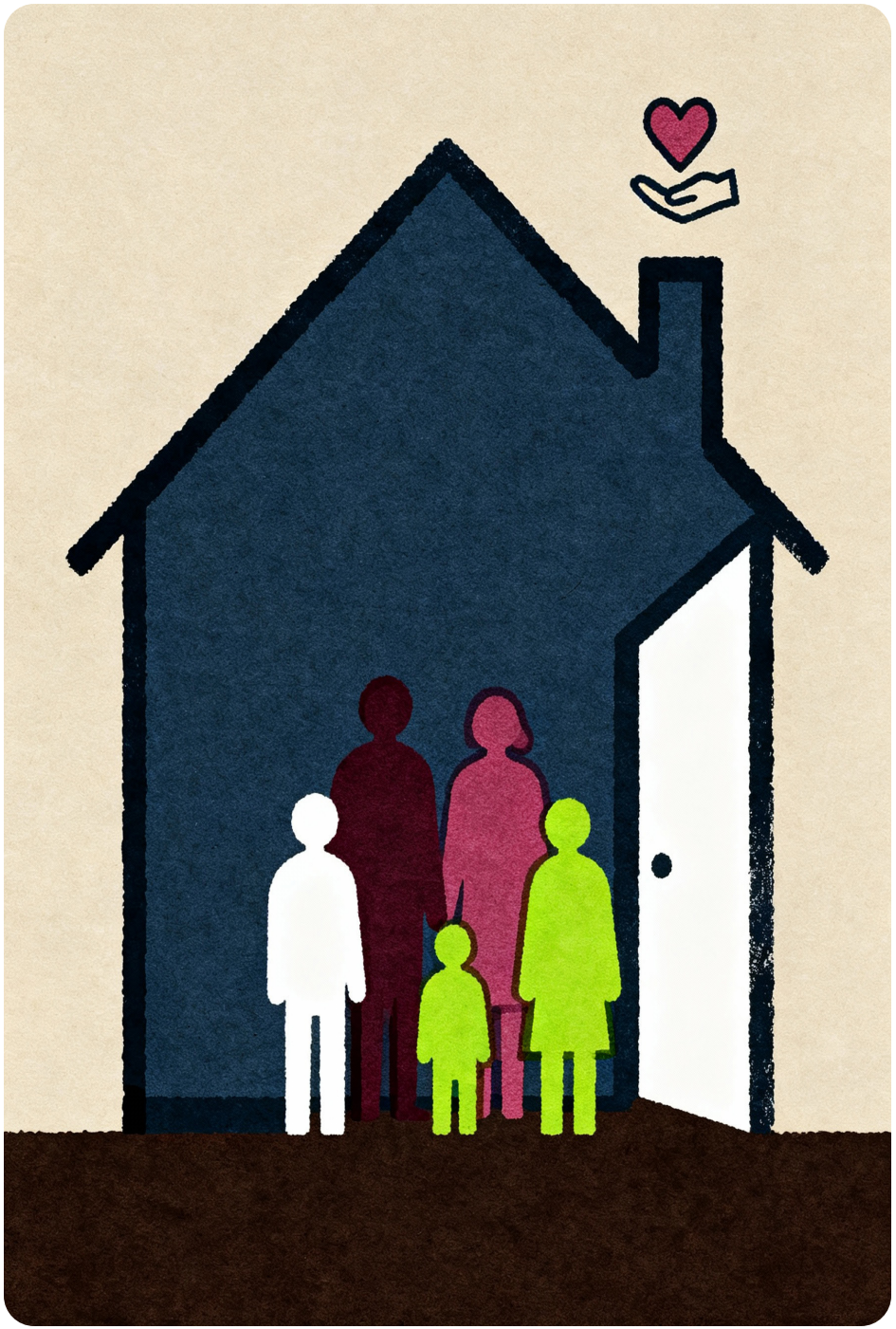
GOAL 3. REHABILITATE AND STABILIZE EXISTING NEIGHBORHOODS WHILE PREVENTING GENTRIFICATION

Policy Rationale

Nearly 70% of Roswell's homes were built before 1990, with many requiring repairs or modernization. In distressed areas—various pockets of the city and around the Roswell Air Center—vacancy, absentee ownership, and blight undermine neighborhood stability. Abandoned or substandard housing creates safety concerns, while vacant lots left after demolitions weakens community cohesion if not reused productively. Rehabilitation and reinvestment are critical to preserving affordable housing, improving safety, and restoring neighborhood pride. Coupling neighborhood and small area planning with stronger code enforcement with assistance programs for low-income households will ensure revitalization is equitable and does not displace vulnerable residents. Turning vacant lots into community gardens, pocket parks, urban agriculture or infill housing will further strengthen neighborhood resilience.

Recommended Action Items

1. Expand funding through grants for rehabilitation of aging homes and substandard housing stock.
2. Strengthen code enforcement while providing assistance programs for low-income homeowners to maintain properties.
3. Address abandoned & boarded homes by prioritizing rehabilitation, adaptive reuse, or safe demolition with infill redevelopment.
4. Convert vacant lots into community assets (gardens, pocket parks, infill housing).
5. Create a schedule to produce Neighborhood and small amenities.
6. Increase city staff resources to conduct these programs.



GOAL 4. SUPPORT VULNERABLE POPULATIONS AND HOMELESSNESS PREVENTION

Policy Rationale

Housing insecurity and homelessness affect some of Roswell's most vulnerable residents, including seniors, teens and young adults, veterans, people with disabilities, people with substance abuse and additions, people experiencing domestic violence, and cost-burdened renters. Survey and stakeholder feedback highlighted the strain on emergency shelters and the lack of sufficient transitional and supportive housing. Renters earning under $35,000 annually are especially at risk of eviction or displacement. Expanding partnerships with nonprofits and faith-based organizations, investing in supportive housing, and providing targeted rental assistance and mediation programs will reduce instability and create pathways to long-term housing security. Addressing these needs is not only a humanitarian responsibility but also vital to neighborhood safety, public health, and community cohesion.

Recommended Action Items

1. Enhance the city's emergency shelters and transitional housing programs, in partnership with nonprofits and faith-based organizations.
2. Expand access to supportive housing for individuals with disabilities, seniors, and veterans.
3. Develop targeted policies to reduce housing insecurity among renters, including mediation, rental assistance, and anti-displacement strategies.
4. Activate social and mental health resources and services as a coordinated effort in conjunction with housing programs for long-term housing stability.



GOAL 5. ALIGN HOUSING WITH TRANSPORTATION, SERVICES, AND JOBS

Policy Rationale

Housing in Roswell cannot be planned in isolation from access to jobs, schools, healthcare, and other essential services. Current conditions highlight gaps in transit amenities—only eight bus shelters serve 250 stops—and inadequate walkability in several neighborhoods. These challenges disproportionately affect seniors, students and young adults low-income households, and residents with disabilities. At the same time, many new developments in the north are disconnected from daily needs, requiring long commutes and increasing transportation costs. By improving walkability, transit access, and ADA compliance, and by encouraging mixed-use development near employment and services, Roswell can create healthier, more equitable neighborhoods. Stabilization strategies that link housing with proximity to groceries, childcare, and healthcare ensure that all residents can thrive.

Recommended Action Items

1. Improve walkability and transit access by adding bus shelters, ADA-compliant sidewalks, and shaded pedestrian routes.
2. Incentivize mixed-use development that places housing near employment centers, schools, and services.
3. Use neighborhood stabilization strategies to ensure all residents have access to grocery stores, healthcare, childcare, and employment within close proximity.



GOAL 6. FOSTER COMMUNITY ENGAGEMENT AND EQUITY

Policy Rationale

Roswell's neighborhoods show disparities—while some areas remain stable, others south of downtown, near the Roswell Air Center, and in other areas face vacancy, blighted properties, and disinvestment. Community feedback emphasized the importance of giving residents a voice in shaping solutions, particularly in distressed areas. Without intentional strategies, reinvestment can risk gentrification and displacement, worsening inequities rather than addressing them. Ensuring fair housing compliance, promoting inclusivity, and building participatory neighborhood planning programs will empower residents to shape their future. This goal recognizes that equitable development must balance reinvestment with protection for vulnerable households and ensure all residents feel welcome in Roswell's neighborhoods.

Recommended Action Items

1. Identify distressed and destabilizing neighborhoods through planning analysis.
2. Create and implement a neighborhood planning program where residents co-design redevelopment strategies.
3. Prioritize reinvestment in distressed neighborhoods while protecting against displacement.
4. Ensure fair housing compliance and promote inclusive neighborhoods that welcome diverse residents.



GOAL 7. BUILD A RESILIENT HOUSING FUTURE

Policy Rationale

Roswell's aging housing stock creates challenges not only for affordability but also for sustainability and resilience. Many older homes are energy-inefficient, leading to high utility costs that disproportionately affect low-income households. At the same time, the city faces environmental pressures such as drought, heat, and stormwater management challenges. Promoting energy-efficient construction, integrating green infrastructure, and adopting climate-resilient design standards will ensure that future housing development reduces costs for residents, protects against extreme weather, and contributes to long-term environmental stewardship. Resilient housing is essential to protecting public health, lowering household expenses, and securing Roswell's growth for future generations.

Recommended Action Items

1. Apply for and manage grants that promote energy-efficient construction and retrofitting (solar, net-zero, weatherization) to lower utility costs for households.
2. Integrate green infrastructure (trees, permeable pavement bioswales) into new and existing neighborhoods.
3. Encourage climate-resilient design standards to prepare for extreme weather.
4. Foster a partnership with XCEL Energy to reduce overhead electric in new developments and redevelopments.

CHAPTER 4:
URBAN DESIGN



OVERVIEW

URBAN DESIGN: SHAPING ROSWELL'S CHARACTER, CONNECTIVITY, & CLIMATE RESILIENCE

Urban design is the physical expression of a community's values, shaping how residents experience their city, how spaces connect, and how people interact with their surroundings. In Roswell, urban design plays a crucial role in preserving the city's unique identity and supporting the vibrant neighborhoods to create a cohesive, attractive, and resilient built environment.

Intentional urban design is essential for creating a city that is functional, beautiful, and accessible to all. Urban design impacts everything from how people move around to how comfortable they feel in public spaces. The integration of shade, tree canopy, green infrastructure —which uses natural systems like rain gardens, permeable paving, and bioswales to manage stormwater and reduce urban heat—and walkable streets is particularly important in Roswell's semi-arid climate, where heat, droughts, and flood risk must be addressed through built form.

The Urban Design element provides a framework for shaping Roswell's public realm and private development in ways that enhance quality of life, celebrate local identity, and promote sustainability. It emphasizes design strategies that support climate resilience, community character, and economic vitality. These strategies will help guide future development, inform zoning and infrastructure decisions, and ensure that Roswell contributes to a more connected and visually cohesive city. This element also builds upon the community's visioning sessions and previous planning efforts that emphasized preserving neighborhood character, enhancing walkability, and integrating sustainable design practices.

NEIGHBORHOOD & DEVELOPMENT PATTERNS: BUILDING CONNECTED AND CHARACTER RICH PLACES

Roswell's neighborhood and development corridors are the foundation of its identity and quality of life. The form and function of the built environment influences how people live, move, and connect. This section establishes design principles that promote walkability, visual coherence, land use efficiency, and strong transitions between different urban forms.



Figure 4.1: Roswell, NM: Main Street, image from Roswell Annual Report 2025

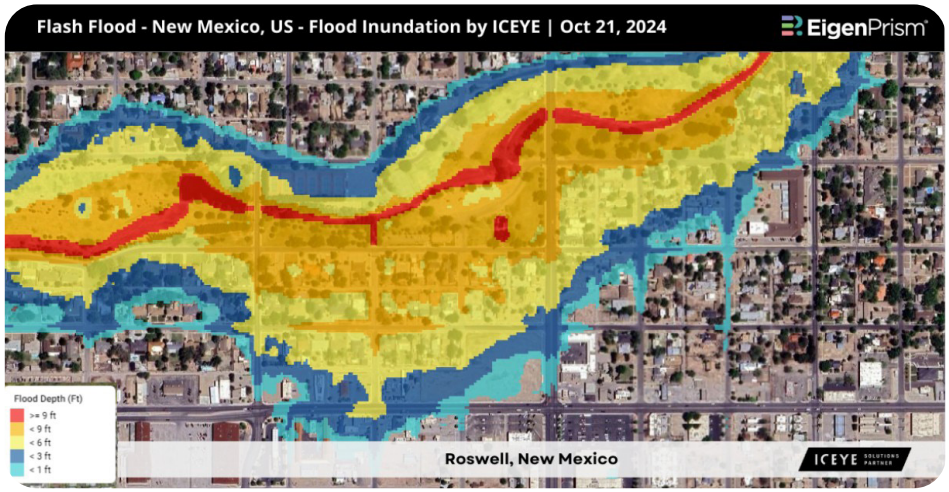
EXISTING CONDITIONS

Roswell is a mid-sized city serving as a regional hub for Southeastern New Mexico. Its physical environment, infrastructure, and development patterns reveal both opportunities and challenges for future growth and resilience.

INFRASTRUCTURE

Roswell's physical geography plays a significant role in shaping the city's development patterns and urban design. The city lies within a broad, flat valley framed by the Pecos River and a network of smaller creeks and arroyos. This relatively level terrain has historically encouraged outward expansion and low-density development. At the same time, the flatness—combined with compacted soils and impervious surfaces—makes Roswell especially vulnerable to flash flooding.

Recent inundation maps show depths exceeding nine feet in low-lying areas during major rain events. Overflowing rivers and undersized storm drains regularly cause street flooding, particularly in older neighborhoods and commercial corridors. Parks and open spaces can help alleviate some of these impacts, but more resilient drainage infrastructure and green stormwater design are urgently needed. As the city grows, its urban design strategies must consider not only infrastructure capacity, but also the opportunities and constraints posed by Roswell's physical environment—its rivers, soils, flatness, and hydrology.



PHYSICAL ENVIRONMENT

Roswell's main corridors prioritize cars, with wide roads and limited pedestrian or bike amenities. Average Annual Daily Traffic (AADT) on key downtown segments reaches 17,482 vehicles daily, creating congestion and safety issues for people walking or biking. Some streets and intersections show wear and underused land, pointing to opportunities for safer, more vibrant streetscapes.

DEVELOPMENT PATTERNS

Roswell's existing development pattern is predominantly low-density and auto-oriented, with most residential areas composed of detached single-family homes on large lots. These dispersed patterns have contributed to a spread-out urban form with limited walkability and long distances between neighborhoods, schools, parks, and services. While approximately 66% of housing units are owner-occupied and nearly half were built before 1980, the more critical urban design challenge lies in addressing the aging housing stock through reinvestment and infill. Vacant lots and underutilized parcels—particularly in central neighborhoods—offer key opportunities for compact, mixed-use, and multifamily development that can support walkability, neighborhood vitality, and more efficient land use.





Figure 4.2 (A, B, C): A. Shows the Flood Inundation Map by ICEYE for Roswell NM, Oct. 21, 2024. The other images show underused lots, aging streets, and minimal pedestrian and bike infrastructure along W 7th Street and nearby parks, highlighting opportunities for revitalization and improved walkability.

KEY FINDINGS

KEY FINDING 1: UTILIZING UNDERUSED LAND AND STREETS FOR COMMUNITY LIFE

Building Connected & Character Rich Places:

Currently, many areas in Roswell feature wide streets, minimal pedestrian activity, vacant storefronts, and limited green infrastructure. These conditions of the urban environment combined with heat and flood risks, creates challenges for both community comfort and the long-term sustainability of Roswell. With strategic interventions such as placemaking, mixed-use infill, complete streets, and green stormwater design, these areas of Roswell can be re-imagined as vibrant, resilient and people-oriented places.

Design Priorities for Roswell's Development Patterns:

Infill development and neighborhood nodes should feature a mix of residential, commercial and civic uses in compact, pedestrian-scaled formats. These centers should support walkability by including:

- Active storefronts
- Narrower street widths
- Shaded seating and gathering areas
- Tree-lined sidewalks





Figure 4.3 (A, B): Before and after renderings show how simple interventions such as signage, facade activation, and sidewalk landscaping can enhance community assets

Retrofit Underutilized Corridors:

Retrofitting underutilized corridors like Main Street is vital for creating more inviting, people-friendly streets that support local businesses and strengthen neighborhood identity. Excess pavement, deep setbacks, and minimal landscaping currently limit pedestrian activity and reduce the appeal of these key areas. Enhancing corridors can transform blank streetscapes into community assets that encourage walking, gathering, and spending time outside. **This can be done with:**

- Improved signage
- Activated facades, green buffers
- Sidewalk landscaping

Strategic upgrades like parklets, small plazas, and integrated stormwater features not only beautify streets but also improve environmental resilience and manage runoff from sustainability. In edge neighborhoods where urban meets rural, clustering development with thoughtful landscaping can maintain open space and protection transition zones.

Clustering development will help preserve open space, maintain clear transition zones, and support greenbelts. These enhancements will support housing choices, strengthen local character, and ensure that Roswell's corridors contribute to a vibrant resilient city. **Key strategies include:**

- Smaller block sizes to enhance walkability and connectivity
- Vertical and horizontal mixed use development to support activity and variety
- Form-based codes to guide building placement, scale and public realm quality
- Accessory dwelling units (ADUs) and gentle density to expand housing options while supporting neighborhood character





Figure 4.4 (A, B): Today and Proposed vision rendering show a vision for Main Street: repurposing excess pavement into a shaded pedestrian plaza with trees, seating, and sidewalk landscaping, transforming an underused corridor into an inviting community space that support local activity.



Figure 4.5: Renderings show a vision for Main Street: re-purposing excess pavement into a shaded parking.

Reclaiming the Middle Street:

The UAP Plaza, shown in Figure 4.5, proposes re-purposing the center lane of Main Street between the UFO Museum and the museums new property line into a shaded, pedestrian-focused linear plaza that includes permeable pavers, street trees, seating, and umbrellas. This will allow the plaza to create a safe and engaging space in the heart of the tourism district. Key benefits include:

1. Extending of museum programming and foot traffic across the street
2. Builds a flexible space for festivals, performances and vendor markets
3. Integrating stormwater management through permeable surfaces
4. Increasing shade and comfort in high heat zones

Building Streets for People & Climate:

Streets are a large public asset in Roswell, comprising a significant part of the public space. Street design has far-reaching impacts on mobility, comfort, economic activity, and environmental performance. Currently, many of Roswell's streets prioritize vehicle movement over people. They feature wide lanes, limited crossings, underutilized on-street parking, and few shade trees. These current design conditions leave pedestrians exposed to heat and disconnected from adjacent businesses or homes. A transformation of Roswell's public realm through green, active, and context-sensitive streetscapes that prioritize multimodal access, resilient infrastructure, and local identity is vital to improving community connectivity and long-term sustainability.

Redesigning Streets as Multi-Functional Public Spaces:

Over-paved streets create a range of negative impacts, including high-speed driving, limited stormwater absorption, and increased flooding. Visuals from W 7th Street demonstrate how underused right-of-way space can be reconfigured with permeable materials, and tree canopy, transforming streets into stormwater-absorbing green corridors. Permeable paving, bioswales, and underground vaults can reduce runoff and recharge groundwater, while redesigning vehicle patterns can promote safety, traffic calming, and flexible use of space.





Figure 4.6 (A, B, C, D): Illustrate how W 7th Street can evolve from an underused corridor into a multi-functional public space: re-designing vehicle patterns, adding permeable green areas and integrated traffic calming measures transform the street into a safer, more flexible environment that supports stormwater management, pedestrian activity and community gathering.

KEY FINDING 2: MODERNIZING INFRASTRUCTURE TO ADDRESS FLOODING AND HEAT

Aging roads and outdated drainage make key areas vulnerable to stormwater and extreme heat. Integrating green infrastructure such as permeable streets, bioswales and shaded corridors will increase resilience and sustainability, following regional best practices.

Roswell's semi-arid climate and increasing climate change threats, such as extreme heat and storm events, demand for a thoughtful, integrated approach to how streets, buildings, and public spaces are designed. Urban design in Roswell should include aesthetic priorities but also performance values by capturing water, reducing pavement glare, buffering floods, and providing shade and cooling in warming environments. Green infrastructure becomes both a climate solution and a community amenity to support the long-term resilience and sustainability of the community.

Traditional stormwater and utility services are out-of-sight and for a single purpose. In Roswell, there is an opportunity to prioritize visible, multi-functional design where infrastructure doubles as public space, and offers environmental enhancements. Examples include the W 7th Street redesign, integrating underground stormwater retention, permeable paving, and a narrowed travel lane while also creating a pedestrian-friendly and tree-lined streetscape. Another example uses the UAP Plaza, converting vehicular lanes into a civic green spine with permeable pavers that help reduce heat and runoff while creating a new tourism community.



Figure 4.7: W. 7th St redesign, integrating underground stormwater retention, permeable paving, and a narrowed travel lane while also creating a pedestrian-friendly and tree-lined streetscape

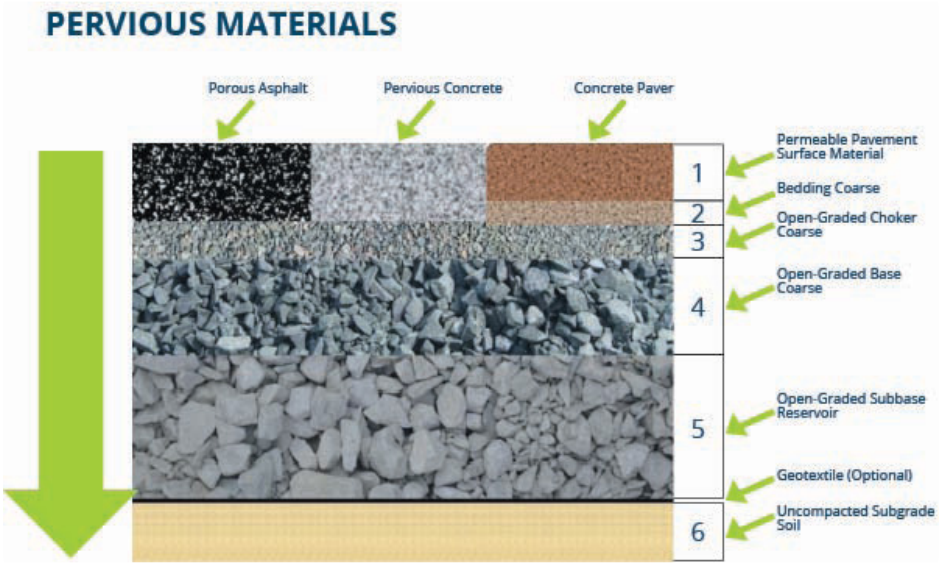


Figure 4.8: Illustration of typical layers in a previous pavement system, showing how porous surfaces and underground base materials allow rainwater to infiltrate and reduce runoff.

Designing for Heat & Rain:

Roswell regularly experiences hot summers and extreme heat days, which are projected to increase. **Urban design can help directly mitigate these impacts through:**

1. Tree canopy in streets, parks, and plazas
2. Surfaces that reflect rather than absorb heat
3. Evaporative cooling zones from planting and water features
4. Narrower street widths to reduce exposed surface area

Additionally, the material choices used throughout Roswell's streets and civic spaces make a difference. Permeable surfaces help reduce runoff and improve infiltration. Modular pavers offer flexibility and future upgrades, while storm vaults collect runoff beneath parks or streets. Native plants can reduce maintenance needs while supporting pollinators and stormwater filtration. These tools can be part of Roswell's urban design language and reflect the community's commitment to sustainability.

As Roswell's climate brings both storms and periods of drought, streets and public spaces must help manage water sustainability. Additions such as bioswales, or shallow, vegetated channels that slow, filter, and absorb stormwater runoff along streets, sidewalks, and parking areas. Stormwater retention systems, including underground vaults and permeable pavements, help capture and store runoff, reducing flooding and allowing water to infiltrate naturally.

While urban design strategies highlight how these features can be integrated into streetscapes and public spaces to create greener, cooler corridors, a more detailed discussion of stormwater management tools, locations, and performance goals can be found in the Environment and Sustainability Chapter.

Case Study - Houston's Green Streets Pilot Projects:

The City of Houston's report[1] shows how porous concrete sidewalks, permeable pavers, and bioswales were used in roadway projects to address drainage, stormwater runoff, and heat/ponding issues.

Useful for Roswell: Demonstrates how municipal roadway projects can integrate green infrastructure in a more conventional transportation/ street context.



Figure 4.9 (A, B, C, D): Illustrate how Houston incorporated various roadway projects to address drainage, stormwater runoff, and heat/ponding issues

1 City of Houston. (2023). Green Streets Pilot Projects: Integrating Drainage, Stormwater Management, and Complete Streets Design. Houston Public Works, Resilient Houston Program. Retrieved from https://www.houstontx.gov/council/committees/tti/20230601/HPW-Resilient-Houston-Green-Streets.pdf

KEY FINDING 3: ACTIVATING PUBLIC SPACES TO SUPPORT A VIBRANT DOWNTOWN

Complete and Comfortable Streetscapes:

A well-designed street encourages and invites walking, biking, gathering, and outdoor dining. The renderings of enhanced sidewalks show how simple, low-cost parklets and sidewalk cafes are able to boost retail activity and business frontage, create shaded social spaces, and encourage lingering and interaction. Key strategies include:

- Street tree planting and shading
- Pedestrian-scale lighting
- Benches, trash bins, and sidewalk furniture
- Crosswalk visibility and ADA-accessible design

Dining Parklets:

Parklets are small public spaces created by converting on-street parking spaces into areas for seating, landscaping, or bicycle parking. They are allowed on a temporary basis, subject to design guidelines, permitting requirements, and associated fees. Parklets help support small businesses, promote vibrancy, and allow flexible seasonal use of public right-of-ways.

Roswell can formalize a sidewalk cafe and parklet program through:

- Allowing on-street dining parklets with removable railings, umbrellas, and planters
- Requiring businesses to maintain their own installation, such as food and beverage
- Setting parameters (must earn 50% of revenue from food/non-alcoholic beverages)
- Small seasonal permit fees for public space use

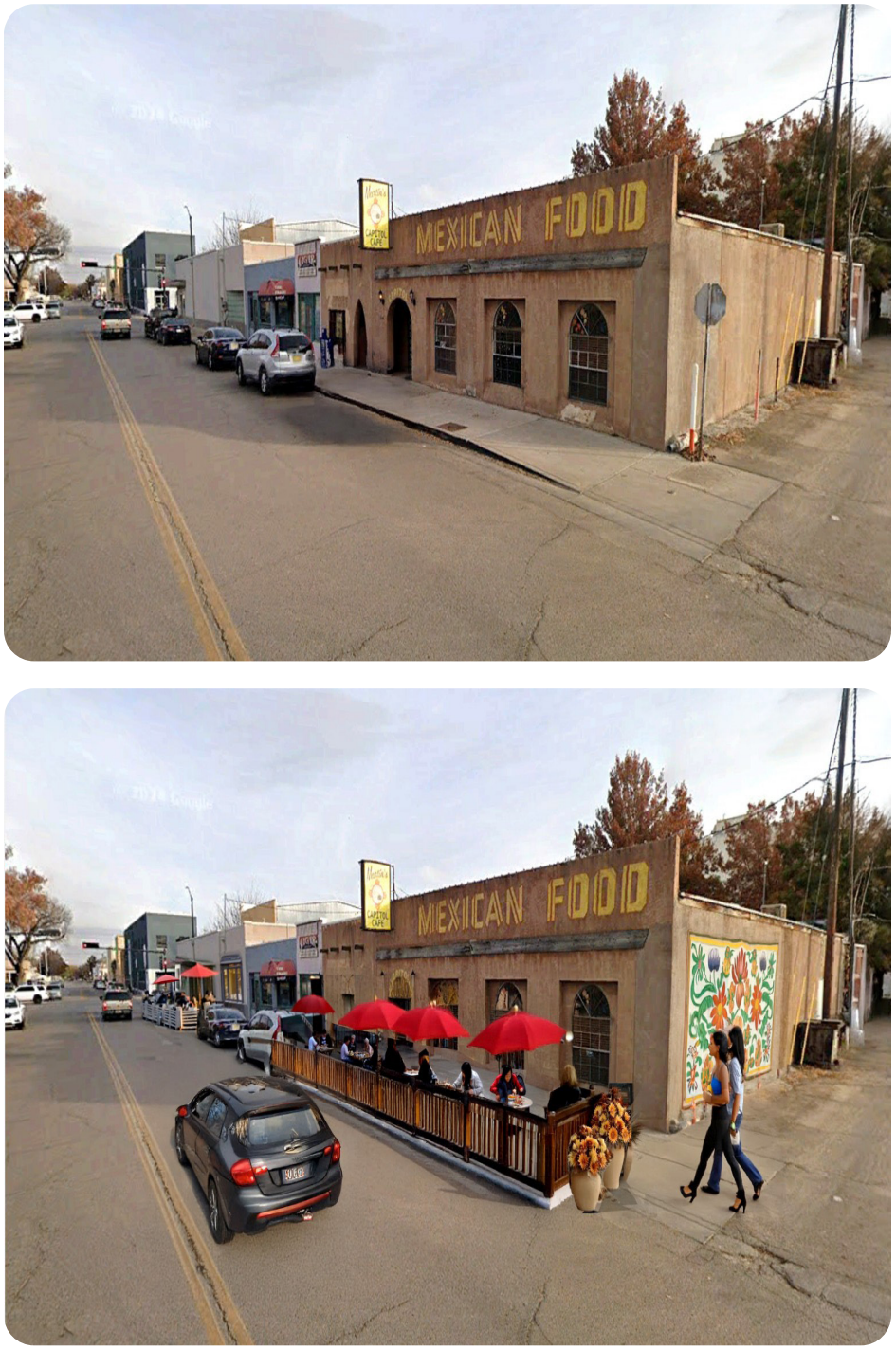


Figure 4.10 (A,B): Illustration of Martin's Capitol Cafe on 4th Street today, and proposed vision rendering.





Existing Conditions:

In Figures 4.10.A and 4.11.A, the street front features blank faces with minimal outdoor activity and no dedicated public seating.

Proposed Upgrades:

In Figures 4.10.B and 4.11.B, outdoor dining patios with vibrant umbrellas activate the street, creating a more inviting and pedestrian-friendly environment that supports local businesses.

Figure 4.11 (A,B): Illustration of La Gran Victoria on Richardson Avenue today, and proposed vision rendering.

KEY FINDING 4: CONNECTING HOUSING, TRAILS, AND NEIGHBORHOODS

Designing a Model Corridor for Roswell:

To catalyze urban revitalization and improve quality of life, Roswell can focus on investments and design for creating model corridors that integrate placemaking, mobility, stormwater management, and economic development. With targeted improvements to the physical streetscape and its surrounding uses, these corridors can demonstrate thoughtful public realm design that reshapes character and function of underutilized areas. Improvements can include street trees, permeable paving, sidewalk cafes, parklets, and street art that is shared by cars, bikes, and pedestrians and enhances street furniture, lighting, signage, and storefronts. These simple improvements can transform the experience of public spaces, support public life, encourage walking, reduce vacancies, and support the needs of residents. By prioritizing pedestrian comfort, multi-use programming, and inviting design, Roswell can set a precedent for transforming streets into places that attract people, encourage investment, and celebrate community.

With its growth and revitalization to its downtown and outlying areas, Roswell faces the need to ensure new development and underutilized land are physically and socially connected. Currently, large blocks of vacant lands, uninviting alleyways, and automobile-oriented corridors create gaps between existing neighborhoods, the downtown core, and opportunity areas such as the industrial corridor and airport district.

Disconnected spaces limit the potential of redevelopment areas and deter pedestrian activity, cycling, and other forms of active transportation. As the City re-imagines these spaces, strategies such as enhancing alleyways, activating vacant land, and creating a continuous multi-use path that connects key areas like downtown to the airport can help bridge these divides.

These proposed pathways would extend through currently vacant parcels and underutilized corridors, evolving from simple pedestrian paths into vibrant public amenities. This route can be activated over time with tree planting, lighting, and adjacency to mixed-use development. These enhancements would enhance accessibility and comfort, while also providing visual and community continuity that reinforces Roswell's identity.



Figure 4.12 (A, B, C, D): This series of renderings shows the transformation of an underused corridor into a vibrant multi-use trail. Enhancements such as dedicated bike lanes, improved landscaping, and adjacent mixed-use development encourage active transportation, enhance safety, and support economic development by creating more accessible, people-focused streets.

Designing a Model Corridor for Roswell:

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Figure 4.13 (A, B): These images show the Railroad District today, and the proposed vision rendering for the Railroad District.



Proposed Upgrades:

Renderings present a vision for reactivating a formerly industrial edge of downtown. By converting the existing streetscape into a pedestrian-friendly space with cobblestone paving, outdoor seating, and festive lighting, the design fosters a lively nighttime atmosphere. Re-purposing buildings can serve as local gathering spaces and dining venues, preserving Roswell's historic character while encouraging economic reinvestment and community connection.

To create a more cohesive, walkable downtown, Roswell is advancing strategic public realm enhancements, infill development, and private-sector activation to link currently disconnected pockets of reinvestment. Vacant lots will be transformed into a green, permeable mixed-use corridors, featuring shared streets, integrated stormwater infrastructure, traffic calming measures, and improved pedestrian and bicycle access.

To the west, the area adjacent to Melendez Park is proposed to be re-imagined as a vibrant mixed-use zone, reinforcing connections between existing parks and new developments. Collectively, these upgrades aim to unify downtown in a connected district that promotes housing diversity, community identity, and high-quality placemaking.

Figure 4.14 (A, B): These images show a vacant lot near Melendez Park Today (before) and a Proposed (after) Mixed-Use Render of that lot.

GOALS & RECOMMENDATIONS

Building on the key findings, Roswell's urban design goals and objectives are designed to transform the city's physical environment into a more connected, resilient, and people-centered place. These goals translate community priorities into actionable strategies that guide how streets, buildings, and public spaces can work together to create a cohesive and vibrant city form. They emphasize the importance of thoughtful design that enhances neighborhood identity, supports mixed-use and mixed-income development, and integrates green infrastructure to address Roswell's unique climate conditions.

Each objective is paired with implementation steps that help the City, in partnership with residents, businesses, and developers, achieve measurable improvements to the quality and experience of Roswell's built environment. Together, these strategies aim to promote well-designed public spaces, complete neighborhoods, and inviting streets that encourage walking, social interaction, and local investment.

The following goals establish a framework for shaping Roswell's growth through design excellence—one that preserves the city's unique character, strengthens its downtown, and ensures that development contributes to long-term resilience and community well-being. By treating this Urban Design Chapter as both a guide and a call to action, Roswell can create a built environment that reflects its identity, embraces sustainability, and enhances the daily lives of all who live, work, and visit the city.



Figure 4.15: Charrette, Urban Design Survey

GOALS:

1. **Create a Cohesive & Vibrant Urban Form**



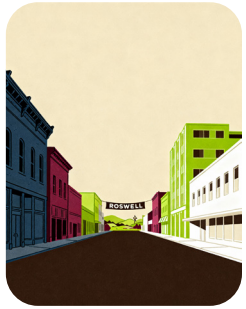
2. **Design Public Spaces for People**



3. **Foster Mixed-Use, Mixed-Income & Compact Neighborhoods**



4. **Preserve and Enhance Roswell's Character and Identity**



5. **Design Streets to Manage Stormwater, Reduce Heat, & Create Shaded, Attractive Corridors**



6. **Connect Neighborhoods to Key Destinations through Safe & Accessible Trail/Bike Paths**





GOAL 1. CREATE A COHESIVE & URBAN VIBRANT FORM

Policy Rationale

Urban design is the physical expression of a community's values, shaping how residents experience their city, how spaces connect, and how people interact with their surroundings. In Roswell, urban design plays a crucial role in preserving the city's unique identity and supporting the vibrant neighborhoods to create a cohesive, attractive and resilient built environment.

As Roswell continues to evolve, shaping a cohesive and vibrant urban form is essential to reinforcing its unique identity and improving quality of life. This goal addresses the opportunity to revitalize key corridors and nodes through thoughtful development that enhances walkability, supports a mix of uses, and creating inviting public spaces.

Earlier in the chapter, key findings pointed to challenges such as fragmented development patterns, underutilized land, and limited connectivity between neighborhoods and destinations. This goal responds directly by encouraging infill development near parks, transit and civic amenities, and prioritizing reinvestment in areas such as W 7th Street, Garden & Reed, and the corridor leading to the airport.

Recommended Action Items

1. Require building frontages along key corridors to orient toward the street with clean entrances, windows, and architectural variation.
2. Promote context-sensitive design through design guidelines for height transitions, facade articulations, and material use.



GOAL 2. DESIGN PUBLIC SPACES FOR PEOPLE

Policy Rationale

Designing public spaces that prioritize people over cars is essential to creating a city that feels welcoming, active, and connected. In Roswell, there is an opportunity to re-imagine the public realm to encourage walking, support healthy lifestyles, and foster community interaction.

Earlier findings in this chapter highlighted gaps in pedestrian infrastructure, the need for more shaded, comfortable walking environments, and a lack of inviting public spaces, particularly in commercial corridors and residential neighborhoods.

This goal seeks to address these issues by creating streets and public spaces that serve as shared community assets rather than merely transportation routes. The objective focuses on making these spaces safe, attractive, and engaging for everyday use. Action items include redesigning streets to slow traffic, implementing shared street concepts, and adding features like permeable paving, shade trees, and pedestrian lighting.

Recommended Action Items

1. Redesign streets and public spaces to prioritize people over cars.
2. Implement shared street concepts and permeable paving in select residential areas to slow traffic and activate community life.
3. Add shade trees, pedestrian scale lighting in new streetscape projects.
4. Create permanent or seasonal parklets and sidewalks to align with commercial corridors.
5. Establish a connected network of bike and pedestrian pathways, including links to redevelopment in the airport zone.
6. Retrofit select downtown alleys and strategic corridors with low-level pedestrian lighting, wayfinding, and safe crossings to encourage evening social activities and events at local businesses and venues.



GOAL 3. FOSTER MIXED-USE, MIXED-INCOME AND COMPACT NEIGHBORHOODS

Policy Rationale

Creating mixed-use, mixed-income, and compact neighborhoods is essential for promoting equitable access to housing, reducing sprawl, and building walkable, vibrant communities. This goal addresses the challenges of housing affordability and the need for diverse housing options while maximizing land-use efficiency.

This goal aligns with earlier findings that highlight the community's desire for more inclusive, accessible neighborhoods that integrate housing with parks, schools, and other amenities. There is a clear opportunity to build on successful local models and expand zoning flexibility to allow a wider variety of housing types and scales.

Implementation could be supported through zoning code updates, affordable housing incentives, and pilot programs in infill areas. Partnerships with local developers, housing authorities, and nonprofit organizations can play a key role in advancing this vision.

Recommended Action Items

1. Encourage compact, human-scaled development near parks and community amenities.
2. Support projects like the Reed and Garden mixed-unit neighborhood to serve as models for future development.
3. Update zoning to allow for townhouses, duplexes and live/work units in targeted infill locations.
4. Encourage accessory dwelling units and cottage housing as part of new developments.
5. Offer incentives for developments that include a mix of unit types and price points.



GOAL 4. PRESERVE AND ENHANCE ROSWELL'S CHARACTER AND IDENTITY

Policy Rationale

Preserving and enhancing Roswell's unique identity is vital to maintaining a sense of place and community while accommodating future growth. This goal addresses local concerns that new development is diluting Roswell's cultural and historic character and offers an opportunity to celebrate what makes the city distinctive.

Key findings emphasize residents' desire for stronger visual identity and more meaningful public spaces that reflect the community's heritage, especially in gateway corridors and downtown. By designing the built environment to embrace Roswell's culture, history, and aspirations, the City can strengthen civic pride and create spaces where people feel a strong connection.

To support implementation, Roswell can partner with local artists, historic preservation groups, and downtown associations. Funding and tools could include public art grants, Main Street program resources, and potential tax incentives or bonuses for adaptive reuse projects.

Recommended Action Items

1. Celebrate local identity through streetscapes, art, and public space design.
2. Incorporate public art and placemaking features that reflect Roswell's heritage in key nodes and gateway areas.
3. Use color, lighting, murals, and historic architecture to differentiate neighborhoods and create a sense of place.
4. Update building codes to allow flexible restoration and conversion of historic structures for mixed-use or housing.
5. Identify and promote underutilized buildings for adaptive reuse projects, especially near downtown.



GOAL 5. DESIGN STREETS TO MANAGE STORMWATER, REDUCE HEAT, & CREATE SHADED, ATTRACTIVE CORRIDORS

Policy Rationale

As climate conditions continue to intensify, Roswell faces growing challenges related to extreme heat, flooding, and deteriorating public realm quality. This goal addresses the need to rethink how streets are designed, not only as transportation corridors but as multi-functional public spaces that contribute to environmental sustainability and community comfort.

Key findings point to a need for more resilient infrastructure, particularly in areas prone to runoff and heat stress. Streets that incorporate climate-responsive features can help mitigate these effects while also creating more appealing, walkable environments.

The objective and action items promote the use of green infrastructure such as permeable paving, bioswales, and native landscaping to manage stormwater and reduce urban heat. Enhancing tree canopy coverage and installing shade structures along pedestrian routes not only supports sustainability goals but also improves public health and quality of life, especially for vulnerable populations such as children and older adults.

Implementation may be supported through capital improvement projects, local stormwater management programs, or partnerships with environmental nonprofits.

Recommended Action Items

1. Use permeable paving, bioswales, and native landscaping to capture runoff and cool street environments.
2. Increase tree canopy coverage and integrate shade structures along sidewalks and pedestrian routes.



GOAL 6. CONNECT NEIGHBORHOODS TO KEY DESTINATIONS THROUGH SAFE & ACCESSIBLE TRAIL/BIKE PATHS

Policy Rationale

Creating a well-connected, multimodal transportation network is essential for improving mobility, reducing car dependence, and supporting healthier, more active lifestyles. This goal addresses the need for a safe and accessible network of trails, bike lanes, and pedestrian pathways that link neighborhoods to schools, parks, and the downtown core.

Key findings highlight existing gaps in connectivity and public feedback, calling for more walkable and bikeable infrastructure. By expanding and enhancing multi-use trails, alleys, and on-street bike ways, Roswell can make active transportation a more viable and appealing option.

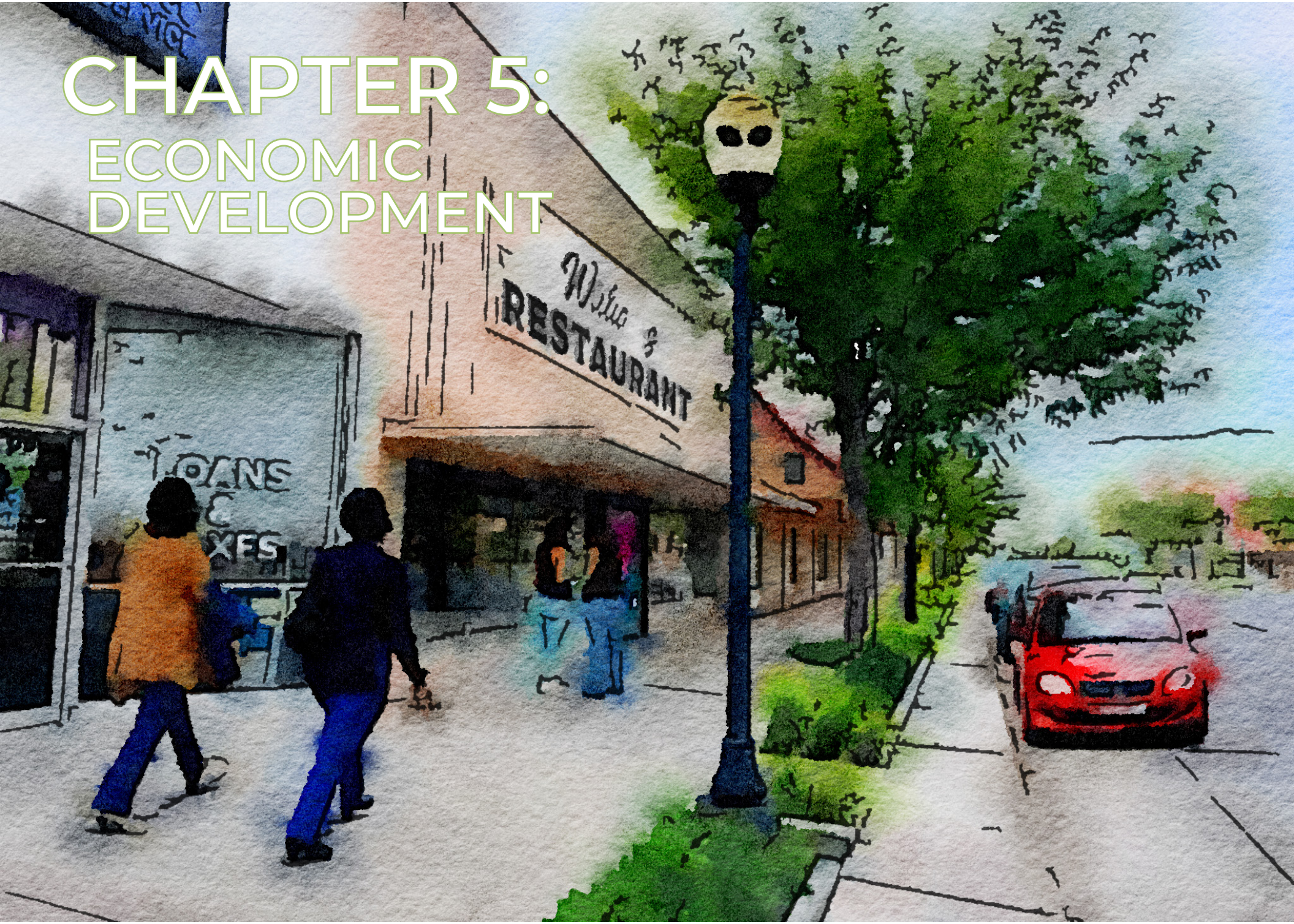
The objectives and action items focus on improving lighting, signage, and wayfinding to enhance safety and user experience, while prioritizing routes that strengthen everyday connections between residential areas and key community destinations.

Implementation can be supported through partnerships with local transportation departments, Safe Routes to School programs, and regional planning agencies. Funding opportunities may include federal transportation grants or state-level programs that support active transportation and infrastructure upgrades.

Recommended Action Items

1. Improve lighting, signage, and wayfinding along trails, alleys, and shared-use paths.
2. Prioritize connections between residential areas, parks, schools, and the downtown core through continuous pedestrian and bicycle routes.

CHAPTER 5: ECONOMIC DEVELOPMENT



OVERVIEW

The Economic Development Element of the Roswell Comprehensive Master Plan establishes a framework for promoting a diverse, resilient, and inclusive economy that supports the long-term prosperity of residents and businesses. This element examines the structure, performance, and dynamics of Roswell's local and regional economy and identifies strategies for economic diversification, workforce development, entrepreneurship, and place-based investment. It is informed by existing conditions, demographic and industry trends, and community priorities.

A strong local economy underpins the City's fiscal capacity to provide essential services and infrastructure. It also affects the quality of life for residents, labor market access, and the ability to attract and retain both talent and investment. Roswell's economic landscape is shaped by a combination of assets and constraints. Key strengths include the presence of the Roswell Air Center (RAC), a substantial agricultural sector, access to regional transportation infrastructure, and a distinct cultural identity rooted in arts, history, and tourism. These assets provide a foundation for targeted industry growth and strategic redevelopment.

However, economic challenges persist. The city faces a high concentration of employment in low-wage sectors, continued outmigration of youth and skilled workers, aging infrastructure in key corridors, and barriers to small business formation. Stakeholder input identified several specific constraints, including limited access to startup capital, the cost burden associated with permitting, and increasing regulatory requirements compared to previous standards. These challenges are particularly impactful for home-based and small-scale businesses seeking to establish or expand into commercial operations. Additionally, some permitting and regulatory requirements are driven by state-level mandates, limiting the City's ability to fully address these barriers at the local level.

STAKEHOLDER ENGAGEMENT CONTEXT

In developing this Economic Development Element, the consultant team held meetings and discussions with a broad range of community stakeholders to ensure that the analysis and recommendations reflect Roswell's local knowledge and priorities. These conversations included representatives from:

- **City Leadership and Staff –** including Parks and Recreation, Transit, Planning and Zoning, Public Affairs, and the City Manager's Office.
- **Economic Development Organizations –** such as the Roswell-Chaves County Economic Development Corporation (RCCEDC), the Southeastern NM Economic Development District/COG, Small Business Development Center - Roswell (SBDC)and state-level representatives from the New Mexico Economic Development Department.
- **Education and Workforce Partners –** including Eastern New Mexico University–Roswell, the Roswell Independent School District, and the New Mexico Military Institute.
- **Healthcare and Business Leaders –** including executives from Eastern New Mexico Medical Center, local banking institutions, construction and manufacturing companies, and small business owners.
- **Arts, Culture, and Community Organizations –** including MainStreet Roswell, the Roswell Museum, Arts & Music Organizations, housing advocates, nonprofit leaders, and community volunteers.
- **Media and Civic Voices –** including local radio, event organizers, and community advocates.

These discussions provided insight into the challenges and opportunities facing Roswell's economy, from workforce development and industrial growth to small business retention, housing, healthcare access, and the role of arts and culture in tourism. The perspectives gathered from stakeholders directly informed the Key Findings and helped shape the Goals and Action Items presented in this chapter.

This element briefly introduces several themes that are explored in greater detail in the following sections. These include downtown revitalization and adaptive reuse, expansion of youth- and family-oriented amenities, improved access to capital and regulatory flexibility for small businesses, support for industrial and agricultural cluster development, and reinvestment in Roswell's tourism brand and event infrastructure.

The recommendations in this chapter are designed to align with the City's land use framework, capital investment planning, and long-term vision. By advancing policies that leverage Roswell's unique assets and address structural constraints, this element aims to support a more inclusive, diversified, and resilient economy that benefits all residents.



Figure 5.1: Downtown Stakeholder Meeting with Able City

EXISTING CONDITIONS

This section of the Economic Development Element presents a factual review of Roswell's current economic landscape. It includes an analysis of quantitative data related to employment, income, industry structure, and educational attainment. In addition, it examines key contextual factors such as infrastructure capacity, permitting processes, and other regulatory considerations that impact business development. The purpose of this section is to document existing conditions and identify areas of concern or opportunity, without drawing conclusions or making policy recommendations, which follow in subsequent sections.

EMPLOYMENT

According to the 2024 Census estimates, Roswell has approximately 19,066 employed residents aged 16 and above. However, not all of these workers are employed within Roswell city limits. Some major employers, such as Leprino Foods, are located outside the city boundary but within Chaves County, reflecting the importance of distinguishing between city and county-level employment patterns.

Longitudinal analysis of workforce inflow and outflow patterns shows a growing trend of residents commuting beyond Roswell for employment. Between 2010 and 2022, the share of residents working outside Roswell city limits increased by 5%, while both the number of residents working locally and non-resident commuters traveling into Roswell declined slightly (by -1.5% and -3.0%, respectively).

This trend reflects a combination of local and regional dynamics. Some residents commute within Chaves County, while others travel to regional employment centers, particularly in Eddy County, where industries such as oil and gas, trucking, and logistics offer higher-wage opportunities in areas such as Artesia and Carlsbad.

At the same time, Roswell continues to function as a regional service center, attracting inbound workers in sectors such as healthcare, including traveling physicians, nurses, and other medical professionals supporting rural health systems, as well as potentially in education and related services.

These patterns suggest a shifting role for Roswell within the regional economy, reflecting both increased outbound commuting for higher-wage employment and continued reliance on inbound workers to support key service sectors. This dynamic may indicate a potential misalignment between available jobs and resident skills, wages, or preferences, as well as broader regional labor market interdependencies.

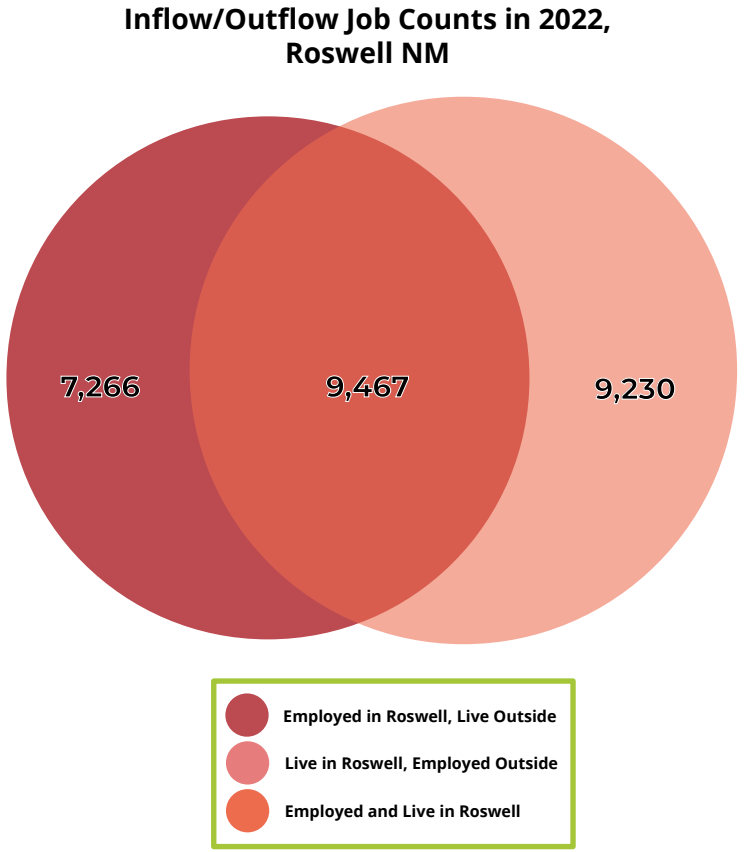
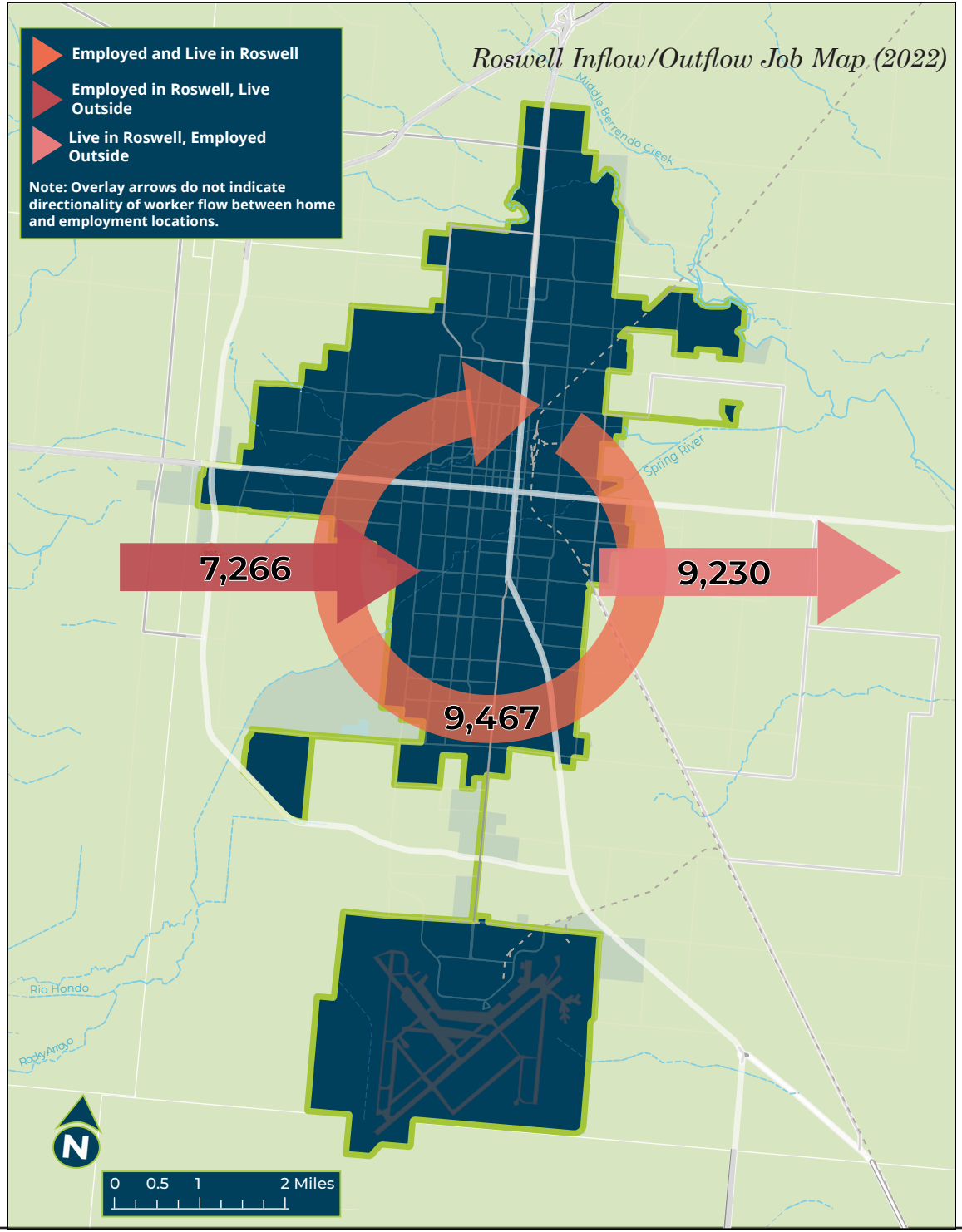


Chart 5.1: OnTheMap (2022)

[1] Source: OnTheMap, accessed on July 15, 2025, https://onthemap.ces.census.gov/



Map 5.1: OnTheMap (2022)

Job location and commute patterns provide additional context for understanding Roswell's economic geography. Spatial analysis of employment density reveals that job concentrations are highest in two areas: north of the city center and southwest of downtown, particularly between West 2nd Street and North Main Street. While these areas continue to serve as core employment centers, there are visible gaps in job density elsewhere, especially south of Roswell near the airport.

While employment density appears lower in this area based on available data, the Roswell Air Center and surrounding areas support a range of specialized economic activities, including aviation services, education, healthcare, and industrial uses. Key employers and institutions in and near this area include aviation-related operations at the Roswell Air Center, Fortified Structures, ENMU–Roswell, New Mexico Rehabilitation Center, and other regional facilities. Some of this activity is located outside Roswell city limits within Chaves County, which may not be fully reflected in city-level employment density analysis.

In 2022, 66.5% of jobs held by Roswell residents were located within 10 miles of their homes, suggesting strong potential for localized employment if access and infrastructure are improved. Meanwhile, nearly 28% of residents commute more than 50 miles to work. These patterns highlight the importance of planning for both infill development in job-dense areas and targeted expansion of employment opportunities in areas with available land and existing economic assets.

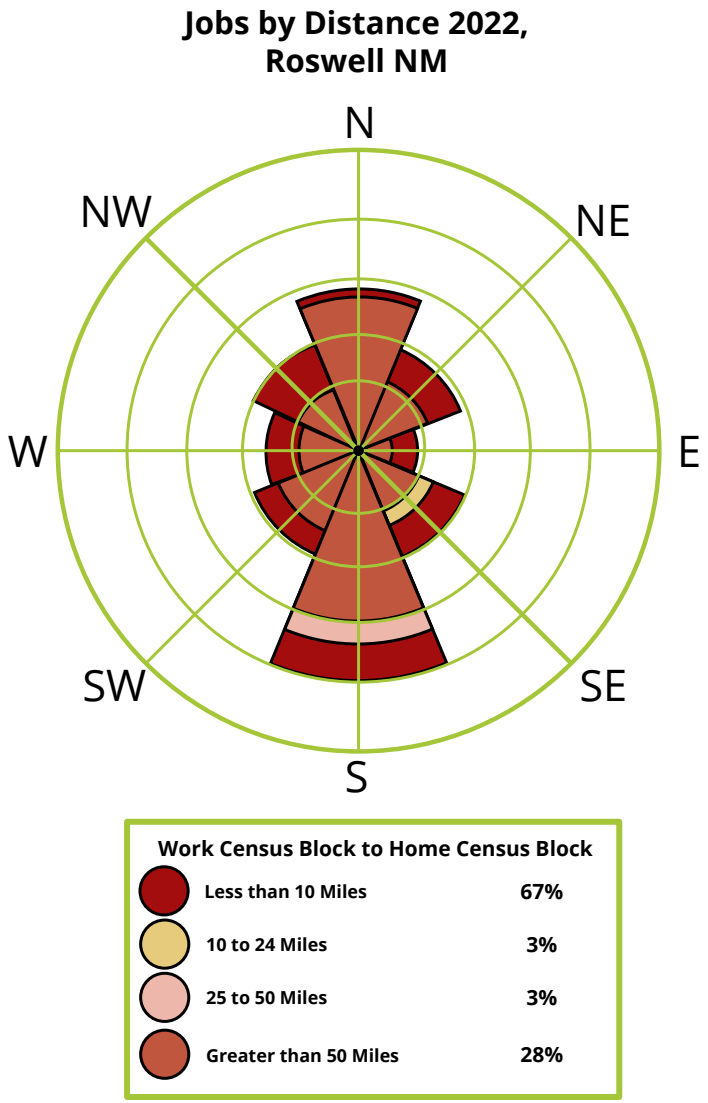
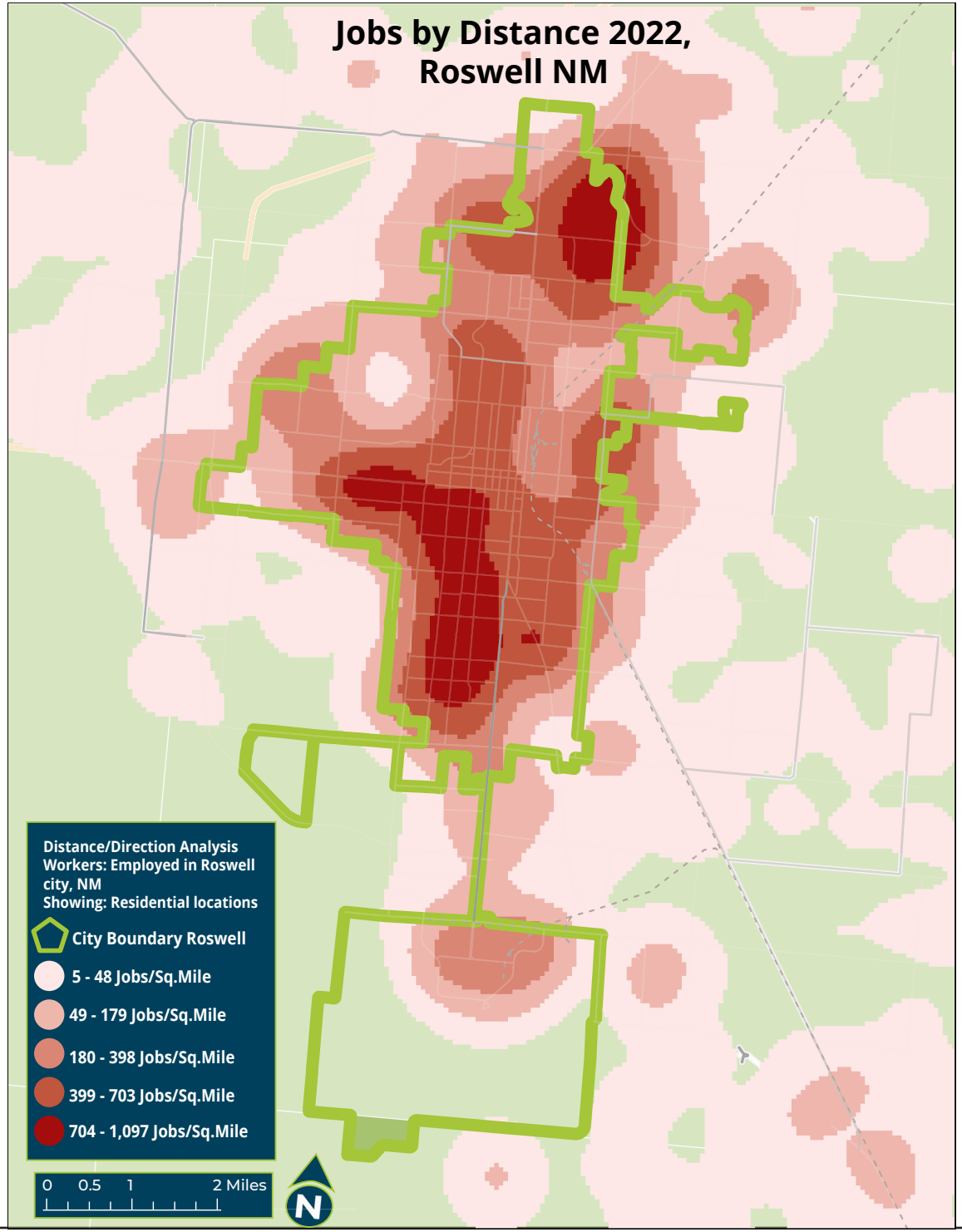


Chart 5.2: OnTheMap (2022)



Map 5.2: OnTheMap (2022)

LARGEST WORKFORCE AND EMPLOYERS

The city's labor force is primarily employed in Health Care and Social Assistance, Educational Services, and Retail Trade industries. These three sectors have consistently remained the dominant industries for Roswell residents from 2010 through 2023, underscoring a continued reliance on service-based employment.

ROSWELL CITY INDUSTRY WORKFORCE, 2010 - 2023		
Industry	2010 %	2023 %
Health Care & Social Assistance	**15.6%**	**15.8%**
Educational Services	**14.2%**	**12.8%**
Retail Trade	**11.5%**	**13.3%**
Accommodation & Food Services	9.5%	10.4%
Administrative and Support and Waste Management Services	3.1%	2.8%
Agriculture, Forestry, Fishing and Hunting	2.6%	2.3%
Arts, Entrainment, and Recreation	1.8%	2.0%
Construction	7.5%	5.5%
Finance and Insurance	4.0%	2.6%
Information	0.9%	0.7%
Management of Companies and Enterprises	0.0%	0.1%
Manufacturing	6.2%	6.1%
Mining, Quarrying, and Oil and Gas Extraction	3.1%	1.9%
Other Services, Except Public Administration	5.2%	6.4%
Professional, Scientific, and Technical Services	2.4%	2.7%
Public Administration	5.2%	6.6%
Real Estate and Rental and Leasing	1.3%	1.2%
Transportation and Warehousing	4.3%	4.1%
Utilities	0.6%	1.2%
Wholesale Trade	3.1%	1.5%

Table 5.1: U.S. Census (2010 - 2023)

According to the New Mexico Partnership, Roswell is home to several of the largest employers in both the city and Chaves County.[2] These employers reflect the region's economic foundation in education, government, and manufacturing sectors.

Notable examples include Roswell Independent School District, Leprino Foods, the City of Roswell, and the New Mexico Military Institute. These institutions not only anchor the local job market but also contribute significantly to the broader regional economy. Their prominence highlights Roswell's role as a key employment center in southeastern New Mexico.

LARGEST EMPLOYERS, ROSWELL CITY		
Organization	Number of Employees	Description
Roswell Schools	925	Education
City of Roswell	725	Government
Chaves County	250 - 500	Government
NM Military Institute	250 - 500	Education

Table 5.2: U.S. Census (2023)

LARGEST EMPLOYERS, CHAVES COUNTY	
Organization	Number of Employees
State of New Mexico	1,198
Roswell Schools	1,030
Leprino Foods	600
Eastern New Mexico Medical Center	522
City of Roswell	555
New Mexico Military Institute	330
Community Healthcare	287
Walmart	275
Chaves County	268
Krumland Auto Group	253

Table 5.3: U.S. Census (2023)

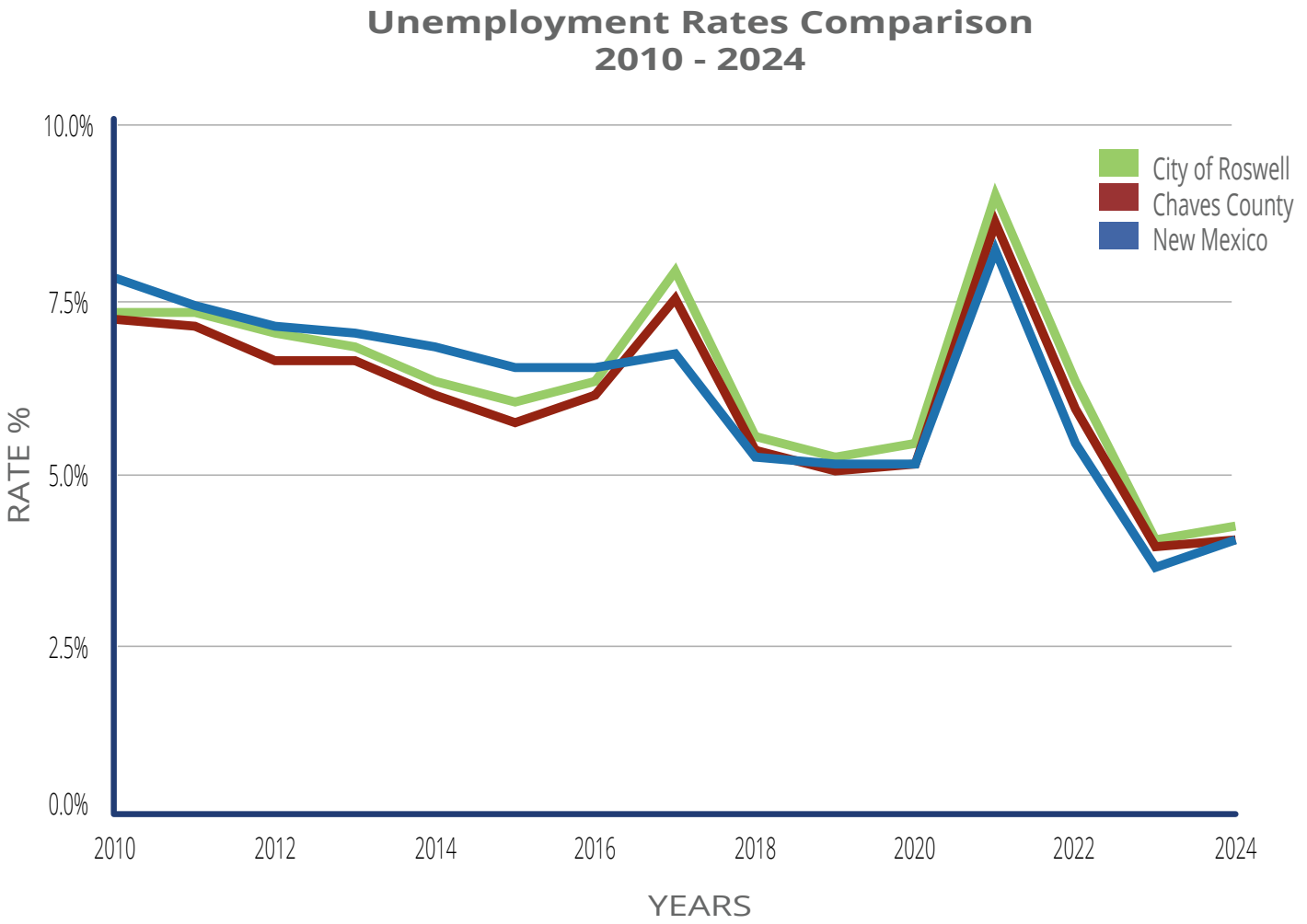
Quick Facts Look:

- Leprino Foods:
  - Manufactured Facility for Cheese and Nutritional Products
  - 6 million pounds of milk are converted into cheese and dairy ingredients every day
  - Ships products to 50+ countries
  - 470,000 sq ft faculty
- Eastern New Mexico Medical Center:
  - 1 Hospital
  - 15 Affiliated Physician Clinics
  - $6.2 million 2024 Capital Investment
  - $7.8 million 2024 Taxes Paid
- Roswell Public Schools:
  - 4 High Schools
  - 4 Middle Schools
  - 12 Elementary Schools

[2] Source: https://nmpartnership.com/incentives-data/new-mexico-largest-employers/

UNEMPLOYMENT

Unemployment trends reflect broader regional dynamics and indicate positive momentum for Roswell's labor market. In 2024, the city's unemployment rate stood at **4.2%**, the lowest point in over a decade. While still slightly above the rates reported for Chaves County **(4.0%)** and the State of New Mexico **(4.0%)**, Roswell's figure marks a substantial decline from its pandemic-era high of **9.0%** in 2021. In comparison, the unemployment rate in 2010 was **7.3%**, highlighting long-term progress toward labor market recovery and stabilization. This consistent improvement since 2021 suggests a strengthening local economy and increasing job availability.



Graph 5.1: U.S. Census (2010 - 2024)

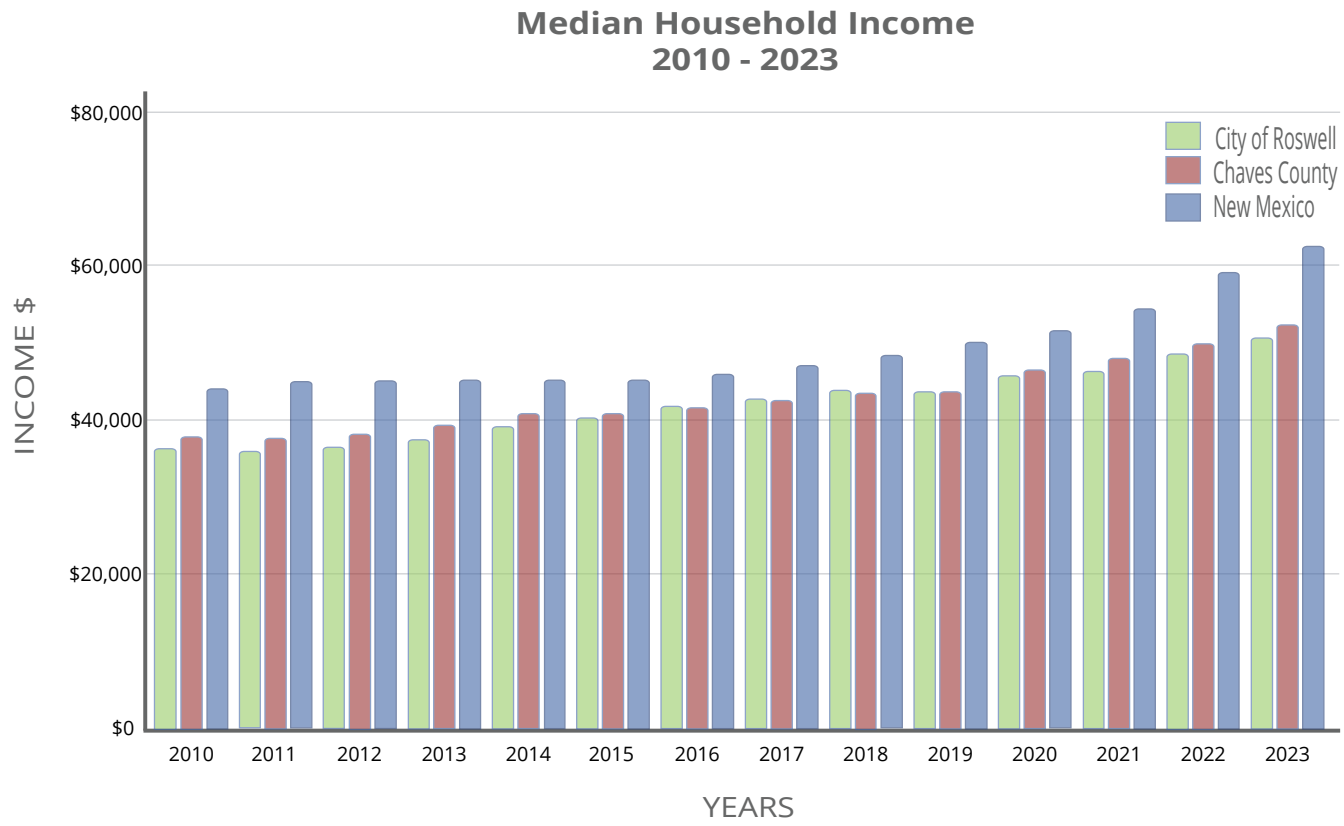
MEDIAN HOUSEHOLD INCOME

Median household income data provides insight into the city's economic standing. Income levels in Roswell have shown steady growth over the past decade, rising from approximately **$36,000** in 2010 to **$50,294** in 2023. Despite this progress, Roswell's median household income continues to trail behind Chaves County and the State of New Mexico, where figures stood at **$52,029** and **$62,125**.

This income differential reflects structural characteristics of the local economy. Roswell's employment base is concentrated in sectors that tend to offer lower median wages, including retail trade and food services. These patterns suggest limited wage growth for households with limited education or single income sources.

ROSWELL CITY MEDIAN EARNING BY INDUSTRY, 2023	
Industry	**Median $ Earnings**
Agriculture, Forestry, Fishing and Hunting	$33,981
Mining, Quarrying, and Oil and Gas Extraction	$52,969
Construction	$42,097
Manufacturing	$87,879
Wholesale Trade	$35,774
Retail Trade	$21,974
Transportation and Warehousing	$42,768
Utilities	$43,000
Information	$44,091
Finance & Insurance	$36,038
Real Estate and Rental and Leasing	$32,558
Professional, Scientific, & Technical Services	$55,670
Management of Companies & Enterprises	-
Administrative & Support & Waste Management Services	$32,462
Educational Services	$46,391
Health Care & Social Assistance	$33,444
Arts, Entertainment, & Recreation	$46,144
Accommodation & Food Services	$16,181
Other Services, Except Public Administration	$28,556
Public Administration	$46,014

Table 5.4: U.S. Census (2023)

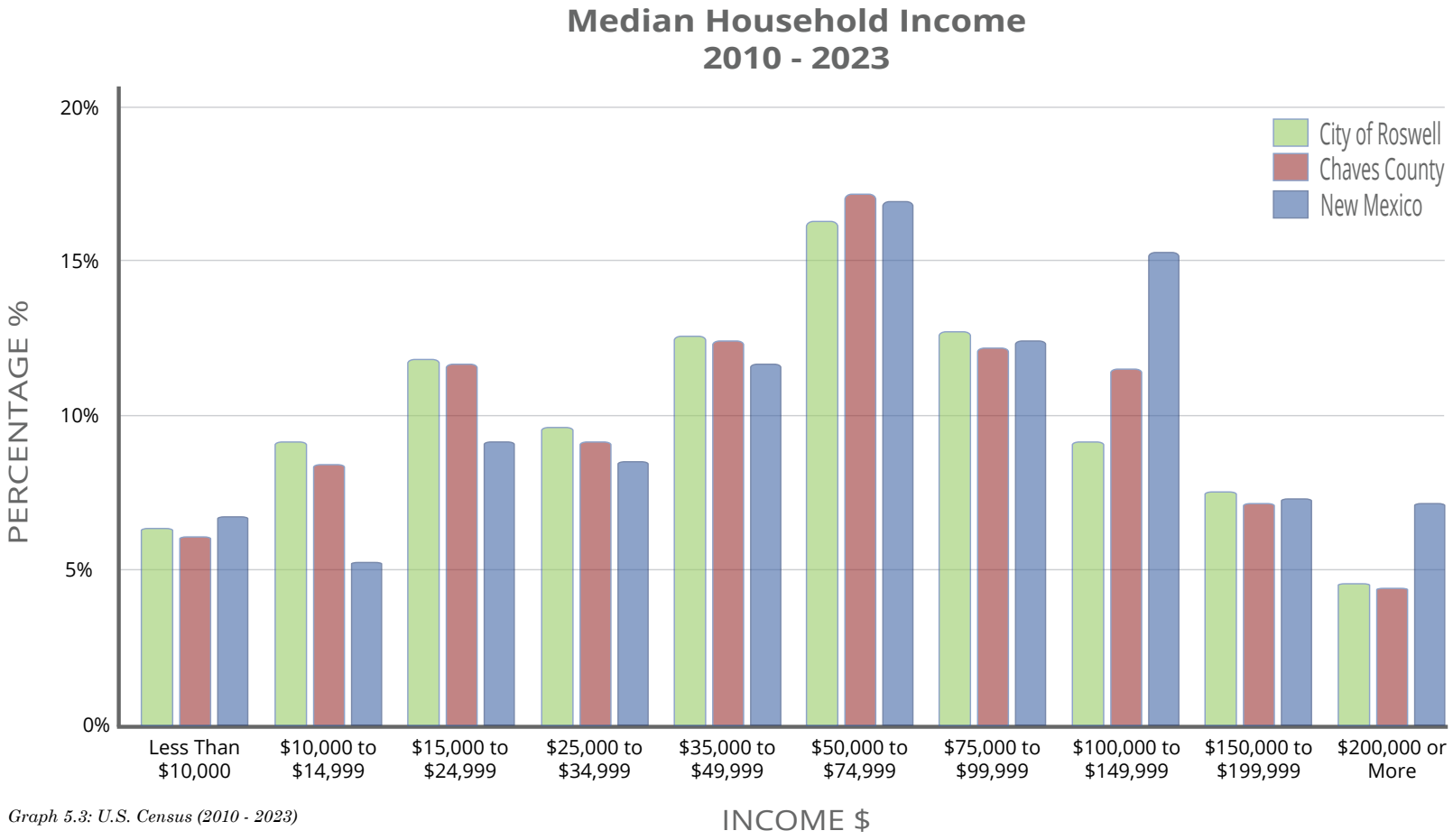


Graph 5.2: U.S. Census (2010 - 2023)

INCOME DISTRIBUTION

Income distribution patterns provide a deeper look at the composition of Roswell's economic demographics. In 2023, Roswell had a higher proportion of households earning **less than $25,000** compared to both Chaves County and the State of New Mexico. This concentration in the lower income brackets reinforces the city's broader economic challenges, particularly the prevalence of low-wage employment and limited upward mobility.

Conversely, Roswell lags behind the county and state in the share of households earning **$100,000 or more** annually. These disparities point to a narrower middle- and upper-income base within the city, which can have implications for housing affordability, tax base growth, and consumer spending potential. This distribution further contextualizes Roswell's comparatively low median household income, and despite recent income growth, still highlights the ongoing economic vulnerability.

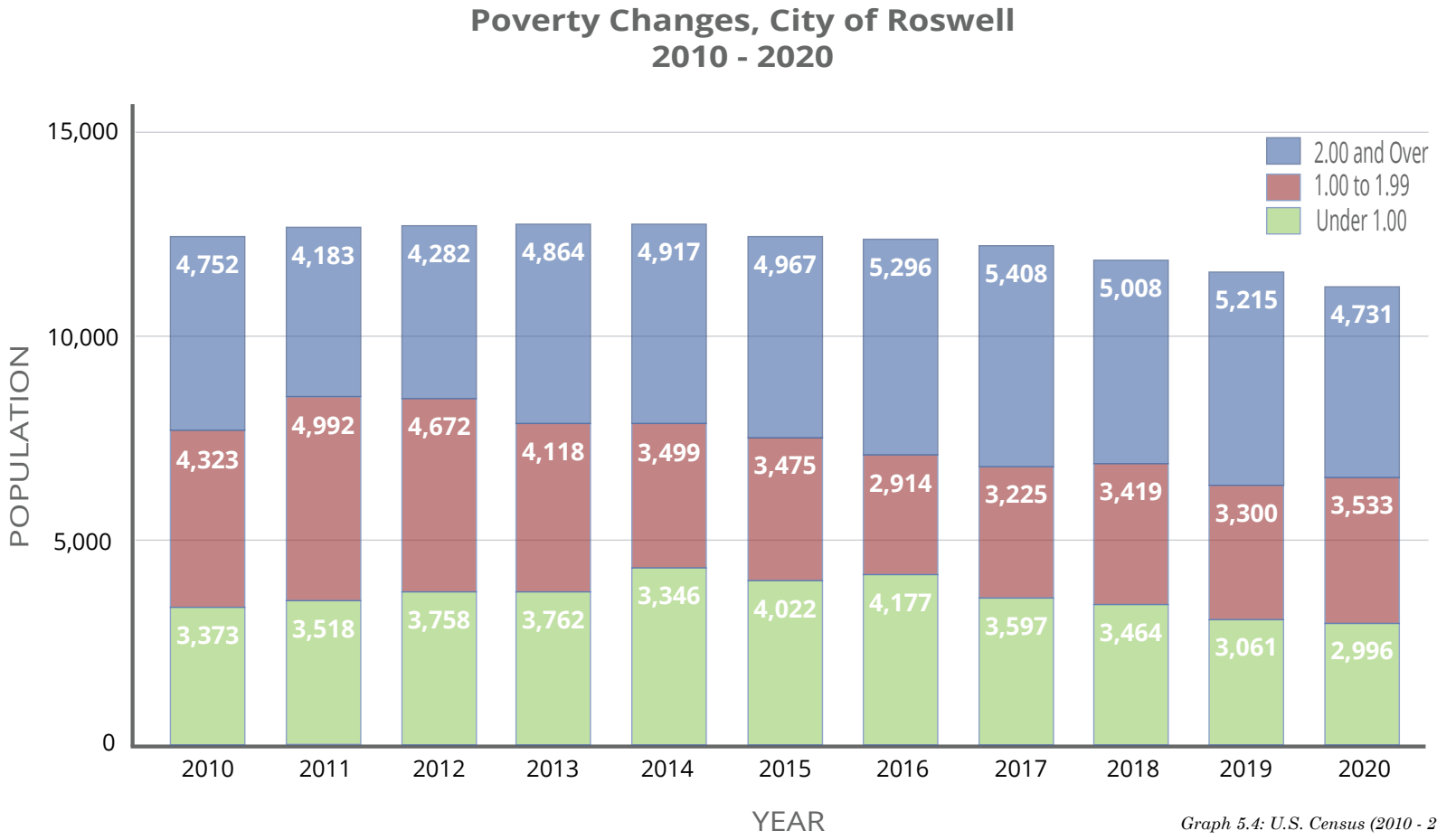


Graph 5.3: U.S. Census (2010 - 2023)

POVERTY TRENDS

Poverty trends from 2010 to 2020 further illustrate the depth of household vulnerability in Roswell. During this period, the number of residents living below the federal poverty threshold remained persistently high, with only modest fluctuations in distribution across poverty ratios. The population with income-to-poverty ratios **below 1.00** (i.e., below the federal poverty line) saw a general decline from approximately **3,373** individuals in 2010 to **2,996** in 2020. However, the share of individuals with ratios **between 1.00 and 1.99**, those considered near poverty, remained relatively stable, indicating a larger proportion of households are still economically fragile even if technically above the poverty line.

The consistency of these suggests structural factors driving poverty, such as wage stagnation and employment in low-wage sectors. While overall poverty counts have slightly declined, the lack of significant change in economic vulnerability underscores the need to interpret median income figures alongside poverty and near-poverty levels. This data provides critical insight into the limitations faced by many Roswell households in achieving financial security.



Graph 5.4: U.S. Census (2010 - 2020)

SUPPLEMENTAL NUTRITION ASSISTANCE PROGRAM (SNAP)

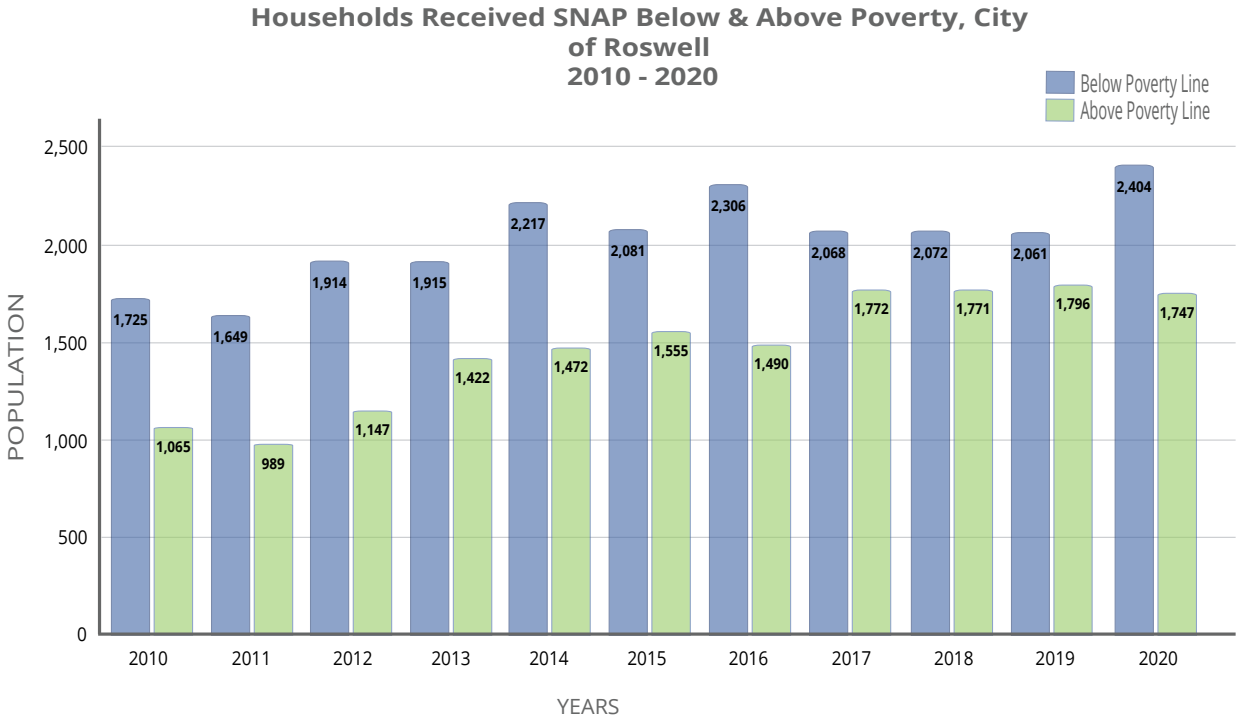
Review of Supplemental Nutrition Assistance Program (SNAP) data provides another layer of insight into economic conditions and household vulnerability in Roswell. From 2010 to 2020, the share of households receiving food assistance increased from 15.8% to 23.6%, a higher rate than both Chaves County and the State of New Mexico throughout the same period. For comparison, SNAP participation in Chaves County reached 21.8% in 2020, while the statewide rate stood at 17%. This consistent disparity reflects elevated economic pressures in Roswell and highlights the extent to which residents rely on public assistance to a greater degree than surrounding areas.

Roswell's geographic context as a regional hub serving a largely rural and dispersed population also contributes to these patterns. Located approximately three hours from the nearest metropolitan area with a population exceeding 100,000, the city functions as a primary service center for residents across Chaves County and surrounding rural areas. This regional role may increase demand for services and assistance programs within the city.

Further analysis of SNAP households reveals important demographic characteristics. Approximately 33.1% of SNAP households include at least one individual aged 60 or older, indicating a significant share of older adults relying on assistance. In addition, approximately 31.5% of SNAP households are single-parent households with children under 18, reflecting the presence of economically vulnerable family structures.

Nearly half of all SNAP recipients in Roswell fall below the federal poverty line, while the remainder are low-income households above the poverty threshold. This distribution reinforces broader income-related challenges identified earlier in this section and supports the conclusion that public assistance serves not only the deeply impoverished, but also a substantial portion of working households with insufficient income to meet basic needs.

These findings highlight the complexity of economic vulnerability in Roswell, shaped not only by income constraints but also by demographic factors and the city's role as a regional service center. Together, these conditions point to persistent economic fragility across a broad cross-section of the population.



Graph 5.5: U.S. Census (2010 - 2020)

ROSWELL GENERAL FUND

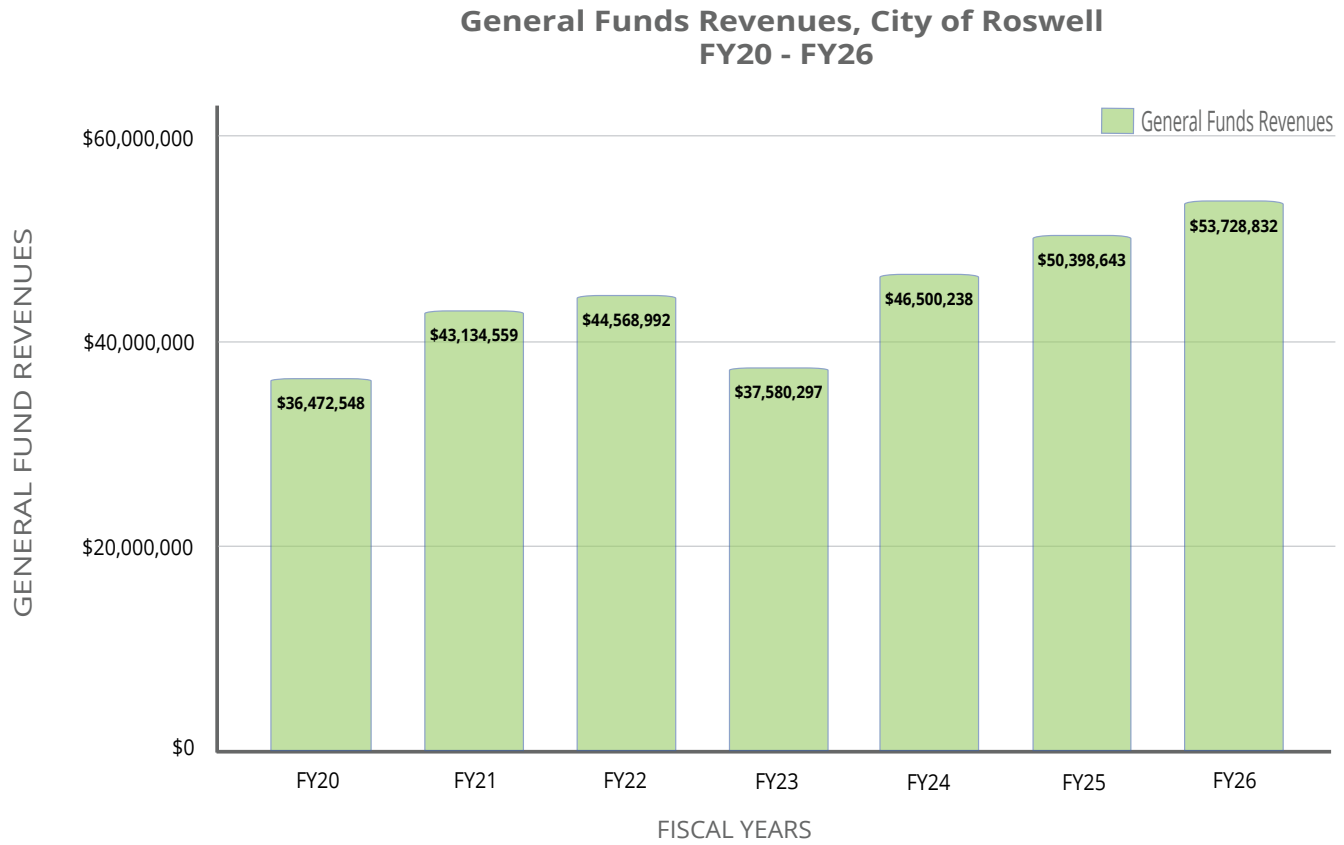
The City of Roswell's General Fund is the primary financial tool supporting the day-to-day operations of city government. It provides the resources for essential services such as administration, police, fire protection, parks, and library services, as well as for nearly twenty other departments. Unlike enterprise funds that are tied to specific programs, the General Fund accounts for revenues and expenditures that are not otherwise classified.

Revenue for the General Fund comes largely from Gross Receipts Taxes (GRT), along with property taxes, licenses and fees, grants, and other miscellaneous sources. In FY22, for example, GRT represented about **80%** of total General Fund revenues, underscoring the city's reliance on this tax as its single largest revenue source.

General Fund dollars are allocated across operating expenses, personnel costs, and limited capital improvements. In FY22, personnel represented roughly three-quarters of General Fund expenditures, while operations accounted for about one-quarter. Enterprise operations such as water, wastewater, solid waste, and the airport are maintained as separate funds but contribute to shared municipal services through cost allocation, reimbursements, and indirect cost recovery mechanisms.

Over the past six fiscal years, Roswell's General Fund revenues have shown both volatility and overall growth. Revenues increased steadily from FY20 through FY22, but dropped significantly in FY23 to **$37.6 million**, a decline likely linked to pandemic-related impacts and slower economic recovery. Since then, revenues have rebounded strongly, climbing to **$46.5 million** in FY24 and projected to **exceed $53.7 million** in FY26. This rebound reflects both renewed strength in Gross Receipts Tax collections and the city's ability to stabilize its fiscal position after COVID-19 disruptions.

The steady upward trend since FY24 indicates positive long-term fiscal health, but the FY23 dip highlights Roswell's exposure to broader economic fluctuations. Monitoring General Fund performance—especially GRT volatility—will remain critical for sustaining essential services and funding the priorities outlined in this Master Plan.



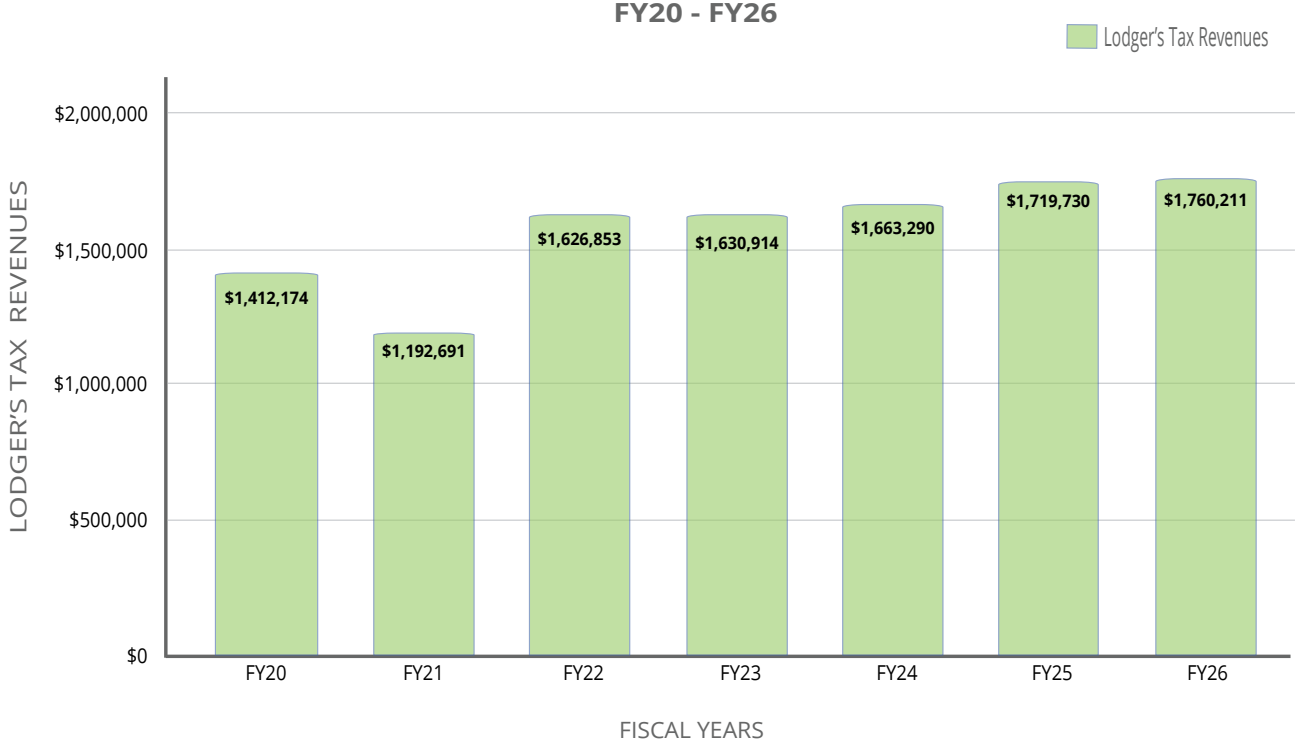
Graph 5.6: U.S. Census (FY20 - FY26)

ROSWELL LODGERS FUND

The Lodgers' Tax is a **5%** tax collected from guests at hotels, motels, short-term rentals, and other lodging establishments. Authorized under New Mexico state law, this tax is remitted by lodging businesses to the City of Roswell. Revenues from the Lodgers' Tax are dedicated to tourism-related promotion, marketing, events, and eligible facilities that support the city's visitor economy. This tax is a vital tool for funding Roswell's branding, festivals, and cultural programming, efforts that directly impact visitor experiences and the local tourism economy.

Lodgers' Tax revenues show moderate sensitivity to shifts in tourism activity. Between FY20 and FY21, revenues declined from $1.41 million to $1.19 million, reflecting pandemic-related impacts on travel and hotel occupancy. By FY22 and FY23, collections rebounded above pre-pandemic levels, stabilizing around $1.63 million, indicating overall resilience in the local tourism economy.

Graph 5.7: Roswell Budget Reports (FY20 - FY26)



FY24 revenues continued a modest upward trend to $1.66 million, followed by further growth in FY25 to approximately $1.72 million. This continued increase reflects sustained tourism activity and stable lodging demand. FY26 revenues are projected to reach $1.76 million, representing the highest level in the period reviewed.

Overall, while the Lodgers' Tax remains a comparatively small portion of Roswell's fiscal portfolio, it is an essential driver of tourism promotion. Stable and growing revenues in this fund will be critical for expanding marketing efforts, hosting signature events like the UFO Festival, and strengthening Roswell's appeal as a year-round destination.



Figure 5.2: Gilkson Hotel, 1889 - Photo Courtesy of the Historical Society for Southeast New Mexico Archives

Figure 5.3:Roswell Inn



ORGANIZATIONS IN ROSWELL

Roswell-Chaves County Economic Development Corporation

The Roswell-Chaves County Economic Development Corporation (RCCEDC) plays a central role in advancing regional economic growth strategies. As a nonprofit organization, the RCCEDC focuses on business attraction, retention, expansion, workforce development, and government relations throughout Chaves County. Under the leadership of President Mike Espiritu since 2018, the organization has become a key partner to the City of Roswell in promoting industrial recruitment and strategic investment.

In 2023, RCCEDC launched a comprehensive public-facing website that enhances access to economic development information.[3] The site provides detailed data on local and regional demographics, industry clusters, workforce statistics, and available properties, along with resources for incentives and business support. This digital platform strengthens transparency and communication with both current and prospective businesses.

The RCCEDC also engages directly with community stakeholders, city officials, and developers to align development priorities with Roswell's long-term goals. Their efforts complement municipal programs by filling gaps in outreach, marketing, and technical assistance, particularly in areas such as industrial site promotion, aviation sector development, and downtown revitalization. The organization remains a cornerstone in Roswell's economic development infrastructure.

RCCEDC
ROSWELL-CHAVES COUNTY
ECONOMIC DEVELOPMENT CORPORATION

Figure 5.4: Roswell Chaves County Economic Development Corporation Logo



Figure 5.5: Edition of Roswell Livability Magazine

[3] Source: https://www.chavescounty.net/

MainStreet Roswell

MainStreet Roswell is a volunteer-driven, non-profit program focused on revitalizing and sustaining the economic, social, and cultural vitality of the city's historic downtown. The organization operates under a governing board, supported by standing committees, and is coordinated by a full-time Program Director. Its work leverages collaboration among volunteers, the City of Roswell, Chaves County, the Roswell–Chaves County Economic Development Corporation, the Roswell Chamber of Commerce, Eastern New Mexico University–Roswell, Roswell Hispano Chamber of Commerce, and the Small Business Development Center.



Figure 5.6: MainStreet Gateway Rendering

The MainStreet District extends from Eighth Street on the north to Alameda Street on the south. The eastern boundary is generally along Railroad Avenue, stepping inward toward Main Street near Second Street. The western boundary follows Richardson Avenue, also narrowing toward Main Street south of Second Street. This district contains many of the city's oldest commercial buildings, several of which are listed on the National Register of Historic Places and the State Register of Cultural Properties. It is adjacent to the Roswell Historic District, which is primarily residential.

The district serves as a focal point for economic and cultural activity in Roswell. As the largest municipality in Southeastern New Mexico and the fifth largest in the state, Roswell has the ability to draw regional traffic and tourist activity. The MainStreet Roswell program is positioned to capitalize on this advantage by maintaining a business-friendly environment, increasing pedestrian activity, and enhancing the quality of life for residents and visitors. The 2011 MainStreet Roswell Master Plan provides long-term guidance to achieve these objectives, emphasizing actions that attract new investment, support small business retention, increase tourism, and foster a vibrant downtown that is both economically resilient and culturally significant.[4]



Figure 5.7: Downtown Stakeholder Meeting with Able City

[4] MainStreet Roswell previously completed a strategic master planning effort in 2011. The MainStreet Roswell Master Plan (2011), The document remains a useful historical reference for understanding the long-term vision for downtown revitalization.

Roswell Air Center

The Roswell Air Center (RAC) is a major transportation and industrial facility located south of the city, occupying the former Walker Air Force Base. The facility is designed to support 24/7 operations and accommodates aircraft storage, maintenance, repair, and overhaul (MRO) providers, manufacturing firms, and military training operations.

The RAC serves as a regional commercial airport with direct service to Dallas–Fort Worth on American Airlines and to Denver on United Airlines, with Denver service added in early 2026. The facility also regularly supports military training missions, equipment testing, and research and development activities. Its physical capacity includes a 13,000-foot main runway, a 10,000-foot crosswind runway, a 5,000-acre airfield campus located within a Federal Opportunity Zone, a 2,000-acre mega site under development, and a certified 45-acre shovel-ready site.

Roswell Air Center Quick Facts:

- 13,000 ft runway
- 10,000 ft crosswind runway
- 5,000-acre complex in a designated Opportunity Zone
- 2,000-acre mega site in development
- 45-acre certified shovel-ready site

The RAC is not only Southeast New Mexico's Aviation Hub but as of September 2025 the ROW has become the new home of the National Championship Air Races, an annual event previously hosted in Reno, Nevada. This international event is expected to bring 100 participating aircraft and crews, and attract between 50,000 and 80,000 attendees each year. The week-long event is anticipated to generate between 800 and 1,000 direct and indirect jobs, while also driving significant economic activity across Roswell and the region. With thousands of visitors expected, local hotels, restaurants, retailers, and service providers will see increased demand, creating a ripple effect that benefits multiple sectors and reinforces the city's growing role as a regional tourism and event destination The Air Races are also expected to enhance Roswell's visibility as a destination for aviation-related investment and tourism.



Figure 5.8: Roswell Air Center Sign



Figure 5.9: Roswell Air Center/Walker Air Force Base Memorial Entrance

KEY FINDINGS

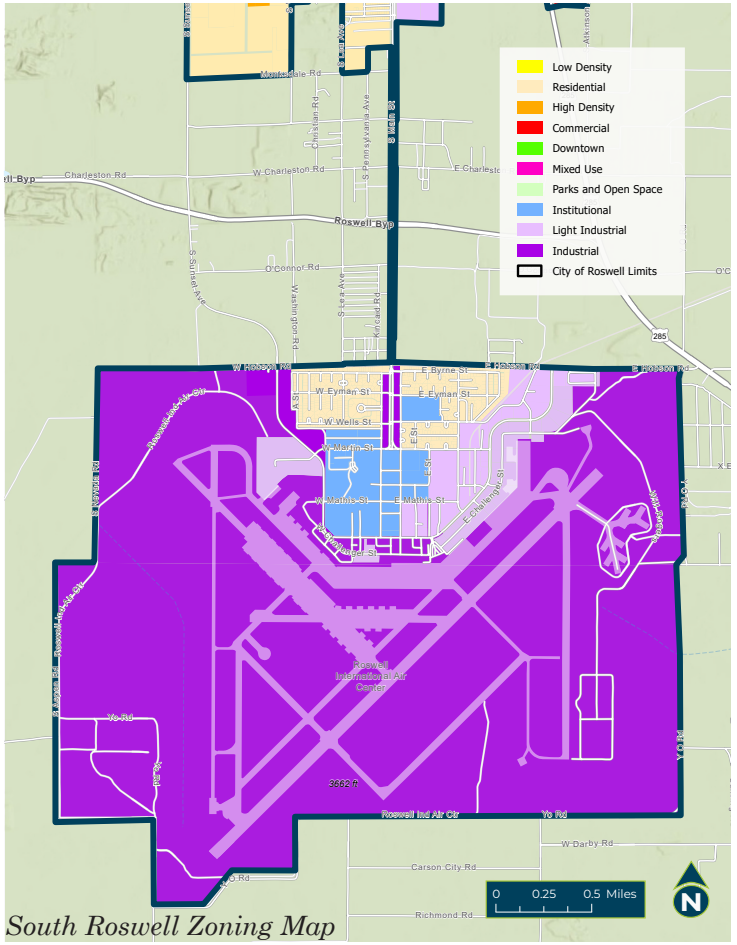
KEY FINDING 1: SOUTH ROSWELL IS POISED TO BECOME A REGIONAL ECONOMIC HUB

Developing a strong regional economic hub requires coordinated growth across multiple sectors. South Roswell, presents an opportunity to connect the local community to broader regional industries, build economic resilience, and generate quality job opportunities. The southern part of the city already contains a foundation of regionally impactful assets, including the Roswell Air Center (RAC), Eastern New Mexico University-Roswell, and industrial and manufacturing businesses such as Fortified Structures. Much of the land in this area is already zoned for industrial use, providing a regulatory foundation for expansion.

Survey data reinforces this opportunity. In the 2025 Master Plan Survey, 60% of respondents identified **"Lack of economic opportunities or job growth"** as the top threat to Roswell's future.[5] Comments such as **"Lack of competitive pay"** and **"Expand developmental business in the south side"**

emphasize community recognition that this area must play a bigger role in the city's economic future. Stakeholder interviews and charrette discussions echoed this sentiment, identifying South Roswell as the most viable location for expansion in aviation, advanced manufacturing, logistics, and defense-related industries, particularly due to its land availability, affordability, and proximity to transportation corridors.

Despite these advantages, South Roswell faces persistent challenges. Survey comments and stakeholder input noted the presence of abandoned buildings, aging infrastructure, and a lack of amenities, which make the area difficult to attract new investment. These conditions, common in underdeveloped industrial zones, are exacerbated by financial constraints on both the private and public sectors. Without strategic public investment or targeted incentive programs, developers may find it difficult to justify risk and generate a return on investment in this part of the city. Overcoming these barriers will require collaboration between the City, economic development organizations, and private-sector partners.



Map 5.3: City of Roswell (2025)

Site readiness remains a critical factor. The Earl Cummings Industrial Park, while positioned for industrial growth, has ongoing infrastructure and marketability issues that limit its ability to attract large-scale tenants. Several sites require upgrades to utilities, road access, and site preparation before they can be effectively marketed. Without addressing these foundational needs, the potential of this industrial area will remain underutilized.

[5] Roswell Master Plan 2025 Survey, Question 15

Roswell Chaves County Economic Development Corporation (RCCEDC) identifies the ROW as one of the city's most significant strategic advantages. The RAC offers one of the longest public runway in the nation, a massive aircraft parking area, and shovel-ready sites with direct taxiway access, making it uniquely positioned to support aviation and aerospace-related industries. The RAC's growing relevance is further underscored by its selection as the new host of the National Championship Air Races, as stated earlier in this chapter, there is significant opportunity for economic impact on the local hospitality and retail sectors and potential long-term benefits for tourism and aviation-related investment.

The RAC's momentum signals a shift, not only toward increased aviation-based economic growth, but toward broader regional relevance. South Roswell is increasingly viewed not as a disconnected edge of the city, but as a launch point for major economic opportunity. The area's low existing job density, per square foot of land, presents a blank canvas for creating modern industrial districts, workforce training facilities, entertainment venues, lodging, and mixed-use development aligned with long-term economic goals.

However, while the Roswell Air Center (RAC) and adjacent lands offer development potential, specific sites such as the Earl Cummings Industrial Park have faced limited progress despite marketing and promotion. This reflects broader concerns about speculative industrial planning that lacks the infrastructure, amenities, or business commitments necessary to catalyze real investment. Similarly, while the National Championship Air Races have generated excitement and visibility for Roswell, some stakeholders have expressed concern about the absence of long-term planning to ensure the event's economic benefits extend beyond tourism and are leveraged for sustained growth in hospitality, logistics, and workforce development.

With strong alignment between community vision, stakeholder support, and institutional momentum, South Roswell is positioned to become a next-generation hub for economic development in Southeastern New Mexico. Realizing this potential will require targeted infrastructure investment, branding, and strong coordination between the City, RAC, RCCEDC, and state-level partners. While the area is already largely zoned for heavy industrial uses, there may be opportunities for targeted updates to development standards—such as setbacks—where appropriate, while maintaining safety and operational requirements.

"City of Roswell has a very bad reputation with local developers and investors that has been earned over several decades and multiple administrations and City Councils. So many people attempting to grow businesses or develop property have been encouraged and then shot down after spending large sums. Others have seen countless changes proposed mid-stream which materially changed their project or rendered their projects uneconomic. This has halted investment in the community by its own citizens and cost good paying jobs."

Roswell Master Plan 2025 Survey, Open Ended Response



KEY FINDING 2: DOWNTOWN ROSWELL NEEDS STRATEGIC REVITALIZATION TO SUPPORT TOURISM, BUSINESS RETENTION, AND LOCAL CULTURE

Downtown Roswell holds a unique position as the cultural, civic, and commercial heart of the city. Its historic architecture, locally owned businesses, and signature events such as the UFO Festival and Jazz Festival draw both residents and visitors. However, while these events bring attention and crowds, they are not sufficient to sustain downtown vitality year-round. Stakeholders stressed the need to create a downtown environment where people want to be, not only during festivals, but also after 5 p.m. on a daily basis.

MainStreet Roswell plays a pivotal role in these efforts. As a volunteer-driven program, it coordinates partnerships between the City, local businesses, and community organizations to strengthen downtown. Meeting participants noted that events like the Jazz Festival highlight the potential of downtown but also underscored infrastructure gaps.

"Events bring people downtown, but without amenities like restrooms, plazas, and spaces to linger, we lose them just as quickly."

Roswell Master Plan 2025 Survey, Open Ended Response

The call of these types of amenities in downtown are critical elements that can make a downtown more welcoming and functional.

Community input shows clear alignment with these goals. In the 2025 Master Plan Survey, results from respondents expressed a strong desire to retain local businesses, preserve historic character, and create a downtown environment that offers diverse shopping, dining, and entertainment.

"Roswell is a beautifully unique historic western town that brings people in from all over the world."

"We should not lose our character and historic qualities in the name of growth... We have a story to tell and we should promote that!"

Roswell Master Plan 2025 Survey, Open Ended Response

Local business owners have echoed these sentiments, noting that downtown's success depends on retaining independent businesses that give it a distinct identity.

The closure of the Roswell Museum following major flood damage in October 2024 represents both a challenge and an opportunity. Founded in 1937 and one of only four WPA Federal Art Centers still in operation, the museum is a cultural anchor with a vast collection of Southwest art, historic archives, the Robert H. Goddard Rocketry Collection, and a world-class planetarium. Discussions are underway about relocating the museum, and stakeholders have emphasized the importance of keeping it in the downtown area and reinforce downtown's role as the city's cultural hub.



Figure 5.10: Roswell Museum Oct. 2024 Flood (Rair.org)

At the same time, stakeholders identified barriers to revitalization: limited vacancies in select locations, inconsistent business hours, limited evening activities, and infrastructure needs. The MainStreet Board has emphasized that while events bring crowds, sustained economic vitality requires year-round activity.

This means incentivizing building renovations, activating underused spaces, low-intrest loans, and diversifying business types to include more dining, entertainment, and specialty retail.

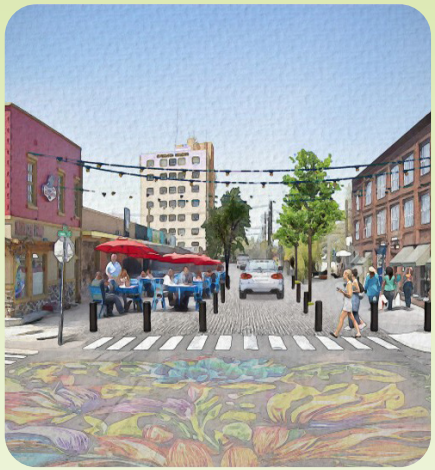


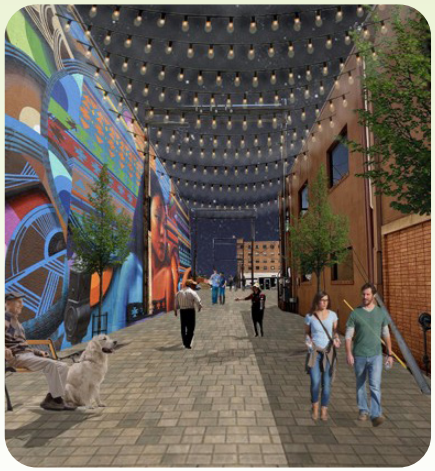
"We need downtown to be a place where people want to be after 5 p.m.—not just during festivals."

Roswell Master Plan 2025 Survey, Open Ended Response

The path forward for downtown revitalization will require a combination of physical improvements (streetscapes, lighting, and infrastructure), supportive zoning and permitting policies, business retention and recruitment strategies, and continued community events. Creating a theme that could be called "Roswell After Dark", where the public to see what businesses are open later in the evening. Businesses will be listed on a website or an app. With coordinated efforts, downtown can strengthen into a dynamic, inclusive, and economically resilient destination for both residents and visitors.







Business Barriers and Regulatory Constraints

Roswell requires all businesses to obtain a business license before operating within the city. This process is managed through the City's Code Enforcement Office and involves a zoning review, building safety clearance, and Fire Marshal inspection. Licenses must be renewed annually, and home-based businesses are subject to additional location-based restrictions. These procedural requirements, while intended to protect health and safety, have been cited by stakeholders as financially and logistically burdensome, particularly for small and minority-owned businesses.

In Downtown Roswell, regulatory challenges such as updated or current internation and state building codes, ADA compliance requirements, and the high cost of installing fire suppression systems create barriers to adaptive reuse and commercial reinvestment. These challenges are compounded by limited access to capital, which hinders both startups and business expansion.

Stakeholder input from the 2025 charrette identified regulatory and financial considerations as ongoing challenges to entrepreneurship. The complexity and cost of meeting business license requirements, coupled with physical redevelopment constraints, may create barriers for certain businesses, particularly those pursuing adaptive reuse of older structures. However, downtown Roswell continues to experience ongoing reinvestment and strong occupancy, reflecting sustained interest from local businesses and property owners. These conditions suggest that while regulatory and financial factors can influence the pace and type of development, they have not prevented continued revitalization activity.

Figure 5.11 (A, B, C): Able City Renderings: Top Image - Downtown Main Street, Middle Image - 1st Street, Bottom Image - 4th Street Alley

KEY FINDING 3: ROSWELL'S TOURISM ECONOMY NEEDS DIVERSIFICATION TO MAXIMIZE YEAR-ROUND IMPACT

Tourism remains one of Roswell's most visible and marketable economic assets. The city's international reputation as the "**UFO Capital of the World**" draws visitors year-round, with major spikes during the annual UFO Festival.[6] The Jazz Festival is another cultural highlight that showcases Roswell's arts scene but remains under-leveraged in terms of marketing and regional draw. Together, these events demonstrate both the strengths and the vulnerabilities of Roswell's tourism economy: they generate significant visitation during peak times, but they also underscore the need to diversify attractions and extend visitor stays.

In addition to festival-based tourism, Roswell's visitor economy is supported by event-driven activity at the Roswell Convention Center, located at 9th Street and Main Street. The facility hosts conventions, trade shows, entertainment events, and community gatherings, contributing to more consistent year-round visitation. Following flood-related damage and ongoing renovations, the reopening of the Convention Center presents a significant opportunity to reestablish and expand this segment of the tourism economy.

Data highlights both the strength and the challenge. The UFO Museum alone draws an estimated 240,000 visitors annually, averaging 600–700 per day. If each visitor spent even $100 locally, the potential direct annual downtown economic impact could exceed $20 million. Yet survey comments and stakeholder interviews consistently noted that after engaging with UFO-related attractions, many visitors depart the same day or the next morning, a missed opportunity for local businesses.

Stakeholder discussions highlighted a broader perception issue: Roswell is often seen as "**only UFOs.**" At the May 2025 Cultural and Tourism meeting, participants emphasized that the city's thriving arts community, historic districts, and regional heritage sites are often overshadowed in marketing. Suggestions included stronger branding campaigns funded through lodgers' tax, regional advertising (not just local), better wayfinding between

"Come for the Aliens, Stay for the Art"
Roswell Master Plan 2025 Charrette Comment



Figure 5.12: Roswell Museum



Figure 5.13: Roswell Scrapbook Store



Figure 5.14: Bone Springs Art Space - Livability

[6] NPR The Truth Is (Still) Out There In 'UFO Capital' Roswell, New Mexico Article June 5, 2021, https://www.npr.org/2021/06/05/1003267794/the-truth-is-still-out-there-in-ufo-capital-roswell-new-mexico

attractions, and creation of a dedicated cultural district. Examples from other cities, such as Santa Fe's Rail yard, Denver's RiNo District, and Dallas's Arts District, were cited as models for integrating arts and tourism.

This reflects a community desire to integrate UFO attractions with arts, culture, heritage, and outdoor recreation. While Roswell has the assets, including Bottomless Lakes State Park, Bitter Lake National Wildlife Refuge, Chaves County Music, the Robert H. Goddard Rocketry Collection, and the Southwest art holdings of the Roswell Museum, these resources are under promoted compared to the UFO brand.

NATIONAL CHAMPIONSHIP AIR RACES AND AIR SHOW

Figure 5.15: National Championship Air Races Logo

Additional opportunities lie in leveraging **aviation and aerospace tourism** through the Roswell Air Center, which began hosting the **National Championship Air Races in 2025.** A notable example provided by stakeholders was Meow Wolf's past consideration of Roswell as a potential location. Meow Wolf is a nationally recognized immersive art and entertainment company known for creating large-scale, interactive experiences that blend art, technology, and storytelling. While the project did not materialize, the discussion underscored how attractions of this caliber could substantially boost visitation, extend overnight stays, and diversify Roswell's tourism offerings.

Finally, the relocation of the Roswell Museum should be viewed as a tourism diversification strategy as well as a downtown revitalization opportunity. By positioning the museum in a high-visibility, visitor-rich area like downtown, the city can strengthen visitor flow between cultural, dining, and retail destinations, reinforcing Roswell as a multi-dimensional tourism hub.

Expanding tourism-supportive businesses and attractions will strengthen Roswell's downtown and surrounding commercial districts by creating complementary clusters of activities.

The goal is not to diminish the UFO brand, but to leverage it as a gateway for visitors to explore Roswell's other assets, arts, heritage tourism, aviation, and unique local experiences. By doing so, Roswell can increase per-visitor spending, extend overnight stays, and build greater resilience in its tourism economy.



Figure 5.16: Meow Wolf, Santa Fe - Albuquerque Business First

KEY FINDING 4: HIGH DEMAND FOR DIVERSE RETAIL, FAMILY-ORIENTED AMENITIES, & YOUTH ENTERTAINMENT OPTIONS

Across community survey responses, stakeholder interviews, and charrette discussions, one theme surfaced repeatedly: Roswell residents want more options for shopping, dining, recreation, and family activities. While the city attracts tourists and supports a variety of small businesses, many residents expressed frustration with the limited diversity of retail offerings and the lack of entertainment that appeals to all age groups, particularly youth and young families.

In the 2025 Master Plan Survey, nearly one-quarter of respondents **(24.9%)** identified "**lack of shopping**" as one of the biggest threats to Roswell's future.[7] In another question, when asked what kinds of retail services they would like more of, the top responses included grocery stores (**56.3%**), local restaurants **(54.0%)**, and personal services such as salons, bookstores, and gift shops **(33.8%)**. Bars **(26.8%)** and fast-food franchises **(21.6%)** were also frequently mentioned.[8] These results highlight that residents are not only concerned about a lack of overall shopping options but also want more variety and locally based services that contribute to quality of life.

Stakeholders noted that while chain retailers meet certain needs, residents often travel to larger markets such as Lubbock, Albuquerque, or Las Cruces for specialty goods, higher-end dining, and entertainment experiences. This outflow represents both a leakage of local spending and a missed opportunity to build a stronger local economy.

Retail Trade already employs approximately **12–14%** of Roswell's workforce from 2010 to 2023, making it one of the city's three largest employment sectors alongside Health Care and Education.[9] However, despite this prominence, community feedback consistently described retail offerings as limited in diversity and appeal. This imbalance, between the number of retail jobs and the perceived lack of options, highlights the importance of not just expanding retail, but diversifying it to meet unmet community demand and reduce spending leakage to other markets.

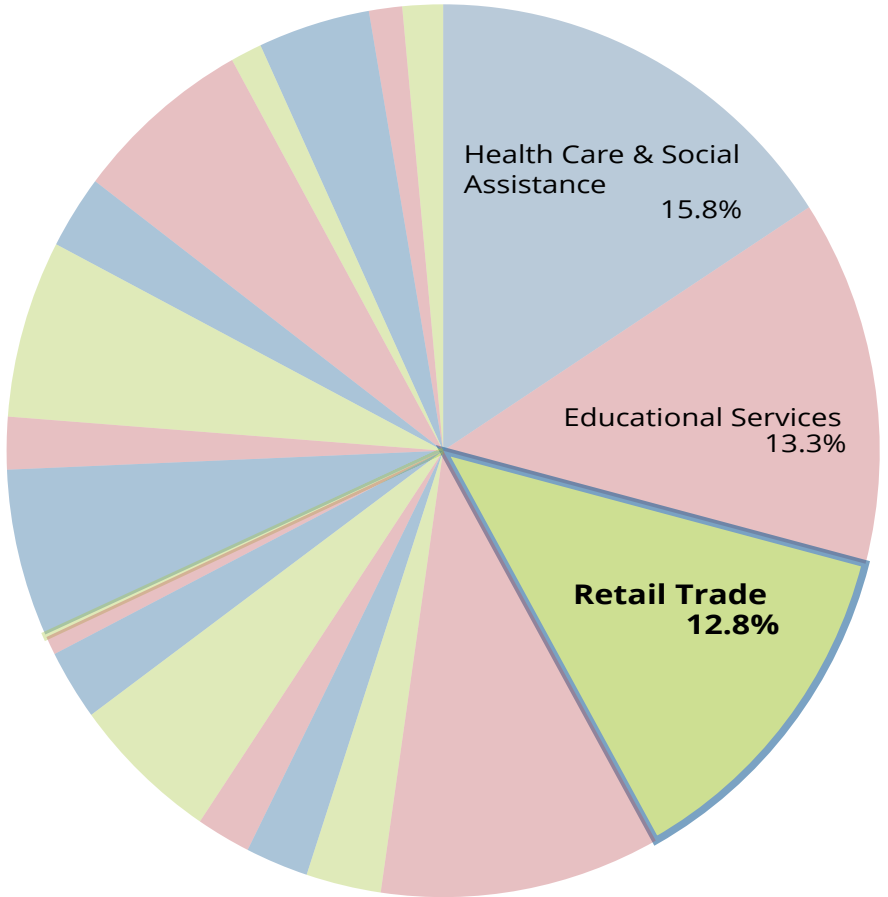


Chart 5.3: U.S. Census (2023)

Survey responses further reinforced these concerns. Many participants pointed to the lack of entertainment options for youth and families, citing the need for movie theaters, recreational centers, and indoor/outdoor activity venues.

[7] Roswell Master Plan 2025 Survey, Question 15
[8] Roswell Master Plan 2025 Survey, Question 16
[9] Source: U.S. Census Bureau. (n.d.). INDUSTRY BY SEX AND MEDIAN EARNINGS IN THE PAST 12 MONTHS (IN 2010 INFLATION-ADJUSTED DOLLARS) FOR THE CIVILIAN EMPLOYED POPULATION 16 YEARS AND OVER . American Community Survey, ACS 5-Year Estimates Subject Tables, Table S2403. Retrieved July 18, 2025, from https://data.census.gov/table/ACSST5Y2010.S2403?q=Roswell+c ty,+New+Mexico&t=Employment:Employment+and+Labor+Force+Status:Industry&g=040XX00US35_050XX00US35005.



"We need places for young people to go so they don't leave Roswell."

"There's nothing to do here not after 8 pm."

Roswell Master Plan 2025 Survey, Open Ended Response

While Roswell offers a range of local restaurants, entertainment venues, and live music events throughout the week, stakeholders noted that these amenities are not always widely promoted or fully visible to residents and visitors. This perception can impact both quality of life and long-term resident retention.

Stakeholder feedback also tied the availability and awareness of amenities to workforce attraction challenges. Employers noted that talented workers can be harder to recruit and retain when a community does not clearly present a vibrant mix of shopping, dining, and entertainment options. This sentiment aligns with broader economic development goals: creating an environment where families and young professionals not only want to work, but also live and spend their leisure time.

The opportunity for Roswell lies in both expanding and better promoting its retail and entertainment offerings. Strengthening visibility, supporting existing businesses, and encouraging additional options, such as specialty shops, restaurants, family-oriented activity centers, and nightlife, would enhance quality of life, reinforce the local economy, and help position the city as a more competitive regional hub.



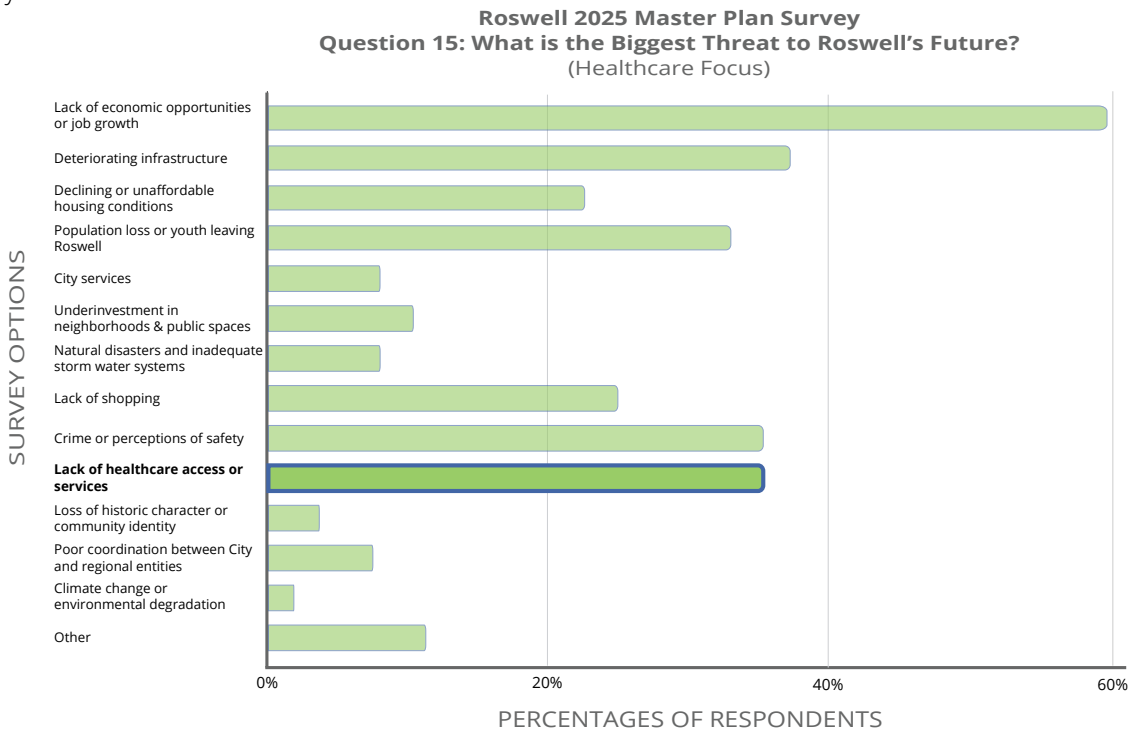
Figure 5.17: Able City Rendering, Railroad District Nightlife

KEY FINDING 5: ACCESS TO HEALTHCARE AND HEALTH-BASED SERVICES IS A MAJOR COMMUNITY CONCERN

Healthcare access emerged as one of the most pressing challenges facing Roswell residents. While healthcare and social assistance represent one of the city's largest employment sectors, persistent shortages of providers and facilities limit the community's ability to meet current and future needs. These shortages not only affect quality of life but also restrict Roswell's potential to position itself as a regional hub for healthcare services and employment.

New Mexico as a whole faces a critical healthcare workforce crisis. Between 2019 and 2024, it was the only state in the U.S. to experience a net loss of practicing physicians, declining by 248, while the national physician workforce grew by more than 44,000. Nearly 40% of New Mexico's doctors are age 60 or older, with many expected to retire by 2030, further deepening the shortage. The state currently has 203 physicians per 100,000 residents, compared to the U.S. average of 277 per 100,000.[10]

In Roswell, this shortage is felt acutely. The Eastern New Mexico Medical Center, with approximately 200 beds, serves not only the city's nearly 48,000 residents but also much of Chaves County's 65,000 residents and surrounding rural areas. While the bed-to-population ratio is close to the national average, capacity is stretched thin by regional demand. Chaves County is also designated a Health Professional Shortage Area (HPSA) for mental health services, reflecting the severe gap between local demand and available providers.



Graph 5.8: Roswell Master Plan Survey (2025)

[10] Think New Mexico 2025 Legislative Update, Health Care Worker Shortage, accessed on August 11, 2025 https://www.thinknewmexico.org/health-care-worker-shortage/#:~:text=Medical%20Malpractice%20Refor m-,Issue%20Summary,physicians%20between%202019%20and%202024.

Survey feedback reinforces these concerns. In the 2025 Master Plan Survey, when asked to identify "**the biggest threat to Roswell's future,**" thirty-five percent **(35%)** of respondents mentioned "**lack of healthcare access or services**" as one of the top five answers. Residents repeatedly cite the difficulty of accessing timely, affordable care.

> **"Mental health resources are scarce. Long wait times mean people don't get help when they need it most."**
> Roswell Master Plan 2025 Survey, Open Ended Response



Others highlighted challenges with cost, limited provider availability, and lack of specialist services, particularly for children and seniors.

Statewide data mirrors these local experiences. In a 2024 survey, **90%** of New Mexicans reported needing medical care, yet **41%** struggled to access it. Similarly, **88%** needed dental care, and more than half reported difficulty accessing mental health care, childcare, and school-based health services.[11] For Roswell, where healthcare is both an essential service and a major employer, these barriers signal an urgent need for targeted investments in workforce development, new facilities, and partnerships with state and regional healthcare networks.

The challenge extends beyond individual healthcare access to community-wide impacts. Without reliable access to healthcare and family support services, younger families may choose to leave.

> **"Affordable childcare and health care should be a priority if you want young families to stay in Roswell."**
> Roswell Master Plan 2025 Survey, Open Ended Response



[11] McCrae, J. S., Spain, A. K., & Rhodes, E. (2024). Many children, students, and families cannot access vital services: Statewide report of results from the 100% New Mexico Survey. Chapin Hall.

Taken together, these challenges reinforce healthcare access as a critical priority for Roswell's economic future. Addressing provider shortages, expanding urgent care and mental health options, and aligning with statewide efforts to bolster the healthcare workforce will be necessary to ensure Roswell remains competitive as a place to live, work, and retire.



Figure 5.18: Stock Image (Luna VA)

KEY FINDING 6: STRENGTH IN DIVERSITY: LEVERAGING MULTIPLE INDUSTRIES FOR SUSTAINABLE GROWTH

Roswell's economic resilience lies in its ability to balance and support multiple industries simultaneously. While many cities in southeastern New Mexico are dependent on one or two sectors, Roswell benefits from a more diverse foundation that allows it to absorb economic shocks and remain regionally competitive. Aviation, agriculture, manufacturing, government, education, and emerging sectors like specialized services collectively shape the city's economic identity. This diversification provides stability while also creating pathways for innovation and new investment.

Aviation remains one of the city's most recognizable assets, anchored by the Roswell Air Center (RAC). With one of the nation's longest runway, extensive storage capacity, and growing maintenance, repair, and overhaul (MRO) activity, the RAC is a cornerstone of Roswell's future economic development. Beyond its aviation tenants, the Air Center also attracts national attention as the home of the National Championship Air Races, reinforcing Roswell's ability to host large-scale, high-impact events.

Agriculture continues to be a cornerstone of Roswell's economy, rooted in Southeastern New Mexico's strong tradition of farming and ranching. Dairy production, in particular, positions Roswell as a leader in the state's agricultural exports. This sector not only supports local producers but also creates downstream opportunities in food processing and distribution, tying local labor to broader national markets.

Manufacturing also plays a critical role in Roswell's economy, not only through employment but also by anchoring the region's export capacity. Leprino Foods, one of the largest mozzarella producers in the world, operates a major plant in Roswell, contributing to both local job creation and Chaves county's national role in the dairy supply chain. Fortified Structures and other construction-related manufacturers add to this foundation, producing "Engineered Construction" housing built in a factory setting that meet regional demand while creating skilled labor opportunities. Employers such as the new Amazon last-mile delivery facility, along with recently announced investments like the EquipmentShare smart construction equipment facility located nearby, further illustrate how Roswell's industrial base continues to expand and diversify.

In the 2025 Master Plan Survey, when residents were asked about "the top three priorities for Roswell's future," the leading response **(42%)** was **business attraction and good jobs**.[12] Another question asked where Roswell's future jobs should come from, and **manufacturing received the highest support (65%)**.[13] This feedback underscores community recognition that attracting and sustaining a variety of industries, particularly in advanced manufacturing, will be essential for long-term economic stability and opportunity. Stakeholder interviews reinforced this view, identifying Roswell's economic identity as one built on diversity rather than dependence on a single sector.



Figure 5.19: Able City Graphic

[12] Roswell Master Plan 2025 Survey, Question 14
[13] Roswell Master Plan 2025 Survey, Question 9

Air Center, rail infrastructure and Roswell's location along regional logistics corridors further amplify this industrial base. Access to freight rail and highway connections allows manufacturers to distribute goods efficiently, making Roswell competitive for companies seeking centralized locations for regional or national shipping. This transportation advantage is particularly important for agricultural processing, dairy exports, and large-scale manufacturing that require dependable supply chains.

Emerging sectors such as construction materials and lumber supply and distribution, niche fabrication, and specialized services highlight the adaptability of Roswell's economy. While Roswell is not a timber-producing region, its role as a regional hub supports demand for building materials driven by local development and nearby economic activity in Southeast New Mexico, including energy-related growth in Eddy County.

Though smaller in scale than aviation or food processing, these industries reflect the ability of local businesses to respond to market needs, diversify revenue streams, and strengthen economic resilience.

By fostering this balance of legacy strengths and emerging opportunities, Roswell is positioned to continue growing a resilient, diversified economy. Strategic investment in infrastructure, workforce training, and state-level partnerships can ensure that no single sector defines or limits Roswell's trajectory. Instead, its strength will lie in the diversity of industries working in concert to drive sustainable growth.

Quick Facts: Roswell 2025 Master Plan Survey Result

Top Community Priority

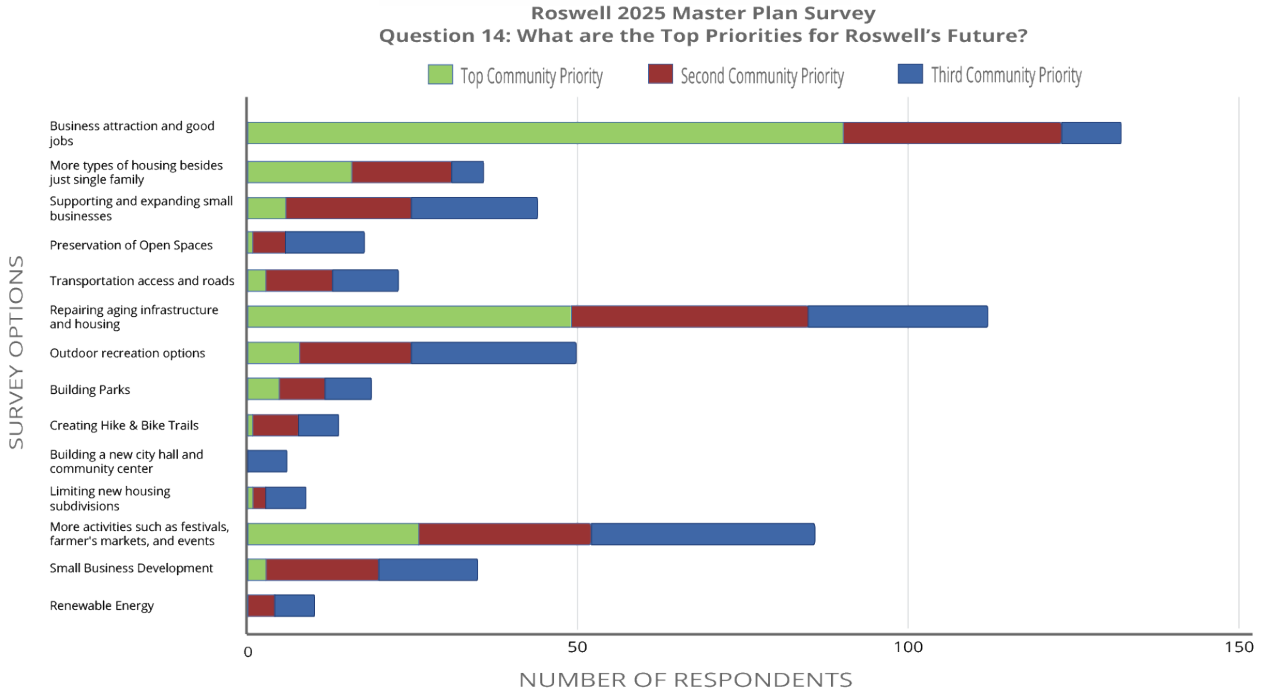
- **Business Attraction & Good Jobs** (42%)

Second Community Priority

- **Repairing Aging Infrastructure & Housing** (17%)

Third Community Priority

- **More Activities i.e. Festivals, Farmer's Markets, & Events** (16%)



Graph 5.9: Roswell Master Plan Survey (2025)

GOALS & RECOMMENDATIONS

The following goals and recommendations translate Roswell's economic vision into actionable strategies that strengthen the city's competitiveness, resilience, and quality of life. Building on the findings from data analysis, stakeholder interviews, and community input, these goals reflect a coordinated approach to supporting growth across multiple sectors — from aviation and manufacturing to agriculture, tourism, and small business development.

Each goal is designed to advance Roswell's position as a regional hub for innovation, industry, workforce development and cultural vitality. Together, they promote a balanced economy that attracts investment, retains talent, and enhances opportunities for residents and businesses alike.



Figure 5.20 (A,B,C): Fortified Structures Industrial Building, Sparklight Business Building, NMMI Facilities

GOALS & RECOMMENDATIONS

1. **Expand and Diversify the Industrial Base through Aviation, Aerospace, and Manufacturing**



2. **Strengthen Agriculture and Value-Added Production**



3. **Reposition South Roswell as an Economic Opportunity Zone**



4. **Broaden Roswell's Tourism Identity Beyond the UFO Theme**



5. **Foster a Competitive Environment for Local Business Growth**



6. **Prepare a Skilled Workforce to Match Emerging Industries**



7. **Revitalize Downtown as the Cultural & Economic Heart of Downtown**



8. **Ensure Sustainable Fiscal Support for Economic Development and Tourism**





GOAL 1. EXPAND AND DIVERSIFY ROSWELL'S INDUSTRIAL, AEROSPACE, AND AVIATION BASE

Policy Rationale

Roswell's industrial future depends on leveraging the Roswell Air Center (RAC), Earl Cummings Industrial Park, and other South Roswell assets. Survey results and stakeholder input emphasized the need for high-quality jobs, site readiness, and stronger marketing of Roswell as an aviation and logistics hub. The success of the National Championship Air Races reinforces RAC's role in shaping Roswell's identity as an aviation and aerospace center. Roswell is also positioned within a broader statewide aerospace ecosystem. New Mexico is home to major assets such as Spaceport America, White Sands Missile Range, and the New Mexico Museum of Space History, while Roswell's own legacy in aviation and rocketry, including the Robert H. Goddard collection and emerging investments such as the Sceye facility at RAC, reinforce its role within this growing sector.

Recommended Action Items

1. Invest in Infrastructure Improvements at RAC and Earl Cummings Industrial Park
2. Launch an Industry Recruitment Initiative
3. Update Zoning and Land Use Policies to Protect Industrial Areas
4. Leverage State and Federal Incentive Programs
5. Promote RAC as a Competitive Maintance, Repair, and Overhaul (MRO) Hub



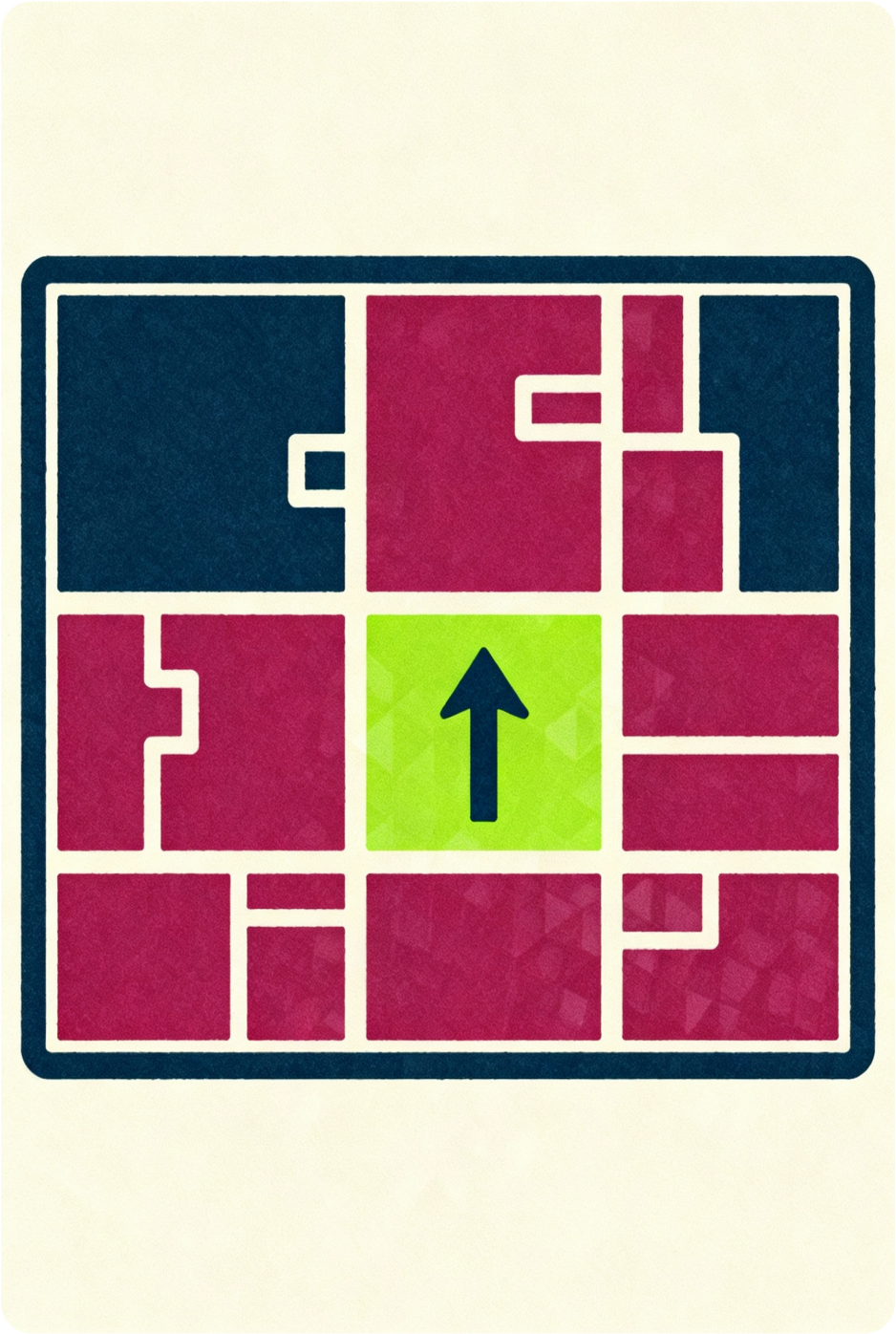
GOAL 2. STRENGTHEN AGRICULTURE AND VALUE-ADDED PRODUCTION

Policy Rationale

Agriculture has long anchored Roswell's economy. Dairy production, ranching, and emerging industrial hemp industries continue to generate local jobs and exports. Stakeholders identified opportunities to expand food processing and value-added manufacturing to strengthen Roswell's resilience and reduce the outflow of local dollars.

Recommended Action Items

1. Support Expansion of Food Processing, Wholesale Distribution and Specialized Supplies, and Industrial Hemp Industries
2. Develop an Agricultural Business Incubator or Food Hub
3. Incentivize Agritourism Initiatives
4. Secure Funding for Agricultural Modernization
5. Support Surrounding Industries like the Pecan and Pistachio Orcards



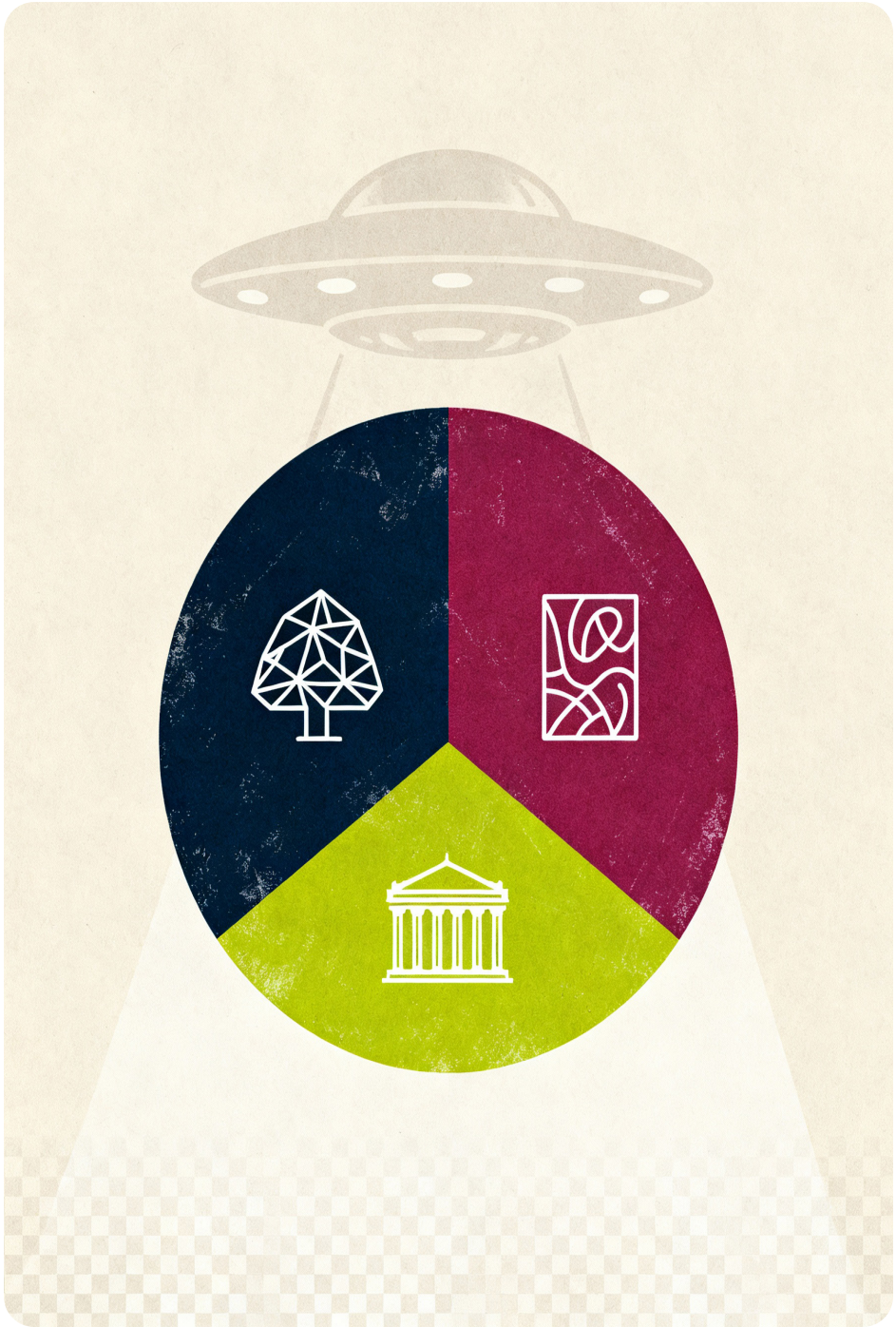
GOAL 3. REPOSITION SOUTH ROSWELL AS AN ECONOMIC OPPORTUNITY ZONE

Policy Rationale

South Roswell presents a significant opportunity to support targeted economic growth and reinvestment due to its strategic location, proximity to the Roswell Air Center, and availability of land suited for industrial, commercial, and mixed-use development. While the area has historically served as an important employment and infrastructure corridor, there is potential to better leverage these assets through coordinated planning and investment. Repositioning South Roswell as an economic opportunity zone will require a comprehensive approach that includes infrastructure improvements, site readiness, and targeted incentives to attract business and workforce-supportive development. By aligning land use, transportation access, and housing strategies, the City can strengthen connections between employment centers and residential areas, support business expansion, and enhance long-term economic resilience. This approach builds on existing assets while creating new opportunities for investment, job creation, and community development in South Roswell.

Recommended Action Items

1. Conduct a South Roswell Redevelopment Study to identify key sites for mixed-use and industrial reinvestment
2. Improve public infrastructure, utilities, and transportation access to support business attraction and workforce mobility
3. Create an incentive package to attract commercial, light industrial, and housing investment in South Roswell
4. Encourage workforce and mixed-income housing near employment centers to support revitalization



GOAL 4. DIVERSIFY AND GROW ROSWELL'S TOURISM ECONOMY

Policy Rationale

Roswell's UFO identity is internationally known, but over-reliance on this single theme limits the city's ability to extend visitor stays and spending. Stakeholders, survey respondents, and charrette participants emphasized the need to diversify tourism with arts, culture, aviation, and recreation.

Recommended Action Items

1. Relocate and Expand the Roswell Museum Downtown
2. Leverage National Championship Air Races
3. Expand Branding Beyond UFOs
4. Support Tourism-Supportive Businesses
5. Enhance Wayfinding and Visitor Navigation



GOAL 5. FOSTER A COMPETITIVE ENVIRONMENT FOR LOCAL BUSINESSES

Policy Rationale

Roswell's small business community is hindered by challenges with capital, inconsistent permitting experiences, and competition from larger markets. Survey input emphasized the need for more business support, shop-local campaigns, and better predictability in development approvals.

Recommended Action Items

1. Expand Small Business Assistance Programs
2. Strengthen Development Review Capacity Through Staffing, Training, and Process Consistency
3. Create an Entrepreneurship Hub and Business Incubators
4. Launch a "Shop Roswell First" Campaign
5. Provide Targeted Retail Incentives



GOAL 6. PREPARE A SKILLED WORKFORCE TO MATCH EMERGING INDUSTRIES

Policy Rationale

Roswell's long-term competitiveness depends on having a skilled workforce that matches the needs of its aviation, healthcare, manufacturing, and agriculture sectors. Community surveys showed concerns about healthcare access and workforce shortages. Stakeholders also identified childcare and housing affordability as barriers to retaining young families and employees.

Recommended Action Items

1. Expand Career Pathways in High-Demand Sectors
2. Support Childcare and Housing Initiatives
3. Strengthen Apprenticeships and Internships
4. Expand Healthcare Workforce Recruitment
5. Collaborate with State Workforce Agencies



GOAL 7. REVITALIZE DOWNTOWN AS THE CULTURAL AND ECONOMIC HEART OF ROSWELL

Policy Rationale

Downtown is Roswell's historic and cultural center, but limited vacancies in select locations, limited nightlife, and inconsistent hours limit its potential. The closure of the Roswell Museum presents a unique opportunity to reposition downtown as a vibrant, mixed-use destination. Community feedback repeatedly called for more family-friendly and youth-oriented entertainment, improved walkability, and support for local businesses.

Recommended Action Items

1. Adaptive Reuse of Vacant Buildings
2. Expand Evening and Nightlife Activity
3. Improve Streetscapes and Walkability
4. Strengthen MainStreet Roswell Partnerships
5. Develop a Downtown Retail Recruitment Strategy
6. Expand Downtown and Surrounding Areas to Increase Commercial Activity
7. Promote for a New Event Plaza and Outdoor Venue



GOAL 8. ENSURE SUSTAINABLE FISCAL SUPPORT FOR ECONOMIC DEVELOPMENT AND TOURISM

Policy Rationale

Economic development and tourism initiatives in Roswell depend heavily on funding sources like the General Fund and Lodgers' Tax. These revenues can fluctuate significantly from year to year due to changes in hotel occupancy, retail activity, and broader economic conditions. Such unpredictability creates funding gaps that threaten the consistency of tourism promotion, downtown revitalization, and infrastructure investments. To maintain momentum, Roswell must diversify its funding strategies, build reserves, and strengthen fiscal alignment with long-term development goals.

Recommended Action Items

1. Create a Tourism & Economic Development Reserve Fund
2. Pursue Matching Grants for Tourism Promotion
3. Link Capital Improvement Planning (CIP) to Economic Development Goals
4. Strengthen Public-Private Partnerships for Event Funding
5. Conduct an Annual Funding Review & Forecast
6. License Roswell's Brand / Logo to Epand Revenue Stream



CHAPTER 6:
PUBLIC INFRASTRUCTURE & TRANSPORTATION

OVERVIEW

PUBLIC SERVICES AND TRANSPORTATION: MAINTAINING ESSENTIAL SYSTEMS

The City of Roswell's first priority is to provide reliable basic services that protect public health, safety, and commerce. These include fire protection, domestic water systems, wastewater systems, and storm drainage. Routine maintenance and replacement of aging infrastructure remain among the most critical issues facing Roswell today. Much of the wastewater collection system, water distribution system, storm drainage network, maintaining streets, and roadway infrastructure is aging and requires repair or replacement.

Maintaining existing systems while also accommodating growth will continue to be a challenge. Dispersed land use patterns raise the cost of providing public services and increase the amount of infrastructure required. As Roswell grows, ensuring that service levels meet community expectations will require ongoing investment in both new and existing facilities.

MASTER PLAN SURVEY 2025
Question 19: Which of the Following Best Reflects Your Vision for Roswell's Future Growth?

Survey Options	Responses %
Revitalize and reuse existing buildings before expanding outward	**62.4%**
Focus on improving infrastructure and services in existing neighborhoods	**59.2%**
Prioritize improving quality of life in underserved or disinvested areas	**48.4%**
Support compact, walkable neighborhoods with nearby shops and services	42.3%
Expand toward the edges of the city to accommodate new growth	29.6%
Encourage more housing and mixed-use development in and near Downtown	29.6%
Attract new development even if it changes Roswell's traditional character	54.5%
Other	10.8%

Table 6.1: Master Plan Survey 2025, Question 19

When the 2025 Comprehensive Plan Survey asked, "Which of the following best reflects your vision for Roswell's future growth?", **59.2%** of respondents selected **"Focus on improving infrastructure services in existing neighborhoods."** This result underscores a strong public preference for reinvesting in established neighborhoods before expanding outward, aligning with the City's focus on maintaining reliable infrastructure and improving service delivery.

On October 19, 2024, a large high-intensity rain event caused widespread flooding and significant damage across Roswell, particularly in low-lying areas along the Spring River, Hondo River, and Berrendo Creek. The storm exposed vulnerable areas and severely damaged infrastructure, including roads, utilities, drainage systems, and neighborhoods. This event highlighted the need for long-term planning and reinvestment in resilient systems.



Figure 6.1 (A,B,C,D): Storm 2024 flooding and subsequent damages, Roswell, New Mexico

EXISTING CONDITIONS

INFRASTRUCTURE

This chapter of the Propel Roswell Comprehensive Master Plan addresses both Public Services and Facilities (Infrastructure) and Transportation Infrastructure. While closely interconnected, each system is evaluated separately:

- **Infrastructure:** water and wastewater systems, storm drainage, electrical, and natural gas utilities.
- **Transportation:** roadways, intersections, sidewalks, trails, transit, accessibility, airport, and roadway safety.

Together, these systems form the backbone of Roswell's ability to grow, adapt, and serve its residents. Ongoing maintenance, modernization, and resilience planning is essential to ensure that Roswell meets current demands and prepares for future climate events and challenges.



Figure 6.2: Skyline of Roswell, looking south along Main St. Image source from Vasiliymeshko

Drainage and Stormwater: Geographic and Hydrologic Context

Roswell is centrally located in the Pecos Valley, at an elevation of approximately 3,600 feet above sea level, and is surrounded by desert and semi-arid plains. The city sits below the southernmost ridges of the Rocky Mountains to the west (Capitan, Sierra Blanca, and Sacramento Mountains) and the Caprock Escarpment that rises 200–300 feet to the east (Comanche Hill).

The community is shaped by three waterways: Berrendo Creek to the north, Spring River through the city center, and the Hondo River to the south. These interterways converge with the Pecos River to east of townthat flows to Brantley Dam north of Carlsbad.

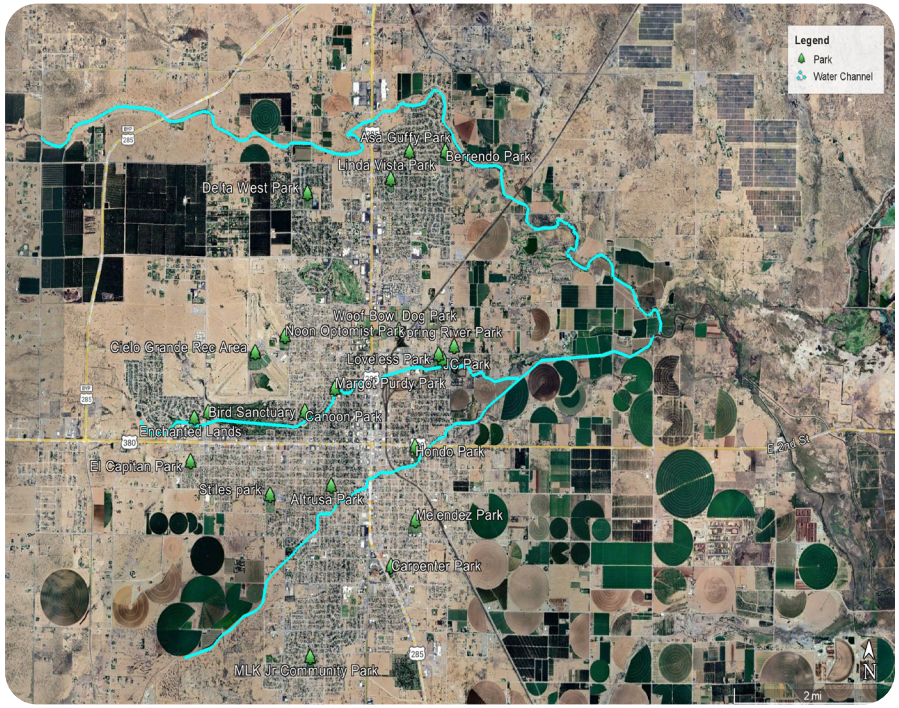


Figure 6.3: Map of Rivers, streams and creeks through Roswell, New Mexico

Underlying soils and rock formations also influence stormwater behavior. The region's karst limestone, sandstone, clays, and gypsum are overlain by extensive sand, gravel, and silt deposits. These conditions, combined with artesian water horizons in the Roswell Basin, contribute to complex hydrology. The Roswell Artesian Basin, about 60 miles long and 11 miles wide, lies primarily along the west side of the Pecos River. Field studies show that water elevations can rise to approximately 3,586 feet, providing a shallow water table to the city's elevation along the Spring River and Main Street.

This geographic and hydrologic setting means that Roswell is naturally prone to flooding, drainage challenges, and infrastructure vulnerabilities, particularly in low-lying areas along the rivers and creeks. These conditions frame the stormwater issues that the city must address through both infrastructure upgrades and land use policy.

Drainage and Stormwater Infrastructure

Roswell's location in the Pecos Valley makes it highly vulnerable to flooding and drainage challenges. Three waterways—the Berrendo Creek to the north, the Spring River through the city center, and the Hondo River to the south—converge with the Pecos River east of town. These rivers are the city's primary drainage channels. Combined with porous soils and clay, artesian aquifers, and relatively flat topography, they create complex hydrology that increases flood risk in low-lying areas.

System Overview. Much of Roswell's existing drainage system is inadequate to manage major storm events. While some areas near the rivers have curbs, flumes, and inlets that connect to subsurface drainage systems, many neighborhoods—particularly older or peripheral ones—lack formal drainage infrastructure. In these areas, roadways are often used as de facto channels. This results in stagnant water pooling on flat streets, drainage flowing into natural depressions, or slow runoff overwhelming undersized retention ponds. Older private developments frequently lack sufficient on-site detention, which adds to roadway flooding.

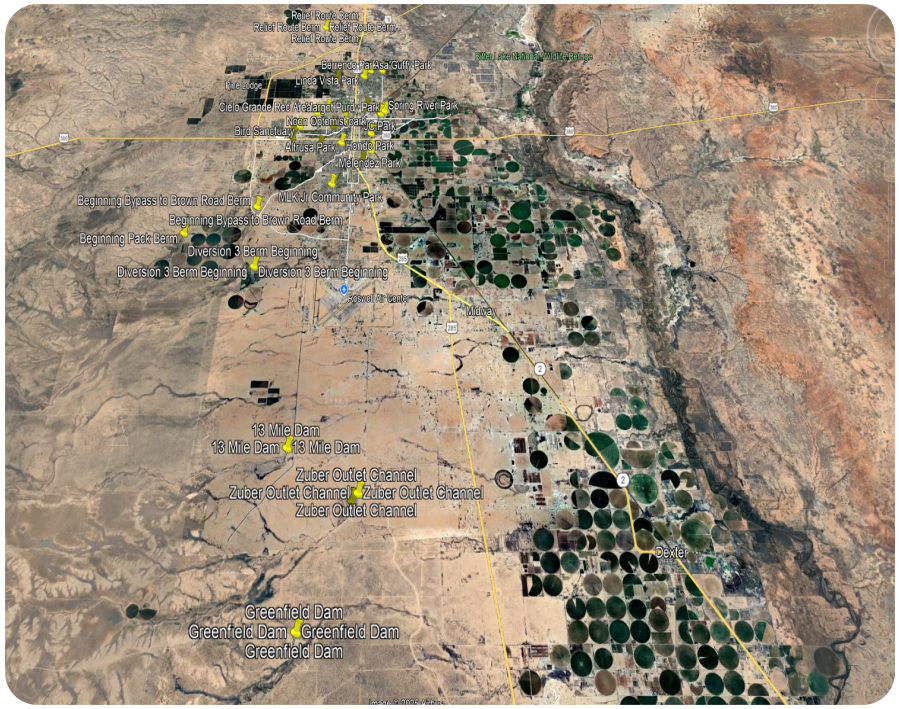
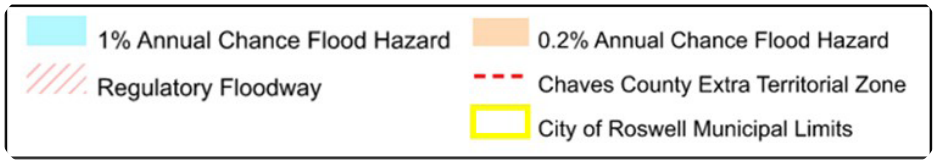


Figure 6.4: Map of Dams, Levees and Berms in Roswell, New Mexico



Figure 6.5 (A,B,C): Show On-site Stormwater retention at Home Depot Parking Lot on Main Street; Home Depot On-site pond after storm 2024; & Retail center on Main Street with significant area of impervious surfaces and no on-site stormwater retention.

2024 Flood Event. On October 19, 2024, Roswell experienced an intense storm that dropped 6–9 inches of rainfall within hours. Water levels rose five to seven feet in parts of downtown, inundating roads, sweeping away vehicles, and damaging utilities, trails, waterway channels, bridges and others not metioned here. The Spring River bridge at the railroad tracks and multiple culvert crossings sustained heavy structural damage. Debris blockages worsened flooding by obstructing inlets and narrowing channel



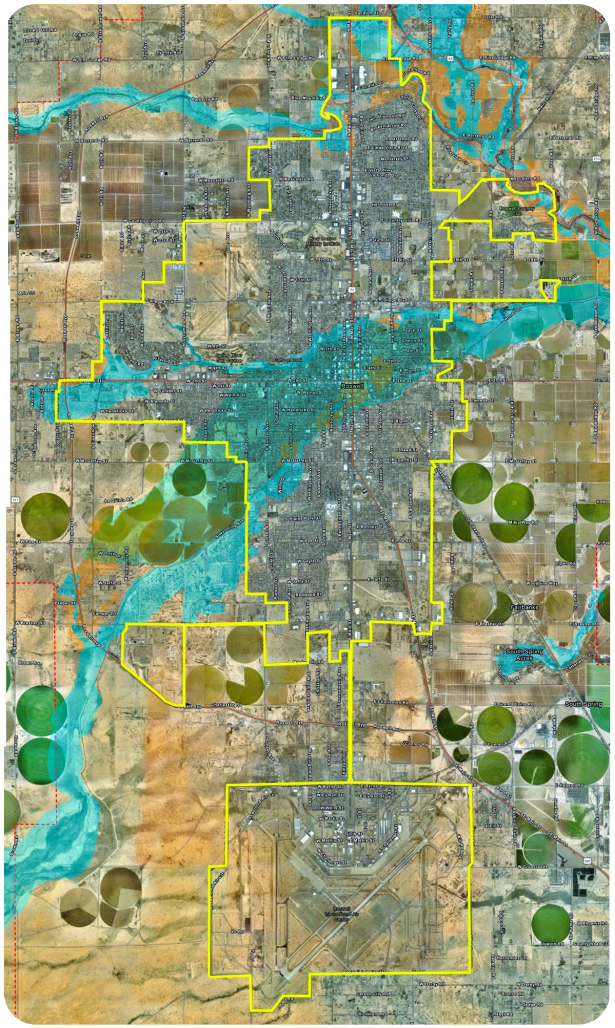


Figure 6.6(A): 2009 FEMA Map, City of Roswell, New Mexico

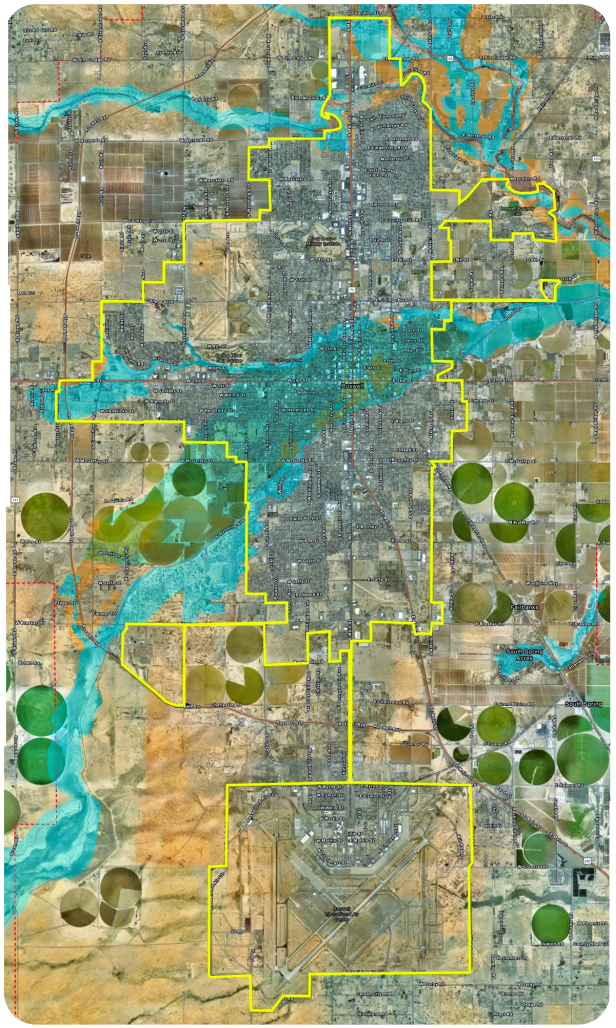


Figure 6.6(B): 2012 FEMA Map, City of Roswell, New Mexico

flows.

Capacity Limitations. The city's current system cannot store or convey stormwater at the scale generated during high-intensity storms. When water levels in rivers and creeks rise, the hydraulic grade line backs up through inlets, flooding streets even without direct rainfall. Many existing ponds and swales are poorly designed—sometimes built higher than adjacent roads—or too small to hold runoff from impervious surfaces.

Analysis of community survey responses revealed a consistent theme regarding infrastructure conditions. Respondents most frequently identified **roads, storm drainage, and sidewalks** as areas of greatest concern, citing that these systems are often **in disrepair and unsafe.**

Some ponds and parks in Roswell already function as dual-purpose facilities, serving both as detention areas for stormwater and as recreational amenities for residents. These facilities show how drainage infrastructure



Figure 6.7 (A,B,C,D): Shows Existing Stormwater retention Basin at S. Cahoon Avenue and E. Buena Vista Street; Area Inlet on Main St. Near Spring River Crossing; Spring River crossing at Main Street & Spring River through Cahoon Park inundated during Storm 2024.

ROADWAY INFRASTRUCTURE

System Conditions. A large portion of Roswell's roadways are in poor or failing condition, particularly in older neighborhoods and areas near the Spring and Hondo Rivers. While major corridors such as Main Street, Bypass 285, and newer residential developments are in relatively better shape, many other streets show severe pavement distress. Common issues include fatigue cracking, potholes, rutting, block and reflection cracking, and raveling. Residents expressed similar concerns during the 2025 Roswell Comprehensive Master Plan Survey, where deteriorating streets were repeatedly cited as a key issue. Standing water from poor drainage accelerates deterioration, especially in low-lying streets.





Figure 6.8: W. Jaffa Street Pavement Deterioration

Storm Impacts. The October 2024 flood worsened existing pavement failures. Water infiltrated cracks and joints, undermining substructures and accelerating damage. Prolonged inundation weakened both asphalt and concrete surfaces, reducing pavement life expectancy. Damage was most severe at drainage discharge points, flat areas with little slope, and older neighborhoods without adequate stormwater systems.





Figure 6.9 (A,B): MIA/POW Park & W. 8th Street and N. Washington Avenue after storm 2024

Pedestrian Crossings and Safety. Many crosswalks at major intersections, particularly along Main Street (US 285) and West 2nd Street (US 70/380), lack adequate striping, signage, or protective design. Faded paint, missing pavement markings, and absent safety features increase risks for pedestrians and cyclists.

The Spring River and Hondo River trails, where they cross major streets, also lack sufficient signage, warning beacons, or curb extensions to protect trail users.





Figure 6.10 (A,B): Crossing at W. 2nd Street and N. Union Avenue & Hondo River Trail Crossing at E. 2nd Street (NM Highway 380)

Intersections and Signalization. Observations across Roswell indicate missing, vandalized, or worn-out roadway signs and pavement markings, including regulatory signs, truck route and hazardous cargo signage, and bike lane striping. In some areas, particularly at transitions between city and county roadways or along higher-speed corridors, there is a lack of advance warning signage indicating upcoming intersections, which can create safety concerns. Signalized intersections are generally adequate, but timing does not always reflect current traffic conditions. Some unsignalized intersections lack sufficient traffic control measures, creating congestion and safety challenges. Additionally, many intersections throughout the city operate as four-way stops, reflecting an existing traffic control pattern that may influence circulation and delay in certain areas.

Roadway Illumination. Lighting across Roswell's transportation system is inconsistent, with some areas lacking adequate illumination and others experiencing excessively bright lighting. This imbalance is particularly evident in high-traffic areas, intersections, trails, and public gathering spaces. Poorly calibrated lighting can reduce visibility and comfort for both drivers and pedestrians, particularly in darker, less active areas of the city. At the same time, overly bright lighting can contribute to light pollution and detract from Roswell's night sky visibility. A more balanced approach to roadway illumination is needed to enhance safety while also protecting and preserving the region's night sky.

Graffiti and Public Realm Conditions. Graffiti is visible in darker, poorly lit, or abandoned areas, including public buildings, schools, and commercial structures. In many cases, graffiti appears in areas with limited natural surveillance or inadequate maintenance, reducing perceptions of safety in the public realm. Since the COVID-19 pandemic, the presence of graffiti has increased in more visible and active areas of the city, including Main Street, signage, parks, fences, and under bridges. This broader distribution highlights the need for both proactive maintenance and strategies that improve visibility, activity, and stewardship in public spaces.







Figure 6.11 (A,B,C): Three-way intersection at E. Hobbs Street, S. Jackson Drive and S. Garden Avenue; W. College Boulevard at Noon Optimist Park; Graffiti on building along Railroad Avenue

UTILITY INFRASTRUCTURE

Water Systems. Roswell's wastewater collection system includes approximately 250 miles of sewer mains, 4,000 manholes, and four lift stations, all of which directly flows to the city's wastewater treatment plant located east of the city. In 2008, the treatment facility was upgraded to an activated sludge system to meet pollutant standards. While these upgrades improved treatment, much of the collection system is decades old. Many mains are constructed of clay terracotta pipe, which is prone to cracking, collapse, and root intrusion, and requires additional care during maintenance activities such as sewer taps. Manholes across the city also show degradation from hydrogen sulfide corrosion. The October 2024 flood further damaged mains, service connections, and manholes, particularly in low-lying areas that experienced prolonged stormwater inundation. The City has an active manhole rehabilitation program to address ongoing system deterioration.

Water Distribution. The city's water system consists of about 360 miles of mains ranging in size from 2 to 60 inches, 20 groundwater wells, 1,700 hydrants, and six potable water storage reservoirs. The majority of the system was installed between 1940 and 1980. Approximately 20% of mains are asbestos cement pipe, 15% are concrete, and the remainder are PVC or cast iron. In October 2024, a 42-inch high-pressure water line was damaged during the flood event and later repaired. A hydraulic model of the system was completed in 2021 to evaluate growth impacts, and several supply improvements have since been implemented. In 2024, the New Mexico Environment Department initiated a satellite-based leak detection program to help identify system losses and improve efficiency.

Electrical Services. Xcel Energy provides electricity to approximately 22,000 customers in Roswell. Recent improvements include an upgrade to the Capitan Substation to support 115-kilovolt transmission service and construction of a new 9-mile line connecting the Roswell Substation. These projects represent major investments in the city's transmission network. Xcel Energy has also advanced utility-scale solar development in Roswell and Chaves County, contributing to regional energy diversification.

Natural Gas. The New Mexico Gas Company provides natural gas service to Roswell through a local distribution network. Transmission pipelines cross Chaves County but terminate at the city limits, meaning there are no major transmission lines passing through the city.





Figure 6.12 (A,B): City Water Meter; Utility box on Main Street

TRANSPORTATION & MOBILITY INFRASTRUCTURE

ADA Accessibility and Compliance. Sidewalks, pedestrian paths, trails, and ramps across Roswell include many facilities that do not meet ADA standards. Common issues include cracked or heaved concrete, spalling, missing railings, potholes, utility poles or landscaping obstructing walkways, slopes that do not meet accessibility requirements, and sidewalks that end at intersections and alleys without an ADA ramp. These conditions create barriers for all residents and pose a hardship for residents with mobility challenges and affect safety across the network.



Figure 6.13: Gap in Accessible Route on E. Berrendo Road east of Main Street

Bicycle and Pedestrian Facilities. Roswell adopted a Bicycle and Pedestrian Master Plan in 2021 to guide future investments. However, existing facilities show significant wear. On-street bike lanes are often used for parking or have faded markings, reducing visibility. Off-street trails—including the Spring River Trail, Hondo River Trail, and Main Street Trail—show severe cracking and, in some cases, collapsed sections. Feedback from the survey underscores the community's experience with the current conditions of Roswell's bicycle and pedestrian facilities. Asphalt conditions are poor, and deterioration has limited usability in some areas. Safety concerns are elevated at roadway crossings where trails lack adequate signage, lighting, or protective features.

> **"Roswell is not bike or pedestrian friendly. 'Bike-friendly' roads simply aren't here. The sidewalks are falling apart and not being repaired. I don't always feel safe walking in this town. Drivers run red lights constantly."**
>
> Roswell Master Plan 2025 Survey, Open Ended Response





Figure 6.14 (A,B,C,D): Shoulder, Right Turn Lane, or Bike Lane on Main Street; Pavement distress on Main Street Trail near Roswell Relief Route; Hondo River Trail entrance at E. 2nd Street and N. Orchard Avenue

Public Transportation. Since the COVID-19 pandemic, Roswell's fixed-route transit service has been limited to the Main Street corridor, generally operating between the Roswell Mall and Walmart to ENMU-Roswell and the Air Center. Areas outside of this corridor are primarily served by a Dial-a-Ride system, which provides on-demand transit service.

While transit service continues to provide essential connectivity, many bus stops lack amenities such as shelters, benches, and lighting, which limits rider comfort and convenience. At major corridors such as Main Street and 2nd Street, the absence of bus bays or bulb-outs can create delays and safety issues. In some areas, repeated bus loading and unloading have caused visible wear to roadway surfaces. Previous local studies, including "The Bus Stops Here," have also highlighted gaps in transit stop amenities and rider experience.



Figure 6.15 (A,B,C): Existing bus stop along south right-of-way of W. 2nd Street near N. Ohio Avenue; on N. Union Avenue and Crescent Drive; on N. Main Street southbound at Twin Diamond Road

KEY FINDINGS

INFRASTRUCTURE

KEY FINDING 1: AGING AND VULNERABLE UTILITY INFRASTRUCTURE

Roswell's utility systems are at a critical point due to age, condition, and vulnerability to extreme weather. The wastewater network, much of which is constructed of clay terracotta pipes, is deteriorating and prone to collapse, infiltration, and root intrusion. Corrosion of concrete manholes has further reduced reliability, and flood events in 2024 caused widespread failures in mains, service connections, and manholes. These conditions reveal the need for systematic rehabilitation and long-term replacement planning.

The water distribution system also faces significant risks. Installed largely between 1940 and 1980, many of the city's mains are constructed of outdated materials, including asbestos cement and concrete pipe. The breakage of a 42-inch transmission line during the October 2024 flood demonstrates how vulnerable the system is to disruption. Recent water main replacement projects, such as those on North Garden and North Atkinson, have also highlighted the time-intensive and complex nature of system repairs and upgrades. Continued reliance on this infrastructure without strategic upgrades will expose residents and businesses to service interruptions and costly emergency repairs.

KEY FINDING 2: DRAINAGE LIMITATIONS AND FLOOD RISK

Roswell's stormwater infrastructure is undersized, fragmented, and poorly maintained, leaving the city highly vulnerable to flooding. Streets continue to serve as informal drainage channels in many neighborhoods, leading to property damage and roadway failures. Existing detention ponds and swales are either too small or improperly constructed, reducing their effectiveness. The 2024 flood revealed the consequences of this under-capacity system when water levels reached five to seven feet downtown, overwhelming both public and private infrastructure.



Figure 6.16 (A,B): Shows significant impervious surfaces throughout the city with very little on-site stormwater retention; impervious surfaces Main Street Roswell, New Mexico

Some existing parks and ponds in Roswell already serve as dual-purpose facilities, combining stormwater detention with recreational use. Building on this model, the Propel Roswell Charrette introduced the concept of an in-line detention system along the Hondo River and Spring River that would not only capture and detain stormwater but also create new green space for public enjoyment. This concept illustrates how future drainage projects could be designed as multi-benefit systems—enhancing resilience, reducing flood risk, and improving quality of life at the same time.

Floodplain management and local ordinances are outdated and insufficient to address current and future conditions. FEMA maps were last updated in 2012 and may not accurately reflect Roswell's flood risk. While current development standards follow state requirements to match post-development stormwater flows with pre-development conditions, increasing impervious cover and cumulative development impacts continue to strain the drainage system. Unless regulations are updated, new development will compound existing vulnerabilities and shift additional costs onto the community.

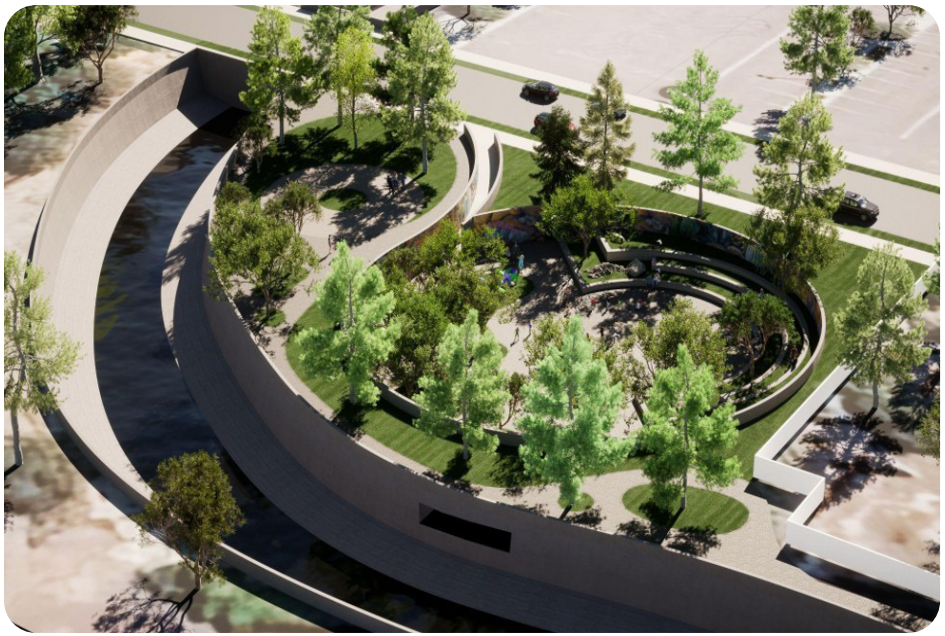


Figure 6.17 (A): Conceptual - In-Line Detention along Hondo River

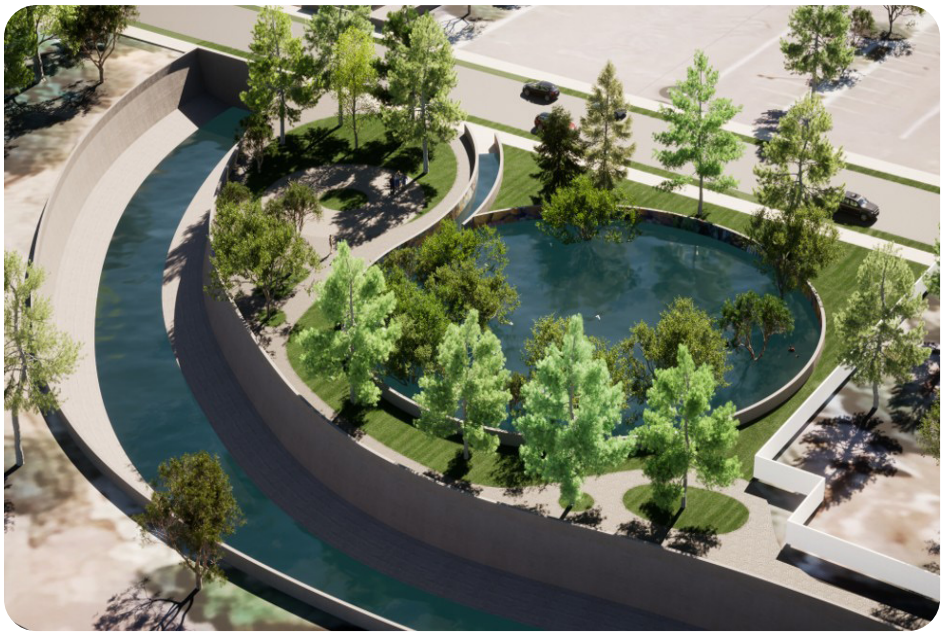


Figure 6.17 (B): Conceptual - In-Line Detention Basin Full

TRANSPORTATION AND MOBILITY

KEY FINDING 3: DETERIORATING ROADWAY CONDITIONS AND MAINTENANCE GAPS



Roswell's transportation network is deteriorating and lacks the resiliency needed to support long-term growth. Many streets, particularly in older neighborhoods, are in failing condition with signs of fatigue, cracking, raveling, rutting, potholes, etc. These conditions may have been caused by one, or a combination of, repeated traffic loads that exceed the structural capacity of the pavement layers, temperature changes, inadequate construction of the paving lane joints, excessive and/or heavy vehicular traffic loads, moisture infiltration, poor drainage, aging of asphalt structure, lack of support along edges on rural roadways with no curbing exacerbated by poor construction practices, poor subsurface soils, poor mix design, and failing or inadequate pavement structures. Maintenance has not kept pace with the level of deterioration, and stormwater infiltration continues to undermine roadway foundations.



Figure 6.18 (A,B): Asphalt pavement distress at the intersection of W. Deming Street and S. Kentucky Avenue; Pavement failure/fatigue on E. Brasher Road

KEY FINDING 4: SAFETY AND CONNECTIVITY CHALLENGES



Pedestrian safety is a critical concern. Crosswalks at major intersections are faded or missing, and trail crossings lack protective features such as signage or curb extensions. This reduces safety for walkers and cyclists at some of the city's busiest corridors. Similarly, the bicycle and pedestrian network remains fragmented. Bike lanes are often obstructed or poorly marked, while the Spring River, Hondo River, and Main Street Trails show significant cracking and collapse. These conditions limit connectivity to parks, schools, and employment centers.

Traffic control and signage across the city are inconsistent. Many signs are missing, vandalized, or worn out, and signal timing does not always reflect traffic volumes or growth patterns. Some intersections may function more safely and efficiently with alternative designs such as roundabouts, but these options have not been fully explored. Combined with roadway deficiencies, the lack of adequate traffic control reduces overall safety and efficiency for both vehicles and pedestrians.



Figure 6.19 (A,B): Example Aesthetically pleasing traffic circles or roundabouts can promote improved traffic circulation and reduce maintenance costs

Illumination across the transportation system is also insufficient. Poor lighting at intersections, bus stops, trails, and public spaces discourages use and reduces natural surveillance, leaving many areas vulnerable to vandalism and graffiti. Expanded use of Dark Sky-compliant LED fixtures and proper placement beneath tree canopies and the right amount of lighting may reduce costs while improving visibility and public safety.



Figure 6.20 (A,B,C): Shows a Dark Sky Compliance Examples; Non-Dark Sky Compliant; & Dark Sky Compliant

KEY FINDING 5: ACCESSIBILITY AND TRANSIT GAPS

Accessibility remains inconsistent across the city. Many sidewalks, ramps, and trails do not meet ADA standards, creating barriers for mobility-impaired residents. Transit stops also lack ADA-compliant sidewalk and landing pads, which restricts access for people with disabilities and mobility challenges. Residents in Roswell have raised concerns about these accessibility gaps. In the community survey, one respondent emphasized the need to expand accessibility resources for elderly and disabled residents.



"More accessibility, especially for the elderly and disabled, things like public transportation, recreational, etc."
Roswell Master Plan 2025 Survey, Open Ended Response

Although Roswell's transit system covers most of the city, the lack of amenities such as shelters, seating, lighting, and safe accessibility, long wait times, and poor pedestrian infrastructure from neighborhoods to transit stops, limits its effectiveness. Improvements to stop infrastructure would make transit safer, more comfortable, and more appealing for riders.



Figure 6.21: Bus stop at Roswell Airport

INFRASTRUCTURE, TRANSPORTATION AND MOBILITY

KEY FINDING 6: NEED FOR COORDINATED INVESTMENT AND SYSTEMWIDE RESILIENCE

Roswell's infrastructure and transportation systems are deeply interconnected, and their vulnerabilities often compound one another. Stormwater flooding damages not only roads and bridges but also utilities, drainage structures, and trails, exposing the consequences of decades of underinvestment and fragmented planning.

The October 2024 flood demonstrated the city's lack of resilience to extreme weather. The event disrupted utilities, destroyed pavement, and caused widespread safety hazards across multiple systems simultaneously. Without integrated planning, Roswell will continue to rely on costly emergency responses rather than proactive, long-term solutions.

Coordinated investment strategies are essential. Upgrading utilities and transportation infrastructure together—rather than in silos—would maximize efficiency, reduce disruption, and build a stronger foundation for growth. A holistic approach that links stormwater, roadways, utilities, and mobility improvements will ensure Roswell is better prepared for both everyday demands and future challenges. A holistic approach that links stormwater, roadways, utilities, and mobility improvements will ensure Roswell is better prepared for both everyday demands and future challenges. This approach can also extend to energy systems, where partnerships with providers such as Xcel Energy and the use of energy management programs, rebates, and efficiency strategies can support cost savings and system resilience, particularly if the City leads by example through its own operations.



Figure 6.22 (A,B): Shows significant impervious surfaces throughout the city with very little on-site stormwater retention

GOALS & RECOMMENDATIONS

Building on the key findings, Roswell's public infrastructure and transportation goals and objectives are designed to strengthen the city's essential systems—those that keep the community connected, safe, and functioning. This chapter brings together two critical elements: **Public Infrastructure**, which includes water, wastewater, storm drainage, and utilities; and **Transportation,** which encompasses streets, sidewalks, trails, and transit. While distinct in function, these systems are deeply interconnected, and the health of one often depends on the strength of the other.

These goals translate community priorities into practical, coordinated strategies for reinvestment and modernization. The first set of goals focuses on public infrastructure, emphasizing the rehabilitation of aging water and wastewater systems, expansion of stormwater management capacity, and the integration of resilience and efficiency into utility networks. The second set focuses on transportation and mobility, highlighting the need to rebuild deteriorated roadways, enhance safety and accessibility, improve pedestrian and bicycle connectivity, and expand public transit facilities. As well as, the opportunity to install smart city technologies.

Together, these strategies provide a comprehensive framework for maintaining Roswell's core systems while preparing for future growth and environmental challenges. They underscore the community's commitment to focusing on reinvestment in existing neighborhoods, improving flood resilience, and creating safer, more reliable, and more accessible ways to move around the city.

By treating this chapter as both a guide and a call to action, Roswell can align its infrastructure and mobility investments under one coordinated vision—one that protects public health and safety, supports economic opportunity, and ensures that every resident benefits from a resilient, well-connected, and future-ready city.



Figure 6.23: Residents, City staff, key stake holders for infrastructure and transportation met during the charrette to discuss the City of Roswell public infrastructure and transportation.

INFRASTRUCTURE GOALS:

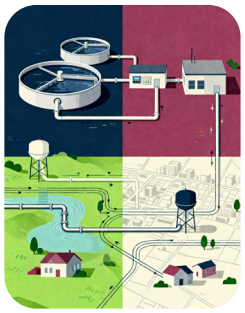
1. Improve Stormwater Resilience & Flood Protection



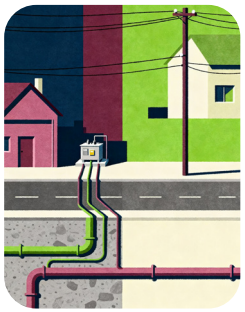
2. Rehabilitate & Modernize Wastewater Systems



3. Upgrade & Maintain Water Distribution Systems



4. Support Reliable Utility Systems (Electric and Gas)





GOAL 1. IMPROVE STORMWATER RESILIENCE & FLOOD PROTECTION

Policy Rationale

Roswell's stormwater infrastructure is undersized & outdated, making the community vulnerable to flooding during high-intensity events such as the October 2024 storm. Outdated codes & floodplain maps increase risks, while the conversion of green space to impervious surfaces places additional stress on existing conveyance systems. Expanding detention/retention & updating standards will be essential to protect residents, property, & public infrastructure.

By adopting proactive measures tailored to local conditions to reduce vulnerabilities to flooding, erosion, and stormwater quality degradation. This includes strengthening green infrastructure development standards, expanding detention/retention, & designing infrastructure that provides multiple benefits, such as recreation and green space.

Recommended Action Items

1. Work with FEMA to re-evaluate Roswell's effective floodplain maps.
2. Update City ordinances for stronger stormwater standards.
3. Consolidate stormwater codes into a Technical Standards Manual.
4. Advance multi-benefit greenway projects.
5. Develop in-line detention systems along waterways.
6. Expand the capacity of existing ponds by identifying vacant tracts for new regional detention/retention.
7. Emphasize the required on-site level detention/retention for all developments.
8. Perform percolation tests for detention ponds.
9. Implement inspections & cleaning of drainage conveyance & storage systems before & after monsoon season or major rain events.



GOAL 2. REHABILITATE & MODERNIZE WASTEWATER SYSTEMS

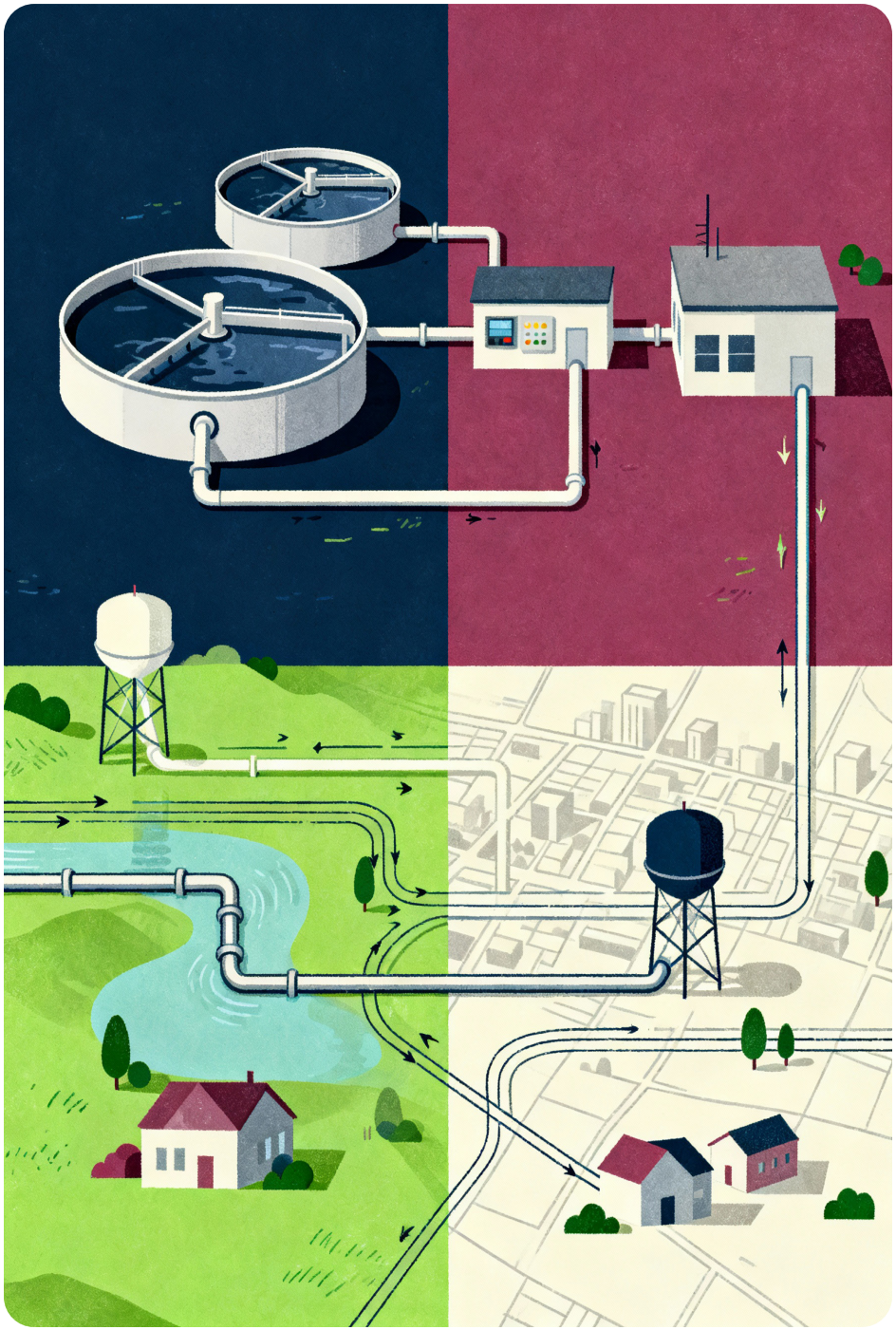
Policy Rationale

Roswell's wastewater collection system is aging & deteriorating. Many mains are made of clay terracotta pipe, which is prone to collapse, infiltration, & root intrusion. Concrete manholes are corroding from hydrogen sulfide buildup, & the October 2024 flood caused additional failures to mains & manholes in low-lying areas. Modernizing the system is necessary to protect public health, environmental quality, & ensure reliable service for residents & businesses.

In it recommended that the City of Roswell prioritize systematic rehabilitation & replacement of its wastewater system. This includes addressing failing mains, upgrading manholes & lift stations, & planning long-term treatment capacity improvements to meet future demand.

Recommended Action Items

1. Replace failing clay terracotta mains.
2. Continue manhole rehabilitation program.
3. Upgrade & flood-proof lift stations to ensure reliable operation during heavy rain events.
4. Reduce inflow and infiltration (I&I) by expanding the monitoring & lining programs to seal joints, laterals, & mains.
5. Plan for long-term treatment plant capacity to aligned with regulatory standards and long-term growth.



GOAL 3. UPGRADE & MAINTAIN WATER DISTRIBUTION SYSTEMS

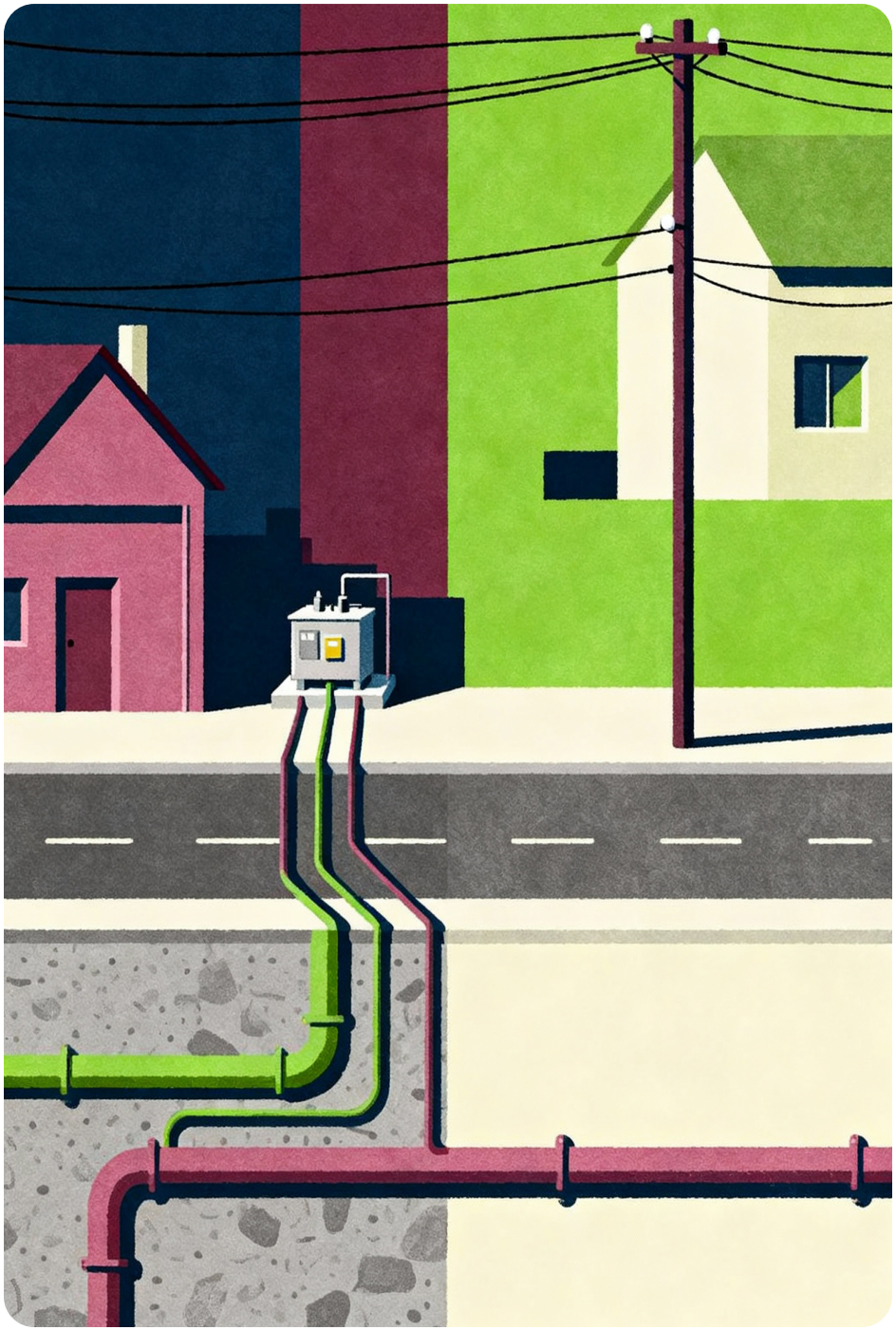
Policy Rationale

Roswell's water distribution system was largely installed between 1940 and 1980, with significant portions composed of asbestos cement & concrete pipes. These materials are outdated & increasingly prone to failure. The October 2024 flood highlighted system vulnerabilities when a 42-inch high-pressure line was damaged, disrupting service. Reliable & modern water infrastructure is essential for public health, fire protection, & supporting future development.

It is vital that the City of Roswell implement a long-term program to replace outdated water lines, expand storage & redundancy, & coordinate upgrades with projected growth. Proactive investment will reduce service interruptions, improve reliability, & enhance safety for residents & businesses.

Recommended Action Items

1. Implement a phased replacement program to replace asbestos cement & concrete water mains.
2. Use the city's 2021 hydraulic model to guide system upgrades, ensuring replacements & expansions align with projected growth & pressure needs.
3. Expand water storage & distribution capacity to ensure redundancy & support emergency response capacity.
4. Provide secondary service lines & looped systems for critical facilities to ensure uninterrupted water service.
5. Improve fire protection through system upgrades.
6. Employ State of New Mexico's Environment Department's Hydro Delta System to detect water leaks from satellite imagery to assist with prioritization and action.



GOAL 4. SUPPORT RELIABLE UTILITY SYSTEMS (ELECTRIC & GAS)

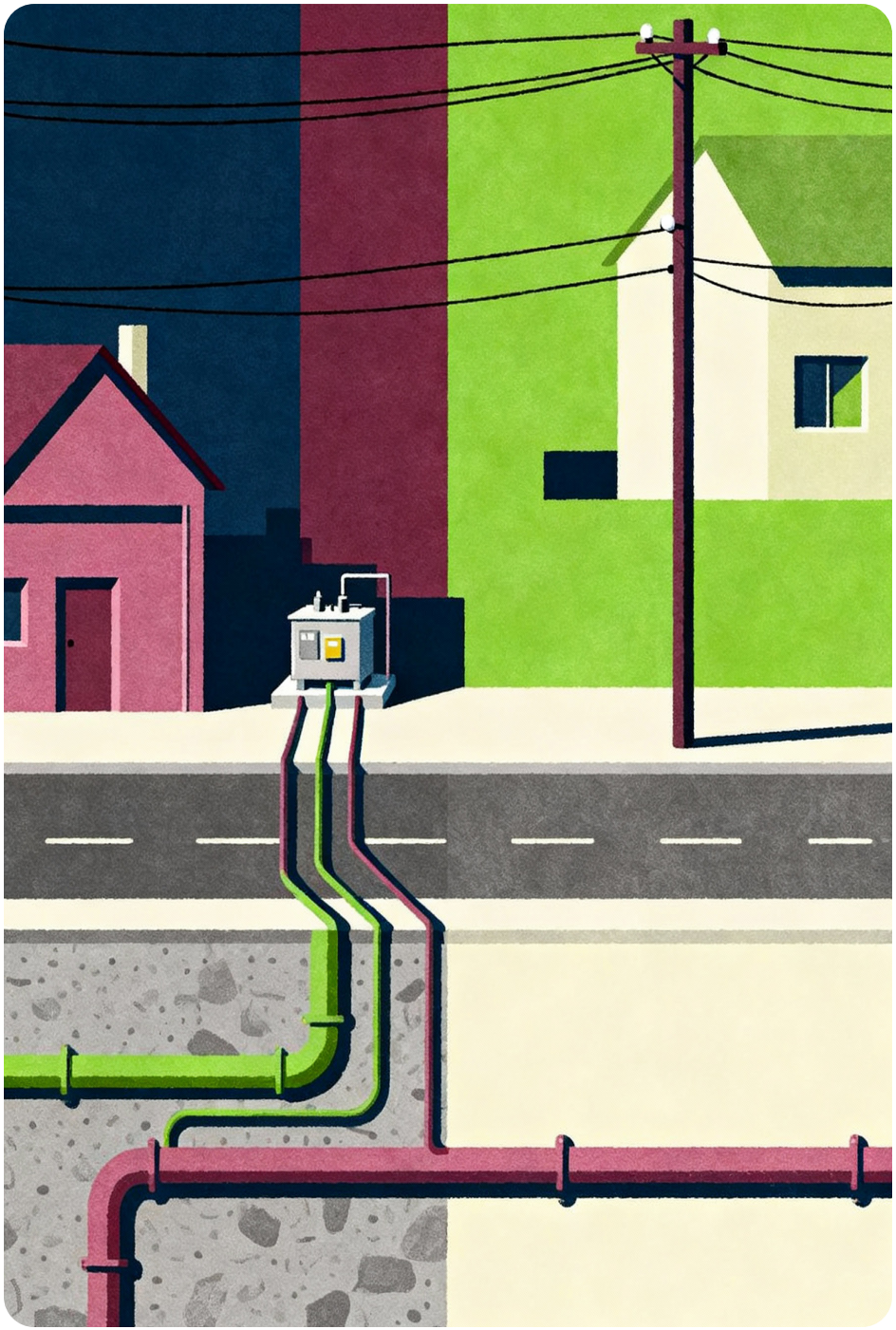
Policy Rationale

Roswell's electricity & natural gas systems are essential to the city's quality of life & economic development. Xcel Energy has recently invested in system upgrades, including substation improvements & a new transmission line. Continued population and business growth will increase demand. Natural gas service is limited by the absence of transmission pipelines running through Roswell, which constrains long-term expansion. Coordinating utility planning with growth & exploring renewable options will help ensure reliable service in the future.

The City of Roswell should strengthen partnerships with utility providers to maintain reliable service, expand system redundancy, & explore opportunities to diversify energy sources. Coordinated planning between utilities, land use, & economic development will support growth while reducing risks of service interruptions.

Recommended Action Items

1. Monitor & expand electrical system capacity.
2. Integrate electrical & natural gas infrastructure needs into land use & development planning to avoid conflicts & ensure efficient service extensions that are consistent with State of NM Climate & Infrastructure policy.
3. Assess long-term opportunities for natural gas expansion.
4. Explore additional renewable & alternative energy options to diversify Roswell's energy mix & reduce reliance on regional transmission.
5. Strengthen utility system resilience by collaborating with providers to identify vulnerabilities & implement upgrades that reduce risks of outages during extreme weather events.
6. Lead by Example with an Energy Management Plan to reduce the City's energy consumption



GOAL 4. SUPPORT RELIABLE UTILITY SYSTEMS (ELECTRIC & GAS) cont.

Recommended Action Items

7. Encourage energy management by all users
8. City of Roswell construct a cost benefit analysis to install and maintain renewable energy systems such as solar, wind, and geothermal in city facilities.
9. Reasonably accommodate community solar and energy storage.

TRANSPORTATION & MOBILITY GOALS:

5. **Reconstruct & Maintain Roadway Infrastructure**



6. **Improve Pedestrian Crossings & Safety**



7. **Enhance Traffic Control & Signage**



8. **Expand Roadway Illumination & Public Safety Lighting**



9. **Ensure ADA Accessibility Across the Transportation Network**



10. **Expand & Maintain Bicycle & Pedestrian Facilities**



11. **Modernize Public Transit Facilities & Operations**



12. **Prevent & Reduce Graffiti in Public Spaces**





GOAL 5. RECONSTRUCT & MAINTAIN ROADWAY INFRASTRUCTURE

Policy Rationale

Many of Roswell's roadways are in poor or failing condition due to age, inadequate pavement structures for high traffic volumes/loads, inadequate drainage, & repeated flooding. The October 2024 storm accelerated deterioration, highlighting how roadway failures are linked to stormwater vulnerabilities. Without systematic repair & maintenance, conditions will worsen, increasing costs & reducing safety.

Enhance and dedicate additional funding to the City of Roswell implementation of a proactive & comprehensive roadway program that evaluates failing segments, strengthens pavement design through drainage improvements or other capital improvement projects, & prioritizes routine maintenance to extend the life of roadways.

Recommended Action Items

1. Update evaluation of deteriorating roadway segments through a detailed assessment to prioritize roadway improvements based on condition & use.
2. Perform Geo-technical Analysis for failing segments.
3. Improve roadway drainage design to reduce water infiltration & pavement failure.
4. Implement a proactive roadway maintenance program.
5. Upgrade roadway markings & signage for safety.
6. Install proper signage & striping to improve truck & hazardous cargo routing to designated highways & arterials.
7. Enforce city ordinances to reduce large commercial vehicles from parking in residential neighborhoods.
8. Include commercial truck parking lots in land use planning.



GOAL 6. IMPROVE PEDESTRIAN CROSSINGS & SAFETY

Policy Rationale

Pedestrian safety is a significant issue in Roswell. Many crosswalks at major intersections are faded or missing, & mid-block crossings lack adequate signage & lighting. Trail crossings along the Spring River & Hondo River are also under-protected. Without improvements, these conditions place residents, cyclists, & trail users at increased risk, particularly along high-volume corridors.

It is recommended that the City of Roswell upgrade pedestrian crossings & trail intersections with modern safety features, visibility improvements, & traffic calming measures to protect vulnerable users and encourage walking and biking.

Recommended Action Items

1. Replace faded or missing crosswalk markings at major intersections.
2. Improve mid-block crossings.
3. Enhance crossings with night sky sensitive lighting & visibility features.
4. Implement traffic calming measures at crossings.
5. Coordinate with planned greenway and trail expansions to ensure that new crossings are designed with modern safety standards.
6. Implement the Roswell 2024 Comprehensive Safety Action Plan for safe streets for all programs.



GOAL 7. ENHANCE TRAFFIC CONTROL & SIGNAGE

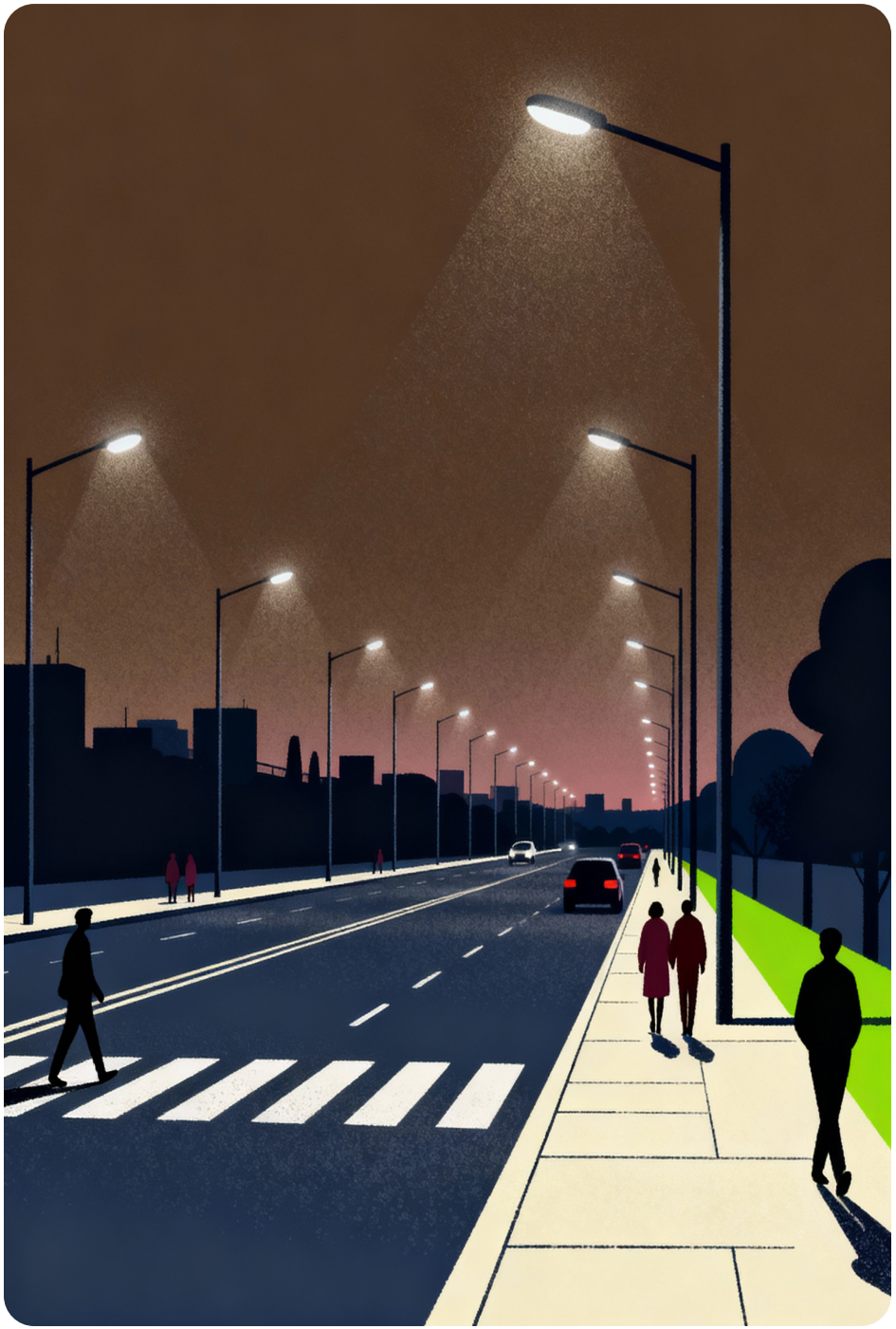
Policy Rationale

Roswell's traffic control system is inconsistent & outdated. Many signs are missing, vandalized, or worn, & pavement markings have faded. Signalized intersections generally function but often require updated timing to reflect current volumes, while some unsignalized intersections create congestion & safety risks. Without systematic upgrades, these deficiencies will continue to reduce safety & efficiency for all users. Improved signal timing along key corridors such as Main Street and 2nd Street can enhance traffic flow, improve safety, and reduce vehicle idling, contributing to better air quality for pedestrians and transit users.

As the population and traffic increases it is necessary for the City of Roswell to modernize its traffic control system by updating signals, improve signage and markings, & implement alternative designs such as roundabouts where appropriate. These upgrades will improve traffic safety, flow, & efficiency for drivers, pedestrians, & cyclists.

Recommended Action Items

1. Conduct a citywide signage, using AARP street signage standards, inventory to replace missing and worn signage and increase signage font size and legibility.
2. Upgrade pavement markings to improved roadway safety & guidance for vehicles, pedestrians, & cyclists.
3. Re-evaluate signalized intersections through a traffic signal study.
4. Study unsignalized intersections with high crash rates or congestion for alternative treatments.
5. Integrate traffic control improvements that also address pedestrian safety needs.
6. Coordinate with NMDOT on Main Street and 2nd Street and surrounding streets pedestrian safety.



GOAL 8. EXPAND ROADWAY ILLUMINATION & PUBLIC SAFETY LIGHTING

Policy Rationale

Lighting across Roswell's transportation network is inconsistent & often inadequate. Poor illumination reduces visibility for drivers, pedestrians, & cyclists, contributing to unsafe conditions at intersections, along trails, & in public gathering spaces. Insufficient lighting also encourages vandalism & graffiti in secluded areas. Expanding modern, energy-efficient lighting will improve safety, increase evening activity, & promote neighborhood pride.

It is recommended that the City of Roswell implement a comprehensive roadway & public space lighting program that replaces outdated fixtures, expands coverage to high-priority areas, & incorporates Dark Sky–compliant LED technology to improve safety & efficiency.

Recommended Action Items

1. Conduct a Roadway and Public space lighting study and adopt plan.
2. Replace outdated roadway lights with Dark Sky–compliant LEDs.
3. Expand lighting in high-traffic areas for safer pedestrian & vehicular movement.
4. Provide pedestrian-scale lighting along trails, parks & in public open spaces.
5. Use lighting as a deterrent for graffiti & vandalism by strategically placing illumination for traffic and pedestrian movement and public safety.



GOAL 9. ENSURE ADA ACCESSIBILITY ACROSS THE TRANSPORTATION NETWORK

Policy Rationale

Many sidewalks, ramps, trails, and transit stops across Roswell do not meet ADA standards. Issues such as cracked or obstructed sidewalks, missing ramps, & inadequate landing pads create barriers for residents with mobility impairments. Accessibility gaps limit independence, reduce safety, & make it harder for all residents to use the city's transportation network. Ensuring ADA compliance is both a legal requirement & a vital step toward creating an inclusive, equitable community.

Updates the City of Roswell systematically identifies non-compliant facilities, phased action plan for improvements, & requires all new developments & capital projects meet ADA standards.

Recommended Action Items

1. Update a citywide inventory of sidewalks, ramps, trails, & transit stops to identify ADA compliance gaps.
2. Update an ADA accessibility action plan to create a phased plan for bringing facilities into compliance.
3. Repair or replace existing non-compliant infrastructure with ADA-compliant designs.
4. Ensure ADA-compliant transit stops by upgrading existing bus stops & incorporate ADA requirements into all new stops.
5. Continue to require that all new projects meet ADA standards as a condition of permitting.



GOAL 10. EXPAND & MAINTAIN BICYCLE & PEDESTRIAN FACILITIES

Policy Rationale

Roswell's bicycle & pedestrian system is fragmented & deteriorating. On-street bike lanes are often filled with gravel and debris, obstructed or faded, while off-street trails such as the Spring River, Hondo River, & Main Street Trails show cracking & collapse. Connectivity to major destinations like schools, parks, & civic spaces is limited, lack of signage and protective design reduces safety. Expanding & maintaining bicycle & pedestrian facilities is essential to promote active transportation, improve public health, & support tourism.

As the City of Roswell continues to implement the 2020 Bicycle and Pedestrian Master Plan this plan will continue to enhance existing facilities, expand the network to connect neighborhoods with key destinations, & adopt a routine maintenance program to ensure long-term usability and safety.

Recommended Action Items

1. Require multimodal infrastructure as part of new development & roadway reconstruction projects.
2. Improve signage, wayfinding, striping, and pavement markings on existing trails and bike lanes to provide a safer and more user-friendly bicycle and pedestrian facilities.
3. Establish a trail maintenance program that implements routine inspections & resurfacing to address cracks, deterioration, & safety issues on off-street trails.
4. Improve trail-roadway crossings at intersections where trails cross busy roads.
5. Expand network connectivity for on-street and off-street bike & pedestrian facilities to connect to parks, schools, libraries, civic spaces, restaurants, & employment centers.



GOAL 10. EXPAND & MAINTAIN BICYCLE & PEDESTRIAN FACILITIES cont.

Recommended Action Items

6. Provide bicycle racks for safe access to Civic facilities
7. Promote pedestrian and bicycle safety.
8. Allocate funds and apply for grants to install safe and connected ADA compliant transit onboarding pads.



GOAL 11. MODERNIZE PUBLIC TRANSIT FACILITIES & OPERATIONS

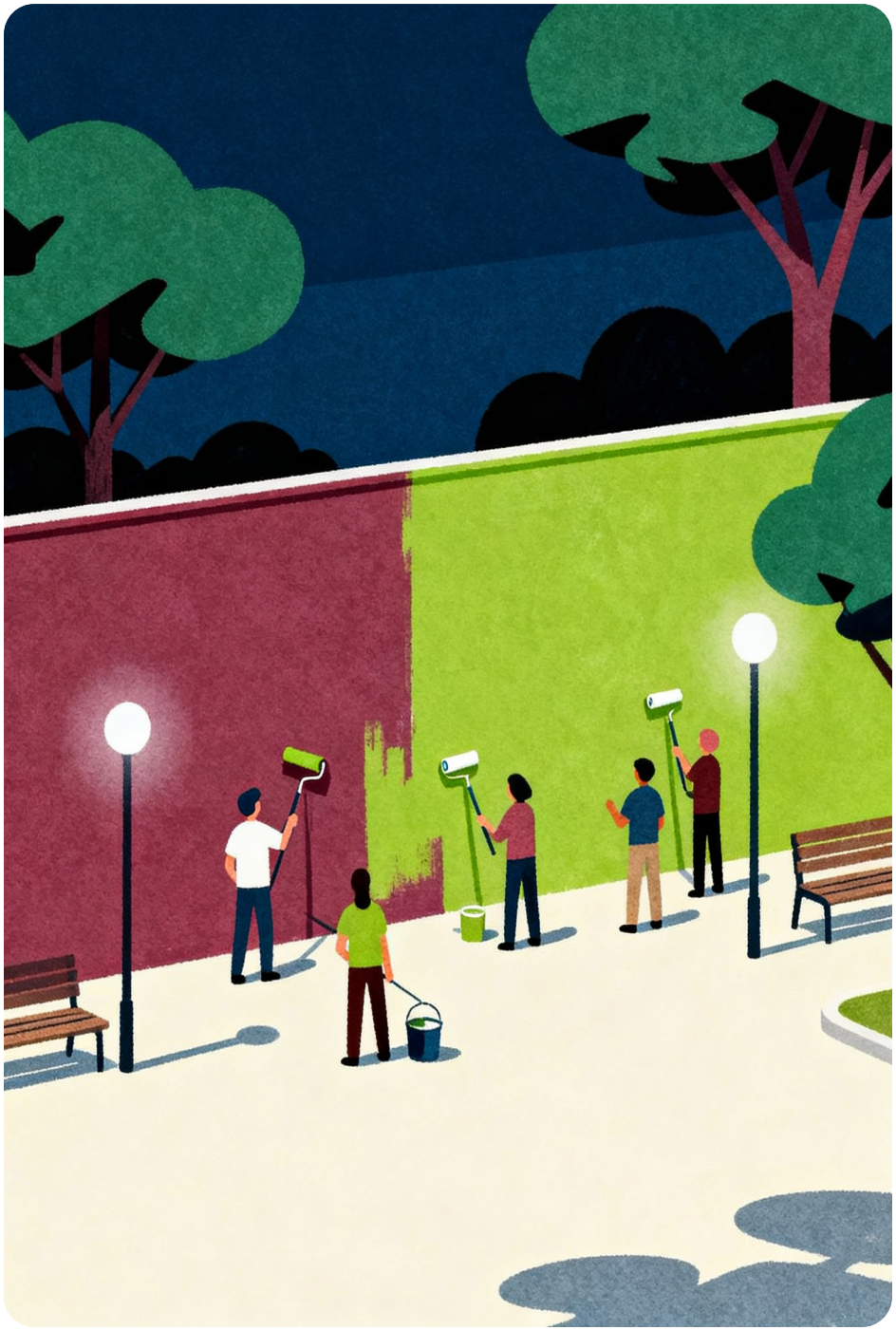
Policy Rationale

Roswell's fixed-route transit system provides coverage to most of the city. Most bus stops lack basic amenities such as shelters, benches, & lighting. The absence of bus bays and reinforced boarding areas creates operational inefficiencies and accelerates roadway deterioration. Improving transit facilities will make the system more accessible, comfortable, & attractive, encouraging greater ridership & supporting mobility for all residents.

In order to serve passengers the City of Roswell enhancement of transit stops and routes includes improving amenities, ensuring ADA compliance, & upgrading infrastructure to improve efficiency and safety.

Recommended Action Items

1. Install amenities like shelters, benches, landscaping, bike racks, & route maps at major bus stops to improve passenger experience.
2. Provide adequate Night Sky lighting at transit stops.
3. Ensure ADA compliance at all stops.
4. Improve transit operations with roadway upgrades to allow buses to merge safely without disrupting traffic flow.
5. Reinforce pavement at high-volume bus stops to reduce roadway damage & improve long-term maintenance efficiency.



GOAL 12. PREVENT & REDUCE GRAFFITI IN PUBLIC SPACES

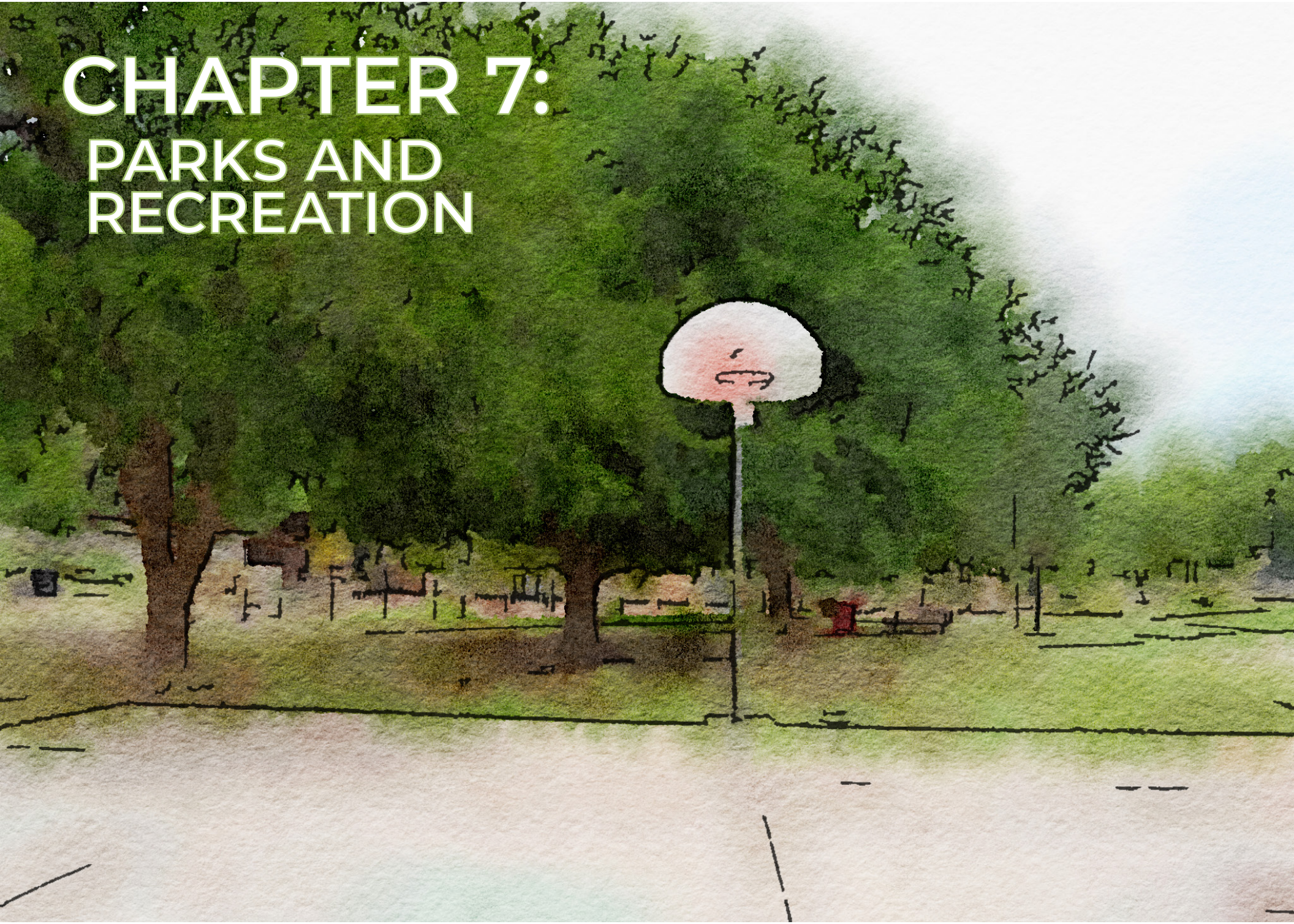
Policy Rationale

Graffiti affects community appearance, property values, & perceptions of safety. It is most common in poorly lit, secluded, or under-maintained areas. While enforcement is important, prevention strategies that include community engagement, improved lighting, landscaping, & rapid removal are more effective long-term. Proactive graffiti prevention also helps foster neighborhood pride and encourages residents to take ownership of public spaces.

The City of Roswell should adopt a multi-pronged approach to graffiti prevention that combines community partnerships, environmental design, enforcement, & youth engagement programs.

Recommended Action Items

1. Promote & encourage neighborhood upkeep to residents & businesses as prevention to maintain their properties by removing litter, repairing fencing, trimming landscaping, & ensuring adequate lighting.
2. Remove graffiti promptly by establishing a rapid-response program to clean graffiti within 24–48 hours.
3. Expand reporting tools on graffiti for faster responses.
4. Improve environmental design for deterrence & reduce vandal access & improve natural surveillance.
5. Redirect youth engagement toward positive community activities.
6. Apply protective materials and technology to reduce recurrence of graffiti in problem areas.
7. Partner with retailers to reduced access to graffiti tools & increased awareness of prevention efforts.



CHAPTER 7:
PARKS AND RECREATION

OVERVIEW

The Parks and Recreation chapter highlights how Roswell's parks, open spaces, trails, and recreational facilities contribute to the city's identity, livability, and future growth. Parks and trails provide residents with opportunities for health and wellness, youth and family activities, and connections between neighborhoods and cultural destinations. Recreational facilities such as sports fields, community centers, and the Spring River Zoo support not only quality of life, but also community pride and tourism.

This chapter reviews the existing conditions of Roswell's parks and recreation system, identifies key findings from data analysis and community input, and outlines goals and action items to guide future investment. The recommendations focus on enhancing facilities, ensuring equitable access across all neighborhoods, improving connectivity, and integrating recreation with broader community needs such as resilience and economic vitality.



Figure 7.1: UFO Museum Park located at 114 N. Main Street (Private Park installed by UFO Musuem).

EXISTING CONDITIONS

Roswell's park and recreation system is among the largest in Southeastern New Mexico, encompassing more than 627 acres of parkland and 11 miles of trails spread across community parks, neighborhood parks, golf courses, special-use facilities, and natural areas. These spaces are central to Roswell's identity and play a vital role in supporting community health, quality of life, and economic vitality.

PARKLAND AND FACILITIES

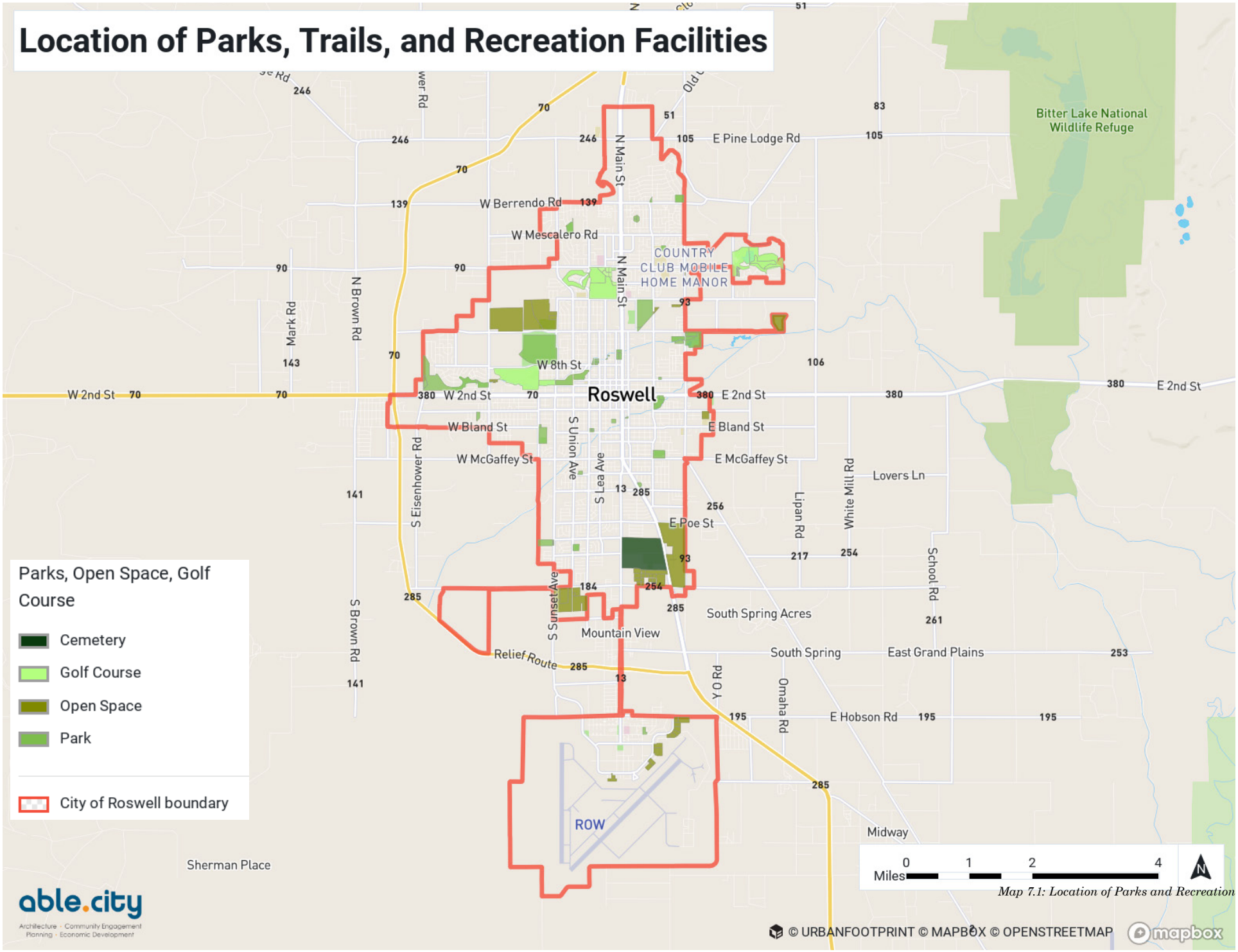
The City maintains a wide range of facilities, from large regional destinations to small neighborhood playlots. Community parks such as Cielo Grande Recreation Area, Cahoon Park, and Enchanted Lands Park provide sports fields, trails, and large-scale amenities. Smaller neighborhood parks such as Noon Optimist, Carpenter, MLK Park, and Loveless serve local residents, while the Spring River Zoo, and Aquatic Center offer unique cultural and recreational opportunities. The Nancy Lopez Golf Course at Spring River provides both a tourism amenity and open space that doubles as trail access.

A complete inventory of Roswell's facilities is provided in the Facilities Table, organized by type. In total, Roswell's park system exceeds the National Recreation and Park Association (NRPA) standard of 10 acres per 1,000 residents. With approximately 48,000 residents, the benchmark would be 480 acres; Roswell exceeds this with 627 acres. However, distribution is uneven; while central and northern neighborhoods are well served, Southern Roswell has fewer, less durable parks, raising equity concerns.

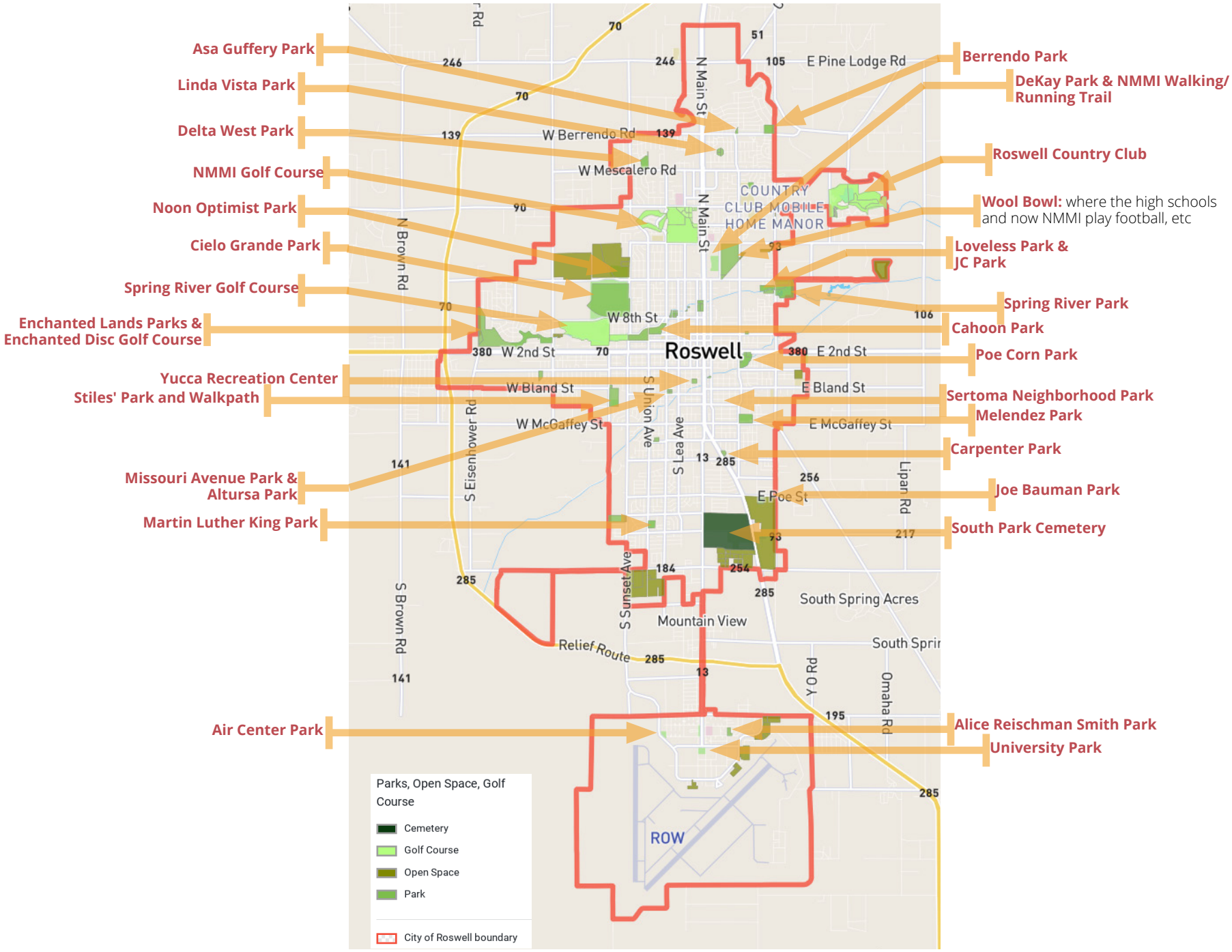
PARKS AND RECREATION FACILITIES INVENTORY			
Community Parks			
Facility Name	**Address**	**Size**	**Key Amenities**
Cielo Grande Recreation Area	1612 W. College Blvd.	160 acres	ADA accessible, football & soccer fields, skate park, trails, stadium, picnic shelters, playground, restrooms
Cahoon Park	1101 W. Fourth St.	26 acres	Basketball, tennis, volleyball, bike trail, playground, picnic areas, sunken garden, walking track
Enchanted Lands Park	306 N. Sycamore	25 acres	Baseball/softball, disc golf, pavilion, bike trail, playground, walking track, restrooms
Poe Corn Park	200 S. Garden	18 acres	Baseball/softball, splash pad, playground, picnic shelters, restrooms
Sports Complex (Wool Bowl)	1500 N. Grand	62 acres	Football stadium, softball complex, soccer, restrooms, walking track
Neighborhood Parks			
Alice Reischman Smith Park	G St. & Wells St.	3.5 acres	Playground, picnic tables
Altrusa Park	800 S. Washington	2.5 acres	Baseball/softball, basketball, soccer, ADA accessible, picnic shelters
Asa Guffey Park	600 E. Berrendo	1.3 acres	Playground, picnic tables
Capitan Park	2800 W. Alameda	4 acres	Playground, soccer field, picnic shelters
Carpenter Park	400 S. Virginia	0.5 acres	Playground, basketball, volleyball
Carver Park	400 S. Virginia	0.5 acres	Playground, basketball, volleyball
Chisum Park	2301 S. Virginia	2.97 acres	Playground, basketball
Del Norte Park	2700 N. Orchard	5 acres	Playground, baseball/softball, soccer
Delta West Park	1001 W. Mescalero	10.5 acres	Playground, baseball/softball, picnic shelters, restrooms
Fifth Street Park	600 E. Fifth	1 acre	Playground, picnic tables
Horizons Playground (All-Inclusive)	1406 W. College	0.68 acre	ADA accessible, playground, water feature
J.C. Park	1200 N. Pecan	4 acres	Baseball/softball, soccer
Linda Vista Park	3100 N. Delicado	6 acres	Playground, baseball/softball, soccer
Loveless Park	1200 N. Atkinson	8 acres	Soccer field, trails, group shelter, picnic areas
Margot Purdy Park	800 N. Missouri	1 acre	Bike trail, horseshoe pits, shuffleboard
Martin Luther King Park	2700 S. Union	5.7 acres	Baseball/softball, soccer, playground, restrooms
Melendez Park	1100 S. Garden	11.1 acres	Playground, soccer field, picnic shelters
Noon Optimist Park	1600 N. Montana	10 acres	Baseball/softball, playground, picnic shelters, restrooms
Randy Willis Ballfields	2100 S. Sunset	14.3 acres	Baseball/softball, concession stand, restrooms
Reischman Park (Downtown)	308 N. Main	0.2 acre	Benches, ADA accessible
RIAC Park	28 Earl Cummings Loop	5 acres	Soccer field, picnic shelters
Stiles Park & Ballfields	800 S. Wyoming	21.4 acres	Baseball/softball, soccer, playground
Tierra Berrenda Park	1000 E. Berrendo	10 acres	Baseball/softball, soccer, playground, restrooms
Valley View Park	800 W. Chisum	2 acres	Baseball/softball, soccer, playground

PARKS AND RECREATION FACILITIES INVENTORY			
Special Facilities			
Facility Name	**Address**	**Size**	**Key Amenities**
Spring River Zoo Park	1306 E. College Blvd.	—	Zoo exhibits, carousel, fishing pond, playground, picnic shelters, miniature train, restrooms
Spring River Zoo Trail Park	1306 E. College Blvd.	—	Adjacent open park, picnic areas
J. Kenneth Smith Bird Sanctuary	401 N. Sycamore	15 acres	Trails, picnic areas, ADA accessible, bike trail
Joe Bauman Baseball Stadium	900 E. Poe	—	Lighted ballfield, concession, parking
Roswell Adult & Recreation Center	807 N. Missouri	—	Community programming, recreation (relocated after flood damage)
Roswell Aquatic Center	100 E. College Blvd.	—	Indoor & outdoor pools, water slides, aquatic fitness
Woof Bowl Dog Park	1500 N. Grand	1.2 acres	Dog park, benches, picnic tables
Golf Courses			
Nancy Lopez Golf Course at Spring River	1612 W. 8th St.	—	18-hole public golf course, driving range, clubhouse, walking trails
Roswell Country Club (Private)	2601 N. Kentucky Ave.	—	Private 18-hole golf course, clubhouse, tennis, pool
Trails & Open Space			
Hondo River Recreation Trail	Along Hondo River	—	Multi-use trail
Spring River Recreation Trail	Along Spring River	19 acres	Multi-use trail system, connects to zoo
South Main Commuter Trail	East side of Main, Poe to Hobson	10 acres	Commuter path with connectivity

Table 7.1: Parks and Recreation Facilities Inventory, Source Roswell Parks website.



Map 7.1: Location of Parks and Recreation



Map 7.1: Location of Parks and Recreation

FLOOD VULNERABILITY AND RESILIENCE

Flooding poses one of the most significant threats to Roswell's park and recreation system. The city's location along the Spring River and its relatively flat terrain make many recreation facilities especially vulnerable to heavy rainfall and storm events.

The historic October 2024 flood underscored these risks. Nearly six inches of rain fell in a single day, leading to the rescue of more than 300 residents and widespread infrastructure damage across Roswell. The flooding compromised bridges, damaged electrical systems, and left large amounts of debris throughout the city, including within its parks.

Damaged Facilities (October 2024 Flood):

- Spring River Zoo: Was closed due to severe flood damage and remained closed for two months to address cleanup and repairs.
- Roswell Recreation and Aquatic Center: Outdoor splash pad closed; reopened on limited hours in June 2025 after repairs.
- Carpenter Park and Poe Corn Park: Splash pads damaged; replacement parts delayed reopening until summer 2025.
- Roswell Adult Center: Permanently closed after the flood, with programs relocated to the Recreation Center.
- Cahoon Pickleball Courts: The courts were installed and opened shortly before the floods.

Repairs and Recovery:

Following the event, City staff began clearing debris from parks and bike paths and coordinating equipment replacement. While many facilities have since reopened, recovery has been slow, with delays caused by supply chain issues for replacement parts. The impact of this flood demonstrates the system's vulnerability to extreme weather and the high cost of ongoing recovery.

The October 2024 disaster also highlights the need to design parks as multi-purpose resilient spaces. Parks can be part of the city's stormwater management system, for example, by integrating detention ponds that



Figure 7.2 (A, B, C, D): Roswell Recreation and Aquatic Center front of the building; Cahoon Park Pickleball Courts; Poe Corn Park Sign; Spring River Zoo (KRQE News); Roswell Adult Center front of building.

double as playfields or trail corridors, similar to models used in other Southwestern cities. This approach would allow Roswell's parks to reduce downstream flooding impacts while providing new recreation opportunities.

ACCESS AND CONNECTIVITY

Roswell maintains more than 11 miles of designated trails, providing walking, biking, and commuter connections across the city. The three primary trail corridors include:

- Spring River Trail – 3.5 miles, connecting the zoo, Convention Center, Cahoon Park, and neighborhoods along the river.
- South Main Commuter Trail – 3.0 miles, linking neighborhoods along Main Street from Poe to Hobson.
- Hondo River Trail – 2.3 miles, serving eastern neighborhoods along the Hondo River corridor from East 2nd Street to South Main Street.

In addition to these dedicated trails, golf courses and Cielo Grande Recreation Area offer additional paths that serve recreational users.



Figure 7.3: Hondo Trail

Park Accessibility: According to The Trust for Public Land's ParkScore data, 74% of Roswell residents live within a 10-minute walk of a park. This is slightly below cities like Albuquerque (91%) and Las Cruces (76%), and also below the average for the 100 most populous U.S. cities (76%).

ADA Accessibility: Roswell has made significant strides in creating inclusive recreational spaces. A major achievement is the **Horizons All-Inclusive Playground,** which opened in 2022 as the first fully ADA-accessible playground in the city. The park was celebrated as a milestone for providing children of all abilities a safe and engaging place to play together, with features designed to accommodate mobility devices, promote sensory engagement, and offer shaded areas. Horizons Park demonstrates the City's commitment to equity in recreation and serves as a model for future upgrades to other facilities.

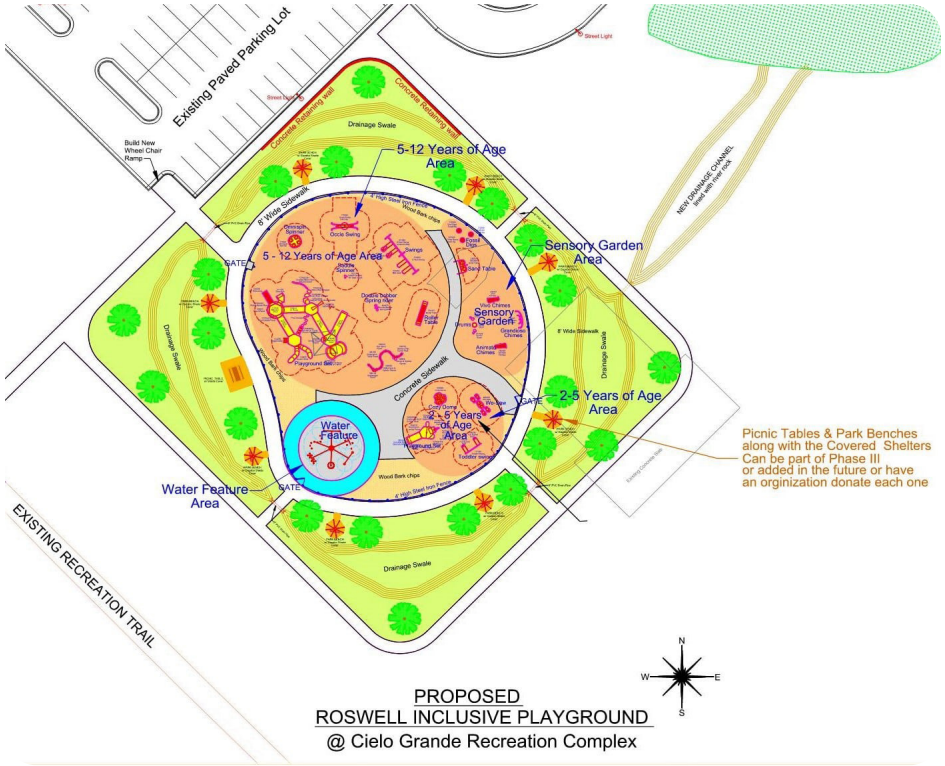


Figure 7.4: Horizon All-Inclusive Playground Proposed Drawing

At the same time, many of Roswell's older neighborhood parks still lack full ADA compliance in features such as restrooms, trails, and ramps. Expanding accessibility beyond Horizons Park will be key to ensuring all residents can benefit equally from the city's recreation system.

Expanding accessibility also strengthens public health outcomes. Research and community input highlight that inclusive park design improves mental wellness, social connection, and mobility for residents of all ages. Adding shaded rest areas, benches at regular intervals, and clear wayfinding not only benefits people with disabilities but also supports seniors, caregivers, and families with young children. As Parks and Recreation Commissioner Laurie Dudek observed, "designing for accessibility often results in spaces that are simply better for everyone."

Connectivity Gaps: Despite overall accessibility, the trail system remains fragmented. Trails are concentrated along the Spring River and Main Street corridors, with fewer connections to Southern Roswell neighborhoods, signage, water fountains, and shaded pathways are limited, reducing the system's usability during extreme heat.



Figure 7.5: Hondo Trail

Funding and Operations

Maintaining Roswell's system requires significant ongoing investment.

- Annual Budget (FY22): $2.23 million
  - Personnel Costs (51%): $1.13M for staff salaries and benefits
  - Operating Costs (49%): $1.10M for water, maintenance, supplies, fuel
- Budget Trends:
  - FY20: $1.98M
  - FY21: $1.87M
  - FY22: $2.23M
  - Personnel costs have risen steadily, reflecting the labor-intensive nature of maintenance.
- Capital Investments (FY23):
  - $809,131 – Spring River Zoo upgrades
  - $835,039 – Cemetery and parks improvements
  - $1.05M – Sports fields and recreation facilities
- Total Funding (FY23):
  - Parks Department (General Fund): $2.67M
  - Recreation Fund (Zoo, Golf, Pool, Sports Fields, Boys & Girls Club): $4.3M

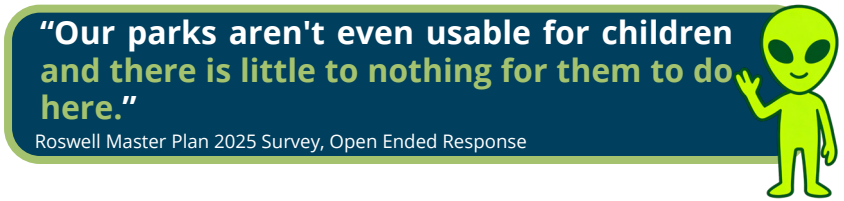
These financial commitments demonstrate the City's dedication to maintaining its parks, but also reveal the challenge of balancing rising personnel costs, aging infrastructure, and storm damage recovery.

KEY FINDINGS

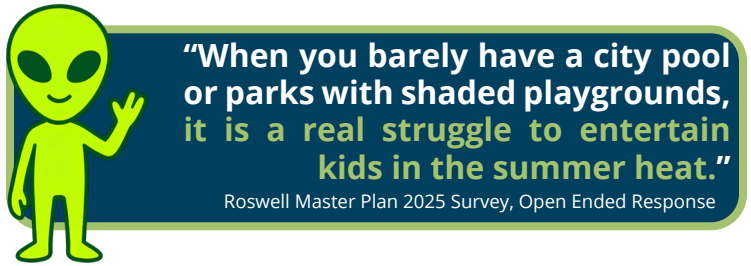
KEY FINDING 1: EQUITABLE ACCESS REMAINS UNEVEN ACROSS THE CITY

Roswell's park system is robust on paper, with the large acres and miles of parkland and trails placing the city above national benchmarks for acreage per resident and providing a strong foundation for community health. According to ParkScore data, 74% of Roswell residents live within a 10-minute walk of a park, a rate that exceeds the national urban average. Yet these systemwide statistics mask significant differences in access, quality, and amenities. For many families, especially in the southern part of Roswell, the reality is that parks are not evenly distributed or equally functional.

Community input gathered through the 2025 Master Plan Survey consistently highlighted these disparities. When asked to identify major challenges, respondents pointed to a "lack of kid-friendly activities" and "few shaded or safe parks" as top concerns. Other comments underscored frustrations with limited amenities.



Respondents also emphasized the absence of shaded playgrounds and reliable restrooms, noting their struggle on finding parks that provide specific amenities.



[5] Roswell Master Plan 2025 Survey, Question 15

Stakeholder discussions during the May 2025 charrette provided a perception about this finding. Parks and Recreation staff acknowledged that parks in south part of Roswell parks are often described as "not built to last," with fewer durable amenities and less consistent maintenance. While recent improvements—such as tree planting, irrigation upgrades, and new lighting at Noon Optimist Park—illustrate progress, these upgrades have not been evenly distributed. Residents from the south part of Roswell noted they must often travel across town for basic recreation, while central and northern neighborhoods benefit from larger facilities like Cahoon Park, Cielo Grande, and Enchanted Lands.

The city's trail system reflects similar inequities. Roswell maintains 11 miles of designated multi-use paths, including the Spring River Trail (3.5 miles), South Main Commuter Trail (3.0 miles), and Hondo River Trail (2.3 miles). Yet coverage is uneven, with most trail mileage concentrated in central corridors. The South Main Trail, in particular, illustrates the opportunity and the challenge. Running parallel to one of Roswell's busiest streets, it provides a critical commuter connection between the Southside, Main Street businesses, the Base, University and the South Park Cemetery.



Figure 7.6: South Main Trail

However, users frequently describe it as noisy, exposed, and unsafe due to its proximity to traffic and lack of shade even with the separation from Main Street to the trail. While a few trees line the corridor, residents emphasized the need for more landscaping buffers to make the trail safe and usable during Roswell's hot summers.

National research reinforces the importance of addressing these disparities. The Citywide Youth Development Strategic Plan emphasizes that equitable access to safe parks and trails is directly tied to youth development outcomes, including school success, health, and community retention.[1] Similarly, the Youth Master Plan Action Kit notes that underserved neighborhoods often face higher risks of youth disengagement when recreation and public space are limited.[2] These best practices align with what Roswell residents already know: park equity is not simply a matter of fairness, but of shaping the conditions that allow young people and families to thrive.

Taken together, the data, stakeholder perspectives, and national best practices all point to the same conclusion: Roswell's park system meets quantity benchmarks but falls short on equitable distribution and quality of access. Addressing this imbalance will require targeted reinvestment in underserved neighborhoods, prioritizing shaded and ADA-compliant amenities, trail buffers and signage, and durable park design. Equity in recreation is more than a numbers game; it is central to youth opportunity, family life, and the long-term vitality of Roswell's neighborhoods.

Achieving equitable access also means integrating public-health and environmental goals. Parks in heat-vulnerable neighborhoods should include shaded walking paths, drinking fountains, and cooling areas to encourage use throughout the year. Collaboration with the New Mexico Department of Health's Healthy Communities Initiative could help the City align park improvements with statewide efforts to promote physical activity, safety, and wellness. These improvements would particularly benefit residents in Southside neighborhoods where limited tree canopy and walkable connections make outdoor recreation less accessible.

KEY FINDING 2: HORIZONS PLAYGROUND DEMONSTRATES INCLUSIVE PROGRESS

While many of Roswell's neighborhood parks struggle with aging infrastructure and limited amenities, the city has also taken important steps forward in creating recreation spaces that reflect equity and inclusion. The opening of Horizons All-Inclusive Playground in 2022 marked a milestone achievement. As Roswell's first fully ADA-accessible playground, Horizons was designed with equipment and features that allow children of all abilities to play together. The playground includes wheelchair-accessible ramps, sensory-friendly play structures, and shaded seating areas, setting a new local standard for inclusive design.



Figure 7.7: Horizons All-Inclusive Playground

[1] City of Los Angeles Department of Recreation and Parks. "Citywide Youth Development Strategic Plan." Prepared by Cityspan, 2008
[2] National League of Cities, Institute for Youth, Education, and Families. "Youth Master Plan Action Kit." September 2008

The project was celebrated by residents, civic leaders, and disability advocates. During the 2025 Master Plan Survey, Horizons was one of the few parks that received consistent praise, with respondents pointing to it as an example of the kind of modern, safe, and equitable facilities the city should replicate. Stakeholder discussions during the charrette echoed this, identifying Horizons as a model for future upgrades across the system.

"Roswell needs more spaces like Horizons — safe, shaded, and built for everyone."

Roswell Master Plan 2025 Survey, Open Ended Response



The success of Horizons aligns with national youth development and inclusion frameworks. The Citywide Youth Development Strategic Plan emphasizes that equitable youth spaces are not limited to programming, but begin with the physical design of parks and recreation facilities. Similarly, the Youth Master Plan Action Kit highlights how inclusive parks and playgrounds can strengthen community cohesion, improve youth mental health, and ensure that children with disabilities are not excluded from social and recreational opportunities. Horizons reflects these principles, demonstrating that Roswell can create spaces that support both recreational and developmental needs.

However, Horizons remains the exception rather than the rule. Most of Roswell's neighborhood parks lack ADA-compliant restrooms, ramps, or continuous paved trails. Facilities in the Southside, in particular, remain difficult for residents with mobility challenges, reinforcing the broader inequities identified in Key Finding 1. Residents noted this disparity during survey outreach, pointing out that while Horizons is a celebrated model, "the rest of our parks are still not accessible."

Future inclusive projects can build upon Horizons' success by incorporating sensory-friendly features, shaded "quiet zones," and accessible restrooms. These features support children with autism, older adults, and caregivers, creating intergenerational spaces where all residents can participate comfortably. By adopting a universal design approach, Roswell can ensure that every new park or renovation meets both physical and sensory accessibility standards—transforming inclusion from a special feature into a systemwide expectation.

Horizons demonstrates the potential of Roswell's park system when accessibility and equity are prioritized. It is a symbol of what is possible: a community-led success that has become a point of pride and a regional example of inclusion. The challenge for Roswell will be to build on this achievement, expanding ADA-compliant features, shaded areas, and inclusive play equipment so that Horizons is not an isolated success, but the beginning of a systemwide commitment to equity in recreation.



Figure 7.8: Melendez Park

KEY FINDING 3: FLOODING THREATENS MAJOR RECREATION ASSETS

Flooding has emerged as one of the most severe and costly challenges facing Roswell's park and recreation system. The city's location along the Spring and Hondo Rivers, combined with its flat topography, leaves many recreation assets highly vulnerable to extreme weather events. This vulnerability was made clear during the historic October 2024 flood, when nearly six inches of rain fell in a single day, prompting the rescue of more than 300 residents and leaving widespread damage across the community.

Parks and recreation facilities were among the hardest hit. The Spring River Zoo sustained extensive damage and remained closed well into 2025. The Roswell Recreation and Aquatic Center's outdoor splash pad was shut, limiting community access to one of the city's most popular amenities during the hot summer season. At Carpenter Park and Poe Corn Park, splash pads were rendered inoperable, with replacement parts delayed for months, frustrating families who rely on these outlets for affordable recreation. The community social and activity hub, Roswell Adult Center, already struggling with aging infrastructure, was permanently closed after sustaining irreparable flood damage, and programs were relocated to the Recreation Center. The Parks and Recreation administrative offices at Cahoon Park were also inundated, forcing staff to temporarily relocate operations to the Recreation and Aquatic Center.



Figure 7.9: POW/MIA Park

Survey responses linked these challenges to community frustration and broader infrastructure concerns. In the 2025 Master Plan Survey, when asked about the city's biggest threats, residents highlighted "infrastructure not prepared for flooding" and "loss of recreation space due to flood damage". The results from the Master Plan Survey reflect a strong recognition that Roswell's recreation system cannot be separated from its resilience infrastructure.



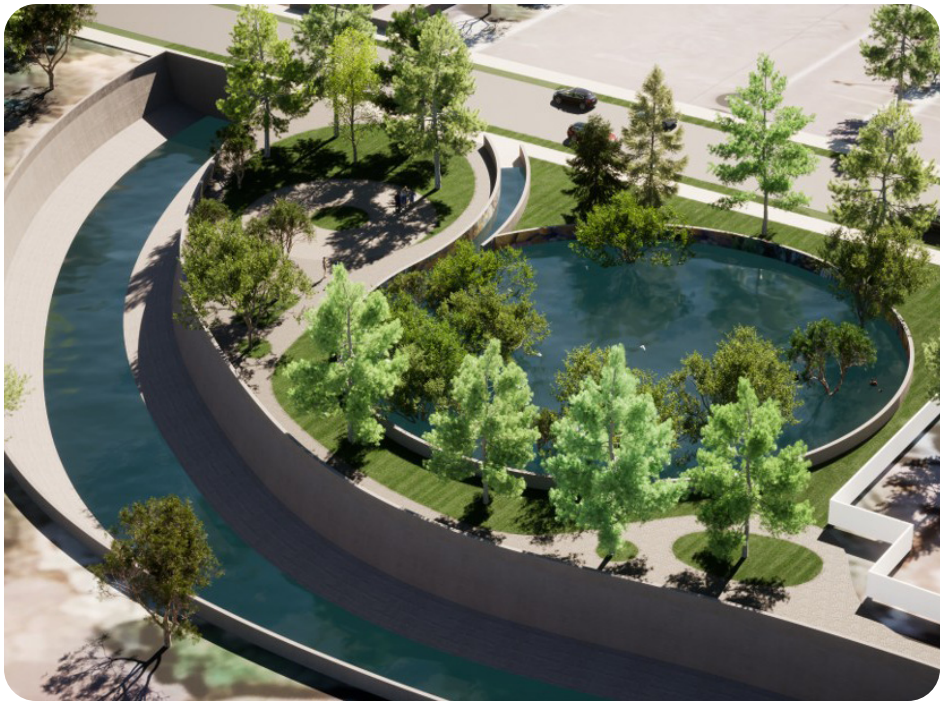
"We need to make sure our town is prepared for natural disasters. Our street's drainage system collapsed during the flood."

Roswell Master Plan 2025 Survey, Open Ended Response

At the same time, the October flood highlighted an opportunity. Across the Southwest, communities have begun to design multi-purpose resilient parks, spaces that double as recreation amenities and stormwater infrastructure. Soccer fields, detention ponds, and greenways can be designed to temporarily store floodwater during extreme rain events, reducing downstream damage while serving everyday recreational uses when dry.

During the May 2025 charrette, the Master Plan team (Able City and Quantum Engineering) presented residents with potential infrastructure concepts that integrated flood control and public space. One idea focused on creating a multi-purpose resilient park along the Spring River near Pennsylvania Avenue, where recent flooding had left an existing park unusable. The proposal envisioned retention basins that could capture stormwater when the river overflows, while also providing a vibrant public amenity in dry times. Residents were shown conceptual sketches of shaded gathering areas, murals, and even recreational features like courts or a skate park woven into the design.





By reframing flood-prone parks as dual-purpose assets, Roswell can transform vulnerable sites into safe, attractive destinations that enhance daily life while protecting nearby neighborhoods from future disasters. This approach directly responds to community frustration about flood damage and facility closures, while pointing toward a more resilient, community-centered future.

The October 2024 flood was more than a one-time disaster; it was a warning of what is at stake if resilience is not integrated into park planning. The loss of key facilities, delays in reopening, and permanent closure of the Adult Center underscored the fragility of the system. Moving forward, Roswell has an opportunity to transform its most vulnerable sites into multi-functional assets that protect neighborhoods, safeguard investments, and provide new amenities. Integrating resilience into the city's parks is critical not only for managing floods but also for ensuring that recreation remains reliable, safe, and accessible for all residents.

Resilient park design must account for rising temperatures and extended drought conditions. Incorporating shaded tree canopies, permeable pavements, smart irrigation systems, turf management, water convention techniques, and native landscaping will reduce heat exposure and support stormwater infiltration year-round. As Commissioner Dudek noted during outreach, resilient parks are "not just about flood control—they're about creating safe, comfortable places where people still want to be during extreme weather." Such strategies align with the New Mexico Department of Health's climate adaptation priorities and could help Roswell secure state and federal grants for climate-resilient public spaces.

Figure 7.10 (A, B): Retention Basins N. Pennsylvania Ave. Able City Render

KEY FINDING 4: RESIDENTS SEEK MORE FAMILY AND YOUTH-ORIENTED RECREATION

Across every stage of engagement for the Master Plan, one theme emerged consistently: Roswell lacks sufficient family-oriented and youth recreation opportunities. Residents repeatedly described a shortage of safe, affordable, and modern spaces for children and teens; raising concerns about both quality of life and long-term youth retention.

Survey results reinforce this urgency. In the 2025 Master Plan Survey, respondents identified "lack of kid-friendly activities" and "youth leaving Roswell" among the city's biggest threats. When asked what new facilities or amenities Roswell should prioritize, many suggested "family recreational places," "youth entertainment and development facilities," and "parks with shaded play areas". Several also expressed frustration that, beyond seasonal events, there is "nothing to do" in Roswell for families, particularly during evenings or extreme heat.

Stakeholders echoed these concerns during the May 2025 charrette and focus groups. City staff noted that while new lighting has been added at Noon Optimist Park and 1,500 trees are planted annually to expand shade, demand continues to outpace supply. Residents also pointed to the absence of facilities that can support youth sports after dark, with soccer fields still lacking lighting. As one stakeholder emphasize the need for both everyday amenities and larger recreational venues.

> **"There's just not enough for kids and families to do in Roswell."**
> Stakeholder from 2025 Charrette for Master Plan



The proposed skate park illustrates both progress and ongoing challenges. In 2023, Roswell secured a $450,000 state grant for design and plans, with the City Council approving the project in 2024. Designs were completed and a site selected, and the City is currently working to secure funding for construction, leaving the community waiting for implementation. The UFO Skate Collective, a locally organized group of local skaters, has since taken on an advocacy role, attending council meetings, presenting at Master Plan events, and keeping the project moving forward. Their efforts mirror national best practices identified in youth engagement research, where youth-led initiatives have proven to be critical for ensuring facilities meet real community needs. For many families, the skate park is more than a recreation amenity; it is a symbol of whether the city is willing to invest in its youth.



Figure 7.11: Proposed Selected Skate Park Site

Roswell also has opportunities in the pipeline to address family and youth recreation through larger-scale projects. In 2024, the City's Infrastructure Committee advanced a proposal for the Cielo Grande Sports Complex, which could add up to eight new baseball fields alongside expanded trails, parking, and utilities, transforming Cielo Grande into a 370-acre inclusive park. The project is expected to undergo a public master planning process involving multiple outreach meetings with residents, user groups, and the City Council. If realized, it would represent one of the most significant recreation investments in decades, complementing the $23 million Recreation and Aquatic Center completed at the site in 2019.

External models reinforce the urgency of this work. National frameworks such as the Youth Master Plan Action Kit highlight how access to safe, engaging recreation spaces is directly tied to youth development outcomes, including school success, mental health, and community retention. In this light, community requests for trampoline parks, aquatics, skate parks, and shaded playgrounds are not simply about entertainment but about building the infrastructure of a supportive, family-friendly city.

Taken together, survey results, stakeholder feedback, youth advocacy, and ongoing planning efforts point to a single conclusion: Roswell must expand its range of family- and youth-oriented recreation if it hopes to retain young people and families. Facilities like the skate park and the Cielo Grande Sports Complex represent opportunities not only to meet current demand but also to signal to residents that the city is serious about investing in its future. Without these outlets, Roswell risks continued disengagement among families and the loss of its youth to larger cities with more vibrant recreational offerings.



Figure 7.12: Proposed Retention Basins N. Pennsylvania Ave. Able City Render

GOALS & RECOMMENDATIONS

Building on the key findings, Roswell's parks and recreation goals and objectives are designed to create a more equitable, resilient, and connected park system that supports the health and well-being of all residents. These goals translate community priorities into clear strategies for improving access, enhancing facilities, and integrating recreation into the city's broader vision for livability and growth. They emphasize equity, inclusion, and resilience—ensuring that every neighborhood, regardless of location or income, has access to safe, high-quality, and engaging spaces for recreation, play, and community gathering.

Each objective is paired with actionable steps that align park improvements with broader city initiatives in land use, urban design, and infrastructure. Together, these strategies aim to close gaps in access, expand inclusive and ADA-compliant facilities, and strengthen the resilience of parks and trails to flooding, drought, and extreme heat. These strategies also support the creation of walkable and bikeable communities, promote healthy aging, and encourage active lifestyles—reinforcing the role of parks and recreation in improving individual health and overall community resilience. They also highlight the role of parks as catalysts for youth development, public health, and economic vitality—recognizing that a thriving recreation system is essential to retaining families and attracting new residents.

By treating this Parks and Recreation Chapter as both a guide and a call to action, Roswell can transform its park system into a model of inclusivity and sustainability. Investing in equitable access, family-oriented recreation, and multi-purpose resilient parks will not only enhance quality of life but also safeguard the city's natural assets and community spirit for generations to come.



Figure 7.13: Charrette, Urban Design Survey

GOALS:

1. Ensure Equitable Access to High-Quality Parks, Trails, and facilities Across All Neighborhoods, Ages and Abilities



2. Expand Inclusive and ADA-Compliant Facilities and Access Citywide



3. Build Flood-Resilient and Multi-Purpose Parks to Protect and Serve the Community



4. Invest in Youth- and Family-Oriented Recreation to Retain and Engage Residents and Promote Healthy Living





GOAL 1. ENSURE EQUITABLE ACCESS TO HIGH-QUALITY PARKS, TRAILS, AND FACILITIES ACROSS ALL NEIGHBORHOODS, AGES AND ABILITIES

Policy Rationale

This goal seeks to close gaps in access by directing investment to underserved areas, upgrading existing neighborhood parks, and improving trail safety and connectivity. Action items such as conducting a park equity gap analysis, requiring parkland dedication from new developments, and enhancing trails with shade, water and ADA improvements will ensure resources are distributed fairly as the city grows.

Implementation will require coordination across departments, particularly Parks & Recreation, Planning, Engineering, and Public Works, as well as partnerships with Department of Health, community organizations, schools, ENMU-R, and Chaves County. Dedicated funding sources, including state recreation grants, federal programs, and developer contributions, will be critical to sustain long-term improvements. Achieving this goal will not only equalize recreation opportunities across neighborhoods but also strengthen community health, youth retention, and neighborhood livability.

Recommended Action Items

1. Conduct a park access and equity gap analysis to prioritize underserved areas for investment.
2. Upgrade all Roswell neighborhood parks with durable, modern amenities. Starting with parks in the Southern part of Roswell.
3. Enhance trail connectivity and safety with shade and buffers and tie planning in with Roswell Bicycle and pedestrian Master Plan.
4. Review and update a parkland dedication or in-lieu fee ordinance for new development.
5. Add sidewalks and ADA ramps on park edges and amenities for transit and school bus passengers.



GOAL 2. EXPAND INCLUSIVE AND ADA-COMPLIANT FACILITIES AND ACCESS CITYWIDE

Policy Rationale

Horizons All-Inclusive Playground set a new standard for accessibility in Roswell, but most neighborhood parks still lack ADA-compliant features such as accessible restrooms, ramps, and continuous paved trails, and shaded structures. Existing conditions confirm these gaps, and community survey responses reinforced the call for more inclusive facilities across the city. This goal builds on the success of Horizons by making inclusion the baseline for all parks, ensuring that children, families, seniors, and residents with disabilities have equal access to recreation.

The objectives and action items focus on expanding ADA-compliant amenities, modernizing outdated facilities, and setting citywide design standards for inclusive recreation. Implementation will require partnerships with disability advocacy groups, consistent audits of park accessibility, and alignment with state and federal funding programs for ADA improvements. Achieving this goal will not only comply with accessibility requirements but also reflect Roswell's broader commitment to equity, health, and community pride.

Recommended Action Items

1. Conduct a citywide ADA accessibility audit of parks and recreation facilities.
2. Upgrade existing neighborhood parks with ADA-compliant amenities and access.
3. Develop citywide design guidelines for inclusive parks.
4. Expand programming partnerships to activate inclusive facilities.
5. Support recreation facilities, and activities programs for adults and seniors to promote social activities, classes, wellness, and fitness.
6. Update the Parks and Recreation Master Plan.
7. Focus on long-term public health and longevity goals.



GOAL 3. BUILD FLOOD-RESILIENT AND MULTI-PURPOSE PARKS TO PROTECT AND SERVE THE COMMUNITY

Policy Rationale

The October 2024 flood demonstrated how vulnerable Roswell's parks, trails, and recreation facilities are to extreme weather, with damages closing the Spring River Zoo, splash pads at Carpenter and Poe Corn Parks, the Aquatic Center's outdoor splash pad, and permanently shuttering the Adult Center and the closing of the Parks Office. These losses underscored that parks are not only community assets but also critical infrastructure. This goal responds to that reality by rethinking flood-prone sites as multi-purpose resilient parks that can both absorb stormwater and provide recreational benefits.

The objectives and action items focus on designing dual-use spaces, prioritizing investments in high-risk areas, and integrating green infrastructure into park planning. Implementation will require partnerships between Parks & Recreation, Planning, Engineering, Public Works, and outside engineering experts, as well as tapping into state and federal hazard mitigation funding. By embedding resilience into the City's recreation system, Roswell can reduce flood damage, protect residents, and turn its most vulnerable spaces into attractive community assets.

Recommended Action Items

1. Update Roswell's stormwater management plan to include multi-purpose park design.
2. Pilot a multi-purpose resilient park at the Pennsylvania Avenue site along the Spring River.
3. Retrofit existing community parks with green infrastructure.
4. Establish an interdepartmental Resilience Task Force with City Council oversight.
5. Include green infrastructure standards in the Development and Land Use codes for City facilities and infrastructure projects.



GOAL 4. INVEST IN YOUTH- AND FAMILY-ORIENTED RECREATION TO RETAIN AND ENGAGE RESIDENTS AND PROMOTE HEALTHY LIVING

Policy Rationale

Survey results, stakeholder discussions, and youth engagement all point to a clear gap: Roswell lacks enough safe, affordable, and modern recreation opportunities for children, teens, and families. Residents described the shortage of shaded playgrounds, evening recreation options, and family entertainment venues as one of the city's greatest threats to retaining young people. The stalled skate park project and the proposed Cielo Grande Sports Complex both underscore the importance of creating high-quality recreational facilities that serve current residents while positioning Roswell as a more competitive and family-friendly city.

This goal focuses on building a more diverse menu of recreation opportunities, expanding youth-oriented spaces, and leveraging upcoming projects to meet community demand.

Recommended Action Items

1. Support community-led groups in delivering recreation opportunities to enhance youth, student, and adult leagues and interests.
2. Advance the Roswell Skate Park project as a priority facility.
3. Develop the Cielo Grande Sports Complex as a multi-use regional facility.
4. Expand and enhance water-based recreation opportunities.
5. Program new family-oriented recreation activities and events.
6. Prioritize public input on design and development of New State-of-the-art recreation centers in the central and southern parts of the City.



CHAPTER 8:
ENVIRONMENTAL RESOURCES & SUSTAINABILITY

OVERVIEW

PLANNING FOR A SUSTAINABLE ROSWELL

Roswell's environment plays a vital role in shaping the community's identity, economy, and long-term livability. As Roswell grows and evolves, it is essential to recognize the value of its natural assets and to balance development with conservation. Sustainability calls for a long-term perspective that supports future generations by ensuring that natural resources are responsibly managed and environmental risks are minimized. Roswell is prone to unique environmental challenges such as water availability constraints, prolonged drought conditions, groundwater contamination, flooding events, increasing temperatures, significant 24-hour temperature swings, severe wind and dust storms, and risks associated with wildland fires and regional smoke. Located within a relatively flat terrain in a valley setting, these conditions can intensify environmental impacts across the community, while simultaneously, the region benefits from vast open landscapes, strong solar energy potential, and access to ecologically significant areas.

Climate change effects are intensifying globally, with the number of weather-related disasters increasing fivefold over the past 50 years. New Mexico is warming faster than the national average, with average temperatures increasing by more than 2.7 degrees Fahrenheit over the past century. In Southeastern New Mexico, these shifts have contributed to declining groundwater levels, prolonged drought conditions, and increased flood risks. Roswell has experienced these effects directly, facing more intense heatwaves, major storm events such as the historic 2024 floods, periodic extreme weather events including notable snowfall in 2015, and persistent water resource challenges tied to both aquifer depletion and contamination. These conditions also highlight the importance of ensuring adequate water availability and pressure for fire protection, particularly during periods of drought and extreme heat.

In areas such as Chaves County, over 90% of water use is for agriculture, placing significant pressure on groundwater resources already impacted by climate stress. Furthermore, the McGaffey and Main Groundwater Plume Superfund Site, along with additional localized contamination plumes associated with mid-20th-century industrial and commercial activities, underscores the need for continued attention to water quality and protection of shared resources. Meanwhile, Roswell's strong solar energy potential, already supported by existing utility-scale solar facilities, presents continued opportunities for expanded clean energy investment and long-term resilience.

This element outlines the existing environmental conditions, identifies areas of concern and opportunity, and provides guidance for managing Roswell's natural resources in a way that supports sustainability, resilience and the well-being of future residents. By embedding environmental and sustainability practices into the Comprehensive Plan, Roswell can protect its unique landscape, enhance resilience, and ensure a high quality of life for all residents, both today and in the future.



Figure 8.1: Bridge over the Spring River

EXISTING CONDITIONS

WATER RESOURCES AND CONSERVATION

In Roswell, water is both one of the most critical and one of the most vulnerable natural resources in the community. The community is situated within a semi-arid region that receives an average of 12 inches of precipitation per year, with increasing threats from worsening drought conditions. Roswell relies heavily on groundwater, primarily drawn from the Roswell Artesian Basin and the overlying alluvial aquifer, both of which are under stress from regional prolonged drought, population growth, and agricultural withdrawals. As drought conditions worsen across Southern New Mexico, concerns about long-term water availability, aquifer depletion, and groundwater contamination are becoming increasingly urgent. The City faces mounting threats from worsening drought, aquifer depletion, and extreme weather events.

In Chaves County, agriculture accounts for over 90% of water withdrawals, and residential and commercial demand is growing. Preserving Roswell's water resources requires a multi-layered approach with conservation and infrastructure strategies. Conservation can begin at the residential level, with opportunities to reduce indoor and outdoor water use through public education, appliance efficiency, and landscape design.

Roswell's environment and stormwater infrastructure face significant challenges due to aging systems and a changing climate. Flood inundation maps show intense rainfall events frequently overwhelming drainage capacity, creating widespread flooding along streets and neighborhoods. Many paved surfaces and compacted soils prevent natural infiltration, exacerbating runoff and erosion issues.

In several park areas and open green spaces, basic drainage swales and channels help direct stormwater but often lack capacity and ecological function to fully manage heavy flows. While these green corridors provide some storage and conveyance, they could be enhanced with moderate, low-impact development techniques to increase infiltration, recharge groundwater, and add co-benefits like habitat and shade.

Commercial corridors in Roswell also illustrate another aspect of the challenge: wide impervious sidewalks and building frontages with limited vegetation or green infrastructure contribute to heat build-up and runoff while providing minimal stormwater capture or shading. These hardscape areas represent opportunities for integrated green infrastructure solutions, such as permeable paving, rain gardens, or tree pits that manage water on-site and create a more resilient, comfortable urban environment.



Figure 8.2 (A,B): Infrastructure Damaged by Flood

KEY FINDINGS

KEY FINDING 1: DESIGN WITH WATER IN MIND

PLANNING FOR A SUSTAINABLE ROSWELL

Although it has a semi-arid climate, Roswell is vulnerable to flash flooding from sudden, high-intensity storm events. In 2024, the city experienced 5.78 inches of rainfall within hours from a single weather event, overwhelming the stormwater system and resulting in damage to streets, homes, and businesses. As a means to mitigate this growing threat, impervious surfaces like roads and parking lots prevent water from naturally infiltrating the ground, increasing both runoff and erosion while reducing groundwater recharge.

Water conservation begins at the household and neighborhood level. Public education, efficiency programs, and drought-tolerant landscape design can greatly reduce demand on the city's water supply. Outdoor irrigation remains one of the largest sources of residential water use, presenting an opportunity to scale back consumption. Additionally, water loss from leaks within public water infrastructure and private systems contributes to inefficiencies in overall water use, highlighting the need for improved maintenance practices and leak detection technologies. At the same time, conservation alone is not a sufficient solution as climate change also increases the frequency and severity of rainfall events and long-term drought periods. Thus, Roswell must also invest in infrastructure that retains water, reduces runoff, and also protects the built environment.

On the following page, the three images represent proposed water retention strategies for Main Street through the use of green infrastructure, including bio-retention planters, tree trenches, and depressed tree pits, to manage stormwater runoff. These tools capture and infiltrate rainwater from sidewalks and streets, helping reduce flooding, support tree health, and improve long-term water sustainability downtown.



Figure 8.3: Spring River Sunken Garden & Nature Center (A Overflow Drainage Basin)

RESILIENCE INFRASTRUCTURE TOOLKIT: INTEGRATING NATURAL & BUILT SYSTEMS

Roswell has the ability to strengthen its water resilience and stormwater performance by utilizing nature-based and low-impact development strategies. These approaches and solutions reduce dependency on traditional gray infrastructure by mimicking natural hydrology and encouraging water to infiltrate where it falls. Strategies and tools that can be adapted by Roswell include:

- Bioswales: Linear vegetated channels that slow, filter, and direct stormwater runoff, particularly useful along roadways and parking areas.
- Bio-rentian Areas (Rain Gardens): Depressions, or shallow, sunken areas of land that are filled with amended soils and native plants that collect and infiltrate stormwater, helping recharge groundwater.
- Tree Filter Pits: Street trees integrated with underground stormwater storage and filtration systems, providing both shade and water management.
- Permeable Pavements: Paving materials such as porous concrete or pavers that allow rainwater to pass through and infiltrate into the subsoil, reducing runoff.
- Green Space Conversion: Strategic removal of underused paved areas, such as excess parking lots of abandoned lots, and conversion into green infrastructure zones to restore permeability and ecosystem services.
- Water basin: Engineered depressions designed to collect and temporarily store stormwater during heavy rainfall events, which help slow down runoff, reduce flooding and allow for gradual infiltration and controlled release.

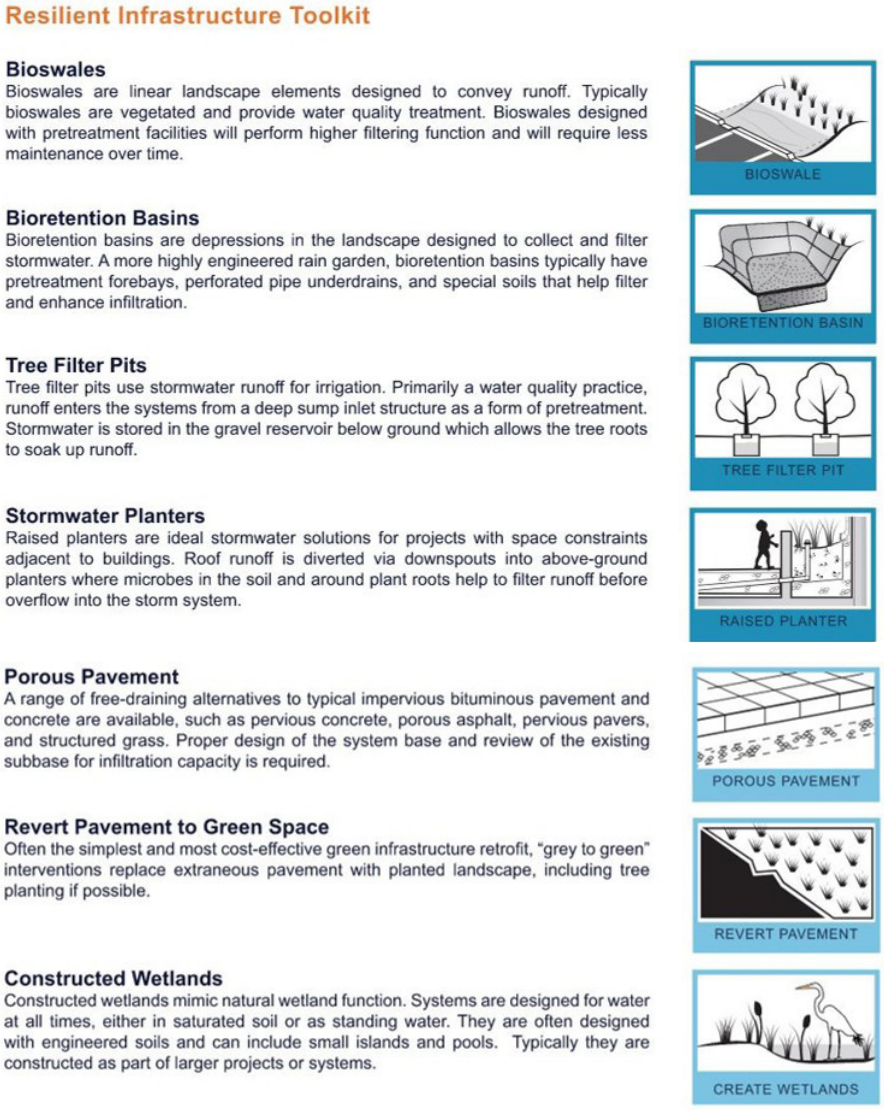


Figure 8.4: Resilient Infrastructure Toolkit

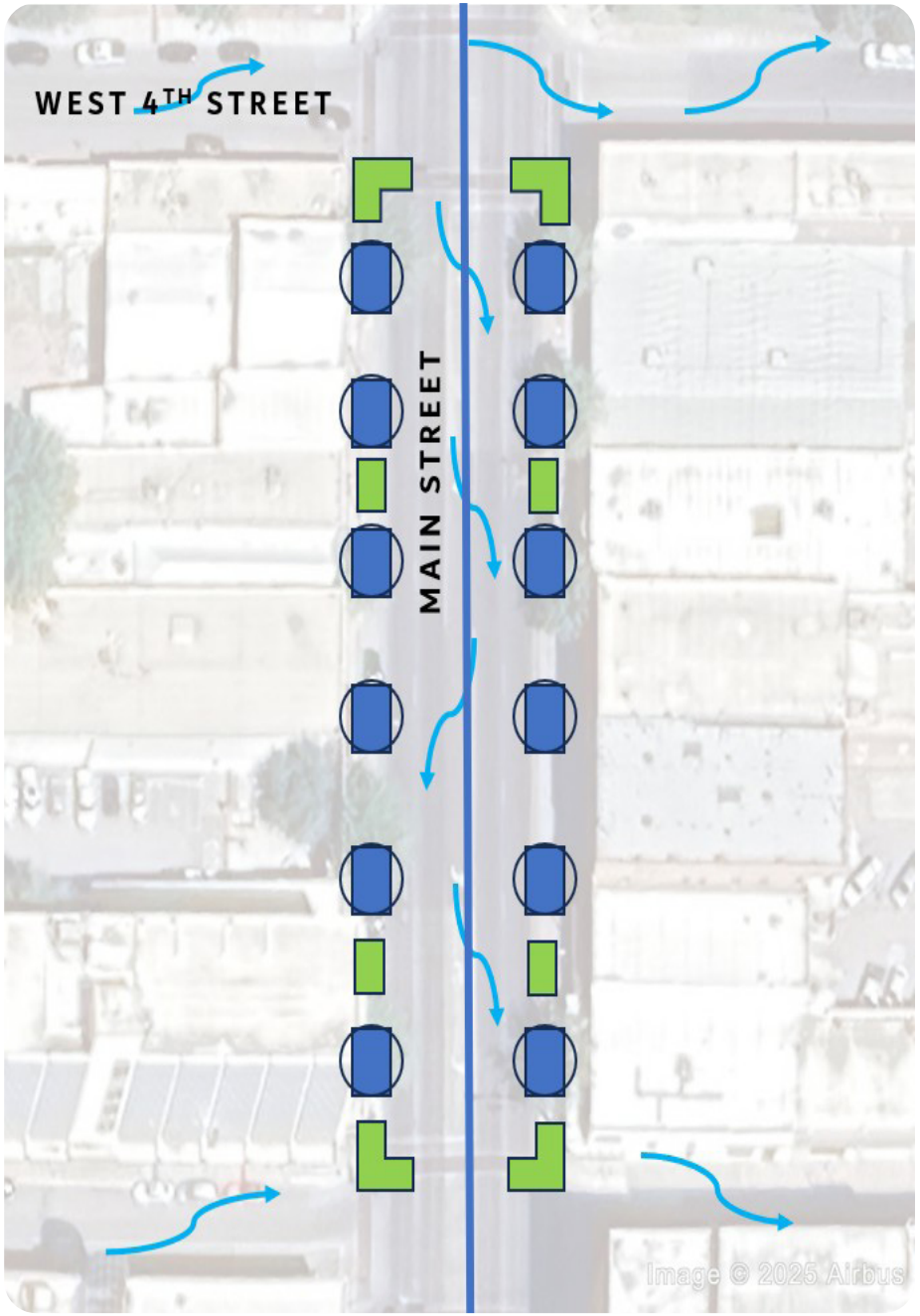


Figure 8.5 (A,B,C,D): Represents proposed water retention strategies for Main Street with the use of green infrastructure, including bio-retention planters, tree trenches, and depressed tree pits, to manage stormwater runoff. These tools capture and infiltrate rainwater from sidewalks and streets, helping reduce flooding, support tree health, and improve long-term water sustainability downtown.

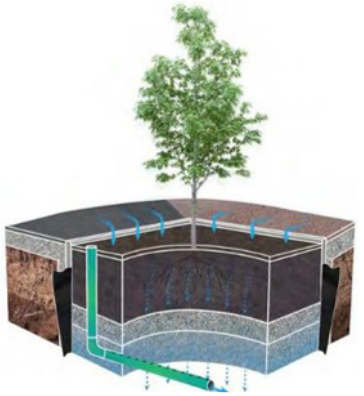
BIO-RETENTION

Runoff from the streets is directed into an opening in the curb, and into a vegetated bio-retention planter. Water stages up and infiltrates into the soil. During large events, excess water overflows into the drainage system or back onto the street. Pretreatment is necessary with sediment forbay.



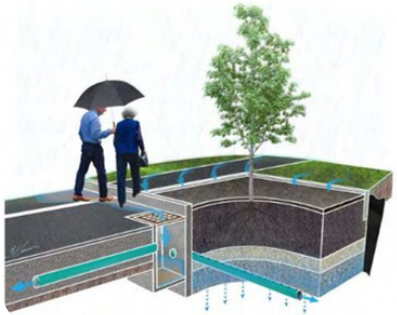
DEPRESSED TREE PIT

Runoff from the adjacent sidewalk is directed in the tree well, which is depressed slightly to allow room for ponding. Once the area is filled, overflow is to the street or closed drainage system.



TREE TRENCH (DEPRESSED TREE PIT ALTERNATIVE)

Water from the adjacent street and sidewalk is directed into the tree pit and an inlet that feeds a stone reservoir below street trees. The water feeds the roots of the trees and infiltrates into the soil. Excess water during large events flows into the drainage system.



This concept assumes no previous pavement with bio-retention systems and street trees designed to accept runoff from sidewalk areas and/or the street pavement.



Figure 8.6 (A,B,C,D,E,F): A proposed stormwater retention basin concept repurposes an underutilized area to manage overflow during heavy rain events. The design integrates a circular basin for water capture with surrounding multi-use public space, including shaded plazas, walking loops, and playful areas that engage the community even during dry periods. The basin provides dual functionality with flood mitigation and civic activation.

KEY FINDING 2: LOW IMPACT DEVELOPMENT AND GREEN SPACES

Low-Impact Development (LID) is a design approach that works with the natural systems to manage stormwater where it falls, rather than relying solely on conventional infrastructure like storm drains and pipes. Elements such as rain gardens, bioswales, tree filter pits, and permeable pavements can help capture, infiltrate, and treat stormwater at the source. Not only that, these features are able to reduce pollution, support aquifer recharge, mitigate flooding, and enhance the ecological and aesthetic quality of the urban and built environment.

Particularly in Roswell, implementing LID strategies can play a critical role in conserving groundwater, reducing erosion, and managing the growing risks of flash floods. With further expansion and development in the City, LID is a flexible, cost-effective way to reduce the negative environmental impacts of impervious surfaces that are common in the built environment of Roswell. Additionally, it is also a way to improve the quality of life for the community by integrating green space into neighborhoods and commercial areas.

The use of vegetation and open space infrastructure, a key principle of LID, allows parks, greenways, and small-scale urban gardens to serve as a functional stormwater system, while also providing further benefits such as cooling and ecological additions. In Roswell, where there is a opportunity to expand the tree canopy, these strategies also provide co-benefits such as urban heat reduction, air quality improvement, and habitat creation.





Figure 8.7 (A,B): A proposed stormwater retention basin concept.

INVESTING IN RESILIENCE INFRASTRUCTURE

As climate stress increases, Roswell must not only conserve water but also invest in and build physical systems that manage and retain it more effectively. This includes the development of resilient infrastructure systems that mitigate flood risk, store water during storm events, and support long-term climate resilience.

Green infrastructure refers to a network of natural and engineered systems designed to mimic natural hydrologic processes by capturing, filtering, storing, and reusing stormwater. These approaches work with the natural environment to reduce runoff, improve water quality, and provide additional community benefits such as cooling, habitat, and enhanced public spaces.

Tools include:

- Constructed wetlands that filter and retain water naturally
- Parks and detention ponds that double as public space and flood control
- Fortified culverts and upsized drainage pipes to handle increasing stormwater flows
- Development standards that require new projects to manage their own runoff
- Upstream water controls and stronger bridges to improve system-wide resilience
- Bioswales and vegetated drainage channels that slow and filter stormwater
- Rainwater harvesting systems, such as cisterns and collection systems, that capture and reuse water
- Urban forest enhancements, including expanded tree canopy, to improve infiltration, reduce heat, and support ecological health

These strategies not only help reduce strain on drainage systems but also contribute to urban cooling, improved air quality, habitat creation, and neighborhood aesthetics. Their implementation can be supported through updates to the development code, incentives for private landowners, and the integration of green infrastructure into public capital projects. By aligning land use planning with water stewardship and investing in green and resilient infrastructure, Roswell can address its water challenges in ways that support long-term growth, ecological health, and human health and well-being.



Figure 8.8: Minimal green infrastructure additions added to Ambrose Street in Dallas, Texas.

KEY FINDING 3: DROUGHT, CLIMATE STRESS, AND HEAT

Roswell is located in one of the most climate-stressed regions of New Mexico. Over the past century, the state has experienced a warming trend of more than 2.7 degrees Fahrenheit, with southeastern areas like Chaves County projected to face even higher increases. According to drought.gov, two million New Mexico residents are in areas of drought. These shifts have the potential to cause prolonged droughts, record-setting summer temperatures, declining groundwater levels, and more frequent high-intensity storm events. In 2022, nearly 90% of New Mexico, including Chaves County, was under severe or extreme conditions, stressing water systems, agricultural products, and local ecosystems. In conjunction with the city's arid baseline conditions, these climate shifts pose long-term challenges for Roswell's infrastructure, public health, and livability.

Drought and heat stress impact multiple layers of the community, from water availability becoming uncertain, soil moisture declining, wildfire risk increasing, and the urban heat island effect intensifying, particularly in areas with limited vegetation or tree cover. Residents without air conditioning, older adults, children, and outdoor workers are most vulnerable to heat-related illnesses, further creating public health and equity concerns.



Figure 8.9 (A, B): Before and after visuals of a downtown block showing a modification to enhance rain water capture.. Enhancements include new landscaping, wider sidewalks, on-street parking, and activated storefronts that encourage walking, social interaction, and local business activity. On top of civic contributions, these simple contributions also help manage water during rain events.

INVESTING IN RESILIENCE INFRASTRUCTURE

Planning for long-term climate resilience in Roswell must include designing systems and spaces that can withstand temperature extremes and prolonged dry periods, while also protecting the community and its health. Certain design, policy, and adaptation strategies can significantly reduce surface temperatures, improve air quality, and enhance community comfort. These include:

- Urban Tree Canopy and Shade Structures: Increasing Roswell's tree canopy, particularly in areas such as neighborhoods, public parks, alongside pedestrian corridors, transit stops, and public facilities, can not only improve the aesthetics of the built environment but also significantly reduce surface temperatures, improve air quality, and enhance community comfort.
- Cool and Reflective Services: Using light-colored or reflective materials on rooftops, streets, and pavement can reduce surface temperatures and limit heat absorption in urban areas.
- Drought-tolerant Water Wise Landscaping: Landscaping with native, low-water use plants both conserves water and enhances biodiversity and reduces maintenance costs.
- Rainwater Harvesting and Greywater Reuse: capturing and reusing non-potable water for irrigation can ease pressure on the groundwater system and provide a resilient source during drought periods.
- Heat Safe Public Spaces: Incorporating shade, water features, and ventilation into park and plaza design improves usability and reduces health risks during high heat events.
- Purple Pipe: Water reclamation green space to recycle water for irrigation.

With the unpredictable, increasing, and threatening evolving climate conditions, integrating these strategies into Roswell's codes, capital improvements project, and development expectations will be vital to support both community health and environmental sustainability. This will also involve cross-sector coordination with the public, health officials, planners, and emergency services to ensure that Roswell's adaptation to climate stress is practical and equitable.

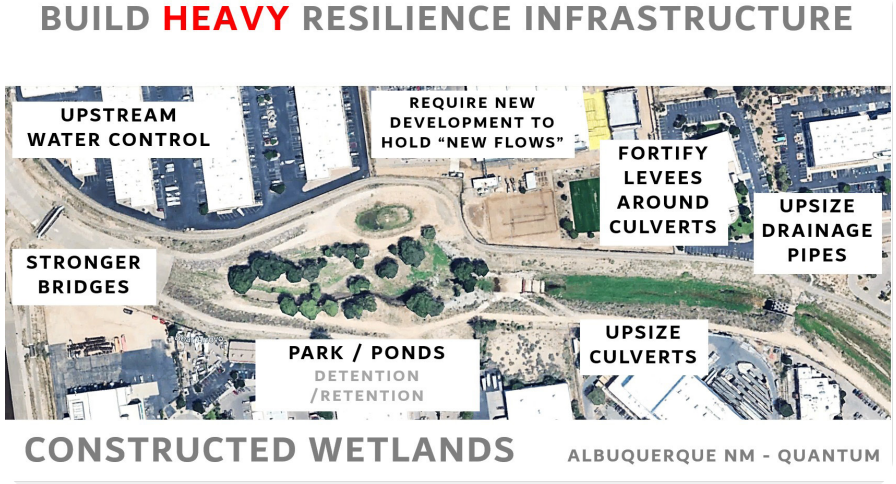


Figure 8.10: Layout to sow example of Resilience Infrastructure planning in Albuquerque, NM

KEY FINDING 4: LAND USE, OPEN SPACE, AND HABITAT PRESERVATION

Roswell's surrounding natural and agricultural landscapes, balanced with developed land, shape the growth of the City. As of recent, the majority of development remains concentrated within and around the city's core. However, urban expansion on the urban edge in Chaves County ETZ (Extraterritorial Zone District) is gradually extending outwards from the City's core, and challenges related to habitat fragmentation, loss of open spaces, and increased pressure on ecosystems arise. Subdivision developments near major corridors around US HWY 285 and US HWY 70 convert land that once served as working farms or ecological buffers. The region also contains valuable environmental assets, including Bitter Lake National Wildlife Refuge, native prairie ecosystems, riparian corridors, and agriculturally produced lands that support biodiversity, groundwater recharge, and community identity. These areas are vital as habitat for prong horn herds, migratory birds and insects, amphibians, aquatic species, and rare plant species, and also contribute to the groundwater recharge, carbon storage, and temperature regulation.

The preservation of open space and habitat is not only critical for the environment and its protection but also for public health, economic value, and resilience. Natural landscapes are responsible for helping regulate air and water quality, providing shade and cooling, and supporting pollinators and wildlife migration. In Roswell, where ecosystems are more fragile due to heat and water stress, the loss of open space can have stronger lasting consequences.

Surrounding areas to Roswell's urban core include working agricultural lands that are vital to the regional economy, food systems, and water management. Agricultural practices are a key component of long-term environmental resilience, as agriculture accounts for 90% of water use in Chaves County. If not consciously managed, pressure can occur on agricultural land on the periphery of urban areas from low-density residential and commercial development. Thus, preserving these lands through thoughtful and encouraging stewardship-based land management serves multiple functions. Including the following:

- Water conservation through efficient irrigation and soil health practices
- Buffer zones between urban areas and sensitive natural habitats
- Local food production opportunities that reduce transportation emissions
- Carbon sequestration and erosion control through regenerative practice

Agroforestry, a land management system that includes planting trees along agricultural plots, further helps improve the natural environment. Promoting practices such as drip irrigation, rotational grazing, no-till farming, and vegetated buffer strips can help maintain land productivity while also protecting nearby waterways and ecosystems from runoff.

By recognizing the ecological and economic value of surrounding agricultural land, Roswell can support a more balanced and climate-resilience approach to growth.

AIR QUALITY AND EMISSIONS

Roswell generally maintains good air quality; however, the city is increasingly at risk from transportation-related emissions, dust, and heat-induced ground-level ozone. Vehicle emissions remain a leading contributor to greenhouse gas emissions and local air pollution, especially in high-traffic areas.

Notably, Main Street (US HWY 285) is a major north-south arterial through the city center. According to the New Mexico Department of Transportation, the segment between 4th Street and 1st Street experiences 17,484 average

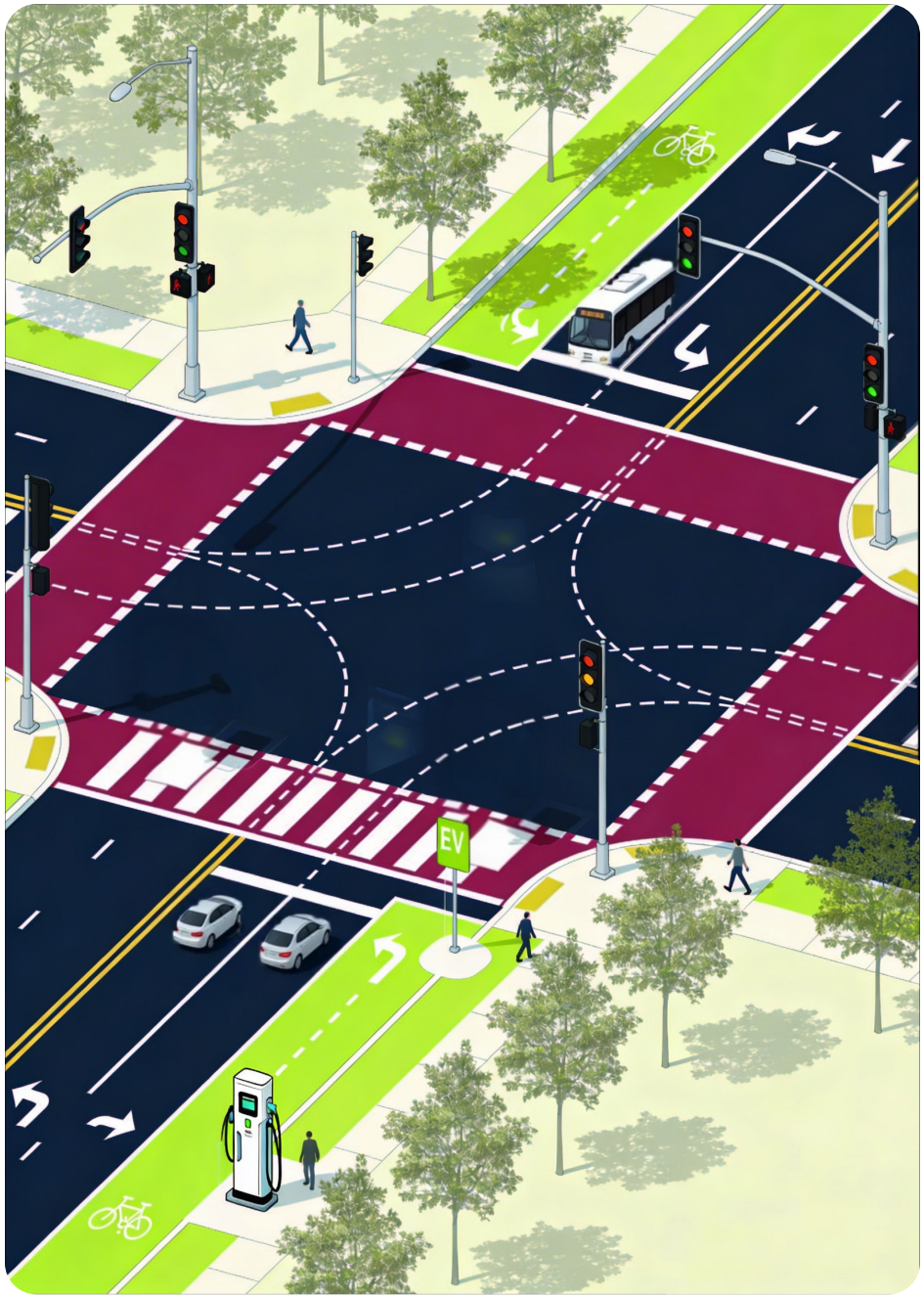
annual trips, expressing the upper end of the recommended threshold for two lane roads. This level of traffic suggests congestion risk, increased idling, and higher local emissions, particularly given that 2nd Street and Main Street serve as the convergence point of U.S. Highways 70, 380, and 285.

With traffic continuing to increase, the threats of increased exposure to fine particulate matter and other pollutants, a worsening urban heat island effect, and greater greenhouse gas emissions and climate-related air quality issues also increase. There is an opportunity to reduce and mitigate transportation-related air quality impacts through targeted strategies such as:

- Electric Vehicle (EV) Infrastructure Expansion: installing EV chargers along commercial corridors.
- Smart Traffic Signal Coordination: Minimizing idling and emissions at key intersections.
- Multi-Modal Transportation Option: Investing in pedestrian-friendly street crossings, infrastructure and a bicycle network
- Street Tree Planting and Green Buffers: Planting trees along congested corridors to reduce roadway temperatures, trap pollutants, and improve the public realm
- Addressing Emissions: Both at the source of vehicles and through street design and land use planning

Key locations such as the five-point intersection at South Main Street, SE Main Street, and McGaffey Street present opportunities for targeted improvements. The City's 2025 Comprehensive Safety Action Plan identifies this intersection for upgrades aimed at reducing wait times, improving traffic flow, and minimizing emissions from idling vehicles.

Through coordinated efforts, including partnerships with agencies such as the New Mexico Air Quality Bureau, Roswell can improve air quality, strengthen public health outcomes, and enhance long-term community resilience.



LIGHT POLLUTION AND NIGHT SKY

Addressing emissions both at the source of vehicles and traffic and the design level through streets and land use planning, Roswell can improve its health and resilience for all residents and the future.

In addition to reducing emissions from vehicles and industry, Roswell must also address another form of pollution that affects human and ecological health: light pollution. Protecting the night sky by adopting advanced outdoor lighting standards is critical to reducing wasted energy, improving safety, and safeguarding the region's unique natural and cultural character. This issue is addressed in the following section on Dark Sky Protection and Outdoor Lighting.

Roswell's unique location in Southeastern New Mexico makes the protection of its night skies a priority of ecological, cultural, and economic importance. Surrounded by State Trust Lands, Bottomless Lakes State Park, Bitter Lake National Wildlife Refuge, Bureau of Land Management property, and ranchlands, the City is part of a regional landscape that relies on dark skies both for habitat health and for tourism and astronomy.

The New Mexico Night Sky Protection Act (NMSA 1978, §74-12-1 et seq.) requires the use of shielded outdoor lighting to minimize glare and skyglow. Despite this statute, local implementation has been inconsistent. Utilities, athletic facilities, and commercial developments often install unshielded fixtures or lights angled at 180 degrees, producing glare visible across the surrounding plains and protected lands.

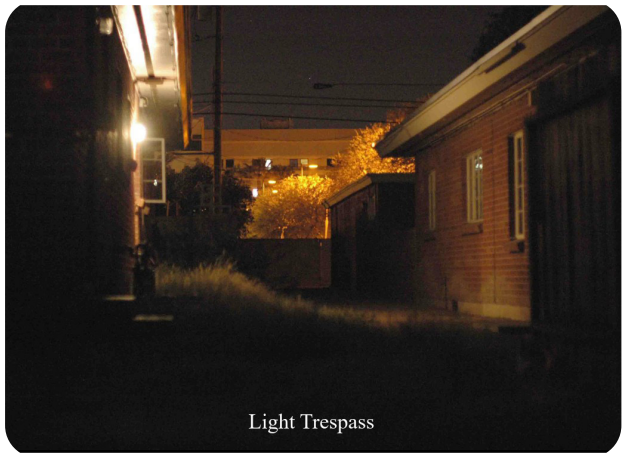
New development, including large 24-hour commercial facilities and logistics operations on Roswell's urban edge, poses new risks for light pollution. The arrival of major events such as the National Championship Air Races will bring additional development pressure, reinforcing the need for stronger standards.



Figure 8.11: Roswell Main Street


Sky Glow


Glare


Light Trespass

LIGHTING, SAFETY, AND COMMUNITY DESIGN

Research presented at the 2023 American Planning Association of New Mexico (APA NM) Planning Conference held in Roswell and subsequent DarkSky International Association materials confirm that glare from poorly designed fixtures undermines both public safety and community quality of life. Using the CPTED (Crime Prevention Through Environmental Design) framework, lighting should be scaled and site-specific, with two key purposes:

- Illumination of human activity
- Security

Glare, however, works against both purposes, reducing visibility, creating harsh contrasts, and spilling light into areas where it is neither needed nor safe. Decorative fixtures, stadium floodlights, and wall pack fixtures are among the most common contributors to glare in Roswell.

TOURISM, CULTURE, AND EDUCATION

Roswell's skies are an asset for both astronomical observation and eco-cultural tourism. Similar to Nevada's Indian Territory and the Washiw People's work at Lake Tahoe, regenerative and responsible tourism initiatives in Roswell could connect dark sky protection with:

- Cultural Education: Learning Indigenous place names, language, and stories connected to the night sky.
- Community Stewardship: Volunteer programs for trash cleanup, citizen science, and sky monitoring.
- Destination Tourism: Events, observatories, and cultural festivals tied to star-viewing and the UFO tourism segment.

By promoting dark sky protection through a lens of tourism and heritage, Roswell can expand its economic base while safeguarding its identity as a community tied to the land and sky.

Figure 8.12 (A,B,C): Dark Sky New Mexico Chapter (NSPA 2023 Presentation) Galen Gisler a council member for the newly formed New Mexico DarkSky Chapter, and Peter Lipscomb

GOALS & RECOMMENDATIONS

Building on the key findings, Roswell's environmental goals and objectives are designed to protect the city's natural assets, strengthen resilience to climate stress, and ensure long-term sustainability for both people and the environment. These goals reflect the community's shared priorities and the best practices in environmental and climate planning—emphasizing conservation, water stewardship, green infrastructure, and the responsible management of land and energy resources. Each objective is paired with actionable steps that the City, in partnership with local, state, and federal agencies, can take to advance sustainability through policy, investment, and community education.

Together, these strategies provide a roadmap for balancing growth with stewardship. They promote sustainable water use, protect open spaces and habitat, support regenerative agriculture, expand the urban tree canopy, and encourage infrastructure that adapts to heat, drought, and flooding. The goals also emphasize the importance of fostering public awareness and partnerships—empowering residents, schools, and businesses to play an active role in Roswell's environmental future.

By treating this Environmental Resources and Sustainability Chapter as both a guide and a call to action, Roswell can ensure that its growth is grounded in conservation and resilience. Implementing these strategies will position the city as a regional leader in sustainability—one that protects its natural landscape, embraces renewable energy, preserves its night skies, and builds a thriving, climate-ready community for generations to come.



Figure 8.13: Charrette, Sustainability Lecture

GOALS:

1. **Protect & Enhance Roswell's Natural Resources**



2. **Promote Sustainable Water Use & Resilience**



3. **Support Sustainable Agriculture Practice**



4. **Expand Urban Tree Canopy & Climate-Adapted Landscaping**



5. **Strengthen Resilient Infrastructure Systems**



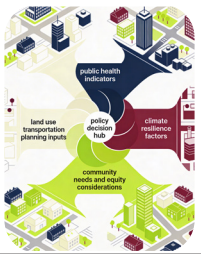
6. **Foster Community Education & Stewardship**



7. **Connect Dark Sky Protection with Cultural Heritage, Tourism, & Health**



8. **Incorporate Public Health and Resilience Planning in Policy Decisions**





GOAL 1. PROTECT & ENHANCE ROSWELL'S NATURAL RESOURCES

Policy Rationale

Ensuring access to nature and protecting the environment are key to improving community health, resilience, and overall quality of life. This goal addresses the growing need for equitable access to parks and green spaces while safeguarding Roswell's natural assets amid continued growth and development.

Findings from earlier in the chapter underscore the uneven distribution of green spaces across neighborhoods and the need to proactively plan for future parkland in underserved areas. Expanding green space and improving its accessibility can enhance environmental quality, support recreation, and build climate resilience through shaded corridors and increased vegetation. In addition to traditional parks and open space, community-serving facilities and destinations contribute to quality of life and should be considered as part of a broader network of accessible, educational, and recreational assets across the city.

Implementation could be supported through partnerships with conservation groups, urban forestry initiatives, and funding programs. Local development policies and ordinances can also play a critical role in ensuring long-term success.

Recommended Action Items

1. Identify and map priority conservation areas, including riparian corridors, prairie habitats and flood-prone land.
2. Explore conservation easements and land stewardship partnerships with local landowners and land trusts.
3. Establish a voluntary open space preservation program to guide development away from sensitive landscapes.
4. Conduct a green space access gap to analysis to prioritize underserved areas for new parks, trails, community gardens, and street trees.



GOAL 1. PROTECT & ENHANCE ROSWELL'S NATURAL RESOURCES (cont.)

5. Plant native trees along key pedestrian routes to create shaded corridors leading to parks, schools, and commercial areas.
6. Focus enforcement resources and city efforts to assist neighborhoods and businesses in cleanup and beautification.



GOAL 2. PROMOTE SUSTAINABLE WATER USE & RESILIENCE

Policy Rationale

Water is one of Roswell's most valuable and vulnerable resources. With increasing drought conditions, storm intensity, and development pressure, this goal addresses the critical need to use water more efficiently, protect supplies, and build resilience to flooding.

Key findings in the chapter underscore the dual challenges of changing rainfall and watershed snow pack, and extreme rainfall events both of which are projected to increase with climate change. Promoting conservation, education, and nature-based infrastructure solutions is essential for long-term sustainability.

Implementation will require coordination with local engineering entities, developers, and planning departments. Tools to support this work include zoning updates, development incentives, pubic awareness campaigns, and infrastructure grants.

These efforts should align with and build upon existing City plans and initiatives, including the 2012 Water Master Plan, 2021 Water Conservation Plan, and 2025 Drought Contingency Plan, to ensure a coordinated and effective approach to water management and resilience.

Recommended Action Items

1. Expand and continue public awareness efforts promoting responsible and efficient water use, building on existing conservation programs, and explore incentives or support programs for xeriscaping and water-efficient appliances.
2. Partner with local nurseries to promote native and drought-tolerant landscaping in residential and commercial properties
3. Amend zoning and development codes to require or incentivize LID tools such as rain gardens, permeable pavement and bio-retention areas in new construction.
4. Provide density or parking bonuses for development that exceed baseline LID requirements.



GOAL 2. PROMOTE SUSTAINABLE WATER USE & RESILIENCE (cont.)

5. Update the City's stormwater management plan to include projected climate impacts and nature-based infrastructure solutions
6. Prioritize investment in detention and retention basins, green infrastructure retrofits, and flood-prone parks in high-risk areas.
7. Adopt a Sustainability Action Plan.
8. Repair, upgrade, and modernize water system infrastructure to improve reliability, reduce losses, and enhance long-term system resilience.
9. Improve the efficiency of the water delivery system through leak detection, system monitoring, and targeted infrastructure investments.



GOAL 3. SUPPORT SUSTAINABLE AGRICULTURE PRACTICE

Policy Rationale

As Roswell continues to grow, supporting agricultural activity and maintaining connections to surrounding agricultural lands remains important for food systems, economic stability, and the preservation of local rural character. This goal recognizes the role of both the City and surrounding Chaves County in managing land use and supporting long-term agricultural viability.

Key findings point to the importance of balancing development with the protection and continuation of agricultural uses, particularly in areas at the edge of the city and within the extraterritorial jurisdiction (ETZ). By promoting efficient land use patterns within the city and supporting agricultural practices regionally, Roswell can maintain productive landscapes while guiding more compact and sustainable development.

Implementation may be supported by partnerships with agricultural extension agencies, NMSU and Chaves County, and regional partners. Coordination with Chaves County and local agricultural stakeholders will be essential to align land use decisions, technical assistance, and long-term resource management.

Recommended Action Items

1. Prioritize infill development and compact growth patterns in the future land use plan to reduce pressure on the agricultural edge and support efficient service delivery.
2. Encourage urban agriculture initiatives, including community gardens, urban forestry, and opportunities to utilize vacant or underused land for small-scale agricultural production where appropriate.



GOAL 4. INCREASE URBAN TREE CANOPY & CLIMATE-ADAPTATION LANDSCAPING CITY WIDE

Policy Rationale

Expanding Roswell's tree canopy and encouraging sustainable landscaping are critical for addressing urban heat, improving air quality, and enhancing public spaces. This goal addresses the need to make the city more livable and resilient by integrating nature into both public and private development.

Earlier findings emphasized the role of vegetation in mitigating extreme heat, especially in high-pavement areas and neighborhoods with limited shade. Increasing the use of native trees, shrubs, and grasses helps reduce water demand, support biodiversity, create more comfortable, walkable environments and sequester carbon.

Implementation may include partnerships with HOA's, businesses, and environmental nonprofits and grants.

Recommended Action Items

1. Develop and implement a citywide urban forestry and landscaping master plan.
2. Launch a native tree planting program focused on parks, schools and civic facilities.
3. Adopt land development regulations requiring the use of native and drought tolerant trees, shrubs, and grasses in new residential and commercial developments.
4. Establish a landscaping policy guidelines for local businesses and HOAs to retrofit high-heat, high-pavement areas with shade and vegetation.
5. Create and adopt a strategy to replace century-old Siberian Elms with new Tree Canopy.
6. Recommit to membership in TREECITY USA.



GOAL 5. STRENGTHEN RESILIENT INFRASTRUCTURE SYSTEMS

Policy Rationale

As climate impacts grow more severe, Roswell must modernize its infrastructure to better withstand drought, flooding, high winds, wild land fires, and extreme weather events. This goal focuses on building long-term resilience by upgrading critical systems, such as stormwater, street, and utility networks, while delivering added community benefits such as improved safety and sustainability.

The chapter's findings highlighted vulnerabilities in older infrastructure and the need for both proactive upgrades and nature-based solutions. By investing in resilient infrastructure now, Roswell can reduce future repair costs, protect public safety, and ensure continued service delivery under changing conditions.

Implementation may be supported through capital improvement plans, FEMA resilience grants, and state infrastructure funding. Collaboration with engineering departments and environmental agencies will be key to ensuring resilient, forward-looking solutions citywide.

Recommended Action Items

1. Integrate green stormwater infrastructure into all new public works and street reconstruction projects.
2. Retrofit older drainage and culvert systems to increase capacity and reduce flood risk in known problem areas.
3. Promote Energy Management and Renewable Energy.
4. Reduce weather damage to electrical grid by requiring new development to install underground electric lines.
5. Be more proactive in creating reasonable policy to permit resilience and infrastructure-related improvements.



GOAL 6. FOSTER COMMUNITY EDUCATION & STEWARDSHIP

Policy Rationale

Building a sustainable and resilient Roswell depends not only on infrastructure and policy, but also on the active participation of residents, schools, and businesses. This goal focuses on empowering the community to take ownership of local environmental efforts through education, volunteerism, and shared stewardship of natural resources.

Key findings emphasize the importance of grassroots engagement in achieving long-term sustainability goals. When community members are involved in activities like tree planting, cleanups, and water conservation efforts, they build stronger ties to the land and each other, amplifying the impact of city-led initiatives.

Recommended Action Items

1. Partner with Keep Roswell Beautiful and Keep Chaves County Beautiful to create volunteer programs for tree planting and cleanups.
2. Offer workshops on water conservation and native landscaping.
3. Offer a Tree Steward Volunteer Program
4. Engage Civic Organizations in stewardship.



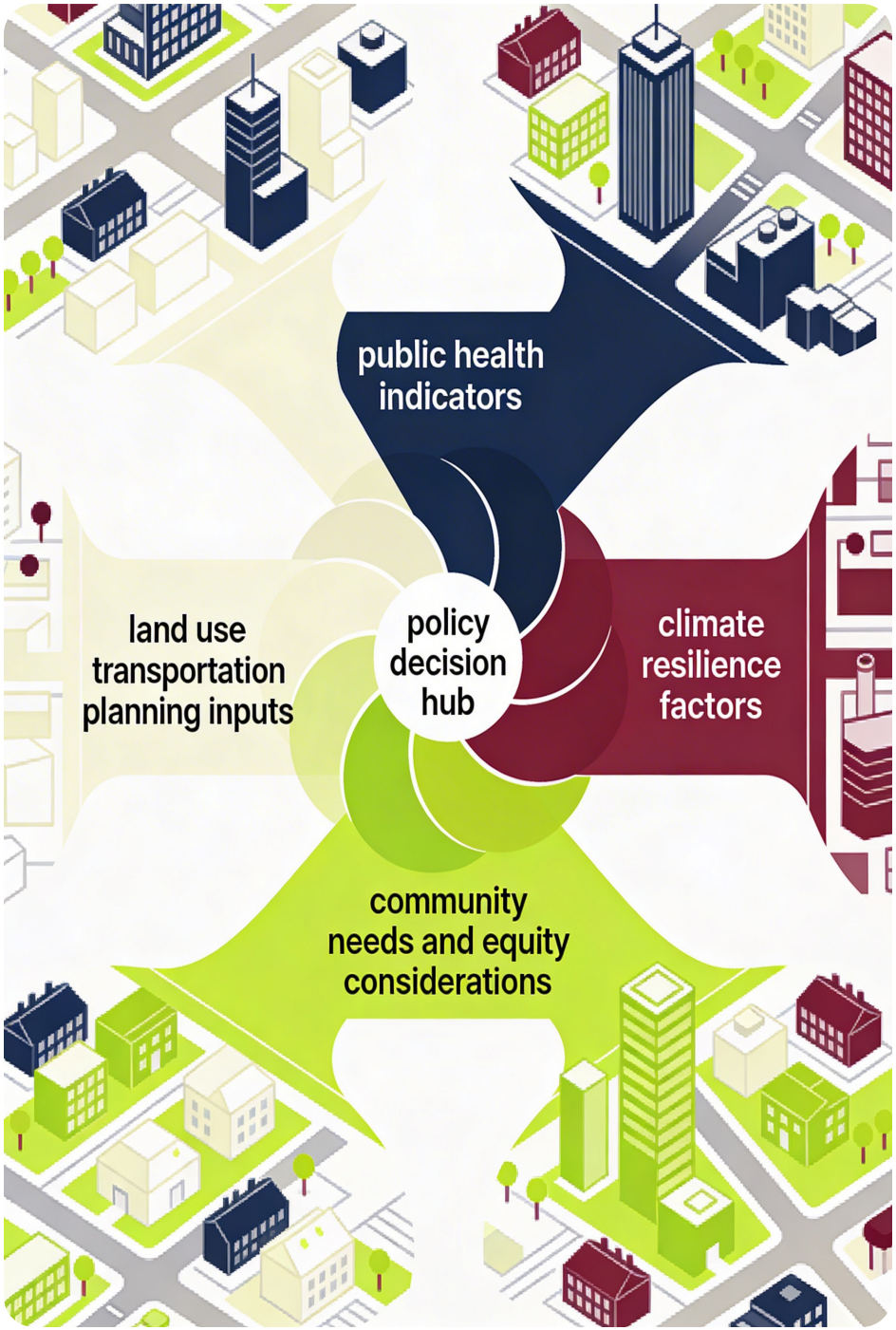
GOAL 7. PRESERVE THE QUALITY OF THE NIGHT SKY AS A NATURAL, CULTURAL, & ECONOMIC ASSET

Policy Rationale

Protecting the night sky is not only about preserving natural beauty; it is also about strengthening Roswell's identity as a community rooted in both land and sky. By advancing dark sky protection through the lens of tourism and heritage, the city can expand its economic base while reinforcing cultural values and enhancing community health.

Recommended Action Items

1. Revise Article 52 of the Zoning Ordinance to require fully shielded fixtures, reduced glare, and downward-directed lighting.
2. Establish limits on brightness and color temperature for LED fixtures.
3. Require lighting plans with site development applications, especially for projects in the rural–urban interface and near natural lands.
4. Replace or retrofit municipal fixtures (parks, streets, and facilities) to reduce glare and improve efficiency.
5. Limit the use of high-intensity floodlights for stadiums and ballfields; require fixtures to be angled at 90° or lower.
6. Partner with Xcel Energy and state agencies to retrofit non-compliant fixtures and implement dark sky standards.
7. Work with surrounding land managers (State Parks, USFWS, BLM) to coordinate lighting near public lands.
8. Support enforcement of the New Mexico Night Sky Protection Act through local permitting and inspections.
9. Develop public education campaigns about the health, ecological, and tourism benefits of protecting dark skies.
10. Partner with the Roswell Astronomy Club and local schools to establish community stargazing events and citizen science monitoring.
11. Explore eco-cultural tourism models (inspired by Nevada's Indian Territory and Wašíw initiatives) that connect dark skies with Indigenous knowledge, heritage, and regenerative tourism.



GOAL 8. INCORPORATE PUBLIC HEALTH AND RESILIENCE PLANNING IN POLICY DECISIONS

Policy Rationale

Public health outcomes in Roswell are closely tied to environmental conditions such as air quality, water availability, extreme heat, and flooding. As climate-related risks intensify, these factors increasingly affect daily life, particularly for vulnerable populations including older adults, low-income households, and those with limited mobility. Integrating public health into environmental and policy decisions is essential to ensure that all residents are protected and supported.

Findings throughout this chapter emphasize that resilience depends not only on infrastructure, but also on policies that reduce exposure to environmental hazards and improve access to essential resources. Strategies such as expanding tree canopy, improving stormwater systems, and enhancing water and air quality can significantly improve community health outcomes. By aligning environmental sustainability with public health priorities, Roswell can strengthen resilience, reduce disparities, and improve overall quality of life.

Recommended Action Items

1. Ensure that future plans, policies, and capital investments prioritize improving environmental health outcomes for elderly residents and other vulnerable populations, particularly in areas most affected by heat, flooding, poor air quality, and limited resource access.
2. Integrate public health considerations into environmental and land use decisions, including shade, air quality, stormwater management, and access to safe infrastructure.
3. Prioritize and target environmental resilience investments—such as cooling strategies, flood mitigation, and water conservation programs—in areas where vulnerable populations are most at risk.
4. Strengthen coordination between the City, public health agencies, emergency services, and community organizations to align environmental and health-focused resilience efforts.



CHAPTER 9:
IMPLEMENTATION

OVERVIEW

Implementation is where **Propel Roswell** transforms vision into measurable action. It connects every goal, policy, and idea in this Master Plan to the people, programs, and partnerships that will bring them to life. The Implementation Chapter serves as the City's **roadmap for action**–laying out how priorities will be organized, who will lead, and how progress will be tracked over time.

Building on the strong foundation of past planning efforts, this chapter focuses on **how Roswell can move from ideas to results.** It reinforces the city's ongoing commitment to putting plans into practice by introducing clear structures for coordination, funding, and accountability. Rather than starting from scratch, this approach builds on what already works and adds new strategies to help departments, partners, and residents align their efforts under one shared vision.

Key objectives of this chapter include:

- **Establishing Priorities** – identifying which actions should occur first and which will have the highest impact.
- **Clarifying Responsibilities** – defining the roles of City departments, partner organizations, and residents.
- **Aligning Funding and Policy** – connecting actions to available resources and programs.
- **Tracking and Reporting Progress** – creating transparent monitoring tools that keep the public informed.
- **Empower the Community** – ensuring residents remain active participants and advocates throughout implementation.

At Able City, the consultant team's primary approach to ensuring the success of implementation plans is based on the belief that plans are most effective when the community helps drive them. Implementation is not limited to municipal actions–it is a shared movement powered by civic pride, advocacy, and collaboration.

Through this chapter, Roswell commits to turning ideas into tangible improvements. Bridging the gap between planning and action, and ensuring that Propel Roswell continues to inspire action long after adoption.



Figure 9.1: Charrette Activity

WHY IMPLEMENTATION MATTERS

Implementation is the bridge between planning and results. A well-crafted plan means little if it isn't translated into the daily decisions, investments, and partnerships that shape Roswell's future. This chapter ensures that the goals and action items outlined throughout **Propel Roswell** do not remain static recommendations; they become a living framework for action.

"The City is the policymaker, but residents are the policy drivers. When the community organizes, researches, and advocates, it creates momentum that City leaders can act on.

Community-led advocacy ensures this plan doesn't just sit on a shelf — it becomes a living movement."

Able City Co-Founder, Mario Pena AIA, NCARB, AICP, CNU-A



Across the country, communities face the same challenge: visionary plans that inspire, but struggle to move forward once adopted. The City of Roswell is determined to break that pattern by pairing strong municipal leadership with an equally strong network of resident and partner involvement. The first two years after adoption are especially critical for building momentum, setting priorities, and demonstrating early successes that build public trust.

Following the best practices identified by the **American Planning Association's Planning Advisory Service (PAS Memo 120)**, this Implementation Chapter provides a clear framework to help Roswell:

- Focus efforts on actions that are both high-impact and achievable.
- Align resources across departments and partner organizations.
- Track progress through measurable performance indicators.
- Empower residents to take part in the advocacy and oversight process.

Through this structure, implementation becomes more than a checklist–it becomes an ongoing process of collaboration, evaluation, and adaptation. Each success story reinforces community confidence and sets the stage for the next step forward.

FRAMEWORK FOR IMPLEMENTATION

The Propel Roswell Implementation Framework provides a clear, step-by-step approach for moving the plan from vision to reality. It establishes how actions are identified, assessed, and prioritized so that the City, its partners, and residents can coordinate efforts efficiently and transparently.

This framework draws inspiration from the American Planning Association's Planning Advisory Service Memo 120: Implementation Project Assessment (2024), which outlines a three-step process–Scan, Assess, and Prioritize–to transform community goals into realistic, funded, and achievable projects.

Step 1: Scan - Identify Opportunities and Tools

The first step is to identify a comprehensive list of potential projects, programs, and policies that align with the goals of Propel Roswell. This includes:

- Reviewing all goals and action items in each chapter.
- Identifying existing City programs, policies, or partnerships that can advance them.
- Scanning available funding sources, such as state and federal grants, bond initiatives, or private investment.
- Considering both City-led and Community-led opportunities to take action.

Step 2: Assess - Evaluate Feasibility and Impact

Once potential actions are identified, they are evaluated based on their feasibility, impact, and alignment with Roswell's strategic priorities. This process ensures that each action item is realistic, fundable, and appropriately scaled.

During the Steering Committee workshop in September 2025, members used an Impact vs. Feasibility Matrix to help test this approach–placing each goal within a grid that balanced what could be done quickly with what would deliver the greatest community benefit. This hands-on process is one Roswell can continue to use when revisiting implementation priorities in the future.

Step 3: Prioritize - Organize by Timing and Resources

After assessing each action, the City and its partners will prioritize projects into short-, mid-, and long-term timeframes.

- **Short-Term (1-3 Years):** Quick wins that build momentum and public confidence.
- **Mid-Term (4-7 Years):** Projects requiring coordination or funding.
- **Long-Term (8-20 Years):** Major capital improvements or long-range policy changes.

Prioritization will also consider available resources, departmental capacity, and community readiness, ensuring that implementation remains flexible and responsive to changing conditions.

Together, these steps ensure that Propel Roswell remains both strategic and actionable, connecting daily decision-making to long-term vision and empowering the community to help lead the way.

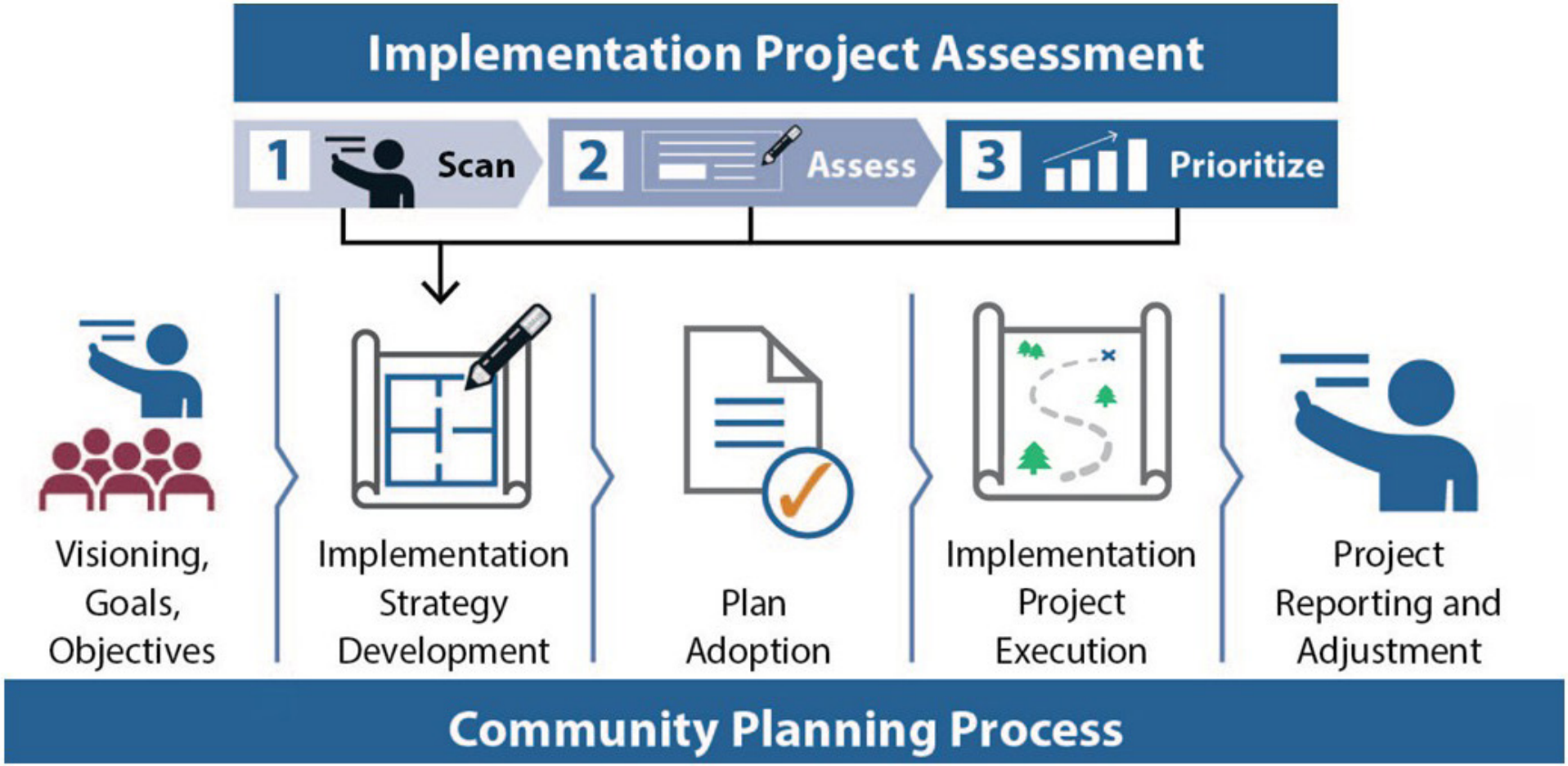


Figure 9.2: The three-step implementation project assessment process strategy. APA Planning Advisory Service, PAS Memo 120: Implementation Project Assessment (2024)

ABLE CITY'S ADVOCACY APPROACH: THE "GOLDMINE OF ACTIVATION"

Implementation is not just a government task–it's a community movement.

As Able City, the consultant team's approach to making implementation succeed is rooted in the idea that plans are most powerful when residents help drive them forward. We call this approach the "Goldmine of Activation."

"Goldmine of Activation" = Roswell Residents

DRIVING CHANGE

The Goldmine of Activation recognizes that Roswell's greatest asset is its people–the residents, business owners, students, and local organizations who care deeply about their city. When these voices are organized, informed, and engaged, they become an incredible resource for achieving real change.



During the September 24, 2025, Steering Committee meeting, participants discussed how implementation should be a partnership between City leadership and the community, not a process that happens behind closed doors. City departments provide the structure, policy tools, and resources; residents supply energy, creativity, and accountability. Together, these forces create the momentum needed to turn vision into visible progress.

This shared framework ensures that implementation remains inclusive, flexible, and continuous. It encourages residents to take ownership of their community's growth while giving the City stronger local support for projects and policies.

The Goldmine of Activation transforms planning into action by building capacity at every level — City staff, partner organizations, and individual residents. It reframes implementation not as a technical checklist, but as an ongoing movement where everyone has a role in propelling Roswell forward.

Shared Implementation Roles

Implementation Type	Purpose	Examples in Roswell
City-Led Actions	Efforts led directly by City departments, typically involving capital investment or policy updates.	Infrastructure improvements, zoning code updates, flood mitigation, and downtown streetscape projects.
Community-Led Actions	Resident or organizational initiatives that support Plan goals through advocacy, volunteerism, or partnerships.	Neighborhood beautification, youth recreation programs, cultural events, or small business support campaigns.
Collaborative Actions	Projects where the City and community partners share leadership, funding, or implementation responsibility.	Park and trail expansions, downtown activation, housing rehabilitation programs, or public art installations.

AVENUES FOR IMPLEMENTATION

To turn vision into results, Roswell must use every available tool— local programs, state and federal funding opportunities, partnerships, and policy mechanisms. These avenues for implementation are the practical ways the City and community can make each goal and action item achievable.

Rather than relying on a single funding source or department, **Propel Roswell** encourages a toolbox approach, mixing and matching financial, regulatory, and organizational strategies to fit each project's scale and purpose. Many of these tools already exist within City operations or through partner agencies; others may be newly introduced to strengthen collaboration and efficiency.

Why it Matters

Each of these tools provides a pathway to advance the goals identified across **Propel Roswell's** element chapters. Whether improving housing, supporting local business, addressing flooding, or expanding parks. By coordinating these avenues under a single framework, Roswell can:

- Reduce duplication of efforts across departments;
- Target limited funds toward high-impact projects;
- Encourage private and nonprofit investment; and
- Create visible, measurable progress that residents can see and celebrate.

The combined use of these tools transforms the Implementation Matrix from a list of recommendations into a practical playbook for action —one that connects resources, responsibilities, and results.



Figure 9.3: Charrette Stakeholder Meeting

Implementation Tools and Programs Matrix Table

Implementation Tools and Programs		
Tool / Program	**Purpose & How It Advances Roswell's Goals**	**Lead Departments / Partners**
Capital Improvement Plan (CIP)	Aligns annual City budgeting with Plan priorities by programming key infrastructure, park, and facility improvements.	"Engineering Finance Planning & Community Development"
Infrastructure and Housing Bonds	Provides voter-approved funding for large capital or housing projects such as drainage, parks, or affordable housing.	"City Council Finance Department"
Local Economic Development Act (LEDA) Incentives	Attracts and retains businesses in strategic sectors like aviation, manufacturing, and renewable energy at the Air Center.	"RCCEDC NM Economic Development Department"
Tax Increment Financing (TIF) / Metropolitan Redevelopment Areas (MRA)	Reinvests a portion of future tax growth back into target districts—especially Downtown and the Railroad District—to fund streetscape, façade, and infrastructure upgrades.	"Planning MainStreet Roswell"
Neighborhood Empowerment Zones (NEZ)	Offers fee waivers or tax abatements to encourage small-business investment, infill housing, and rehabilitation in underserved areas.	"Planning Economic Development"
Community Benefits Agreements (CBA)	Ensures that major private projects contribute to public benefits—such as workforce training, affordable units, or cultural amenities.	"City Manager's Office Legal Department"
Public-Private Partnerships (PPP)	Combines City assets with private or nonprofit investment for shared projects such as park facilities, trail networks, or cultural centers.	"Parks & Recreation RCCEDC Community Organizations"
Grant and Federal Funding Programs	Leverages competitive funding from agencies such as EDA, FEMA BRIC, USDOT, and USDA Rural Development for infrastructure, economic, and resilience projects.	"Finance Grants Coordinator Partner Agencies"
Strategic Housing Implementation Program (SHIP)	Coordinates housing production, rehabilitation, and preservation strategies;	"Housing Division Planning Department"
MainStreet and Arts District Programs	Activates Downtown through façade grants, placemaking, and events that diversify tourism beyond the UFO theme.	"MainStreet Roswell Lodgers Tax Board Tourism Department"

MONITORING, REPORTING, AND EQUITY

Successful implementation depends on accountability, transparency, and community participation. Tracking progress and sharing results keeps the plan active, builds trust, and ensures resources are directed where they are most needed.

This section outlines how Roswell will monitor **Propel Roswell's** progress, report on achievements, and ensure equity remains at the core of decision-making. It also introduces a new structure for ongoing community leadership: the Comprehensive Plan Action Committee, a resident-led body that will help sustain public involvement and advocacy beyond plan adoption.

Annual Implementation Report

Each year, City departments should prepare an **Implementation Progress Report** summarizing completed, ongoing, and upcoming projects. The report should include:

- A summary of actions achieved by element (e.g., Housing, Economic Development, Parks & Recreation).
- Funding secured and partnerships established.
- Measurable outcomes such as miles of new trails. Housing units added, or jobs created.
- Recommendations for next year's priorities.

This report should be presented to the **Planning & Zoning Commission and City Council,** and shared with the community through the City's website and public meetings. Regular reporting ensures transparency, allows for mid-course adjustments, and helps align resources across departments.

Comprehensive Plan Action Committee (Resident-led)

As presented during the September 24, 2025, Steering Committee meeting, Able City recommends that Roswell establish a **Comprehensive Plan Action Committee,** which is a resident-led group designed to maintain the civic energy that propelled the creation of this plan.

Purpose

The Committee will champion the implementation of the plan, provide public oversight, and encourage continued collaboration among City staff, community members, and local organizations. Its central goal is to ensure **Propel Roswell** remains a **living plan,** continuously guided by those who call Roswell home.

Structure

- Composed of 9-13 volunteer members representing diverse neighborhoods, ages, and sectors (e.g. business, education, arts, housing, and youth).
- Members appointed by the City Council to serve staggered two-year terms.
- Meets quarterly and works closely with the Planning & Community Development Department.

Core Responsibilities

- Review the City's Annual Implementation Report and provide feedback or recommendations.
- Serve as a communication link between the City and the broader community.
- Identify emerging opportunities, grants, or partnerships that support Plan goals.
- Organize the annual Propel Roswell Progress Forum, a public event to celebrate achievements and showcase ongoing projects.
- Partner with City staff to promote equitable distribution of investments and community-led initiatives.

Outcome

By giving residents a direct role in implementation, this committee reinforces shared ownership of the Plan, turning advocacy into action. It ensures that Roswell's residents remain policy drivers, not just observers–transforming Propel Roswell into an ongoing civic movement.

Performance Dashboard

A public-facing **Propel Roswell** Dashboard should be developed to visually display implementation progress. Hosted on the City's website, this dashboard can include:

- Maps showing completed and upcoming projects;
- Data on housing, infrastructure, and economic indicators:
- A status bar or timeline for each action item; and
- Links to relevant grants, studies, or project documents.

Accessible, visual tracking builds accountability and allows residents to see how their input continues to shape results.

Equity Tracking

Consistent with PAS Memo 120 and the City's commitment to inclusive growth, Roswell will use equity as a guiding measure throughout implementation. Each project will be evaluated using the following equity principles:

1. Procedural Equity - Ensuring diverse and meaningful participation in decision-making.
2. Distributional Equity - Ensuring that public investments and resources are fairly distributed across neighborhoods.
3. Structural Equity - Addressing systemic barriers and historical disinvestment.

Integrating equity into reporting and performance tracking helps Roswell prioritize fairness, accessibility, and opportunity as core outcomes of implementation–not afterthoughts.

Five-Year Plan Review

Every five years, the City and the Comprehensive Plan Action Committee will jointly conduct a **Five-Year Implementation Review**. This review will:

- Reevaluate priorities based on completed work and new community needs
- Identify funding or policy adjustments
- Recommend updates to the Implementation Matrix for City Council consideration.

This recurring review process ensures that **Propel Roswell** remains dynamic and relevant as conditions evolve, sustaining both the plan's vision and the community's momentum.

COMMUNITY PARTNERSHIP AND ENGAGEMENT

Implementation is most successful when it is fueled by collaboration. The strength of **Propel Roswell** lies in the partnerships and civic energy that shaped it; from residents who shared their ideas at community workshops to the organizations that continue to invest in Roswell's future. Moving forward, these same relationships will be essential to putting the Plan into action.

The City cannot achieve the goals of this Plan alone. Each element of **Propel Roswell**–whether it involves housing, economic development, transportation, or environmental resilience–depends on the active participation of **local organizations, educational institutions, neighborhood groups, and residents**. Implementation becomes not only a matter of policy but a shared civic effort rooted in collaboration and accountability.

Partnership Structure

To maintain strong communication and coordination, the City will continue to engage partners through structured collaboration and open dialogue.

Partner Type	Example Roles in Implementation
City Departments	Lead implementation of capital improvements, manage land use and policy updates, administer grants, and track outcomes.
Regional & State Partners	Provide funding and technical assistance (e.g., NM Economic Development Department, NMDOT, Southeastern NM Economic Development District/COG).
Community Organizations & Nonprofits	Support outreach, volunteer programs, and public education campaigns—such as housing advocacy groups, MainStreet Roswell, or arts collectives.
Educational Institutions	Collaborate on workforce development, youth engagement, and data sharing—especially through ENMU–Roswell, NMMI, and RISD.
Business & Industry Leaders	Partner on investment, job creation, and redevelopment—particularly at the Air Center and in Downtown.
Residents & Neighborhood Groups	Champion community-led actions, volunteer in improvement projects, and serve on the Comprehensive Plan Action Committee.

Ongoing Engagement Strategies

Community engagement does not end when the Plan is adopted; it involves into **ongoing collaboration.**

Roswell will maintain the civic energy established through the planning process by implementing the following engagement strategies:

- **Community Task Forces:** Establish issue-focused groups (e.g., Housing, Environment, Downtown Revitalization) that meet periodically to advise City staff and support implementation efforts.
- **Workshop and Pilot Projects:** Host design and policy workshops where residents can help test new ideas, such as street redesigns, park improvements, or green infrastructure prototypes.
- **Volunteer Programs:** Expand Adopt-a-Park and neighborhood cleanup initiatives to build community pride and stewardship.
- **Youth Engagement:** Partner with local schools and ENMU-Roswell to involve students in civic projects, data collection, and service learning opportunities.
- **Annual "Propel Roswell Progress Forum":** An annual celebration and update event organized jointly by the City and the Comprehensive Plan Action Committee to showcase progress and gather community feedback.

Building Trust Through Transparency

Public participation is strongest when people see that their voices make a difference. By maintaining open communication and regularly reporting progress, the City can foster trust and a sense of shared ownership. Every completed project–no matter how small–represents a milestone toward the community's larger vision.

Empowering Ongoing Advocacy

Through continuous outreach, capacity building, and access to information, residents are not only participants in planning but **partners in progress.** This ongoing engagement keeps **Propel Roswell** relevant, responsive, and community-driven. This ensures that the Plan remains a living document guided by those it serves.



Figure 9.4: Charrette Activity

FUNDING AND RESOURCES ALIGNMENT

Implementing **Propel Roswell** will require aligning financial resources, partnerships, and policy tools toward shared priorities. By coordinating how funding is pursued and allocated, the City can maximize the impact of every dollar invested while maintaining flexibility to respond to changing conditions and opportunities.

Many of the Plan's goals–such as improving infrastructure, addressing flooding, expanding housing options, or enhancing parks–will rely on a combination of **local, state, and private-sector funding**. Effective implementation will come from blending these resources through partnerships and strategic timing.

Local Funding Sources

Source	Description & Use
General Fund	Supports routine City operations and can finance smaller-scale planning, design, and community development projects.
Capital Improvement Plan (CIP)	The primary tool for aligning the City's annual budget with the Plan's capital priorities—such as drainage, roadway upgrades, public facilities, and park improvements.
Lodgers Tax and Tourism Funds	Dedicated revenues that can be used for tourism promotion, cultural programming, public art, and downtown activation.
Development Impact Fees	Fees associated with new development can be directed toward infrastructure and utilities to support growth in key areas.
Public-Private Partnerships (PPP)	Enable joint investments where the City collaborates with private or nonprofit entities to deliver shared benefits such as recreation facilities, housing projects, or commercial redevelopment.

Local Funding Sources

Program / Agency	Purpose	Example of Use in Roswell
New Mexico Department of Transportation (NMDOT)	Transportation Alternatives (TAP) and Recreational Trails (RTP) programs fund pedestrian, bicycle, and trail projects.	Spring River Trail extensions or safe routes to schools.
New Mexico Department of Finance & Administration (DFA)	Infrastructure Capital Improvement Plan (ICIP) funding for municipal projects.	Drainage improvements, water, and sewer upgrades.
New Mexico Economic Development Department (EDD)	LEDA grants and job training incentives to attract and retain employers.	Air Center redevelopment or business incubation sites.
NM Environment Department (NMED)	Water and wastewater infrastructure assistance and climate resilience initiatives.	Groundwater protection and stormwater management projects.
Federal Emergency Management Agency (FEMA)	Building Resilient Infrastructure and Communities (BRIC) program for flood and hazard mitigation.	Stormwater detention basins, green infrastructure retrofits.
U.S. Economic Development Administration (EDA)	Public Works and Economic Adjustment Assistance grants to support infrastructure and job growth.	Industrial park expansion or Air Center upgrades.
U.S. Department of Housing and Urban Development (HUD)	Community Development Block Grants (CDBG) and HOME funds for housing rehabilitation, public facilities, and neighborhood improvements.	Housing preservation and accessibility projects.
U.S. Department of Agriculture (USDA) Rural Development	Community Facilities and Water/Waste Disposal programs supporting small cities and towns.	Park facility upgrades and rural utility improvements.

Private and Philanthropic Opportunities

In addition to public funding, **Propel Roswell** encourages partnerships with private foundations, regional employers, and civic organizations. These entities can contribute resources, sponsorships, and expertise toward specific Plan priorities such as:

- Downtown revitalization and façade improvement programs;
- Public art and placemaking projects;
- Workforce training and entrepreneurship programs;
- Community gardens, health, and wellness initiatives; and
- Green infrastructure or renewable energy pilots.

Leveraging these partnerships builds local ownership, broadens the funding base, and promotes innovation.

Coordinated Resources Planning

Aligning all available funding sources within the City's planning and budgeting process ensures that resources are **not competing but complementing each other**. To support coordination, the City should:

- Use the **Implementation Matrix** as a reference during the annual budget and CIP cycle.
- Encourage **cross-departmental collaboration** to share staff expertise and reduce duplication.
- Identify **matching fund requirements early** to maximize eligibility for state and federal grants.
- Partner with the **Comprehensive Plan Action Committee** to identify external funding opportunities and advocate for community priorities.

By approaching funding as a shared and dynamic process, Roswell can build a resilient financial foundation for implementing its long-term vision.

IMPLEMENTING MATRIX

The Implementing Matrix is the operational backbone of **Propel Roswell.** It organizes every goal and action item from the Plan's element chapters into a single, comprehensive framework that guides how implementation occurs, who is responsible, and how progress will be measured over time.

While the earlier sections of this chapter describe the philosophy and tools for implementation, the Matrix serves as the day-to-day management tool that connects vision to measurable outcomes. It allows City departments, partners, and residents to see exactly how their work contributes to the city's long-term goals.

Purpose of the Matrix

The implementation Matrix transforms ideas into action by:

- **Translating** goals into specific, actionable steps.
- **Assigning** responsible parties and identifying partner organizations.
- **Outlining** potential funding sources and policy mechanisms.
- **Defining** timelines (short-, mid-, and long-term).
- **Establishing** measurable outcomes or performance indicators.
- **Providing** a tool for annual review and progress reporting.

The Matrix is a living document–it should evolve as conditions change, funding becomes available, or new partnerships emerge. Its flexibility ensures that Roswell can adjust its course without losing sight of its overall vision.

Organization

Each element chapter within the **Propel Roswell** Plan has its own section within the Matrix. For each goal and corresponding action item, the following fields are included:

Field	Description
Goal / Action Item Number	Links back to the numbering system in the Plan chapters.
Action Description	Concise summary of what the City or community will do.
Implementation Steps	Key tasks or milestones needed to accomplish the action.
Responsible Party	The lead department, agency, or organization overseeing implementation.
Supporting Partners	Groups or entities assisting with implementation (community groups, nonprofits, businesses, etc.).
Potential Funding Sources	Grants, programs, or other financial tools identified in Section 7.
Timeline	Identifies when the action should begin: Short-Term (1–3 years), Mid-Term (4–7 years), or Long-Term (8–20 years).
Expected Outcome / Performance Metric	The tangible result or measurable indicator that demonstrates progress (e.g., new housing units built, jobs created, trail miles added).

Organization Using the Matrix

City staff, the Comprehensive Plan Action Committee, and the community partners should use the Matrix as both a **planning and tracking tool**.

- **During the Budget Cycle**, it can guide the inclusion of projects in the Capital Improvement Plan (CIP).
- **During Annual Reporting**, it serves as a progress checklist for completed or ongoing initiatives.
- **During the Five-Year Review**, it helps identify priorities that may need to be updated or accelerated.

By linking actions, funding, and accountability, the Implementation Matrix keeps **Propel Roswell** organized, transparent, and forward-moving. It ensures that every project–big or small–connects back to the shared goals that define Roswell's future.

CONCLUSION

The **Propel Roswell** Implementation Chapter transforms vision into a coordinated roadmap for action. It bridges the gap between planning and doing by establishing a structure for accountability, collaboration, and measurable progress.

Implementation is not a one-time effort–it is an ongoing partnership among the City, its institutions, businesses, and most importantly, its residents. Through this chapter, Roswell commits to continuous learning, adaptation, and collaboration, ensuring that progress reflects the city's evolving needs and shared aspirations.

The Comprehensive Plan Action Committee, together with City departments and community partners, will serve as the ongoing engine that keeps this plan active and relevant. Their collective work–tracking results, aligning resources, and celebrating milestones–will ensure **Propel Roswell** remains a living document and a symbol of civic pride.

Every project completed, policy updated, and partnership formed will represent another step toward realizing the community's vision: a resilient, welcoming, and vibrant Roswell that honors its character while boldly embracing its future.

With clear priorities, shared responsibility, and the power of community advocacy, Roswell is prepared not just to plan, but to **PROPEL FORWARD.**



Figure 9.5: Charrette Closing Presentation

IMPLEMENTATION MATRIX: LAND USE & GROWTH MANAGEMENT

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 2.1: Encourage Balanced Growth	Action 2.1.1: Complete a Unified Development Code (UDC) to streamline zoning, subdivision, and development regulations.	Conduct audit of existing zoning, subdivision, and development ordinances; identify conflicts and redundancies; draft consolidated UDC aligned with Comprehensive Plan and Future Land Use Map; conduct public review and hearings; adopt code.	Community Development Department (Planning Division)	Engineering Department; Legal Department; Planning and Zoning Commission; City Council; development community	City General Fund; State planning or technical assistance grants; HUD Planning Assistance	Short Term (1–3 yrs)	Unified Development Code adopted; reduced permitting review time; improved consistency and clarity in development regulations.
	Action 2.1.2: Update zoning codes to allow for a mix of housing types and densities in appropriate locations	Conduct zoning audit; draft text to permit townhouses / duplexes / ADUs and mixed-use in designated districts; hold hearings; adopt.	Community Development Department (Planning Division)	Legal Department; City Council; RCCEDC	City General Fund; HUD TA; State Housing Programs	Short Term (1–3 yrs)	Updated zoning code adopted; increase in mixed-use and multi-family permits.
	Action 2.1.3: Promote infill and redevelopment in areas with existing infrastructure.	Create vacant / underutilized parcel inventory; establish infill incentives (fee reductions; expedited review); market sites.	Community Development Department (Planning & Building Inspections Divisions)	RCCEDC; City Manager's Office; Roswell Transit (access reviews)	TIF; LEDA; Private Investment	Short Term (1–3 yrs)	10% Increase in building permits issued in infill areas by Year 3.
	Action 2.1.4: Direct new development to growth areas identified in the Future Land Use Map.	Align zoning with FLUM; use development / annexation agreements; coordinate capacity with utilities / corridors.	Community Development Department (Planning Division) & Engineering Department	Utilities Department; City Council; Southeastern NM EDD/COG	State ICIP; USDA Rural Development	Long Term (8–20 yrs)	Growth-area rezones complete; CIP aligned to growth tiers.
	Action 2.1.5: Create a Historic Reinvestment Guide	Develop a guide outlining how to layer Opportunity Zone incentives with State and Federal Historic Tax Credits; provide case studies, eligible properties, and step-by-step guidance for property owners and developers.	Community Development Department (Planning Division)	RCCEDC; NM Historic Preservation Division; Developers; Property Owners	General Fund; State Historic Preservation Grants; Technical Assistance Programs	Short Term (1–3 yrs)	Historic reinvestment guide completed and distributed; increased reinvestment in historic properties.
	Action 2.1.6: Implement a Sustainability Tier for Development Incentives	Establish criteria for a sustainability incentive tier; offer expedited permitting, utility fee credits, or other incentives for projects incorporating renewable energy, water reuse, or high-efficiency systems—particularly within Opportunity Zones.	Community Development Department; City Manager's Office	Utilities Department; Developers; RCCEDC	General Fund; Utility Incentive Programs; State Energy Grants	Mid Term (4–7 yrs)	Adoption of sustainability incentive program; increased number of high-performance development projects.
	Action 2.1.7: Establish a Roswell Opportunity Zone Talent Pipeline	Coordinate with ENMU-Roswell and state programs to align workforce training with employer needs in Opportunity Zones; leverage JTIP and customized training programs to support business expansion.	RCCEDC; Community Development Department	ENMU-Roswell; NM Economic Development Department; Local Employers	JTIP; State Workforce Programs; Federal Workforce Grants	Short Term (1–3 yrs)	Increased workforce participation in training programs; improved job placement within Opportunity Zones.

IMPLEMENTATION MATRIX: LAND USE & GROWTH MANAGEMENT

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 2.2: Protect and Enhance Community Character	Action 2.2.1: Preserve historic neighborhoods and cultural resources through context-sensitive zoning and code compliance.	Survey historic and cultural resources; draft conservation or historic overlay zones; create adaptive reuse incentives.	Community Development Department (Planning Division)	SHPO; Historic Preservation Partners; Legal Department	SHPO Grants; NPS Historic Preservation Fund; City General Fund	Short Term (1–3 yrs)	Overlay adopted; number of protected resources increases annually.
	Action 2.2.2: Implement design standards that reflect Roswell's identity and heritage.	Prepare citywide design guide addressing building form, materials, landscaping, and signage; integrate into site plan review.	Community Development Department (Planning Division)	Parks & Recreation Department; MainStreet Roswell	City General Fund; Developer Contributions	Short Term (1–3 yrs)	Design Guide adopted; used in all new development reviews.
	Action 2.2.3: Implement standards and processes for Public Art and gateway signage that share and represent the character of Roswell.	Create a public art and gateway signage plan; define maintenance responsibilities; prioritize entry corridors.	Tourism Program (City Manager's Office) & Community Development Department (Planning Division)	MainStreet Roswell; Roswell Museum; Local Artists	Lodgers' Tax; NEA Grants; Sponsorships	Short–Mid Term (1–5 yrs)	Gateway/signage projects implemented; public art program active.
	Action 2.2.4: Protect agricultural lands and open spaces from premature conversion to urban uses.	Map agricultural and open-space priority areas; evaluate conservation tools (ag zoning, TDR, easements); collaborate with county partners.	Community Development Department (Planning Division)	Chaves County; State Land Office; NRCS	USDA Farmland Protection; LWCF; Conservation Partnerships	Long Term (8–20 yrs)	Acres preserved; TDR or easement program participation tracked.
Goal 2.3: Encourage More Community and Entertainment Uses	Action 2.3.1: Introduce economic development strategies to create incentives for uses that support youth activities and development, such as skate parks, improved youth baseball fields, indoor activity centers, and outdoor gathering spaces.	Identify priority recreation and youth facilities; develop incentive packages; pursue public–private partnerships for programming and management.	Parks & Recreation Department & RCCEDC	RISD; Community Nonprofits; City Manager's Office	State Youth Development Grants; LEDA; Public–Private Partnerships	Short–Mid Term (1–5 yrs)	New or improved youth facilities completed; participation in youth programs increases.
	Action 2.3.2: Implement standards for food truck parks and streamline the permitting process for food trucks and local vendors.	Create food-truck park zoning standards; set up a one-stop permit portal; include utilities and sanitation requirements.	Community Development Department (Planning & Code Enforcement Divisions)	Building Inspections Division; Environmental Health	City General Fund; Vendor Fees; SBA Support	Short Term (1–3 yrs)	Reduced permit processing times; increase in number of permitted vendors.
	Action 2.3.3: Introduce standards for outdoor pavilions and outdoor areas to complement temporary events.	Add pavilion design standards to the code; include in park and plaza projects; coordinate with event permitting process.	Community Development Department (Planning Division) & Parks & Recreation Department	MainStreet Roswell; Tourism Program	Lodgers' Tax; State Capital Outlay; Sponsorships	Short Term (1–3 yrs)	New pavilions constructed; increased community event capacity.
	Action 2.3.4: Incentivize the creation of more outdoor restrooms in Downtown by streamlining within the zoning code.	Identify high-demand areas; incentivize restrooms through development bonuses or grants; establish maintenance agreements.	Community Development Department (Planning Division)	MainStreet Roswell; Building Inspections Division; Tourism Program	Lodgers' Tax; Developer Contributions; City General Fund	Short Term (1–3 yrs)	Public restrooms added in Downtown; improved visitor satisfaction.

IMPLEMENTATION MATRIX: LAND USE & GROWTH MANAGEMENT

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 2.3: Encourage More Community and Entertainment Uses (cont.)	Action 2.3.5: Incentivize the creation of more bike trails and dog parks.	Map and prioritize trail and dog park sites; include projects in CIP; coordinate community stewardship programs.	Parks & Recreation Department & Engineering Department	Community Nonprofits; RISD; Roswell Transit	TAP; RTP; Private Sponsorships	Mid Term (4–7 yrs)	Added trail mileage and new dog park facilities completed.
Goal 2.4: Establish Downtown Districts	Action 2.4.1: The City will develop sub-districts with the Downtown to assist with wayfinding, concentration of certain uses, and organize development patterns.	Define and adopt Downtown subdistricts (e.g., Civic, Railroad, Arts & Culture, Riverfront); create design guidelines; install wayfinding and signage that reinforce district identity.	Community Development Department (Planning Division)	MainStreet Roswell; Tourism Program; Engineering Department	Lodgers' Tax; NM MainStreet Grants; Private Sponsorships	Mid to Long Term (5–10 yrs)	Subdistrict overlays adopted and wayfinding system installed.
	Action 2.4.2: Incentivize neighborhood commercial uses within the Railroad District (along North Railroad Avenue).	Apply a neighborhood commercial overlay to permit small-scale retail and food uses; streamline temporary event and live-music permitting; evaluate transit access and pedestrian amenities.	Community Development Department (Planning Division)	RCCEDC; Roswell Transit; Engineering Department	LEDA; CDBG; Private Investment	Mid to Long Term (5–10 yrs)	New neighborhood-scale businesses opened; active event calendar established in the Railroad District.
	Action 2.4.3: Create a revolving loan fund to assist property and business owners in renovating historic buildings to comply with modern building, fire, and infrastructure standards	Establish program guidelines, eligibility criteria, and repayment terms; Secure seed funding and adopt program framework; Coordinate with Building and Fire Departments to prioritize life-safety upgrades; Promote the program to eligible downtown property owners.	Community Development Department (Planning & Building Divisions)	MainStreet Roswell; RCEDC; Building Inspections Division; Fire Department; City Finance Department; Historic Preservation entities (if applicable)	City General Fund (seed capital); CDBG; Lodgers' Tax (where eligible); NM MainStreet Program; State Historic Preservation grants; LEDA; Private lending partnerships	Mid Term (4–7 yrs)	Number of historic buildings rehabilitated; increased private investment leveraged; reduction in code compliance violations; increased downtown occupancy and business activity.
Goal 2.5: Expand Multi-Family Zoning Opportunities	Action 2.5.1: Integrate more opportunities for multi-family developments by modifying existing single-family zones to allow for higher density to permit ADUs, duplexes, triplexes and tiny home opportunities by right.	Conduct a housing needs analysis; identify candidate areas for rezoning (including northwest Roswell); draft rezoning ordinances; adopt and implement.	Community Development Department (Planning Division)	Housing Division; City Council	City General Fund; CDBG; State Housing Trust Fund	Long Term (8–20 yrs)	Acres rezoned to multi-family; increased number of duplex/ triplex/tiny home permits.
	Action 2.5.2: Conduct a needs analysis to determine opportunities for large-area rezoning of properties from single-family (R-1) to multi-family zones.	Use GIS and infrastructure data to assess capacity; engage neighborhoods; prepare phased rezoning framework and implementation schedule.	Community Development Department (Planning Division)	Engineering Department; Utilities Department; RCCEDC	State Planning Grants; ICIP (infrastructure upgrades); City General Fund	Short Term (1–3 yrs)	Needs analysis completed; rezoning framework adopted by Council.

IMPLEMENTATION MATRIX: LAND USE & GROWTH MANAGEMENT

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 2.5: Expand Multi-Family Zoning Opportunities (cont.)	Action 2.5.3: Expand opportunities to streamline permitting processes for accessory dwelling units (ADUs).	Simplify ADU standards; create pre-approved plan sets; develop homeowner outreach and education materials.	Community Development Department (Planning & Building Inspections Divisions)	Legal Department; Comprehensive Plan Action Committee	City General Fund; State Housing Innovation Grants	Short Term (1–3 yrs)	Increased ADU permit applications; reduced average permit review time.
	Action 2.5.4: Increase the availability of land zoned for single-wide/single section manufactured homes.	Conduct zoning and land capacity analysis to identify suitable areas; Evaluate infrastructure availability and compatibility with surrounding uses; Amend zoning districts or create overlay standards where appropriate; Develop design and placement standards to ensure neighborhood compatibility.	Community Development Department (Planning Division)	Engineering Department; Building Inspections; Utilities Department; City Council	City General Fund (planning updates); State planning grants (if applicable)	Short Term (1–3 yrs)	Increased acreage zoned for manufactured housing; increased manufactured home permits; expanded affordable housing options.
Goal 2.6: Expand Temporary Lodging Opportunities	Action 2.6.1: Integrate more opportunities for hotel, motel, and other temporary living uses to capture the tourism generated from large events.	Conduct a lodging market analysis to identify gaps; update zoning to expand where lodging uses are permitted; identify appropriate sites outside residential (R-1) zones; recruit hotel and short-term lodging operators.	Community Development Department (Planning Division) & RCCEDC	Tourism Program (City Manager's Office); City Council; MainStreet Roswell	LEDA; Lodgers' Tax; Private Investment	Long Term (8–20 yrs)	Additional room capacity added; reduced overflow during large events.
Goal 2.7: Expand Upon the Air Center as an Economic Opportunity and Employment Hub	Action 2.7.1: Integrate standards for uses such as RV parks to complement annual events.	Update Air Center zoning and development standards to permit temporary and permanent RV accommodations; coordinate with major event organizers for logistics, utilities, and access; establish event-specific management guidelines.	Community Development Department (Planning Division) & Roswell Air Center	Tourism Program (City Manager's Office); Facilities Maintenance; City Manager's Office	Lodgers' Tax; Event Revenue; Private Partnerships	Short Term (1–3 yrs)	Increased RV capacity during major events; enhanced visitor experience.
	Action 2.7.2: Identify manufacturing and agricultural uses that do not negatively impact the air center.	Conduct a land-use compatibility study; identify suitable industrial, logistics, or agricultural uses; market to aviation-related and value-added sectors; implement buffer standards.	RCCEDC & Roswell Air Center	Community Development Department (Planning Division); Engineering Department	State EDD Incentives; LEDA; Private Investment	Mid Term (4–7 yrs)	Two compatible industrial or Ag-processing facilities established; new jobs created.
	Action 2.7.3: Identify opportunities to incorporate more medical uses, including specialized services.	Partner with regional healthcare providers; zone land near Air Center for medical campus or specialized services; promote aviation-accessible medical logistics.	RCCEDC & Community Development Department (Planning Division)	Regional Health Systems; City Manager's Office	HRSA Grants; State Capital Outlay; Private Healthcare Investment	Long Term (8–20 yrs)	Specialized medical services added; increased healthcare-related employment.

IMPLEMENTATION MATRIX: HOUSING & NEIGHBORHOODS

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 3.1: Expand Housing Supply and Affordability	Action 3.1.1: Continue and expand program that encourages infill development on vacant lots through incentives, streamlined permitting, and reuse of lien-forgiven parcels.	Maintain inventory of vacant / lien-forgiven parcels; offer density bonuses, reduced fees, or expedited review for infill; expand lien forgiveness to attract small builders / nonprofits.	Community Development Department (Planning Division) & Legal Department	RCCEDC; Housing Division; Nonprofit Developers	General Fund; Lien Forgiveness; State Planning Grants; Developer Investment	Ongoing	Increased reuse of vacant parcels; revitalized neighborhoods; reduced outward growth.
	Action 3.1.2: Increase production of missing-middle and affordable rental housing, including duplexes, townhouses, ADUs, and small-scale multifamily.	Update zoning to allow missing-middle housing by right; identify priority areas near transit, services, schools; provide pre-approved plans to reduce costs.	Community Development Department (Planning & Building Inspections Divisions)	Housing Division; RCCEDC	NM Mortgage Finance Authority (MFA); HUD HOME Program; Developer Contributions	Mid Term (4–7 yrs)	Broader mix of affordable housing serving renters, seniors, and young professionals.
	Action 3.1.3: Partner with developers and Housing New Mexico (MFA) to leverage state and federal funds for affordable housing construction.	Pursue LIHTC projects; align City priorities with MFA criteria; assist developers with site control / infrastructure.	Housing Division & RCCEDC	NM MFA; Private Developers	LIHTC; NM Housing Trust Fund; HUD CDBG	Mid Term (4–7 yrs)	Increased number of affordable rental units financed / constructed in Roswell.
	Action 3.1.4: Establish a local housing trust fund or create a Community Development Corporation (CDC) to pool resources and finance affordable housing projects.	Adopt enabling ordinance; identify revenue sources (developer fees; state/federal match); form nonprofit CDC; establish project criteria.	City Council & Community Development Department	Nonprofit Partners; Finance Department	Local Housing Trust Fund; State Matching Funds; Philanthropic Contributions	Long Term (8–20 yrs)	Sustainable funding mechanism supporting affordable housing and rehab.
	Action 3.1.5: Establish a land banking program to prioritize City-owned properties for affordable and workforce housing development.	Inventory and evaluate City-owned parcels suitable for residential development; Develop criteria to prioritize parcels for affordable and workforce housing;Create disposition policies (e.g., discounted sale, long-term lease, or development agreements); Coordinate with nonprofit and private developers to package sites for redevelopment.	Community Development Department (Planning Division)	City Manager's Office; Finance Department; Legal Department; RCEDC; Housing Division; City Council	City General Fund; CDBG; State Housing Trust Fund; NM MFA Programs; Private development partnerships	Short–Mid Term (2–5 yrs)	Number of City-owned parcels dedicated to housing; housing units developed on formerly City-owned land; increased affordable and workforce housing inventory.
	Action 3.1.6: Evaluate and reduce minimum lot size requirements in appropriate residential districts to increase housing flexibility and affordability.	Conduct zoning analysis to identify districts where minimum lot sizes exceed market demand; Assess infrastructure capacity and neighborhood compatibility; Amend zoning ordinance to allow smaller lot sizes where appropriate; Update subdivision standards to reflect revised lot dimensions.	Community Development Department (Planning Division)	Engineering Department; Utilities Department; Building Inspections; City Council	City General Fund (code updates); State planning grants (if available)	Short Term (1–3 yrs)	Reduced minimum lot sizes adopted; increased small-lot housing permits; expanded housing choice and affordability.

IMPLEMENTATION MATRIX: HOUSING & NEIGHBORHOODS							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 3.2: Diversify Housing Choices Affordability	Action 3.2.1: Update zoning regulations to allow missing-middle housing (ADUs, fourplexes, cottage housing) by right in appropriate districts.	Conduct zoning and subdivision audit; identify barriers to small-scale and mixed-use housing; draft revisions to allow ADUs, small lots, and missing-middle forms by right.	Community Development Department (Planning Division)	Legal Department; Building Inspections Division	City General Fund; State Housing Innovation Grants	Short Term (1–3 yrs)	Increased housing variety through zoning reform; accessory dwelling units (ADUs), cottages, townhouses, and live-work units permits increase.
	Action 3.2.2: Support senior-friendly, and young adult housing (assisted living, accessible units, small-scale senior communities) to meet aging population needs.	Review zoning regulations to ensure assisted living and accessible housing are permitted in appropriate districts; Encourage universal design and ADA-compliant standards in new residential developments; Identify potential sites near healthcare, transit, and services; Partner with nonprofit and private developers to advance age-supportive housing projects.	Community Development Department (Planning Division)	Housing Division; NM Mortgage Finance Authority (MFA); Healthcare providers; Nonprofit housing developers; City Council	CDBG; NM MFA programs; Low-Income Housing Tax Credits (LIHTC); Private investment partnerships	Mid Term (4–7 yrs)	Increased number of age-supportive and accessible housing units; expanded housing options for seniors and young adults; improved housing accessibility compliance.
	Action 3.2.3: Encourage innovative housing types (modular, net-zero, co-housing) using the Fortified Structures modular plant as a model.	Review and update zoning and building codes to allow modular, co-housing, and alternative housing models in appropriate districts; Evaluate opportunities to streamline permitting for innovative and energy-efficient housing types; Promote partnerships with local modular housing manufacturers and sustainable building providers; Develop design standards to ensure compatibility with surrounding neighborhoods.	Community Development Department (Planning Division)	Building Inspections; Utilities Department; Local housing manufacturers (including modular production facilities); NM MFA; Private developers	City General Fund (code updates); CDBG; State energy efficiency grants; NM MFA programs; Private investment	Mid Term (4–7 yrs)	Adoption of updated code provisions; number of innovative or modular housing units permitted; increased energy-efficient and alternative housing options.

IMPLEMENTATION MATRIX: HOUSING & NEIGHBORHOODS

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 3.3: Rehabilitate and Stabilize Existing Neighborhoods While Preventing Gentrification	Action 3.3.1: Expand funding through grants for rehabilitation of aging homes and substandard housing stock.	Identify priority neighborhoods; increase staffing or partnerships for proactive code enforcement; pair enforcement with housing rehab assistance.	Code Enforcement Division (Community Development Department) & Housing Division	Legal Department; Community Development Block Grant (CDBG) Partners	CDBG; NM MFA Home Rehabilitation Program; City General Fund	Short Term (1–3 yrs)	Reduced code violations; increased homes rehabilitated annually.
	Action 3.3.2: Strengthen code enforcement while providing assistance programs for low-income homeowners to maintain properties.	Review and update code enforcement procedures for consistency and equity; Coordinate code enforcement with housing rehabilitation and grant programs; Expand outreach to eligible low-income homeowners; Track violations resolved through assistance rather than penalties.	Community Development Department (Code Enforcement Division)	Housing Division; CDBG Program; NM MFA; Nonprofit housing partners	CDBG; HOME funds (if applicable); City General Fund; State housing grants	Mid Term (4–7 yrs)	Reduced repeat violations; increased participation in assistance programs; improved neighborhood property conditions.
	Action 3.3.3:Address abandoned & boarded homes by prioritizing rehabilitation, adaptive reuse, or safe demolition with infill redevelopment.	Inventory vacant and abandoned structures; Prioritize properties based on safety risk and redevelopment potential; Coordinate rehabilitation funding or demolition where necessary; Package cleared sites for infill housing development.	Community Development Department (Planning Division)	Building Inspections; Fire Department; Legal Department; Private developers	CDBG; State Housing Trust Fund; City Capital Improvement Funds	Mid Term (4–7 yrs)	Reduction in abandoned structures; increased infill development on formerly vacant sites.
	Action 3.3.4: Convert vacant lots into community assets (gardens, pocket parks, infill housing).	Identify publicly owned and eligible privately owned vacant parcels; Evaluate suitability for temporary or permanent community use; Partner with neighborhood groups for stewardship; Transition suitable sites to long-term housing or park use.	Community Development Department (Planning Division)	Parks & Recreation; Neighborhood Associations; Nonprofit partners	CDBG; Grants; Parks funding; Private sponsorships	Short–Mid Term (2–5 yrs)	Number of vacant lots activated; increased neighborhood amenities; reduced blight indicators.
	Action 3.3.5: Develop a phased plan to implement neighborhood improvements and small-scale public amenities.	Identify priority neighborhoods based on infrastructure and housing conditions; Develop a multi-year improvement schedule; Align improvements with capital planning and grant cycles; Engage residents in project selection.	Community Development Department	Engineering Department; Parks & Recreation; Finance Department; City Council	Capital Improvement Program (CIP); CDBG; ARPA (if applicable); City General Fund	Short–Mid Term (2–5 yrs)	Completion of scheduled neighborhood projects; improved infrastructure and amenity access.
	Action 3.3.6: Increase City staffing capacity to support neighborhood stabilization and housing programs.	Conduct staffing needs assessment; Identify funding sources for new positions; Define program administration roles; Integrate monitoring and reporting metrics.	City Manager's Office	Community Development Department; Finance Department; City Council	City General Fund; Program administration allowances (CDBG/ HOME)	Short Term (1–3 yrs)	Additional staff positions created; improved program delivery timelines; increased grant utilization.

IMPLEMENTATION MATRIX: HOUSING & NEIGHBORHOODS							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 3.4: Support Vulnerable Populations and Homelessness Prevention	Action 3.4.1: Enhance the city's emergency shelters and transitional housing programs, in partnership with nonprofits and faith-based organizations.	Assess existing shelter capacity and service gaps; Coordinate with nonprofit and faith-based providers to expand emergency and transitional housing options; Identify potential facilities or sites for expanded services; Align shelter services with regional homelessness prevention programs.	Community Development Department (Housing Division)	Local Nonprofits; Faith-Based Organizations; Chaves County	HUD Continuum of Care; ESG Grants; State Housing Trust Fund	Short Term (1–3 yrs)	Increased shelter capacity; improved access to transitional housing; reduced unsheltered homelessness.
	Action 3.4.2: Expand access to supportive housing for individuals with disabilities, seniors, and veterans.	Identify priority populations and housing needs; Encourage development of supportive housing units in appropriate districts; Coordinate with healthcare and service providers; Support partnerships with nonprofit housing developers.	Community Development Department (Planning Division)	NM Mortgage Finance Authority; Veterans Affairs partners; Healthcare providers; Nonprofit housing organizations	Low-Income Housing Tax Credits (LIHTC); NM MFA programs; Federal housing assistance programs	Mid Term (4–7 yrs)	Increase in supportive housing units; improved housing stability for vulnerable populations.
	Action 3.4.3: Develop targeted policies to reduce housing insecurity among renters, including mediation, rental assistance, and anti-displacement strategies.	Explore mediation and tenant-landlord assistance programs; Expand access to rental assistance resources and housing counseling; Coordinate with regional housing assistance providers; Monitor housing instability trends and eviction risk indicators.	Community Development Department (Housing Division)	Legal aid organizations; Housing nonprofits; Regional housing authorities	CDBG; State housing programs; Federal rental assistance programs	Short–Mid Term (1–4 yrs)	Reduced eviction filings; increased participation in rental assistance programs; improved renter housing stability.
	Action 3.4.4: Activate social and mental health resources and services as a coordinated effort in conjunction with housing programs for longterm housing stability.	Establish interagency coordination between housing, health, and social service providers; Identify service gaps related to mental health and housing stability; Develop referral systems connecting housing programs with support services; Monitor outcomes of integrated service delivery.	Community Development Department	Healthcare providers; Mental health organizations; Nonprofit service agencies; Chaves County	Federal housing and health grants; State social service funding; Private foundation grants	Mid Term (4–7 yrs)	Improved coordination of services; increased housing retention among program participants.

IMPLEMENTATION MATRIX: HOUSING & NEIGHBORHOODS							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 3.5: Align Housing with Transportation, Services, and Jobs	Action 3.5.1: Improve walkability and transit access by adding bus shelters, ADA compliant sidewalks, and shaded pedestrian routes.	Identify priority corridors and neighborhoods with limited pedestrian and transit access; Install ADA-compliant sidewalks, curb ramps, and shaded pedestrian routes; Add bus shelters and related transit amenities along key transit corridors; Coordinate improvements with transportation and capital improvement plans.	Engineering Department	Community Development Department; Transit providers; Public Works; City Council	Capital Improvement Program (CIP); CDBG; Federal transportation grants; State infrastructure funding	Mid Term (4–7 yrs)	Miles of sidewalks constructed or improved; number of bus shelters installed; improved pedestrian and transit accessibility.
	Action 3.5.2: Incentivize mixed-use development that places housing near employment centers, schools, and services.	Evaluate zoning districts to identify opportunities for mixed-use development; Update zoning standards to allow compatible residential and commercial uses; Encourage redevelopment and infill projects that combine housing with neighborhood-serving services; Promote development in areas near employment and community facilities.	Community Development Department (Planning Division)	Engineering Department; Economic Development partners; Private developers; City Council	City General Fund (planning updates); State planning grants; Private investment	Mid Term (4–7 yrs)	Number of mixed-use developments approved; increased housing units located near employment and services.
	Action 3.5.3: Use neighborhood stabilization strategies to ensure all residents have access to grocery stores, healthcare, childcare, and employment within close proximity.	Identify service gaps in underserved neighborhoods; Encourage development of neighborhood-scale commercial uses in appropriate districts; Coordinate with economic development partners to attract essential services; Align neighborhood investments with housing and infrastructure improvements.	Community Development Department	Economic Development organizations; Local businesses; Healthcare providers; City Council	CDBG; Economic development grants; Private investment partnerships	Ongoing	Improved access to neighborhood services; reduced service gaps in residential areas.

IMPLEMENTATION MATRIX: HOUSING & NEIGHBORHOODS							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 3.6: Foster Community Engagement and Equity	Action 3.6.1: Identify distressed and destabilizing neighborhoods through planning analysis.	Conduct neighborhood-level analysis of housing conditions, infrastructure, and socioeconomic indicators; Map areas experiencing disinvestment, vacancy, and housing instability; Establish criteria to prioritize neighborhoods for stabilization and reinvestment programs.	Community Development Department (Planning Division)	Code Enforcement; Engineering Department; Housing Division; City Council	City General Fund (planning studies); CDBG; State planning grants	Short Term (1–3 yrs)	Identification and mapping of priority neighborhoods; improved targeting of stabilization and reinvestment efforts.
	Action 3.6.2: Create and implement a neighborhood planning program where residents co-design redevelopment strategies.	Develop a framework for neighborhood-level planning initiatives; Conduct community workshops and engagement sessions with residents and stakeholders; Integrate neighborhood priorities into redevelopment and infrastructure plans.	Community Development Department (Planning Division)	Neighborhood Associations; Nonprofit organizations; City Council	CDBG; Community engagement grants; City General Fund	Mid Term (4–7 yrs)	Number of neighborhood plans completed; increased resident participation in planning initiatives.
	Action 3.6.3: Prioritize reinvestment in distressed neighborhoods while protecting against displacement.	Align housing, infrastructure, and redevelopment programs in targeted neighborhoods; Coordinate reinvestment initiatives with neighborhood stabilization programs; Monitor housing affordability and displacement risks.	Community Development Department (Housing Division)	Engineering Department; Housing partners; Economic Development organizations	CDBG; Capital Improvement Program (CIP); State housing programs	Long Term (8-20 yrs)	Improved housing conditions in targeted neighborhoods; increased public and private reinvestment.
	Action 3.6.4: Ensure fair housing compliance and promote inclusive neighborhoods that welcome diverse residents.	Review City policies and programs for fair housing compliance; Provide education and outreach on fair housing rights and responsibilities; Coordinate with regional housing agencies and advocacy organizations.	Community Development Department	NM Mortgage Finance Authority; Fair housing organizations; Housing nonprofits	CDBG; Federal housing program administration funds	Mid Term (4–7 yrs)	Improved compliance with fair housing standards; increased outreach and participation in fair housing programs.

IMPLEMENTATION MATRIX: HOUSING & NEIGHBORHOODS							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 3.7: Build a Resilient Housing Future	Action 3.7.1: Apply for and manage grants that promote energy-efficient construction and retrofitting (solar, net-zero, weatherization) to lower utility costs for households.	Identify and apply for federal and state energy-efficiency and weatherization grants; Coordinate retrofit programs targeting low- and moderate-income households; Promote incentives for solar, net-zero, and high-efficiency building systems; Monitor energy savings and program participation.	Community Development Department	NM Mortgage Finance Authority; Xcel Energy; Local housing providers; State energy offices	CDBG; State energy grants; Federal weatherization programs; Utility incentive programs	Mid Term (4–7 yrs)	Number of homes retrofitted; increased energy-efficient housing units; reduced household utility costs.
	Action 3.7.2: Integrate green infrastructure (trees, permeable pavement bioswales) into new and existing neighborhoods.	Update subdivision and development standards to include green infrastructure practices; Integrate street trees, permeable pavement, and bioswales into capital improvement projects; Coordinate green infrastructure with stormwater management plans.	Engineering Department	Community Development Department; Parks & Recreation; Utilities Department	Capital Improvement Program (CIP); State infrastructure grants; Federal resilience funding	Mid Term (4–7 yrs)	Increased green infrastructure installations; improved stormwater management; enhanced neighborhood canopy coverage.
	Action 3.7.3: Encourage climate-resilient design standards to prepare for extreme weather.	Review building and development standards for climate resilience considerations; Promote best practices for extreme heat, wind, and storm resilience; Provide guidance to developers on resilient construction techniques.	Community Development Department (Planning & Building Divisions)	Building Inspections; Engineering Department; Local builders	City General Fund (code updates); State resilience grants	Long Term (8–20 yrs)	Adoption of updated development standards; increased resilient housing construction.
	Action 3.7.4: Foster a partnership with XCEL Energy to reduce overhead electric in new developments and redevelopments.	Initiate coordination meetings with Xcel Energy to identify priority areas; Explore undergrounding utilities in targeted redevelopment corridors; Align utility improvements with capital improvement and redevelopment projects.	Engineering Department	Community Development Department; Xcel Energy; City Council	Utility partnerships; Capital Improvement Program; Infrastructure grants	Mid Term (4–7 yrs)	Improved electric infrastructure in targeted areas; reduced overhead utility exposure; enhanced neighborhood resilience.

IMPLEMENTATION MATRIX: URBAN DESIGN							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 4.1: Create a Cohesive and Vibrant Urban Form	Action 4.1.1: Update zoning and development standards to promote cohesive urban design and transitions between neighborhoods, corridors, and centers	Conduct zoning and design code audit; establish design standards for building height, setbacks, and streetscape consistency; adopt new urban design overlay where needed.	Community Development Department (Planning Division)	Engineering Department; MainStreet Roswell; RCCEDC	City General Fund; State Planning Grants; Private Developers	Short Term (1–3 yrs)	Updated zoning and design standards adopted; improved continuity between neighborhoods and corridors.
	Action 4.1.2: Encourage infill and redevelopment projects that complement surrounding neighborhood character.	Identify priority infill sites; develop design guidelines and incentives to promote compatible building forms and mixed-use transitions.	Community Development Department (Planning Division)	RCCEDC; MainStreet Roswell; Housing Division	HUD CDBG; LEDA; Private Investment	Mid Term (4–7 yrs)	Increased infill activity that enhances neighborhood cohesion and vibrancy.
Goal 4.2: Design Public Spaces for People	Action 4.2.1: Develop a citywide Public Space Master Plan to guide the design and management of parks, plazas, and civic spaces.	Inventory existing public spaces; assess accessibility, programming, and design quality; establish guidelines for new and improved spaces.	Parks & Recreation Department & Community Development Department (Planning Division)	Engineering Department; MainStreet Roswell; Local Nonprofits	ICIP; LWCF; State Outdoor Recreation Grants	Short Term (1–3 yrs)	Public Space Master Plan adopted; prioritized capital projects identified.
	Action 4.2.2: Redesign key civic spaces, such as the Courthouse Lawn and Civic Center Plaza, to support community events and everyday use.	Engage the public in participatory design; incorporate flexible seating, shade, lighting, and performance infrastructure.	Parks & Recreation Department	Tourism Program; MainStreet Roswell; Cultural Organizations	Lodgers' Tax; State Capital Outlay; Sponsorships	Mid Term (4–7 yrs)	Increased event attendance and year-round activity in redesigned civic spaces.
	Action 4.2.3: Integrate public art into streetscapes and public facilities to reflect local culture and identity.	Create a Public Art Policy; dedicate a percent-for-art funding mechanism; commission local artists for priority corridors and civic buildings.	Tourism Program (City Manager's Office) & Community Development Department (Planning Division)	Roswell Museum; MainStreet Roswell; Local Artists	Lodgers' Tax; NEA Art Grants; Private Donations	Short Term (1–3 yrs)	Public Art Policy adopted; new installations completed annually.
	Action 4.2.4: Expand shaded areas, benches, and pedestrian amenities in parks and public spaces.	Prioritize high-traffic areas for shade structures and tree planting; install site furnishings; coordinate maintenance schedules.	Parks & Recreation Department	Public Works Department; Keep Roswell Beautiful	ICIP; NM Urban Forestry Grants; Private Sponsorships	Mid Term (4–7 yrs)	Increased shade coverage and comfort in public gathering spaces.
	Action 4.2.5: Activate vacant or underused lots with temporary pop-up parks, art installations, or markets.	Identify short-term activation sites; create permit process and design templates; partner with community groups for programming.	Community Development Department (Planning Division)	MainStreet Roswell; Local Nonprofits; RCCEDC	CDBG; NM MainStreet; Private Sponsors	Short Term (1–3 yrs)	5–10 pop-up activations completed annually; improved perception of Downtown vitality

IMPLEMENTATION MATRIX: URBAN DESIGN

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 4.2: Design Public Spaces for People (cont.)	Action 4.2.6: Develop a maintenance and operations plan for all major public spaces to ensure long-term quality and safety.	Conduct staffing and cost analysis; adopt maintenance standards; integrate with CIP and annual budget planning.	Parks & Recreation Department & Public Works Department	Community Development Department; Facilities Maintenance	City General Fund; ICIP; State Recreation Grants	Ongoing	Consistent maintenance levels achieved; improved public satisfaction survey results.
Goal 4.3: Foster Mixed-Use, Mixed-Income, and Compact Neighborhoods	Action 4.3.1: Update zoning to allow for neighborhood commercial and mixed-use nodes that integrate housing, shops, and services.	Revise zoning map and code to permit mixed-use districts; create design standards to ensure compatibility with nearby neighborhoods.	Community Development Department (Planning Division)	RCCEDC; MainStreet Roswell; Engineering Department	City General Fund; State Planning Grants; Private Developers	Short Term (1–3 yrs)	New mixed-use zones adopted; increase in walkable neighborhood development.
	Action 4.3.2: Incentivize mixed-income developments through density bonuses or reduced parking requirements.	Identify opportunity sites; develop an incentive policy; prioritize near transit and job centers; monitor outcomes.	Community Development Department (Planning Division)	Housing Division; RCCEDC; City Council	NM MFA; HUD HOME; Developer Contributions	Mid Term (4–7 yrs)	Increased share of mixed-income projects citywide.
	Action 4.3.3: Encourage development patterns that promote compact growth and reduce infrastructure costs.	Evaluate infrastructure capacity; revise subdivision standards; align with Future Land Use Map priorities.	Community Development Department (Planning Division) & Engineering Department	Utilities Department; Finance Department	ICIP; Developer Contributions; EDA Smart Growth Grants	Long Term (8–20 yrs)	More efficient land use and infrastructure investment; reduced per-capita costs.
	Action 4.3.4: Support infill and redevelopment projects that reuse existing infrastructure and promote walkability.	Identify vacant or underutilized parcels; provide technical assistance and incentives for redevelopment.	Community Development Department (Planning Division)	RCCEDC; MainStreet Roswell; Private Developers	CDBG; LEDA; Private Investment	Mid Term (4–7 yrs)	Increase in infill building permits; stronger neighborhood connectivity.
	Action 4.3.5: Pilot mixed-use demonstration projects in targeted corridors and districts.	Select pilot sites; provide design assistance; showcase model projects that blend residential, retail, and civic uses.	Community Development Department (Planning Division)	RCCEDC; MainStreet Roswell; City Manager's Office	State Capital Outlay; Private Partnerships; EDA	Long Term (8–20 yrs)	Two or more successful mixed-use pilot projects constructed by Year 20.

IMPLEMENTATION MATRIX: URBAN DESIGN

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 4.4: Preserve and Enhance Roswell's Character and Identity	Action 4.4.1: Develop a citywide Design Standards and Guidelines Manual to ensure consistent design quality and reflect Roswell's heritage.	Create visual guidelines for building scale, materials, signage, lighting, and landscaping; integrate into zoning and development review.	Community Development Department (Planning Division)	MainStreet Roswell; Tourism Program; Engineering Department	City General Fund; NM MainStreet; Developer Fees	Short Term (1–3 yrs)	Design Standards Manual adopted; improved consistency in new developments
	Action 4.4.2: Protect and enhance gateways, corridors, and key entry points to create a strong first impression of Roswell.	Identify primary gateways; develop landscape, signage, and lighting plans; implement through phased projects.	Community Development Department (Planning Division) & Engineering Department	Tourism Program; Parks & Recreation Department; Keep Roswell Beautiful	Lodgers' Tax; ICIP; State Capital Outlay	Mid Term (4–7 yrs)	Enhanced visual identity at city entrances; increased visitor appeal.
	Action 4.4.3: Preserve historic and cultural resources through adaptive reuse and compatible infill development.	Maintain historic inventory; promote reuse incentives and design compatibility in redevelopment projects.	Community Development Department (Planning Division)	SHPO; Roswell Museum; Historic Preservation Partners	SHPO Grants; NPS Historic Tax Credits; Private Investment	Mid Term (4–7 yrs)	More adaptive reuse projects; preserved architectural character.
	Action 4.4.4: Strengthen Downtown identity through coordinated signage, streetscape, and lighting improvements.	Create branded signage system; coordinate lighting and paving materials across Downtown subdistricts.	MainStreet Roswell & Community Development Department (Planning Division)	Tourism Program; Engineering Department; RCCEDC	Lodgers' Tax; NM MainStreet; Sponsorships	Mid Term (4–7 yrs)	Downtown streetscape improvements completed; improved wayfinding and branding.
	Action 4.4.5: Promote Roswell's unique culture and creativity through public art and events.	Support local artist commissions; establish an annual public art festival and cultural programming in civic spaces.	Tourism Program (City Manager's Office) & Parks & Recreation Department	Roswell Museum; Local Nonprofits; Cultural Organizations	Lodgers' Tax; NEA Grants; Private Sponsors	Ongoing	Increased public art installations and annual cultural participation
Goal 4.5: Design Streets that Manage Stormwater, Reduce Heat, and Create Shaded, Attractive Corridors	Action 4.5.1: Integrate green infrastructure elements such as bioswales, permeable paving, and tree canopies into street design standards.	Update engineering and street design manuals; pilot green infrastructure projects in priority corridors; incorporate native landscaping.	Engineering Department & Community Development Department (Planning Division)	Public Works Department; Utilities Department (Water Division); Keep Roswell Beautiful	FEMA BRIC; EPA Clean Water SRF; ICIP; NM Urban Forestry Grants	Mid Term (4–7 yrs)	Updated street design standards adopted; increased green infrastructure installations.
	Action 4.5.2: Develop a Shade and Heat Mitigation Strategy to prioritize tree planting and cooling interventions along key corridors.	Map heat island areas; identify high-traffic and underserved zones; establish planting goals and maintenance schedules.	Parks & Recreation Department & Public Works Department	Community Development Department; NMED; Local Nonprofits	NM Urban Forestry Program; USDA Urban & Community Forestry; Private Sponsors	Long Term (8–20 yrs)	Tree canopy coverage increased by 25% in priority corridors; measurable reduction in surface temperatures.

IMPLEMENTATION MATRIX: URBAN DESIGN							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 4.6: Create a Safe, Accessible Network of Trails and Bike Paths to Connect Neighborhoods to Key Destinations	Action 4.6.1: Develop a citywide Trails and Bikeways Master Plan to guide connectivity and design standards.	Map existing and proposed routes; coordinate with NMDOT and Parks & Recreation on design standards; prioritize connections to schools, parks, and Downtown.	Engineering Department & Parks & Recreation Department	Community Development Department; Roswell Transit; RISD	TAP; RTP; ICIP; State Recreation Grants	Short Term (1–3 yrs)	Trails and Bikeways Master Plan adopted; priority projects included in CIP.
	Action 4.6.2: Implement a phased network of safe, connected bike lanes and multi-use paths linking neighborhoods to key destinations.	Begin with pilot corridors connecting schools and parks; add wayfinding and lighting; expand phases based on use and funding availability.	Engineering Department & Parks & Recreation Department	NMDOT; Roswell Transit; Local Cycling Groups	TAP; RTP; State Outdoor Recreation Grants; Private Sponsors	Mid Term (4–7 yrs)	10 miles of new bike and trail facilities constructed; increased bike and pedestrian use citywide.

IMPLEMENTATION MATRIX: ECONOMIC DEVELOPMENT

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 5.1: Expand and Diversify the Industrial Base through Aviation and Manufacturing	Action 5.1.1: Invest in infrastructure improvements at RAC and Earl Cummings Industrial Park.	Upgrade utilities, roads, and site prep to ensure industrial areas are development-ready; prioritize access and water capacity improvements.	Engineering Department & Public Works Department	RCCEDC; Roswell Air Center; Utilities Department	EDA Public Works Grants; ICIP; State Infrastructure Grants; Private Investment	Mid Term (4–7 yrs)	Industrial areas fully serviced and shovel-ready; increased site marketing activity.
	Action 5.1.2: Launch an industry recruitment initiative targeting aerospace, advanced manufacturing, logistics, and defense sectors.	Develop branding and marketing campaigns; attend trade shows; establish direct outreach to prospective employers.	RCCEDC & City Manager's Office (Tourism & Economic Initiatives)	NM EDD; Roswell Air Center; Private Sector	LEDA; State EDD Incentives; Private Partnerships	Short Term (1–3 yrs)	At least three new industrial employers recruited; increased job creation in target sectors.
	Action 5.1.3: Update zoning and land use policies to protect industrial areas from incompatible uses.	Review zoning map and code; adopt industrial protection overlay; limit residential encroachment near key job centers.	Community Development Department (Planning Division)	City Council; Legal Department	General Fund; State Planning Assistance	Short Term (1–3 yrs)	Industrial zones protected; conflicts between land uses reduced.
	Action 5.1.4: Leverage state and federal incentive programs to attract industrial expansion.	Align City incentive policies with LEDA, EDA, and tax abatement opportunities; assist RCCEDC with application support.	RCCEDC & Community Development Department	NM EDD; State Finance Authority; Private Developers	LEDA; EDA; NM Tax Abatement Programs; Private Investment	Ongoing	Increased number of businesses utilizing incentive programs; higher private capital investment.
	Action 5.1.5: Promote RAC as a competitive MRO and logistics hub.	Develop joint branding with tenants; enhance signage, marketing materials, and events tied to aviation and logistics industries.	Roswell Air Center Administration & Tourism Office	RCCEDC; NM Aviation Division	RAC Revenues; NM DOT Aviation Grants; Private Sponsorships	Long Term (8–20 yrs)	Expanded MRO operations and aviation-related employment at RAC.
Goal 5.2: Strengthen Agriculture and Value-Added Production	Action 5.2.1: Support and promote local agricultural producers through marketing, technical assistance, and business development programs.	Partner with regional organizations to create a "Buy Local Roswell" campaign; provide training and small business resources for producers and processors.	RCCEDC & Community Development Department (Planning Division)	Chaves County Cooperative Extension; NM Department of Agriculture; Local Farmers	USDA Value-Added Producer Grants; EDA Technical Assistance; Private Sponsors	Short Term (1–3 yrs)	Increased visibility and sales for local agricultural producers.
	Action 5.2.2: Expand opportunities for value-added food processing and agri-tech enterprises.	Identify sites suitable for agri-business operations; streamline permitting; offer incentives for processing and innovation facilities.	RCCEDC & Community Development Department (Planning Division)	NM EDD; Chaves County; NM Department of Agriculture	LEDA; USDA Rural Development; State EDD Incentives	Mid Term (4–7 yrs)	Two new value-added businesses established; growth in agri-tech employment.
	Action 5.2.3: Develop a regional food hub or cooperative to improve distribution, aggregation, and storage of local products.	Conduct feasibility study; engage producers and distributors; identify location and funding; establish management structure.	RCCEDC & Community Development Department (Planning Division)	NM Cooperative Extension; Local Farmers; Nonprofits	USDA Local Food Promotion Program; EDA; Private Partnerships	Long Term (8–20 yrs)	Regional food hub operational; increased local market access for farmers.

IMPLEMENTATION MATRIX: ECONOMIC DEVELOPMENT							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 5.2: Strengthen Agriculture and Value-Added Production (cont.)	Action 5.2.4: Promote agritourism and educational experiences that connect visitors to Roswell's agricultural heritage.	Develop agritourism marketing materials; collaborate with farms, wineries, and local attractions; integrate events into tourism promotions.	Tourism Office (City Manager's Office)	RCCEDC; Local Farms; NM Tourism Department	Lodgers' Tax; NM Tourism Grants; Private Sponsors	Mid Term (4–7 yrs)	Increased visitation and spending in agritourism-related events and destinations.
	Action 5.2.4: Support Surrounding Industries like the Pecan and Pistachio Orcards	Collaborate with local growers and agricultural organizations to support production, processing, and distribution of pecan and pistachio products; promote value-added opportunities such as packaging, branding, and agritourism; identify infrastructure and workforce needs to strengthen these industries.	Community Development Department (Planning Division); RCCEDC	Local Farms and Orchard Operators; NM Department of Agriculture; Chaves County Extension Office	USDA Rural Development Grants; NM Department of Agriculture Programs; Local Economic Development Act (LEDA); Private Investment	Mid Term (4–7 yrs)	Increased production and value-added processing of local agricultural products; expanded agribusiness activity and regional market presence.
Goal 5.3: Reposition South Roswell as an Economic Opportunity Zone	Action 5.3.1: Conduct a South Roswell redevelopment study to identify key sites for mixed-use and industrial reinvestment.	Complete market analysis, infrastructure audit, and land use assessment; develop an implementation roadmap for catalytic sites.	Community Development Department (Planning Division)	RCCEDC; Engineering Department; Public Works Department	EDA Technical Assistance; State Planning Grants; ICIP	Short Term (1–3 yrs)	South Roswell redevelopment framework completed and adopted by City Council.
	Action 5.3.2: Improve public infrastructure, utilities, and transportation access to support business attraction and workforce mobility.	Prioritize street, drainage, and utility upgrades; align with Opportunity Zone boundaries and investment prospects.	Engineering Department & Public Works Department	Utilities Department; RCCEDC	EDA Public Works; FEMA BRIC; ICIP	Mid Term (4–7 yrs)	Infrastructure projects initiated to enhance South Roswell's marketability.
	Action 5.3.3: Create an incentive package to attract commercial, light industrial, and housing investment in South Roswell.	Align City incentives with LEDA and Opportunity Zone benefits; promote through targeted marketing campaigns.	RCCEDC & Community Development Department (Planning Division)	City Manager's Office; NM EDD	LEDA; EDA; Opportunity Zone Tax Credits	Short Term (1–3 yrs)	Increased private investment; diversified economic activity in South Roswell.
	Action 5.3.4: Encourage workforce and mixed-income housing near employment centers to support revitalization.	Identify underutilized parcels for redevelopment; partner with housing developers and state agencies; provide density and parking incentives.	Community Development Department (Planning Division)	RCCEDC; NM MFA; Private Developers	LIHTC; NM Housing Trust Fund; Developer Contributions	Mid Term (4–7 yrs)	New mixed-income housing units constructed; improved access to jobs and services.

IMPLEMENTATION MATRIX: ECONOMIC DEVELOPMENT							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 5.4: Diversify and Grow Roswell's Tourism Economy	Action 5.4.1: Relocate and Expand the Roswell Museum Downtown	Evaluate potential downtown sites; coordinate with stakeholders on relocation strategy; secure funding for renovation or construction; integrate museum with surrounding retail, cultural, and public space improvements.	City Manager's Office; Community Development Department	Roswell Museum; MainStreet Roswell; NM Department of Cultural Affairs	State Capital Outlay; Federal Grants (NEA, EDA); Private Foundations; Lodgers' Tax	Mid Term (4–7 yrs)	Museum relocated or expanded downtown; increased visitor activity and strengthened cultural tourism.
	Action 5.4.2: Leverage National Championship Air Races	Coordinate event planning and logistics; develop marketing campaigns; partner with local businesses for visitor packages; enhance infrastructure and services to support large-scale events.	Tourism Office (City Manager's Office); RCCEDC	Roswell Air Center; Event Organizers; Local Businesses	Lodgers' Tax; Sponsorships; NM Tourism Department; Private Investment	Ongoing	Increased visitation and spending during events; enhanced national visibility for Roswell.
	Action 5.4.3: Expand Branding Beyond UFOs	Develop a comprehensive branding strategy highlighting arts, culture, aviation, and heritage assets; launch regional and digital marketing campaigns; align branding across tourism materials and events.	Tourism Office (City Manager's Office)	RCCEDC; MainStreet Roswell; NM Tourism Department	Lodgers' Tax; NM Tourism Marketing Grants; Private Sponsorships	Short Term (1–3 yrs)	More diversified visitor base; increased awareness of non-UFO attractions; longer visitor stays.
	Action 5.4.4: Support Tourism-Supportive Businesses	Provide incentives and technical assistance for businesses such as restaurants, retail, and entertainment; streamline permitting support; encourage adaptive reuse of existing buildings for tourism-related uses.	Community Development Department; RCCEDC	MainStreet Roswell; Local Business Owners; NM Small Business Development Center	LEDA; Small Business Grants; Local Incentive Programs; Private Investment	Mid Term (4–7 yrs)	Increased number and diversity of tourism-supportive businesses; improved visitor experience and local economic activity.
	Action 5.4.5: Enhance Wayfinding and Visitor Navigation	Expand the design and install coordinated signage system; improve digital navigation tools and maps; connect key destinations including downtown, RAC, and cultural sites.	Community Development Department; Public Works Department	Tourism Office; MainStreet Roswell; NM Department of Transportation	Transportation Alternatives Program (TAP); Lodgers' Tax; State Grants	Short–Mid Term (1–5 yrs)	Improved visitor navigation; increased connectivity between destinations; enhanced overall visitor experience.
Goal 5.5: Foster a Competitive Environment for Local Business Growth	Action 5.5.1: Expand Small Business Assistance Programs	Develop and expand technical assistance programs for small businesses, including training, mentorship, and access to capital; coordinate with regional partners to provide workshops and business support services.	RCCEDC & Community Development Department (Planning Division)	NM Small Business Development Center; Local Financial Institutions; Chamber of Commerce	SBA Microloan Program; EDA Technical Assistance; Private Foundations	Short Term (1–3 yrs)	Increased number of supported small businesses; improved business retention and startup success rates.

IMPLEMENTATION MATRIX: ECONOMIC DEVELOPMENT							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 5.5: Foster a Competitive Environment for Local Business Growth (cont.)	Action 5.5.2: Strengthen Development Review Capacity Through Staffing, Training, and Process Consistency	Evaluate current staffing levels and development review workflows; allocate resources to support adequate staffing; provide ongoing staff training; establish clear and consistent review procedures to improve predictability for applicants.	Community Development Department (Planning Division); City Manager's Office	Engineering Department; Code Enforcement; IT Department	EDA Grants; SBA Programs; Private Investment; Foundations	Mid Term (4–7 yrs)	New startups launched; increased entrepreneurial activity; expanded support network for small businesses.
	Action 5.5.3: Create an Entrepreneurship Hub and Business Incubators	Identify and secure a location for an entrepreneurship hub; partner with local organizations to provide co-working space, business incubation, and startup support services; develop programming focused on workforce development and business growth.	RCCEDC & Community Development Department (Planning Division)	Eastern New Mexico University–Roswell; NM Small Business Development Center; Private Sector Partners	CDBG; NM MainStreet; Private Sponsors	Mid Term (4–7 yrs)	20+ façades improved; revitalized appearance of key corridors
	Action 5.5.4: Launch a "Shop Roswell First" Campaign	Develop and implement a local marketing campaign promoting locally owned businesses; coordinate events, promotions, and partnerships to encourage local spending; align messaging across City and partner organizations.	Tourism Office (City Manager's Office); RCCEDC	MainStreet Roswell; Chamber of Commerce; Local Businesses	Lodgers' Tax; Local Marketing Funds; Sponsorships	Short Term (1–3 yrs)	Increased local spending; higher visibility of local businesses; strengthened community support for small businesses.
	Action 5.5.5: Provide Targeted Retail Incentives	Develop incentive programs to attract and retain desired retail and service businesses; prioritize gaps in dining, entertainment, and specialty retail; align incentives with redevelopment goals and key commercial areas.	RCCEDC; Community Development Department	City Manager's Office; Local Property Owners; Developers	LEDA; Local Incentive Programs; Tax Credits; Private Investment	Mid Term (4–7 yrs)	Increased number and diversity of retail businesses; reduced commercial vacancies; improved local economic activity.
Goal 5.6: Prepare a Skilled Workforce to Match Emerging Industries	Action 5.6.1: Expand Career Pathways in High-Demand Sectors	Partner with local education providers and employers to align training programs with high-demand industries such as aerospace, healthcare, skilled trades, and logistics; develop certification and career pathway programs that connect students to local job opportunities.	RCCEDC; Eastern New Mexico University–Roswell	Roswell Independent School District; NM Workforce Solutions; Local Employers	Workforce Innovation and Opportunity Act (WIOA); State Workforce Grants; EDA; Private Sector Partnerships	Mid Term (4–7 yrs)	Increased enrollment in workforce training programs; improved alignment between workforce skills and employer needs.
	Action 5.6.2: Support Childcare and Housing Initiatives	Coordinate with housing developers and childcare providers to expand access to affordable housing and childcare services; identify gaps and pursue funding opportunities to support workforce participation.	Community Development Department; City Manager's Office	Housing Developers; Nonprofit Organizations; NM Mortgage Finance Authority	HUD Programs; LIHTC; State Housing Trust Fund; Childcare Assistance Programs	Mid Term (4–7 yrs)	Increased availability of workforce-supportive housing and childcare; improved workforce participation and retention.

IMPLEMENTATION MATRIX: ECONOMIC DEVELOPMENT

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 5.6: Prepare a Skilled Workforce to Match Emerging Industries (cont.)	Action 5.6.3: Strengthen Apprenticeships and Internships	Develop partnerships between employers, schools, and training providers to expand apprenticeship and internship opportunities; promote participation among local businesses and students.	RCCEDC & ENMU–Roswell	Local Employers; NM Workforce Solutions; Roswell Independent School District	WIOA; Apprenticeship Grants; State Workforce Programs; Private Sector Contributions	Short Term (1–3 yrs)	Increased number of apprenticeship and internship placements; stronger workforce pipeline for local industries.
	Action 5.6.4: Expand Healthcare Workforce Recruitment	Partner with healthcare providers and training institutions to recruit and retain healthcare professionals; develop incentives and training pathways to address workforce shortages.	RCCEDC; Local Healthcare Providers	ENMU–Roswell; Local Businesses; NM Department of Workforce Solutions	Health Resources and Services Administration (HRSA); State Healthcare Workforce Programs; Private Healthcare Investment	Mid Term (4–7 yrs)	Increased number of healthcare professionals; improved access to healthcare services.
	Action 5.6.5: Collaborate with State Workforce Agencies	Coordinate with state workforce agencies to align local workforce initiatives with state programs; leverage funding and technical assistance; ensure local employers are connected to available workforce resources.	City Manager's Office; RCCEDC	NM Workforce Solutions; NM Economic Development Department; Educational Institutions	WIOA; State Workforce Funding; Federal Grants	Short Term (1–3 yrs)	Improved coordination of workforce programs; increased utilization of state resources; stronger regional workforce alignment.
Goal 5.7: Revitalize Downtown as the Cultural and Economic Heart of Roswell	Action 5.7.1: Adaptive Reuse of Vacant and Underutilized Buildings	Identify underutilized and historic buildings suitable for adaptive reuse; develop incentive programs and technical assistance to support rehabilitation; streamline code compliance pathways for reuse projects.	Community Development Department (Planning Division); RCCEDC	MainStreet Roswell; Property Owners; Developers	Historic Preservation Tax Credits; LEDA; EDA; Private Investment	Mid Term (4–7 yrs)	Increased building occupancy and reinvestment; preservation of historic assets; expanded commercial activity downtown.
	Action 5.7.2: Expand Evening and Nightlife Activity	Support extended business hours and new entertainment offerings; promote events and programming during evenings; coordinate with local businesses to activate downtown after 5 p.m.	MainStreet Roswell; Tourism Office (City Manager's Office)	Local Businesses; Chamber of Commerce; Arts Organizations	Lodgers' Tax; Sponsorships; Local Event Funding	Short Term (1–3 yrs)	Increased evening foot traffic; greater business revenue during non-peak hours; enhanced downtown vibrancy.
	Action 5.7.3: Improve Streetscapes and Walkability	Enhance pedestrian infrastructure including sidewalks, lighting, landscaping, and crossings; implement streetscape improvements that support accessibility, safety, and comfort.	Engineering & Public Works Department	Community Development Department; MainStreet Roswell	Transportation Alternatives Program (TAP); EDA Public Works; Local Capital Improvement Funds	Mid Term (4–7 yrs)	Improved pedestrian safety and accessibility; increased walkability; enhanced public realm quality.
	Action 5.7.4: Strengthen MainStreet Roswell Partnerships	Expand collaboration between the City, MainStreet Roswell, and local stakeholders; support organizational capacity and coordinated programming; align downtown initiatives with MainStreet efforts.	City Manager's Office; MainStreet Roswell	RCCEDC; Chamber of Commerce; Local Businesses	State MainStreet Program; Local Funding; Grants	Short Term (1–3 yrs)	Stronger coordination of downtown initiatives; increased program effectiveness; enhanced stakeholder engagement.

IMPLEMENTATION MATRIX: ECONOMIC DEVELOPMENT							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
	Action 5.7.5: Develop a Downtown Retail Recruitment Strategy	Identify retail gaps and target business types; develop recruitment materials and incentive packages; coordinate outreach to attract desired businesses.	RCCEDC; Community Development Department	MainStreet Roswell; Chamber of Commerce; Property Owners	LEDA; Local Incentives; Private Investment	Short Term (1–3 yrs)	Increased diversity of retail and dining options; improved business mix; reduced underutilized commercial space.
Goal 5.7: Revitalize Downtown as the Cultural and Economic Heart of Roswell (cont.)	Action 5.7.6: Expand Downtown and Surrounding Areas to Increase Commercial Activity	Evaluate opportunities to extend downtown activity into adjacent areas; support infill development and redevelopment; align zoning and infrastructure investments to support expansion.	Community Development Department (Planning Division)	RCCEDC; Engineering Department; Private Developers	EDA; Local Capital Improvements; Private Investment	Mid Term (4–7 yrs)	Expanded commercial footprint; increased investment in adjacent areas; stronger economic connectivity.
	Action 5.7.7: Promote Development of an Event Plaza and Outdoor Venue	Identify potential sites for a downtown plaza or outdoor event space; conduct feasibility analysis; pursue funding and partnerships for design and construction.	City Manager's Office; Community Development Department	MainStreet Roswell; Arts Organizations; Tourism Office	EDA; Lodgers' Tax; Capital Improvement Funds; Grants	Mid Term (4–7 yrs)	New public gathering space established; increased events and visitation; strengthened downtown identity.
Goal 5.8: Ensure Sustainable Fiscal Support for Economic Development and Tourism	Action 5.8.1: Create a Tourism & Economic Development Reserve Fund	Establish a dedicated reserve fund to support tourism promotion and economic development initiatives; define funding sources and allocation criteria; integrate fund into annual budgeting process.	City Manager's Office; Finance Department	RCCEDC; Tourism Office	General Fund Allocations; Lodgers' Tax; Grants	Mid Term (4–7 yrs)	Established reserve fund; increased financial stability for tourism and economic development initiatives.
	Action 5.8.2: Pursue Matching Grants for Tourism Promotion	Identify and apply for state and federal tourism-related grants; coordinate matching fund requirements; align grant applications with local tourism priorities.	Tourism Office (City Manager's Office)	RCCEDC; NM Tourism Department	NM Tourism Grants; Federal Grants (EDA, SBA); Lodgers' Tax (match funding)	Short Term (1–3 yrs)	Increased external funding for tourism promotion; expanded marketing reach and visitor attraction efforts.
	Action 5.8.3: Link Capital Improvement Planning (CIP) to Economic Development Goals	Align CIP projects with economic development priorities; prioritize infrastructure investments that support tourism, workforce, and industry growth; incorporate evaluation criteria into capital planning.	City Manager's Office; Finance Department; Community Development Department	Engineering Department; RCCEDC	Capital Improvement Funds; EDA Public Works; State Capital Outlay	Mid Term (4–7 yrs)	Improved alignment between infrastructure investments and economic development outcomes; more strategic capital spending.
	Action 5.8.4: Strengthen Public-Private Partnerships for Event Funding	Develop partnerships with private sponsors and organizations to support events and tourism programming; create sponsorship frameworks and funding agreements; expand collaboration with local businesses.	Tourism Office (City Manager's Office); RCCEDC	Local Businesses; Event Organizers; Chamber of Commerce	Private Sponsorships; Lodgers' Tax; Event Revenues	Short Term (1–3 yrs)	Increased private sector investment in events; expanded event programming and financial sustainability.

IMPLEMENTATION MATRIX: ECONOMIC DEVELOPMENT							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 5.8: Ensure Sustainable Fiscal Support for Economic Development and Tourism (cont.)	Action 5.8.5: Conduct an Annual Funding Review & Forecast	Establish an annual review process to evaluate funding sources, expenditures, and economic development outcomes; develop multi-year forecasts to guide budgeting and investment decisions.	Finance Department; City Manager's Office	RCCEDC; Tourism Office	General Fund (staff capacity); Technical Assistance Grants	Short Term (1–3 yrs)	Improved financial transparency and forecasting; more informed decision-making for economic development investments.
	Action 5.8.6: License Roswell's Brand / Logo to Expand Revenue Streams	Develop a licensing program for Roswell's brand, logos, and themed assets; establish guidelines and agreements for use; partner with local and regional businesses to produce branded merchandise and products.	City Manager's Office; Tourism Office	Local Businesses; Chamber of Commerce; Legal Department	Licensing Fees; Private Investment; Sales Revenues	Mid Term (4–7 yrs)	New revenue streams generated through licensing; increased visibility and economic impact of Roswell's brand.

IMPLEMENTATION MATRIX: PUBLIC INFRASTRUCTURE							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.1: Improve Stormwater Resilience and Flood Protection	Action 6.1.1: Work with FEMA to re-evaluate Roswell's effective floodplain maps.	Coordinate with FEMA to review and update effective floodplain maps; incorporate updated hydrologic and hydraulic data; engage local stakeholders during the revision process.	Community Development Department; Engineering Department	FEMA; NM Department of Homeland Security & Emergency Management	FEMA Risk MAP Program; Hazard Mitigation Grant Program (HMGP)	Mid Term (4–7 yrs)	Updated floodplain maps; improved accuracy of flood risk identification and development guidance.
	Action 6.1.2: Update City ordinances for stronger stormwater standards.	Review existing stormwater regulations; update ordinances to reflect current best practices and resilience standards; integrate requirements into development review processes.	Community Development Department; Engineering Department	Legal Department; Developers; NM Environment Department	General Fund; Technical Assistance Grants	Short Term (1–3 yrs)	Adopted updated stormwater ordinances; improved development standards for flood mitigation.
	Action 6.1.3: Consolidate stormwater codes into a Technical Standards Manual.	Compile existing stormwater-related codes and standards; develop a unified technical manual; provide guidance for consistent application during development review.	Engineering Department	Community Development Department; Consultants	General Fund; Planning and Technical Assistance Grants	Short Term (1–3 yrs)	Adopted technical standards manual; improved consistency and clarity in stormwater requirements.
	Action 6.1.4: Advance multi-benefit greenway projects.	Identify priority corridors for greenway development; integrate flood control, recreation, and environmental benefits; pursue funding and partnerships for implementation.	Community Development Department; Parks & Recreation Department	Engineering Department; NM State Agencies; Nonprofits	EDA; Land and Water Conservation Fund (LWCF); State Grants	Mid Term (4–7 yrs)	New or improved greenway corridors; enhanced flood management and community amenities.
	Action 6.1.5: Develop in-line detention systems along waterways.	Conduct feasibility studies for in-line detention; design and construct systems along key drainage corridors; integrate with broader stormwater infrastructure.	Engineering Dept.	Consultants; FEMA; State Agencies	FEMA Mitigation Grants; Capital Improvement Funds; State Funding	Long Term (8+ yrs)	Reduced flood risk along waterways; increased stormwater storage capacity.
	Action 6.1.6: Expand the capacity of existing ponds by identifying vacant tracts for new regional detention/retention.	Assess existing detention/ retention pond capacity; identify vacant or underutilized tracts for expansion or new facilities; prioritize projects based on risk areas.	Engineering Department; Community Development Department	Private Landowners; Developers	Capital Improvement Program (CIP); FEMA Grants; State Funding	Mid Term (4–7 yrs)	Increased detention capacity; reduced localized flooding impacts.
	Action 6.1.7: Emphasize the required on-site level detention/retention for all developments.	Review and update development standards to ensure adequate on-site detention/retention; enforce compliance through development review; provide design guidance for developers.	Community Development Department; Engineering Department	Developers; Consultants	General Fund (staff capacity); Development Fees	Short Term (1–3 yrs)	Improved stormwater management in new developments; reduced downstream impacts.

IMPLEMENTATION MATRIX: PUBLIC INFRASTRUCTURE							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.1: Improve Stormwater Resilience and Flood Protection (cont.)	Action 6.1.8: Perform percolation tests for detention ponds.	Establish requirements for percolation testing in stormwater design; integrate testing into development review; ensure appropriate design of detention systems based on soil conditions.	Engineering Department	Geotechnical Consultants; Developers	Development Fees; Private Investment	Short Term (1–3 yrs)	Improved performance of detention systems; reduced risk of system failure.
	Action 6.1.9: Implement inspections & cleaning of drainage conveyance & storage systems before & after monsoon season or major rain events.	Develop and implement a maintenance schedule for drainage infrastructure; conduct inspections before and after monsoon season or major storm events; allocate resources for cleaning and repairs.	Public Works Department	Engineering Department; Emergency Management	General Fund; Stormwater Utility Fees (if applicable); State Grants	Short Term (1–3 yrs)	Improved system performance; reduced flood risk during storm events; fewer maintenance-related failures.
Goal 6.2: Rehabilitate and Modernize Wastewater Systems	Action 6.2.1: Replace failing clay terracotta mains.	Identify priority segments of aging clay terracotta sewer mains; develop phased replacement plan; coordinate construction to minimize service disruptions.	Public Works Department; Engineering Department	Contractors; Utility Providers	Capital Improvement Program (CIP); State Revolving Fund (SRF); Federal Infrastructure Grants	Mid Term (4–7 yrs)	Reduced system failures and leaks; improved system reliability and capacity.
	Action 6.2.2: Continue manhole rehabilitation program.	Assess condition of existing manholes; repair or replace deteriorated structures; seal to prevent inflow and infiltration.	Public Works Department	Engineering Department; Contractors	CIP; SRF; General Fund	Ongoing	Improved structural integrity of system; reduced infiltration and maintenance costs.
	Action 6.2.3: Upgrade & flood-proof lift stations to ensure reliable operation during heavy rain events.	Evaluate existing lift stations for flood risk; implement flood-proofing measures; upgrade equipment to ensure operation during storm events.	Public Works Department; Engineering Department	Emergency Management; Utility Providers	FEMA Hazard Mitigation Grants; CIP; SRF	Mid Term (4–7 yrs)	Reduced risk of system failure during heavy rain events; improved system resilience.
	Action 6.2.4: Reduce inflow and infiltration (I&I) by expanding the monitoring & lining programs to seal joints, laterals, & mains.	Expand monitoring programs to identify I&I sources; implement pipe lining, joint sealing, and lateral repairs; prioritize high-risk areas.	Public Works Department; Engineering Department	Consultants; Contractors	SRF; CIP; Federal Infrastructure Grants	Mid Term (4–7 yrs)	Reduced inflow and infiltration rates; increased system efficiency and capacity.
	Action 6.2.5: Plan for long-term treatment plant capacity to aligned with regulatory standards and long-term growth.	Conduct capacity and condition assessment of wastewater treatment facilities; develop long-term expansion or upgrade plan; ensure compliance with regulatory standards and projected growth.	Public Works Department; Engineering Department	NM Environment Department; Consultants	SRF; EPA Grants; State Funding; CIP	Long Term (8+ yrs)	Adequate treatment capacity to meet future demand; compliance with environmental regulations.

IMPLEMENTATION MATRIX: PUBLIC INFRASTRUCTURE							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.3: Upgrade and Maintain Water Distribution Systems	Action 6.3.1: Implement a phased replacement program to replace asbestos cement & concrete water mains.	Identify priority segments of aging asbestos cement and concrete mains; develop a phased replacement program; coordinate construction to minimize service disruptions.	Public Works Department; Engineering Department	Contractors; Utility Providers	Capital Improvement Program (CIP); State Revolving Fund (SRF); Federal Infrastructure Grants	Mid Term (4–7 yrs)	Reduced water loss and system failures; improved reliability and water quality.
	Action 6.3.2: Use the city's 2021 hydraulic model to guide system upgrades, ensuring replacements & expansions align with projected growth & pressure needs.	Apply the City's 2021 hydraulic model to evaluate system performance; prioritize upgrades and expansions based on pressure, capacity, and projected growth; update model periodically.	Engineering Department	Public Works Department; Consultants	General Fund; Technical Assistance Grants	Short Term (1–3 yrs)	Data-driven infrastructure planning; improved system performance and pressure reliability.
	Action 6.3.3: Expand water storage & distribution capacity to ensure redundancy & support emergency response capacity.	Assess current storage and distribution capacity; identify locations for new tanks and system improvements; construct additional infrastructure to improve redundancy and emergency response.	Public Works Department; Engineering Department	Consultants; State Agencies	CIP; SRF; State Funding; Federal Infrastructure Grants	Long Term (8+ yrs)	Increased system redundancy; improved emergency response capability; enhanced service reliability.
	Action 6.3.4: Provide secondary service lines & looped systems for critical facilities to ensure uninterrupted water service.	Identify critical facilities (e.g., hospitals, emergency services); design and install secondary service lines and looped systems; prioritize areas with limited redundancy.	Engineering Department; Public Works Department	Healthcare Providers; Emergency Services	CIP; FEMA Hazard Mitigation Grants; State Funding	Mid Term (4–7 yrs)	Improved service reliability for critical facilities; reduced risk of service interruption.
	Action 6.3.5: Improve fire protection through system upgrades.	Evaluate fire flow capacity and hydrant coverage; upgrade infrastructure to meet fire protection standards; coordinate improvements with fire department needs.	Public Works Department; Fire Department	Engineering Department	CIP; ISO Improvement Programs; State Funding	Mid Term (4–7 yrs)	Improved fire flow capacity; enhanced public safety and reduced insurance risk ratings.
	Action 6.3.6: Employ State of New Mexico's Environment Department's Hydro Delta System to detect water leaks from satellite imagery to assist with prioritization and action.	Coordinate with the New Mexico Environment Department to implement the Hydro Delta system; integrate satellite-based leak detection into maintenance planning; prioritize repairs based on identified leaks.	Public Works Department	NM Environment Department; Engineering Department	State Programs; Technical Assistance Grants; General Fund	Short Term (1–3 yrs)	Improved leak detection and response time; reduced water loss and operational costs.
Goal 6.4: Support Reliable Utility Systems (Electric and Gas)	Action 6.4.1: Monitor & expand electrical system capacity.	Coordinate with utility providers to assess current electrical capacity; identify constraints; plan for system upgrades to support future growth and demand.	City Manager's Office; Engineering Department	Electric Utility Providers; Developers	Utility Capital Programs; State Infrastructure Funding; Private Investment	Mid Term (4–7 yrs)	Improved system capacity; reduced risk of service constraints in growth areas.

IMPLEMENTATION MATRIX: PUBLIC INFRASTRUCTURE							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.4: Support Reliable Utility Systems (Electric and Gas) (cont.)	Action 6.4.2: Integrate electrical & natural gas infrastructure needs into land use & development planning to avoid conflicts & ensure efficient service extensions that are consistent with State of NM Climate & Infrastructure policy.	Incorporate electrical and natural gas infrastructure needs into land use and development review processes; coordinate with utilities to ensure efficient service extensions aligned with state policies.	Community Development Department (Planning Division)	Utility Providers; Engineering Department; NM State Agencies	General Fund; Technical Assistance Grants	Short Term (1–3 yrs)	Improved coordination between land use and infrastructure planning; reduced conflicts and more efficient service delivery.
	Action 6.4.3: Assess long-term opportunities for natural gas expansion.	Evaluate current service areas and future demand; identify feasible expansion areas; coordinate with providers to plan extensions where appropriate.	City Manager's Office; Engineering Department	Natural Gas Providers; Developers	Utility Investment; Private Development Contributions	Mid Term (4–7 yrs)	Expanded access to natural gas services; improved service availability in growth areas.
	Action 6.4.4: Explore additional renewable & alternative energy options to diversify Roswell's energy mix & reduce reliance on regional transmission.	Assess opportunities for solar, wind, and other renewable energy sources; evaluate feasibility of local generation; support pilot projects and partnerships.	City Manager's Office; Sustainability/Planning Staff	Utility Providers; NM Energy, Minerals & Natural Resources Department; Private Sector	Federal Grants (DOE); State Energy Programs; Private Investment	Mid Term (4–7 yrs)	Increased diversification of energy sources; reduced reliance on external transmission systems.
	Action 6.4.5: Strengthen utility system resilience by collaborating with providers to identify vulnerabilities & implement upgrades that reduce risks of outages during extreme weather events.	Collaborate with utility providers to identify vulnerabilities; develop and implement resilience strategies; prioritize upgrades to reduce outage risks during extreme weather events.	City Manager's Office; Emergency Management	Utility Providers; Engineering Department	FEMA Hazard Mitigation Grants; Utility Capital Programs; State Funding	Mid Term (4–7 yrs)	Reduced frequency and duration of outages; improved system reliability during extreme events.
	Action 6.4.6: Lead by Example with an Energy Management Plan to reduce the City's energy consumption	Prepare and adopt an energy management plan for municipal operations; set reduction targets; implement efficiency measures across facilities.	City Manager's Office; Facilities Management	Energy Consultants; Utility Providers	General Fund; Energy Efficiency Grants; Utility Incentive Programs	Short Term (1–3 yrs)	Reduced municipal energy consumption; lower operational costs.
	Action 6.4.7: Encourage energy management by all users	Develop outreach and education programs to encourage energy efficiency; provide resources and incentives for residents and businesses to reduce energy use.	City Manager's Office; Community Development Department	Utility Providers; Nonprofits; State Agencies	Utility Programs; State Energy Grants; Federal Programs	Ongoing	Increased participation in energy efficiency programs; reduced community-wide energy consumption.

IMPLEMENTATION MATRIX: PUBLIC INFRASTRUCTURE

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 6.4: Support Reliable Utility Systems (Electric and Gas) (cont.)	Action 6.4.8: City of Roswell construct a cost benefit analysis to install and maintain renewable energy systems such as solar, wind, and geothermal in city facilities.	Evaluate feasibility, costs, and benefits of installing renewable energy systems (solar, wind, geothermal) at City facilities; identify priority sites for implementation.	City Manager's Office; Facilities Management	Energy Consultants; NM Energy Office	Federal Energy Grants; State Programs; Utility Incentives	Short Term (1–3 yrs)	Completed cost-benefit analysis; identified projects for renewable energy implementation.
	Action 6.4.9: Reasonably accommodate community solar and energy storage.	Review and update development regulations to allow community solar and energy storage systems; coordinate with utility providers to support integration.	Community Development Department	Utility Providers; NM State Agencies; Developers	Private Investment; Federal and State Energy Programs	Short Term (1–3 yrs)	Adopted policies supporting community solar; increased deployment of renewable energy systems.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 6.5: Reconstruct and Maintain Roadway Infrastructure	Action 6.5.1: Update evaluation of deteriorating roadway segments through a detailed assessment to prioritize roadway improvements based on condition & use.	Conduct a comprehensive evaluation of roadway conditions; update pavement condition index (PCI) data; prioritize improvements based on condition, traffic volume, and functional classification.	Public Works Department; Engineering Department	Consultants; NM Department of Transportation	Capital Improvement Program (CIP); State Transportation Funds; Federal Transportation Grants	Short Term (1–3 yrs)	Updated roadway condition inventory; prioritized list of improvement projects.
	Action 6.5.2: Perform Geo-technical Analysis for failing segments.	Conduct geotechnical investigations on identified failing roadway segments; analyze soil and subgrade conditions; incorporate findings into design solutions.	Engineering Department	Geotechnical Consultants; Public Works Department	CIP; State Transportation Funds	Short Term (1–3 yrs)	Improved understanding of roadway failures; more durable and effective reconstruction designs.
	Action 6.5.3: Improve roadway drainage design to reduce water infiltration & pavement failure.	Assess existing roadway drainage systems; redesign drainage infrastructure to reduce water infiltration; integrate stormwater management improvements into roadway projects.	Engineering Department; Public Works Department	Stormwater Division; Consultants	CIP; FEMA Grants; State Funding	Mid Term (4–7 yrs)	Reduced pavement deterioration; improved roadway lifespan and flood resilience.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.5: Reconstruct and Maintain Roadway Infrastructure	Action 6.5.4: Implement a proactive roadway maintenance program.	Develop and implement a preventative maintenance schedule (e.g., sealing, resurfacing); allocate resources for ongoing maintenance; track performance over time.	Public Works Department	Engineering Department	General Fund; CIP; State Transportation Funds	Short Term (1–3 yrs)	Extended pavement life; reduced long-term repair costs.
	Action 6.5.5: Upgrade roadway markings & signage for safety.	Inventory existing signage and pavement markings; replace faded or damaged markings; install updated signage consistent with safety standards.	Public Works Department	Engineering Department; Law Enforcement	General Fund; Highway Safety Improvement Program (HSIP)	Short Term (1–3 yrs)	Improved roadway safety; increased visibility and compliance with traffic regulations.
	Action 6.5.6: Install proper signage & striping to improve truck & hazardous cargo routing to designated highways & arterials.	Identify designated truck routes; install signage and striping to guide truck and hazardous cargo traffic; coordinate with state and regional agencies.	Engineering Department; Public Works Department	NM Department of Transportation; Law Enforcement	CIP; State Transportation Funds; Federal Freight Programs	Short Term (1–3 yrs)	Improved routing compliance; reduced truck traffic impacts on local streets.
	Action 6.5.7: Enforce city ordinances to reduce large commercial vehicles from parking in residential neighborhoods.	Review and enforce existing ordinances related to commercial vehicle parking; increase monitoring and enforcement in residential areas; update regulations if needed.	Code Enforcement; Police Department	Community Development Department	General Fund	Short Term (1–3 yrs)	Reduced commercial vehicle parking in residential neighborhoods; improved neighborhood quality of life.
	Action 6.5.8: Include commercial truck parking lots in land use planning.	Identify suitable locations for commercial truck parking; incorporate into land use and development planning; explore public-private partnerships for development.	Community Development Department	RCCEDC; Private Developers; NM Department of Transportation	Private Investment; Federal Freight Grants; State Funding	Mid Term (4–7 yrs)	Increased availability of truck parking; reduced conflicts in residential and commercial areas.
Goal 6.6: Improve Pedestrian Crossings and Safety	Action 6.6.1: Replace faded or missing crosswalk markings at major intersections.	Inventory existing crosswalk conditions; prioritize high-traffic and high-risk intersections; repaint and install durable, high-visibility markings.	Public Works Department	Engineering Department; Law Enforcement	General Fund; Highway Safety Improvement Program (HSIP); State Transportation Funds	Short Term (1–3 yrs)	Improved crosswalk visibility; reduced pedestrian-related incidents at intersections.
	Action 6.6.2: Improve mid-block crossings.	Identify priority locations for mid-block crossings; install marked crossings with appropriate signage and pedestrian refuge islands where feasible.	Engineering Department & Public Works Department	NM Department of Transportation; Schools; Community Organizations	HSIP; Safe Routes to School (SRTS); State Transportation Funds	Short Term (1–3 yrs)	Increased safe crossing opportunities; reduced unsafe pedestrian crossings.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.6: Improve Pedestrian Crossings and Safety (cont.)	Action 6.6.3: Enhance crossings with night sky sensitive lighting & visibility features.	Install pedestrian-scale, night-sky-compliant lighting at crossings; incorporate reflective materials, signage, and advanced warning systems to improve visibility.	Public Works Department; Engineering Department	Utility Providers; NM Department of Transportation	CIP; HSIP; State Grants	Mid Term (4–7 yrs)	Improved nighttime visibility; reduced pedestrian crashes during low-light conditions.
	Action 6.6.4: Implement traffic calming measures at crossings.	Evaluate high-risk crossings; implement traffic calming strategies such as curb extensions, raised crosswalks, or reduced lane widths to slow vehicle speeds.	Engineering Department	Public Works Department; Law Enforcement	CIP; HSIP; Federal Transportation Alternatives Program (TAP)	Mid Term (4–7 yrs)	Reduced vehicle speeds at crossings; improved pedestrian safety.
	Action 6.6.5: Coordinate with planned greenway and trail expansions to ensure that new crossings are designed with modern safety standards.	Ensure pedestrian crossings associated with greenways and trails meet current safety and accessibility standards; integrate crossing design into trail planning and development.	Community Development Department; Engineering Department	Parks & Recreation Department; NM Department of Transportation	TAP; Recreational Trails Program; State Grants	Mid Term (4–7 yrs)	Safe and accessible crossings connected to trail networks; improved multimodal connectivity.
	Action 6.6.6: Implement the Roswell 2024 Comprehensive Safety Action Plan for safe streets for all programs.	Coordinate implementation of recommended projects and policies from the 2024 Comprehensive Safety Action Plan; prioritize pedestrian safety improvements; monitor progress and outcomes.	City Manager's Office; Engineering Department	Public Works Department; Law Enforcement; NM Department of Transportation	Safe Streets and Roads for All (SS4A); HSIP; State Transportation Funds	Short Term (1–3 yrs)	Progress toward safety plan implementation; reduction in pedestrian injuries and fatalities.
Goal 6.7: Enhance Traffic Control and Signage	Action 6.7.1: Conduct a citywide signage, using AARP street signage standards, inventory to replace missing and worn signage and increase signage font size and legibility.	Conduct a comprehensive inventory of existing signage using AARP-friendly street design standards; identify missing, damaged, or illegible signs; replace and upgrade signage to improve visibility, font size, and consistency.	Public Works Department	Engineering Department; AARP (guidance standards); Law Enforcement	General Fund; Highway Safety Improvement Program (HSIP); State Transportation Funds	Short Term (1–3 yrs)	Completed signage inventory; increased visibility and legibility of street signage.
	Action 6.7.2: Upgrade pavement markings to improved roadway safety & guidance for vehicles, pedestrians, & cyclists.	Assess existing pavement markings; replace faded striping; implement high-visibility and durable materials to improve guidance for all users.	Public Works Department	Engineering Department	General Fund; HSIP; State Transportation Funds	Short Term (1–3 yrs)	Improved roadway visibility and user guidance; reduced confusion and safety risks.
	Action 6.7.3: Re-evaluate signalized intersections through a traffic signal study.	Evaluate signalized intersections for timing, efficiency, and safety; update signal timing plans to reflect current traffic volumes and patterns.	Engineering Department	Consultants; NM Department of Transportation	CIP; State Transportation Funds; Federal Grants	Short Term (1–3 yrs)	Optimized signal timing; improved traffic flow and reduced congestion.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.7: Enhance Traffic Control and Signage (cont.)	Action 6.7.4: Study unsignalized intersections with high crash rates or congestion for alternative treatments.	Identify intersections with high crash rates or congestion; analyze conditions; implement appropriate treatments such as stop control, roundabouts, or signalization where warranted.	Engineering Department	Public Works Department; Law Enforcement; NMDOT	HSIP; State Transportation Funds; Federal Safety Grants	Mid Term (4–7 yrs)	Reduced crashes and improved intersection performance.
	Action 6.7.5: Integrate traffic control improvements that also address pedestrian safety needs.	Incorporate pedestrian safety considerations into traffic control upgrades; align signal timing, signage, and markings with pedestrian crossing needs.	Engineering Department	Public Works Department; Community Development Department	HSIP; Safe Streets and Roads for All (SS4A); State Grants	Mid Term (4–7 yrs)	Improved pedestrian safety at intersections; reduced pedestrian-vehicle conflicts.
	Action 6.7.6: Coordinate with NMDOT on Main Street and 2nd Street and surrounding streets pedestrian safety.	Collaborate with NMDOT to implement traffic control and pedestrian safety improvements along Main Street, 2nd Street, and surrounding corridors; align local and state priorities.	City Manager's Office; Engineering Department	NMDOT; Public Works Department	State Transportation Funds; Federal Grants; CIP	Mid Term (4–7 yrs)	Improved safety and traffic operations on key corridors; strengthened coordination with state agencies.
Goal 6.8: Expand Roadway Illumination and Public Safety Lighting	Action 6.8.1: Conduct a Roadway and Public space lighting study and adopt plan.	Conduct a comprehensive lighting assessment of roadways, parks, trails, and public spaces; identify gaps and priority areas; develop and adopt a citywide lighting plan.	Public Works Department & Engineering Department	Utility Providers; Consultants	General Fund; Technical Assistance Grants; State Funding	Short Term (1–3 yrs)	Completed lighting study and adopted plan; identified priority areas for improvements.
	Action 6.8.2: Replace outdated roadway lights with Dark Sky–compliant LEDs.	Inventory existing lighting fixtures; replace outdated fixtures with energy-efficient, Dark Sky–compliant LED lighting; prioritize high-use corridors and areas.	Public Works Department	Engineering Department; Xcel Energy	ICIP; FHWA Safety Improvement Grants; Utility Company Programs	Mid Term (4–7 yrs)	Reduced energy consumption; improved lighting quality; compliance with Dark Sky standards.
	Action 6.8.3: Expand lighting in high-traffic areas for safer pedestrian & vehicular movement.	Identify high-traffic roadways and intersections with insufficient lighting; install additional fixtures to improve safety for vehicles and pedestrians.	Engineering Department; Public Works Department	Law Enforcement; Utility Providers	CIP; HSIP; State Transportation Funds	Mid Term (4–7 yrs)	Improved visibility in high-traffic areas; reduction in nighttime accidents.
	Action 6.8.4: Provide pedestrian-scale lighting along trails, parks & in public open spaces.	Install pedestrian-scale lighting along trails, parks, and open spaces; ensure lighting design enhances safety while maintaining Dark Sky compliance.	Parks & Recreation Department; Public Works Department	Engineering Department; Community Development Department	TAP; Recreational Trails Program; State Grants	Mid Term (4–7 yrs)	Improved safety and usability of public spaces at night; increased community use of trails and parks.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.8: Expand Roadway Illumination and Public Safety Lighting (cont.)	Action 6.8.5: Use lighting as a deterrent for graffiti & vandalism by strategically placing illumination for traffic and pedestrian movement and public safety	Identify areas prone to vandalism and graffiti; strategically install or enhance lighting to improve visibility and deter criminal activity; coordinate with law enforcement.	Public Works Department; Police Department	Community Development Department; Parks & Recreation Department	General Fund; Community Safety Grants; CIP	Short Term (1–3 yrs)	Reduced incidents of vandalism and graffiti; improved public safety perception.
Goal 6.9: Ensure ADA Accessibility Across the Transportation Network	Action 6.9.1: Update a citywide inventory of sidewalks, ramps, trails, & transit stops to identify ADA compliance gaps.	Conduct a comprehensive inventory of sidewalks, curb ramps, trails, and transit stops; identify ADA compliance gaps and prioritize improvements based on need and usage.	Community Development Department; Engineering Department	Public Works Department; Transit Providers; Consultants	General Fund; Federal Transportation Alternatives Program (TAP); State Grants	Short Term (1–3 yrs)	Updated ADA inventory; identified priority areas for accessibility improvements.
	Action 6.9.2: Update an ADA accessibility action plan to create a phased plan for bringing facilities into compliance.	Develop or update a citywide ADA Transition Plan; establish phased implementation priorities, timelines, and funding strategies to address identified deficiencies.	Community Development Department	Engineering Department; Legal Department; Consultants	General Fund; Federal Grants; Technical Assistance Programs	Short Term (1–3 yrs)	Adopted ADA Transition Plan; clear roadmap for compliance improvements.
	Action 6.9.3: Repair or replace existing non-compliant infrastructure with ADA-compliant designs.	Prioritize and implement upgrades to sidewalks, ramps, and other facilities that do not meet ADA standards; incorporate improvements into capital projects and maintenance programs.	Public Works Department; Engineering Department	NMDOT Transit Bureau; Contractors; Community Development Department	FTA Section 5310; TAP; ICIP	Mid Term (4–7 yrs)	Increased percentage of ADA-compliant infrastructure; improved accessibility across the network.
	Action 6.9.4: Ensure ADA-compliant transit stops by upgrading existing bus stops & incorporate ADA requirements into all new stops.	Assess existing transit stops for ADA compliance; upgrade stops to include accessible boarding areas, shelters, and connections; require ADA standards in all new transit infrastructure.	Transit Provider; Community Development Department	Engineering Department; Public Works Department	Federal Transit Administration (FTA) Grants; State Transit Funding; CIP	Mid Term (4–7 yrs)	Increased number of ADA-compliant transit stops; improved accessibility to public transportation.
	Action 6.9.5: Continue to require that all new projects meet ADA standards as a condition of permitting.	Ensure all new development and public infrastructure projects meet ADA standards through the permitting and development review process; enforce compliance consistently.	Community Development Department	Engineering Department; Building Inspection; Developers	Private Development; General Fund (staff capacity)	Ongoing	Full ADA compliance in new developments; reduced future retrofitting needs.
Goal 6.10: Expand and Maintain Bicycle and Pedestrian Facilities	Action 6.10.1:Require multimodal infrastructure as part of new development & roadway reconstruction projects.	Update development regulations to require sidewalks, bike lanes, and multimodal infrastructure as part of new development and roadway reconstruction; ensure standards are consistently applied during review.	Community Development Department	Engineering Department; Developers	Private Development; General Fund (staff capacity)	Short Term (1–3 yrs)	Increased inclusion of multimodal infrastructure in new projects; improved long-term network connectivity.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
	Action 6.10.2: Improve signage, wayfinding, striping, and pavement markings on existing trails and bike lanes to provide a safer and more user-friendly bicycle and pedestrian facilities.	Assess existing bicycle and pedestrian facilities; upgrade signage, wayfinding systems, striping, and pavement markings to improve safety and usability.	Public Works Department	Engineering Department; Parks & Recreation Department	TAP; State Transportation Funds; General Fund	Short Term (1–3 yrs)	Improved navigation and safety for cyclists and pedestrians; increased facility usage.
	Action 6.10.3: Establish a trail maintenance program that implements routine inspections & resurfacing to address cracks, deterioration, & safety issues on off-street trails.	Develop a routine inspection and maintenance program for trails; address cracking, surface deterioration, and safety hazards; prioritize high-use corridors.	Parks & Recreation Department	Public Works Department	General Fund; State Grants; Recreational Trails Program	Ongoing	Improved trail conditions; reduced maintenance-related safety issues.
	Action 6.10.4: Improve trail-roadway crossings at intersections where trails cross busy roads.	Identify high-risk trail crossings at roadways; implement safety improvements such as signage, striping, signals, or refuge islands.	Engineering Department	Public Works Department; NM Department of Transportation	HSIP; TAP; State Transportation Funds	Mid Term (4–7 yrs)	Improved safety at trail crossings; reduced pedestrian and cyclist conflicts with vehicles.
Goal 6.10: Expand and Maintain Bicycle and Pedestrian Facilities (cont.)	Action 6.10.5: Expand network connectivity for on-street and off-street bike & pedestrian facilities to connect to parks, schools, libraries, civic spaces, restaurants, & employment centers.	Identify gaps in the existing network; prioritize projects that connect neighborhoods to parks, schools, civic uses, and employment centers; implement phased expansions.	Community Development Department; Engineering Department	Parks & Recreation Department; NM Department of Transportation	TAP; Recreational Trails Program; CIP; State Grants	Mid Term (4–7 yrs)	Expanded and connected network; increased accessibility to key destinations.
	Action 6.10.6: Provide bicycle racks for safe access to Civic facilities.	Install bicycle racks at public buildings and civic facilities; prioritize high-traffic and community-serving locations.	Public Works Department	Parks & Recreation Department; Community Development Department	General Fund; Grants; Private Sponsorships	Short Term (1–3 yrs)	Increased bicycle accessibility; improved support for active transportation.
	Action 6.10.7: Promote pedestrian and bicycle safety.	Develop and implement education and outreach programs focused on pedestrian and bicycle safety; partner with schools and community organizations.	City Manager's Office; Police Department	Schools; Nonprofits; NM Department of Transportation	HSIP; Safe Routes to School (SRTS); State Grants	Ongoing	Increased awareness of safety practices; reduction in pedestrian and cyclist incidents.
	Action 6.10.8: Allocate funds and apply for grants to install safe and connected ADA-compliant transit onboarding pads.	Identify transit stops lacking ADA-compliant boarding pads; allocate funding and pursue grants; construct accessible pads connected to pedestrian networks.	Transit Provider; Community Development Department	Engineering Department; Public Works Department	FTA Grants; TAP; State Transit Funding; CIP	Mid Term (4–7 yrs)	Increased number of ADA-compliant transit boarding areas; improved accessibility to transit services.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 6.11: Modernize Public Transit Facilities and Operations	Action 6.11.1: Install amenities like shelters, benches, landscaping, bike racks, & route maps at major bus stops to improve passenger experience.	Identify high-ridership transit stops; install shelters, benches, landscaping, bike racks, and route information; prioritize stops serving key destinations.	Transit Provider; Community Development Department	Public Works Department; Parks & Recreation Department	Federal Transit Administration (FTA) Grants; State Transit Funding; CIP	Short Term (1–3 yrs)	Improved passenger comfort and usability; increased transit ridership.
	Action 6.11.2: Provide adequate Night Sky lighting at transit stops.	Assess lighting conditions at transit stops; install pedestrian-scale, Dark Sky–compliant lighting to improve visibility and safety.	Public Works Department; Transit Provider	Utility Providers; Engineering Department	CIP; Energy Efficiency Grants; State Funding	Short Term (1–3 yrs)	Improved safety and visibility at transit stops; increased user confidence.
	Action 6.11.3: Ensure ADA compliance at all stops.	Evaluate transit stops for ADA compliance; upgrade stops with accessible boarding pads, pathways, and connections; integrate ADA standards into all new improvements.	Transit Provider; Community Development Department	Engineering Department; Public Works Department	FTA Grants; TAP; State Transit Funding; CIP	Mid Term (4–7 yrs)	Increased number of ADA-compliant transit stops; improved accessibility for all users.
	Action 6.11.4: Improve transit operations with roadway upgrades to allow buses to merge safely without disrupting traffic flow.	Identify locations where roadway design impacts transit efficiency; implement improvements such as bus pull-outs, queue jumps, or dedicated lanes where feasible.	Engineering Department	Transit Provider; Public Works Department; NM Department of Transportation	FTA Section 5311; State Transit Assistance; City General Fund	Mid Term (4–7 yrs)	Improved transit reliability and travel times; reduced conflicts with general traffic.
	Action 6.11.5: Reinforce pavement at high-volume bus stops to reduce roadway damage & improve long-term maintenance efficiency.	Identify bus stops with high wear and pavement degradation; reinforce pavement using durable materials; incorporate improvements into maintenance programs.	Public Works Department; Engineering Department	Transit Provider	CIP; State Transportation Funds; Federal Grants	Mid Term (4–7 yrs)	Reduced pavement deterioration at bus stops; lower long-term maintenance costs.
Goal 6.12: Prevent and Reduce Graffiti in Public Spaces	Action 6.12.1: Promote & encourage neighborhood upkeep to residents & businesses as prevention to maintain their properties by removing litter, repairing fencing, trimming landscaping, & ensuring adequate lighting.	Develop outreach programs encouraging residents and businesses to maintain properties; promote litter removal, landscaping, fencing repair, and adequate lighting as deterrents.	Community Development Department	Code Enforcement; Neighborhood Associations; Chamber of Commerce	General Fund; Community Development Block Grants (CDBG)	Short Term (1–3 yrs)	Improved property maintenance; reduced opportunities for graffiti and vandalism.
	Action 6.12.2: Remove graffiti promptly by establishing a rapid-response program to clean graffiti within 24–48 hours.	Create a program to remove graffiti within 24–48 hours; allocate staff and resources; prioritize high-visibility and repeat locations.	Public Works Department	Code Enforcement; Police Department	General Fund; Community Safety Grants	Short Term (1–3 yrs)	Reduced duration of visible graffiti; decreased recurrence in treated areas.

IMPLEMENTATION MATRIX: TRANSPORTATION AND MOBILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
	Action 6.12.3: Expand reporting tools on graffiti for faster responses.	Enhance reporting systems (e.g., mobile apps, online portals, hotline); streamline response workflows; improve tracking and response times.	City Manager's Office; IT Department	Public Works Department; Community Development Department	General Fund; Technology Grants	Short Term (1–3 yrs)	Increased reporting and faster response times; improved tracking of graffiti incidents.
	Action 6.12.4: Improve environmental design for deterrence & reduce vandal access & improve natural surveillance.	Incorporate Crime Prevention Through Environmental Design (CPTED) principles; improve lighting, visibility, and access control in high-risk areas; reduce hidden or unmonitored spaces.	Community Development Department; Engineering Department	Police Department; Public Works Department	CIP; Community Safety Grants; General Fund	Mid Term (4–7 yrs)	Reduced graffiti incidents in targeted areas; improved public safety perception.
Goal 6.12: Prevent and Reduce Graffiti in Public Spaces (cont.)	Action 6.12.5: Redirect youth engagement toward positive community activities.	Develop programs that engage youth in positive activities such as arts, education, and community service; partner with schools and local organizations.	Parks & Recreation Department	Schools; Nonprofits; Community Organizations	CDBG; State Youth Programs; Grants; Private Sponsorships	Ongoing	Increased youth participation in community programs; reduction in vandalism-related incidents.
	Action 6.12.6: Apply protective materials and technology to reduce recurrence of graffiti in problem areas.	Apply anti-graffiti coatings to high-risk public infrastructure; evaluate and implement materials and technologies that reduce repeat vandalism.	Public Works Department	Engineering Department; Contractors	CIP; General Fund	Short Term (1–3 yrs)	Reduced recurrence of graffiti; lower maintenance costs over time.
	Action 6.12.7: Partner with retailers to reduced access to graffiti tools & increased awareness of prevention efforts.	Work with local retailers to promote responsible sales practices; increase awareness of graffiti prevention; encourage voluntary measures to limit misuse of materials.	City Manager's Office; Police Department	Local Retailers; Chamber of Commerce	General Fund; Community Safety Grants	Ongoing	Increased awareness and prevention efforts; reduced access to materials commonly used for graffiti.

IMPLEMENTATION MATRIX: PARKS AND RECREATION							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 7.1: Ensure Equitable Access to High-Quality Parks and Trails Across All Neighborhoods	Action 7.1.1: Conduct a park access and equity gap analysis to prioritize underserved areas for investment.	Use GIS and demographic data to map gaps in park access; hold community workshops to validate findings; publish an equity map and update every 5 years.	Parks & Recreation Department & Community Development Department (Planning Division)	NM Department of Health; RISD; Local Nonprofits and Community Organizations (e.g., MainStreet Roswell, UFO Skate Collective, Keep Roswell Beautiful)	NPS Land and Water Conservation Fund (LWCF); State Outdoor Recreation Grants; General Fund	Short Term (1–3 yrs)	Equity map completed and adopted as baseline for park investment decisions.
	Action 7.1.2: Upgrade Southside neighborhood parks with durable, modern amenities.	Develop a phased improvement plan for shade, restrooms, lighting, and play equipment; coordinate design with neighborhood groups.	Parks & Recreation Department & Public Works Department	Neighborhood Associations; Local Nonprofits and Community Organizations	State Capital Outlay; General Fund; Public-Private Partnerships	Mid Term (4–7 yrs)	Minimum of 3 Southside parks retrofitted to citywide standard by Year 7.
	Action 7.1.3: Enhance trail connectivity and safety with shade and buffers.	Plant trees and install landscape buffers along the South Main Trail and other corridors; improve signage and ADA features.	Parks & Recreation Department & Public Works Department	Keep Roswell Beautiful; NM Urban Forestry Program	USDA Urban & Community Forestry Grants; TAP; Volunteer Contributions	Mid Term (4–7 yrs)	Increased trail use and reduction in reported safety concerns.
	Action 7.1.4: Adopt a parkland dedication or in-lieu fee ordinance for new development.	Draft and adopt ordinance requiring developers to dedicate parkland or pay fees to support new facilities; establish standards	Community Development Department (Planning Division) & Legal Department	City Council; Developers Association	Developer Contributions; General Fund (for administration)	Short Term (1–3 yrs)	Ordinance adopted; dedication or fees collected for future park projects.
Goal 7.2: Expand Inclusive and ADA-Compliant Facilities Citywide	Action 7.2.1: Conduct an ADA accessibility audit of all City parks, playgrounds, and recreation facilities.	Inventory current ADA compliance; identify barriers; develop phased retrofit and funding plan.	Parks & Recreation Department & Public Works Department	NM Department of Health; Engineering Department; Local Nonprofits and Community Organizations (e.g., Keep Roswell Beautiful, MainStreet Roswell)	ADA Transition Grants; ICIP; General Fund	Short Term (1–3 yrs)	ADA audit completed and adopted; prioritized list of accessibility upgrades.
	Action 7.2.2: Retrofit existing playgrounds and restrooms to meet universal design standards.	Replace outdated playground equipment; install ADA-compliant surfacing and accessible restrooms at priority parks.	Parks & Recreation Department	Public Works Department; Community Development Department	State Recreation Grants; ICIP; Private Sponsors	Mid Term (4–7 yrs)	50% of parks meet ADA accessibility and universal design standards.

IMPLEMENTATION MATRIX: PARKS AND RECREATION							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 7.2: Expand Inclusive and ADA-Compliant Facilities Citywide cont.	Action 7.2.3: Incorporate inclusive design and sensory-friendly features into all new park projects.	Include accessible routes, sensory play zones, quiet areas, and inclusive signage; adopt universal design checklist in park design process.	Parks & Recreation Department & Engineering Department	NM Department of Health; Local Nonprofits; Design Consultants	State Outdoor Recreation Grants; LWCF; Private Donations	Ongoing	All new park projects include inclusive and sensory-friendly design features.
	Action 7.2.4: Provide training for staff on ADA design standards and inclusion best practices.	Conduct annual workshops for maintenance and planning staff; incorporate inclusive recreation principles into programming.	Parks & Recreation Department	NM Department of Health; Local Disability Advocacy Groups	City General Fund; ADA Technical Assistance Center	Ongoing	Staff trained annually; improved accessibility compliance in facility operations.
Goal 7.3: Build Flood-Resilient and Multi-Purpose Parks to Protect and Serve the Community	Action 7.3.1: Design new parks and open spaces to function as flood control and stormwater retention areas.	Coordinate with Engineering on site selection and grading; incorporate bioswales, detention ponds, and native plantings in park design.	Parks & Recreation Department & Engineering Department	Community Development Department; NMED	FEMA BRIC; ICIP; EPA Green Infrastructure Grants	Mid Term (4–7 yrs)	New or retrofitted parks integrated with stormwater management systems.
	Action 7.3.2: Retrofit existing parks in flood-prone areas with resilient landscape design and green infrastructure.	Add native vegetation, permeable surfaces, and retention basins; monitor performance after major rain events.	Parks & Recreation Department	Public Works Department; Keep Roswell Beautiful; Local Environmental Groups	FEMA Hazard Mitigation; State Resilience Funds; City General Fund	Mid Term (4–7 yrs)	Improved park drainage; reduced post-storm maintenance costs.
	Action 7.3.3: Develop emergency response protocols and infrastructure within major parks.	Identify major parks (e.g., Cielo Grande, Cahoon) for dual-use as community response hubs; provide signage, lighting, and backup power.	Parks & Recreation Department & Emergency Management	Public Works Department; Police Department; Fire Department	FEMA Hazard Mitigation; State Emergency Preparedness Funds	Short Term (1–3 yrs)	Emergency-ready infrastructure installed in priority parks.
	Action 7.3.4: Establish long-term maintenance and monitoring programs for resilient park systems.	Create maintenance schedule for stormwater features; include periodic inspections and vegetation management.	Parks & Recreation Department & Public Works Department	Engineering Department; Community Volunteers; Local Nonprofits and Community Organizations	ICIP; State Recreation Grants	Ongoing	Consistent park functionality during storm events; sustained flood resilience.
Goal 7.4: Invest in Youth- and Family-Oriented Recreation to Retain and Engage Residents	Action 7.4.1: Expand youth programming and partnerships with schools, clubs, and community groups.	Conduct needs assessment for after-school and weekend programs; partner with RISD, local nonprofits, and sports clubs to expand offerings.	Parks & Recreation Department	RISD; NM Department of Health; Local Nonprofits and Community Organizations (e.g., UFO Skate Collective, Youth Sports Leagues)	NM Department of Health; State Recreation Grants; Private Sponsors	Short Term (1–3 yrs)	Increased participation in youth programs; expanded partnerships with schools and organizations

IMPLEMENTATION MATRIX: PARKS AND RECREATION							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 7.4: Invest in Youth- and Family-Oriented Recreation to Retain and Engage Residents cont.	Action 7.4.2: Develop new recreation amenities for families, including splash pads, playgrounds, and multi-sport courts.	Identify underserved areas; design and construct new family recreation amenities with community input	Parks & Recreation Department & Public Works Department	Community Development Department (Planning Division); Local Nonprofits and Community Organizations	State Capital Outlay; ICIP; LWCF	Mid Term (4–7 yrs)	3–5 new family-oriented amenities completed; improved access to recreation.
	Action 7.4.3: Launch a Youth Recreation Leadership Council to involve local youth in program design and decision-making.	Recruit middle and high school students; hold quarterly meetings to advise on programs, events, and facility needs.	Parks & Recreation Department	RISD; NM Department of Health; Local Youth Organizations	City General Fund; Private Foundations	Short Term (1–3 yrs)	Youth Council established; active youth participation in recreation planning.
	Action 7.4.4: Promote citywide youth events and tournaments that attract regional participation.	Coordinate with MainStreet and tourism partners; market events regionally; provide logistical and facility support.	Parks & Recreation Department & Tourism Office (City Manager's Office)	MainStreet Roswell; RCCEDC; Local Sponsors; Community Organizations	Lodgers' Tax; State Tourism Grants; Sponsorships	Ongoing	Increased number of youth tournaments; measurable boost in visitor spending.
	Action 7.4.5: Support community-led recreation initiatives and streamline permitting for volunteer events and pop-up activities.	Simplify event permitting; establish a micro-grant program for resident-led recreation or community events.	Parks & Recreation Department & Community Development Department (Planning Division)	Public Information Office; Local Nonprofits and Community Organizations; Neighborhood Groups	State Recreation Grants; Private Donations; General Fund	Mid Term (4–7 yrs)	Increased number of community-led recreation events and grassroots programs.

IMPLEMENTATION MATRIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 8.1: Protect and Enhance Roswell's Natural Resources	Action 8.1.1: Identify and map priority conservation areas, including riparian corridors, prairie habitats and flood-prone land.	Use GIS and environmental data to map riparian corridors, prairie habitats, flood-prone areas, and other sensitive lands; integrate findings into planning and development review processes.	Community Development Department (Planning Division)	NM Environment Department; GIS Division; Chaves County; Local Conservation Organizations	State Planning Grants; FEMA; General Fund	Short Term (1–3 yrs)	Conservation priority map completed and adopted; integration into land use decisions.
	Action 8.1.2: Explore conservation easements and land stewardship partnerships with local landowners and land trusts.	Coordinate with land trusts and property owners to identify opportunities for conservation easements; develop outreach materials and incentive strategies for voluntary participation.	Community Development Department (Planning Division)	Land Trusts; NM State Land Office; Local Landowners	Federal Conservation Grants; State Programs; Private Foundations	Mid Term (4–7 yrs)	Number of conservation partnerships established; acres of land preserved.
	Action 8.1.3: Establish a voluntary open space preservation program to guide development away from sensitive landscapes.	Develop program framework to guide development away from sensitive areas; include incentives such as density transfers, clustering, or conservation credits.	Community Development Department (Planning Division)	City Council; Developers; Landowners	General Fund; Planning Grants	Mid Term (4–7 yrs)	Program adopted; increased preservation of open space in new development.
	Action 8.1.4: Conduct a green space access gap to analysis to prioritize underserved areas for new parks, trails, community gardens, and street trees.	Analyze access to parks, trails, community gardens, and tree canopy coverage; identify underserved areas; prioritize investments in green infrastructure and open space.	Parks & Recreation Department; Community Development Department	GIS Division; NM Department of Health; Local Nonprofits	LWCF; State Recreation Grants; General Fund	Short Term (1–3 yrs)	Gap analysis completed; prioritized list of green space investments in underserved areas.
	Action 8.1.5: Plant native trees along key pedestrian routes to create shaded corridors leading to parks, schools, and commercial areas.	Identify priority pedestrian routes connecting parks, schools, and commercial areas; develop a phased tree planting plan using native and drought-tolerant species; coordinate planting with sidewalk and streetscape improvements.	Parks & Recreation Department; Public Works Department	NM Forestry Division; Keep Roswell Beautiful; Schools; Community Organizations	Urban & Community Forestry Grants; State Grants; General Fund; Private Sponsorships	Mid Term (4–7 yrs)	Increased tree canopy coverage along corridors; improved pedestrian comfort and connectivity.
	Action 8.1.6: Focus enforcement resources and city efforts to assist neighborhoods and businesses in cleanup and beautification.	Expand cleanup and beautification programs; target high-visibility corridors and neighborhoods; coordinate code enforcement, community volunteers, and city-led initiatives to improve property conditions.	Code Enforcement Department; Public Works Department	Keep Roswell Beautiful; Neighborhood Associations; Local Businesses	General Fund; CDBG; Community Grants	Short Term (1–3 yrs)	Improved neighborhood conditions; reduction in litter and blight; increased community participation in beautification efforts.

IMPLEMENTATION MATRIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 8.2: Promote Sustainable Water Use & Resilience	Action 8.2.1: Expand and continue public awareness efforts promoting responsible and efficient water use, building on existing conservation programs, and explore incentives or support programs for xeriscaping and water-efficient appliances.	Enhance public education campaigns on water conservation; promote xeriscaping and water-efficient appliances; explore incentive or rebate programs to support adoption.	Utilities Department; Public Information Office	NM Office of the State Engineer; Local Nurseries; Community Organizations	State Water Conservation Programs; General Fund; Federal Grants	Short Term (1–3 yrs)	Reduced per capita water use; increased participation in conservation programs.
	Action 8.2.2: Partner with local nurseries to promote native and drought-tolerant landscaping in residential and commercial properties.	Collaborate with local nurseries to promote native and drought-tolerant plants; develop outreach materials and demonstration projects for residential and commercial properties.	Utilities Department; Community Development Department	Local Nurseries; NM Forestry Division; Extension Services	State Grants; General Fund; Private Partnerships	Short Term (1–3 yrs)	Increased adoption of xeriscaping and native landscaping; reduced outdoor water demand.
	Action 8.2.3: Amend zoning and development codes to require or incentivize LID tools such as rain gardens, permeable pavement and bio-retention areas in new construction.	Update zoning and development codes to incorporate LID requirements and incentives; include tools such as rain gardens, permeable pavement, and bio-retention areas.	Community Development Department (Planning & Zoning)	Engineering Department; Developers; Legal Department	City General Fund; EPA §319; State Infrastructure Grants	Mid Term (4–7 yrs)	Adoption of updated codes; increased use of LID practices in new development.
	Action 8.2.4: Provide density or parking bonuses for development that exceed baseline LID requirements.	Establish incentives such as density bonuses, reduced parking requirements, or expedited review for developments that exceed baseline LID standards.	Community Development Department (Planning Division)	Development Review Committee; City Council	City General Fund (admin)	Mid Term (4–7 yrs)	Increased number of developments exceeding LID standards; improved stormwater performance.
	Action 8.2.5: Update the City's stormwater management plan to include projected climate impacts and nature-based infrastructure solutions	Incorporate climate projections and nature-based solutions into the stormwater management plan; align with flood mitigation and infrastructure planning efforts.	Public Works Department & Engineering Department	FEMA; NM Environment Department; Community Development Department	FEMA HMGP; USACE Programs; Water Trust Board; Hazard Mitigation Grants; State Infrastructure Funds	Short Term (1–3 yrs)	Updated stormwater plan adopted; improved system resilience to climate impacts.
	Action 8.2.6: Prioritize investment in detention and retention basins, green infrastructure retrofits, and flood-prone parks in high-risk areas.	Identify high-risk flood areas; prioritize capital investments in detention/retention basins, green infrastructure retrofits, and flood-prone parks.	Engineering Department; Public Works Department	Parks & Recreation Department; FEMA coordination	FEMA BRIC; State Capital Outlay; PPPs	Mid Term (4–7 yrs)	Reduced flooding impacts; increased stormwater system capacity.
	Action 8.2.7: Adopt a Sustainability Action Plan.	Prepare a citywide sustainability plan addressing water use, energy, climate resilience, and environmental stewardship; establish measurable goals and tracking metrics.	City Manager's Office; Community Development Department	Utilities Department; NM Department of Health; Community Stakeholders	Planning Grants; General Fund	Short Term (1–3 yrs)	Adopted Sustainability Action Plan; measurable progress toward sustainability targets.

IMPLEMENTATION MATRIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 8.2: Promote Sustainable Water Use & Resilience (cont.)	Action 8.2.8: Repair, upgrade, and modernize water system infrastructure to improve reliability, reduce losses, and enhance long-term system resilience.	Upgrade aging infrastructure to improve reliability and resilience; prioritize system improvements that reduce water loss and enhance service delivery.	Utilities Department	Engineering Department; State Agencies	State Revolving Fund (SRF); Federal Infrastructure Funding; CIP	Long Term (8–20 yrs)	Improved system reliability; reduced infrastructure failures.
	Action 8.2.9: Improve the efficiency of the water delivery system through leak detection, system monitoring, and targeted infrastructure investments.	Implement advanced leak detection technologies, system monitoring, and targeted repairs; prioritize areas with high water loss.	Utilities Department	Engineering Department; Technology Providers	State Water Programs; Federal Grants; CIP	Short Term (1–3 yrs)	Reduced water loss; improved system efficiency.
Goal 8.3: Support Sustainable Agriculture Practices	Action 8.3.1: Prioritize infill development and compact growth patterns in the future land use plan to reduce pressure on the agricultural edge and support efficient service delivery.	Incorporate policies in the Future Land Use Plan that prioritize infill and compact development; align zoning and infrastructure investments to reduce outward expansion into agricultural areas.	Community Development Department (Planning Division)	City Council; Developers; Chaves County	City General Fund; EDA Smart Growth; Private Investment	Mid Term (4–7 yrs)	Reduced development pressure on agricultural lands; increased percentage of infill development.
	Action 8.3.2: Encourage urban agriculture initiatives, including community gardens, urban forestry, and opportunities to utilize vacant or underused land for small-scale agricultural production where appropriate.	Identify vacant and underutilized parcels suitable for urban agriculture; support community gardens, urban forestry, and small-scale agricultural initiatives through partnerships, zoning allowances, and program development.	Community Development Department; Parks & Recreation Department	Local Nonprofits; Extension Services; Schools; Community Organizations	USDA Grants; Community Development Block Grants (CDBG); Private Foundations	Short Term (1–3 yrs)	Increase in community gardens and urban agriculture sites; improved access to local food and green space.
Goal 8.4: Increase Urban Tree Canopy & Climate-Adapted Landscaping Citywide	Action 8.4.1: Develop and implement a citywide urban forestry and landscaping master plan.	Prepare a citywide plan to guide tree canopy expansion, species selection, maintenance practices, and long-term climate adaptation strategies; integrate with parks, streets, and development standards.	Parks & Recreation Department; Community Development Department	NM Forestry Division; Public Works Department; Local Stakeholders	Urban & Community Forestry Grants; State Grants; General Fund	Short Term (1–3 yrs)	Adopted Urban Forestry Master Plan; defined canopy coverage targets and implementation strategy.
	Action 8.4.2: Launch a native tree planting program focused on parks, schools and civic facilities.	Implement a phased planting program focused on parks, schools, and civic facilities; prioritize drought-tolerant and climate-appropriate species; coordinate with community partners.	Parks & Recreation Department	Keep Roswell Beautiful; RISD; Civic Organizations	Arbor Day Foundation; State Tree Grants; Private Donations	Mid Term (4–7 yrs)	Increase in tree canopy coverage; number of trees planted annually.

IMPLEMENTATION MATRIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY							
Goal	**Action Item**	**Implementation Steps**	**Responsible Party**	**Supporting Partners**	**Potential Funding Sources**	**Timeline**	**Expected Outcome / Performance Metric**
Goal 8.4: Increase Urban Tree Canopy & Climate-Adapted Landscaping Citywide (cont.)	Action 8.4.3: Adopt land development regulations requiring the use of native and drought tolerant trees, shrubs, and grasses in new residential and commercial developments.	Amend zoning and development codes to require or incentivize native, drought-tolerant landscaping in new development; establish minimum landscaping and tree requirements.	Community Development Department (Planning & Zoning)	Developers; City Council; Legal Department	City General Fund (admin); Developer Contributions	Short Term (1–3 yrs)	Adoption of updated landscaping standards; increased use of native and drought-tolerant plantings.
	Action 8.4.4: Establish a landscaping policy guidelines for local businesses and HOAs to retrofit high-heat, high-pavement areas with shade and vegetation.	Develop and adopt guidelines to retrofit high-heat, high-pavement areas with shade trees and vegetation; provide technical assistance and outreach to businesses and HOAs.	Community Development Department; Code Enforcement	Chamber of Commerce; HOAs; Local Nonprofits	State Climate Adaptation Grants; EPA EJ Small Grants; Private Sponsors	Mid Term (4–7 yrs)	Number of retrofitted sites; reduction in heat island impacts in targeted areas.
	Action 8.4.5: Create and adopt a strategy to replace century-old Siberian Elms with new Tree Canopy.	Develop and implement a phased replacement strategy for aging Siberian Elms; prioritize species diversity and drought resilience; coordinate removal and replanting efforts.	Parks & Recreation Department; Public Works Department	NM Forestry Division; Utility Providers	Urban Forestry Grants; CIP; General Fund	Long Term (8–20 yrs)	Reduction in aging tree stock; increased diversity and resilience of urban tree canopy.
	Action 8.4.6: Recommit to membership in TREECITY USA.	Meet program requirements including tree board/ department, ordinance, budget, and Arbor Day observance; maintain annual certification and reporting.	Parks & Recreation Department	Arbor Day Foundation; NM Forestry Division	Arbor Day Foundation; State Tree Grants; Private Donations; General Fund	Short Term (1–3 yrs)	Tree City USA designation achieved and maintained annually.
Goal 8.5: Strengthen Resilient Infrastructure Systems	Action 8.5.1: Integrate green stormwater infrastructure into all new public works and street reconstruction projects.	Incorporate green stormwater infrastructure (e.g., bioswales, rain gardens, permeable surfaces) into all new public works and street reconstruction projects; update design standards to reflect these practices.	Public Works Department & Engineering Department	Community Development Dept.; Contractors	EPA CWSRF; FEMA BRIC; State Infrastructure Grants	Short Term (1–3 yrs)	GI standards adopted; ≥ 75 % new projects include green features.
	Action 8.5.2: Retrofit older drainage and culvert systems to increase capacity and reduce flood risk in known problem areas.	Identify high-risk drainage areas; prioritize and implement upgrades to culverts and drainage systems to improve capacity and reduce flood impacts.	Public Works Department & Engineering Department	City Finance; FEMA coordination	FEMA HMA; USACE Flood Programs; State Capital Outlay	Mid Term (4–7 yrs)	Flood closures reduced; priority culverts upsized.
	Action 8.5.3: Promote Energy Management and Renewable Energy.	Develop programs and policies to encourage energy efficiency and renewable energy adoption across public and private sectors; coordinate with utility providers and regional partners.	City Manager's Office; Utilities Department	Utility Providers; State Energy Office; Local Businesses	Federal Energy Grants; State Programs; Private Investment	Mid Term (4–7 yrs)	Increased adoption of energy-efficient practices and renewable energy systems; reduced overall energy consumption.

IMPLEMENTATION MATRIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 8.5: Strengthen Resilient Infrastructure Systems (cont.)	Action 8.5.4: Reduce weather damage to electrical grid by requiring new development to install underground electric lines.	Amend development regulations to require underground electrical lines in new developments where feasible; coordinate with utility providers to establish standards and implementation procedures.	Community Development Department; Engineering Department	Electric Utility Providers; Developers	Private Development; CIP (for public projects)	Mid Term (4–7 yrs)	Increased percentage of underground electrical infrastructure; reduced outage risks during extreme weather events.
	Action 8.5.5: Be more proactive in creating reasonable policy to permit resilience and infrastructure-related improvements.	Review and update local policies and ordinances to remove barriers and support resilient infrastructure investments; streamline permitting for resilience-related projects.	Community Development Department; City Manager's Office	City Council; Legal Department; Engineering Department	General Fund; Planning Grants	Short Term (1–3 yrs)	Adopted policy updates; reduced permitting timelines for resilience projects.
Goal 8.6: Foster Community Education & Stewardship	Action 8.6.1: Partner with Keep Roswell Beautiful and Keep Chaves County Beautiful to create volunteer programs for tree planting and cleanups.	Coordinate with Keep Roswell Beautiful and Keep Chaves County Beautiful to organize volunteer-driven tree planting, neighborhood cleanups, and beautification events; establish recurring event schedules and outreach campaigns.	Parks & Recreation Department; Public Works Department	Keep Roswell Beautiful; Keep Chaves County Beautiful; Schools; Community Organizations	State Volunteer Grants; Corporate Sponsors; City General Fund	Short Term (1–3 yrs)	Increased number of volunteer events and participants; improved neighborhood cleanliness and tree planting totals.
	Action 8.6.2: Offer workshops on water conservation and native landscaping	Develop and host educational workshops focused on water conservation, xeriscaping, and native landscaping practices; provide resources and demonstration projects for residents and businesses.	Utilities Department; Community Development Department	NM Office of the State Engineer; Local Nurseries; Extension Services	EPA WaterSense; USDA Conservation; Lodgers Tax (outreach)	Short Term (1–3 yrs)	Increased workshop attendance; higher adoption of water-efficient landscaping practices.
	Action 8.6.3: Offer a Tree Steward Volunteer Program	Create a volunteer program to support tree planting, maintenance, and monitoring; provide training on proper tree care and stewardship practices.	Parks & Recreation Department	NM Forestry Division; Community Organizations; Schools	Urban Forestry Grants; General Fund	Short Term (1–3 yrs)	Number of trained tree stewards; improved survival rate of newly planted trees.
	Action 8.6.4: Engage Civic Organizations in stewardship.	Partner with civic groups, nonprofits, and local organizations to support ongoing stewardship initiatives, including cleanups, education campaigns, and environmental programming.	City Manager's Office; Community Development Department	Civic Organizations; Nonprofits; Schools; Faith-Based Groups	General Fund; Community Grants; Private Sponsorships	Short Term (1–3 yrs)	Expanded partnerships; increased participation in stewardship programs.
Goal 8.7: Preserve the Quality of the Night Sky as a Natural, Cultural, & Economic Asset	Action 8.7.1: Revise Article 52 to require fully shielded, downward-directed fixtures.	Draft ordinance; P&Z review; Council adoption.	Community Development Department (Planning & Zoning) & Legal Department	Planning & Zoning Commission; City Council	City General Fund; Planning Grants; Developer Fees	Short Term (1–3 yrs)	Updated lighting ordinance adopted and enforced.

IMPLEMENTATION MATRIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 8.7: Preserve the Quality of the Night Sky as a Natural, Cultural, & Economic Asset cont.	Action 8.7.2: Set limits on brightness and color temperature (≤ 3000 K) for LEDs.	Develop performance standards; integrate in codes; educate contractors.	Community Development Department (Planning & Building Inspections)	Public Works Department	City General Fund; EPA Energy Efficiency Programs	Short Term (1–3 yrs)	≥ 95% compliance for new installations.
	Action 8.7.3: Require lighting plans with site applications (esp. rural-urban interface areas).	Update checklists; technical guidelines; enforce during permitting.	Community Development Department (Development Services)	Planning & Zoning Commission	Application Fees; City General Fund	Short Term (1–3 yrs)	100% of major site plans include compliant lighting plans.
	Action 8.7.4: Retrofit municipal fixtures (parks, streets, facilities) to reduce glare and costs.	Audit fixtures; prioritize high-use areas; replace in phases.	Public Works Department & Facilities Maintenance	Parks & Recreation Department	ESPCs; DOE Efficiency Grants; Utility Rebates	Mid Term (4–7 yrs)	Energy use down 20%; glare complaints reduced.
	Action 8.7.5: Limit stadium and ballfield floodlights to ≤ 90° aiming; retrofit where feasible.	Update facility standards; retrofit; monitor compliance.	Parks & Recreation Department	Public Works Department; RISD Facilities	State Outdoor Recreation Grants; Utility Partnerships; City General Fund	Mid Term (4–7 yrs)	Sports lighting upgraded; off-site glare reduced.
	Action 8.7.6: Partner with utilities and agencies to retrofit non-compliant fixtures and improve compliance with state law.	Coordinate audits; pursue rebates; create cost-share agreements.	Public Works Department	Xcel Energy; NM EMNRD	Utility Incentive Programs; State Energy Office Grants; DOE Support	Short Term (1–3 yrs)	Community-wide retrofit program launched.
	Action 8.7.7: Coordinate with State Parks, USFWS, and BLM on lighting near public lands.	Inter-agency workshops; joint guidelines; monitor Bitter Lake and Bottomless Lakes areas.	Community Development Department (Planning Division)	NM State Parks; USFWS; BLM	Federal Conservation Grants; Inter-agency Agreements	Mid Term (4–7 yrs)	Joint guidelines adopted; sensitive areas protected.
	Action 8.7.8: Promote public education and tourism programs focused on dark skies.	Create outreach materials; host stargazing events and citizen-science programs.	Tourism Program (City Manager's Office) & Parks & Recreation Department	Roswell Astronomy Club; RISD; NM Tourism Dept.; Cultural Institutions	Lodgers Tax; State Tourism Grants; NEH; NASA/STEM Grants; Private Sponsors	Short Term (1–3 yrs)	4 + stargazing events per year; dark-sky brand integrated in tourism.
	Action 8.7.9: Develop public education campaigns about the health, ecological, and tourism benefits of protecting dark skies.	Create outreach materials; host workshops in schools and community centers; install interpretive signage in parks.	Public Information Office; Tourism Program (City Manager's Office); Parks & Recreation Department	RISD; Local Nonprofits; Cultural Institutions	Lodgers Tax; State Tourism Grants; Nonprofit Partnerships	Short Term (1–3 yrs)	Builds community awareness and increases public support for dark-sky policies.
	Action 8.7.10: Partner with the Roswell Astronomy Club and local schools to establish community stargazing events and citizen-science monitoring.	Schedule seasonal stargazing nights; train students in light-pollution monitoring; integrate findings into public reporting.	Roswell Astronomy Club; RISD; Parks & Recreation Department	ENMU-Roswell; Tourism Program; Community Development Dept.	NASA Education Grants; STEM Education Programs; Sponsorships	Short Term (1–3 yrs)	Fosters youth engagement and community stewardship; contributes to national dark-sky research.
	Action 8.7.11: Explore eco-cultural tourism models that connect dark skies with Indigenous knowledge, heritage, and regenerative tourism.	Consult with Indigenous partners and cultural organizations; design interpretive programming; integrate into tourism marketing.	Tourism Program (City Manager's Office) & New Mexico Tourism Department	Local Tribes; Cultural Institutions; ENMU-Roswell	National Endowment for the Humanities; State Tourism Development Grants; Private Partnerships	Mid Term (4–7 yrs)	Expands Roswell's tourism offerings; honors Indigenous knowledge; positions Roswell as a leader in regenerative tourism.

IMPLEMENTATION MATRIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY

Goal	Action Item	Implementation Steps	Responsible Party	Supporting Partners	Potential Funding Sources	Timeline	Expected Outcome / Performance Metric
Goal 8.8: Incorporate Public Health and Resilience Planning in Policy Decisions	Action 8.8.1: Prioritize Vulnerable Populations in Planning and Investment Decisions.	Incorporate equity-based criteria into planning, policy, and capital improvement decisions; identify areas with higher concentrations of elderly and vulnerable populations and prioritize investments addressing heat, flooding, air quality, and access to services.	Community Development Department; City Manager's Office	NM Department of Health; GIS Division; Emergency Management	CDBG; FEMA; State Health and Resilience Grants	Short Term (1–3 yrs)	Adoption of equity-focused planning criteria; increased investment in high-need areas.
	Action 8.8.2: Integrate Public Health into Land Use and Environmental Planning	Update plans, policies, and development standards to incorporate public health considerations such as shade, air quality, stormwater management, and safe infrastructure access.	Community Development Department (Planning Division)	NM Department of Health; Engineering Department; Parks & Recreation Department	General Fund; Planning Grants	Mid Term (4–7 yrs)	Health-based criteria integrated into planning documents and development regulations.
	Action 8.8.3: Target Resilience Investments in High-Risk Areas	Use data to identify areas most vulnerable to environmental hazards; prioritize investments such as cooling strategies (shade, tree canopy), flood mitigation, and water conservation programs in these areas.	Engineering Department; Community Development Department	Parks & Recreation Department; Utilities Department; FEMA	FEMA BRIC; Hazard Mitigation Grants; State Infrastructure Funds	Mid Term (4–7 yrs)	Reduced exposure to environmental risks in vulnerable areas; measurable improvements in resilience indicators.
	Action 8.8.4: Strengthen Cross-Sector Coordination for Health and Resilience	Establish formal coordination between city departments, public health agencies, emergency services, and community organizations; align programs and share data to improve response and long-term planning.	City Manager's Office	NM Department of Health; Emergency Services; Nonprofits; Community Organizations	General Fund; State and Federal Grants	Short Term (1–3 yrs)	Improved inter-agency coordination; increased effectiveness of health and resilience initiatives.

APPENDIX A— GOALS BY TIMEFRAME

How to use this table

These are the 30 most relevant programs to jump-start projects across Land Use, Housing, Urban Design, Economic Development, Infrastructure & Transportation, Parks & Recreation, and Environmental Resources & Sustainability. For each, we've listed eligibility/uses, the most current application timing, an official source, and—critically—why this matters for Roswell's goals (stormwater and flood resilience, dark skies & tourism, downtown revitalization, trails & ADA, aviation & industrial growth, broadband, etc.). Use this alongside your annual ICIP and grant calendar to stage near-term "no-regret" applications and larger multi-year packages.

GOAL APPENDIX: LAND USE & GROWTH MANAGEMENT		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 2.1: Encourage Balanced Growth	Action 2.1.1: Complete a Unified Development Code (UDC) to streamline zoning, subdivision, and development regulations.
		Action 2.1.2: Update zoning codes to allow for a mix of housing types and densities in appropriate locations
		Action 2.1.3: Promote infill and redevelopment in areas with existing infrastructure.
	Goal 2.2: Protect and Enhance Community Character	Action 2.2.1: Preserve historic neighborhoods and cultural resources through context-sensitive zoning.
		Action 2.2.2: Implement design standards that reflect Roswell's identity and heritage.
	Goal 2.3: Encourage More Community and Entertainment Uses	Action 2.3.2: Implement standards for food truck parks and streamline the permitting process for food trucks and local vendors.
		Action 2.3.3: Introduce standards for outdoor pavilions and outdoor areas to complement temporary events.
		Action 2.3.4: Incentivize the creation of more outdoor restrooms in Downtown by streamlining within the zoning code.
	Goal 2.5: Expand Multi-Family Zoning Opportunities	Action 2.5.2: Conduct a needs analysis to determine opportunities for large-area rezoning of properties from single-family (R-1) to multi-family zones.
		Action 2.5.3: Expand opportunities to streamline permitting processes for accessory dwelling units (ADUs).

GOAL APPENDIX: LAND USE & GROWTH MANAGEMENT; HOUSING & NEIGHBORHOODS; URBAN DESIGN		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 2.7: Expand Upon the Air Center	Action 2.7.1: Integrate standards for uses such as RV parks to complement annual events.
Short Term (1-3 yrs)	Goal 3.1: Expand Housing Supply and Affordability	Action 3.1.1: Encourage infill development on vacant lots through incentives, streamlined permitting, and reuse of lien-forgiven parcels.
	Goal 3.2: Diversify Housing Choices and Affordability	Action 3.2.1: Update zoning and subdivision regulations to permit a broader range of housing types.
	Goal 3.3: Rehabilitate and Stabilize Existing Neighborhoods	Action 3.3.1: Expand code enforcement and housing rehabilitation programs to address substandard housing and vacant properties.
	Goal 3.4: Support Vulnerable Populations and Homelessness Prevention	Action 3.4.1: Support coordination among service providers to address homelessness and at-risk populations.
	Goal 3.6: Foster Community Engagement and Equity	Action 3.6.1: Develop neighborhood-based outreach programs to engage residents in housing and neighborhood improvement initiatives.
Short Term (1-3 yrs)	Goal 4.1: Create a Cohesive and Vibrant Urban Form	Action 4.1.1: Update zoning and development standards to promote cohesive urban design and transitions between neighborhoods, corridors, and centers
	Goal 4.2: Design Public Spaces for People	Action 4.2.1: Develop a citywide Public Space Master Plan to guide the design and management of parks, plazas, and civic spaces.
		Action 4.2.3: Integrate public art into streetscapes and public facilities to reflect local culture and identity.
		Action 4.2.5: Activate vacant or underused lots with temporary pop-up parks, art installations, or markets.

GOAL APPENDIX: URBAN DESIGN; ECONOMIC DEVELOPMENT		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 4.1: Create a Cohesive and Vibrant Urban Form	Action 4.1.1: Update zoning and development standards to promote cohesive urban design and transitions between neighborhoods, corridors, and centers
	Goal 4.2: Design Public Spaces for People	Action 4.2.1: Develop a citywide Public Space Master Plan to guide the design and management of parks, plazas, and civic spaces.
		Action 4.2.3: Integrate public art into streetscapes and public facilities to reflect local culture and identity.
		Action 4.2.5: Activate vacant or underused lots with temporary pop-up parks, art installations, or markets.
	Goal 4.3: Foster Mixed-Use, Mixed-Income, and Compact Neighborhoods	Action 4.3.1: Update zoning to allow for neighborhood commercial and mixed-use nodes that integrate housing, shops, and services.
	Goal 4.4: Preserve and Enhance Roswell's Character and Identity	Action 4.4.1: Develop a citywide Design Standards and Guidelines Manual to ensure consistent design quality and reflect Roswell's heritage.
	Goal 4.6: Create a Safe, Accessible Network of Trails and Bike Paths to Connect Neighborhoods to Key Destinations	Action 4.6.1: Develop a citywide Trails and Bikeways Master Plan to guide connectivity and design standards.
Short Term (1-3 yrs)	Goal 5.1: Expand and Diversify the Industrial Base through Aviation and Manufacturing	Action 5.1.2: Launch an industry recruitment initiative targeting aerospace, advanced manufacturing, logistics, and defense sectors.
		Action 5.1.3: Update zoning and land use policies to protect industrial areas from incompatible uses.
	Goal 5.2: Strengthen Agriculture and Value-Added Production	Action 5.2.1: Support and promote local agricultural producers through marketing, technical assistance, and business development programs.

GOAL APPENDIX: ECONOMIC DEVELOPMENT		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 5.3: Reposition South Roswell as an Economic Opportunity Zone	Action 5.3.1: Conduct a South Roswell redevelopment study to identify key sites for mixed-use and industrial reinvestment.
		Action 5.3.3: Create an incentive package to attract commercial, light industrial, and housing investment in South Roswell.
	Goal 5.4: Broaden Roswell's Tourism Identity Beyond the UFO Theme	Action 5.4.1: Develop a comprehensive Tourism Master Plan to diversify visitor experiences and guide long-term investment.
	Goal 5.5: Foster a Competitive Environment for Local Business Growth	Action 5.5.1: Expand small business support programs, including incubators, microloans, and mentorship networks.
		Action 5.5.2: Streamline the City's development and permitting processes to make doing business in Roswell easier.
	Goal 5.6: Prepare a Skilled Workforce to Match Emerging Industries	Action 5.6.1: Strengthen partnerships between local schools, ENMU–Roswell, and employers to align training programs with workforce needs.
		Action 5.6.4: Support youth career exposure and mentorship programs connecting students with local employers.
	Goal 5.7: Ensure Sustainable Fiscal Support for Economic Development and Tourism	Action 5.7.1: Develop a long-term Economic Development Funding Strategy to sustain City and RCCEDC partnerships.
		Action 5.7.5: Establish a performance-based reporting system to track economic development and tourism outcomes.

GOAL APPENDIX: PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 6.1: Improve Stormwater Resilience and Flood Protection	Action 6.1.1: Conduct a comprehensive stormwater and drainage master plan update.
		Action 6.1.4: Expand floodplain management and public education efforts.
		Action 6.1.5: Integrate stormwater design standards into zoning and development review processes.
	Goal 6.2: Rehabilitate and Modernize Wastewater Systems	Action 6.2.1: Conduct a comprehensive wastewater system assessment to identify critical deficiencies and capacity needs.
		Action 6.2.5: Develop a Wastewater System Asset Management Plan to track maintenance and replacement cycles.
	Goal 6.3: Upgrade and Maintain Water Distribution Systems	Action 6.3.1: Conduct a comprehensive water system master plan update to assess demand, capacity, and future needs.
		Action 6.3.5: Develop a Water Infrastructure Asset Management Plan for maintenance and long-term capital planning.
	Goal 6.4: Support Reliable Utility Systems (Electric and Gas)	Action 6.4.1: Coordinate with utility providers to improve system reliability and redundancy.
		Action 6.4.4: Ensure emergency backup power and energy redundancy for critical infrastructure facilities.
	Goal 6.5: Reconstruct and Maintain Roadway Infrastructure	Action 6.5.1: Develop a Pavement Management Program to assess road conditions and prioritize maintenance.
		Action 6.5.5: Develop and maintain GIS-based asset maps of all roadway and drainage infrastructure.

GOAL APPENDIX: PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 6.6: Improve Pedestrian Crossings and Safety	Action 6.6.1: Conduct a citywide pedestrian safety audit to identify high-risk crossings and corridors.
		Action 6.6.4: Improve lighting and visibility at pedestrian crossings and trail intersections.
	Goal 6.7: Enhance Traffic Control and Signage	Action 6.7.1: Conduct a comprehensive traffic signal system inventory and assessment.
		Action 6.7.5: Upgrade traffic control devices and intersection markings for enhanced safety.
	Goal 6.8: Expand Roadway Illumination and Public Safety Lighting	Action 6.8.1: Conduct a citywide lighting assessment to identify areas with insufficient illumination.
	Goal 6.9: Ensure ADA Accessibility Across the Transportation Network	Action 6.9.1: Conduct a comprehensive ADA self-evaluation and transition plan for all transportation facilities.
	Goal 6.10: Expand and Maintain Bicycle and Pedestrian Facilities	Action 6.10.1: Develop and adopt a comprehensive Bicycle and Pedestrian Master Plan.
		Action 6.10.4: Install bicycle parking, repair stations, and wayfinding signage at major destinations.
	Goal 6.11: Modernize Public Transit Facilities and Operations	Action 6.11.1: Develop a Transit Master Plan to guide route optimization, facility improvements, and fleet replacement.
		Action 6.11.5: Implement real-time bus tracking and digital payment systems.
	Goal 6.12: Prevent and Reduce Graffiti in Public Spaces	Action 6.12.1: Establish a coordinated Citywide Graffiti Removal Program.

GOAL APPENDIX: PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY; PARKS AND RECREATION		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 6.12: Prevent and Reduce Graffiti in Public Spaces (cont.)	Action 6.12.2: Implement a public awareness campaign encouraging community reporting of graffiti and vandalism.
		Action 6.12.4: Increase surveillance and lighting in areas with frequent graffiti incidents.
Short Term (1-3 yrs)	Goal 7.1: Ensure Equitable Access to High-Quality Parks and Trails Across All Neighborhoods	Action 7.1.1: Conduct a park access and equity gap analysis to prioritize underserved areas for investment.
		Action 7.1.4: Adopt a parkland dedication or in-lieu fee ordinance for new development.
	Goal 7.2: Expand Inclusive and ADA-Compliant Facilities Citywide	Action 7.2.1: Conduct an ADA accessibility audit of all City parks, playgrounds, and recreation facilities.
	Goal 7.3: Build Flood-Resilient and Multi-Purpose Parks to Protect and Serve the Community	Action 7.3.3: Develop emergency response protocols and infrastructure within major parks.
	Goal 7.4: Invest in Youth- and Family-Oriented Recreation to Retain and Engage Residents	Action 7.4.1: Expand youth programming and partnerships with schools, clubs, and community groups.
		Action 7.4.3: Launch a Youth Recreation Leadership Council to involve local youth in program design and decision-making.

GOAL APPENDIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 8.1: Protect and Enhance Roswell's Natural Resources	Action 8.1.1: Identify and map priority conservation areas (riparian corridors, prairie habitat, flood-prone land).
		Action 8.1.4: Conduct a green-space access gap analysis to prioritize underserved areas.
		Action 8.1.5: Adopt parkland dedication / in-lieu ordinance for new residential development.
	Goal 8.2: Promote Sustainable Water Use, Conservation & Resilience to Drought & Flooding	Action 8.2.1: Launch a water-saving awareness campaign and rebates for xeriscape/efficient fixtures.
		Action 8.2.2: Partner with local nurseries to promote native/drought-tolerant landscaping.
		Action 8.2.3: Amend codes to require/incentivize Low-Impact Development (LID).
		Action 8.2.4: Provide density/parking bonuses for projects exceeding LID baseline.
	Goal 8.3: Support Sustainable Agriculture Practices	Action 8.3.1: Promote soil conservation & efficient irrigation (cover crops, drip systems).
		Action 8.3.4: Prioritize infill & compact growth in the Future Land Use Plan.
	Goal 8.4: Increase Urban Tree Canopy & Climate-Adapted Landscaping Citywide	Action 8.4.1: Create a citywide Urban Forestry & Landscaping Master Plan.

GOAL APPENDIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 8.4: Increase Urban Tree Canopy & Climate-Adapted Landscaping Citywide (cont.)	Action 8.4.3: Require native landscaping in new subdivisions & commercial projects.
	Goal 8.5: Strengthen Resilient Infrastructure Systems	Action 8.5.1: Integrate green stormwater features in all new public works and street reconstructions.
	Goal 8.6: Foster Community Education & Stewardship	Action 8.6.1: Create volunteer programs for tree planting and cleanups.
		Action 8.6.2: Offer workshops on water conservation and native landscaping (with incentives).
	Goal 8.7: Preserve the Quality of the Night Sky as a Natural, Cultural, & Economic Asset	Action 8.7.1: Revise Article 52 to require fully shielded, downward-directed fixtures.
		Action 8.7.2: Set limits on brightness and color temperature (≤ 3000 K) for LEDs.
		Action 8.7.3: Require lighting plans with site applications (esp. rural-urban interface areas).
		Action 8.7.6: Partner with utilities and agencies to retrofit non-compliant fixtures and improve compliance with state law.
		Action 8.7.8: Promote public education and tourism programs focused on dark skies.
		Action 8.7.9: Develop public education campaigns about the health, ecological, and tourism benefits of protecting dark skies.

GOAL APPENDIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY; LAND USE & GROWTH MANAGEMENT; ECONOMIC DEVELOPMENT		
Timeline	**Goal**	**Action Item**
Short Term (1-3 yrs)	Goal 8.7: Preserve the Quality of the Night Sky as a Natural, Cultural, & Economic Asset (cont.)	Action 8.7.10: Partner with the Roswell Astronomy Club and local schools to establish community stargazing events and citizen-science monitoring.
Short-Mid Term (1-5 yrs)	Goal 2.2: Protect and Enhance Community Character	Action 2.2.3: Implement standards and processes for community art and gateway signage that share and represent the character of Roswell.
	Goal 2.3: Encourage More Community and Entertainment Uses	Action 2.3.1: Introduce economic development strategies to create incentives for uses that support youth activities and development.
Short-Mid Term (1-5 yrs)	Goal 5.4: Broaden Roswell's Tourism Identity Beyond the UFO Theme	Action 5.4.5: Support year-round events and festivals that highlight Roswell's diverse culture, cuisine, and community spirit.
Mid Term (4-7 yrs)	Goal 2.3: Encourage More Community and Entertainment Uses	Action 2.3.5: Incentivize the creation of more bike trails and dog parks.
	Goal 2.7: Expand Upon the Air Center	Action 2.7.2: Identify manufacturing and agricultural uses that do not negatively impact the Air Center.

GOAL APPENDIX: HOUSING & NEIGHBORHOODS		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 3.1: Expand Housing Supply and Affordability	Action 3.1.2: Increase production of missing-middle and affordable rental housing, including duplexes, townhouses, and small-scale multifamily.
		Action 3.1.3: Partner with developers and NM MFA to leverage state and federal funds for affordable housing construction.
	Goal 3.2: Diversify Housing Choices and Affordability	Action 3.2.2: Encourage mixed-income developments and adaptive reuse of vacant commercial buildings into housing.
	Goal 3.3: Rehabilitate and Stabilize Existing Neighborhoods	Action 3.3.2: Develop a neighborhood reinvestment grant or loan program to assist homeowners with repairs and facade improvements.
		Action 3.3.3: Incentivize rehabilitation of historic housing through adaptive reuse and preservation tax credits.
	Goal 3.4: Support Vulnerable Populations and Homelessness Prevention	Action 3.4.2: Expand transitional and supportive housing for individuals and families exiting homelessness.
	Goal 3.5: Align Housing with Transportation, Services, and Jobs	Action 3.5.1: Encourage mixed-use and higher-density housing near transit corridors and employment centers.
		Action 3.5.3: Integrate multimodal transportation connections between neighborhoods, schools, and job centers.
	Goal 3.6: Foster Community Engagement and Equity	Action 3.6.2: Promote equitable housing policies that prevent displacement and increase access for historically underserved populations.
	Goal 3.7: Build a Resilient Housing Future	Action 3.7.1: Integrate climate resilience and energy efficiency standards into new and existing housing.

GOAL APPENDIX: URBAN DESIGN		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 4.1: Create a Cohesive and Vibrant Urban Form	Action 4.1.2: Encourage infill and redevelopment projects that complement surrounding neighborhood character.
	Goal 4.2: Design Public Spaces for People	Action 4.2.2: Redesign key civic spaces, such as the Courthouse Lawn and Civic Center Plaza, to support community events and everyday use.
		Action 4.2.4: Expand shaded areas, benches, and pedestrian amenities in parks and public spaces.
	Goal 4.3: Foster Mixed-Use, Mixed-Income, and Compact Neighborhoods	Action 4.3.2: Incentivize mixed-income developments through density bonuses or reduced parking requirements.
		Action 4.3.4: Support infill and redevelopment projects that reuse existing infrastructure and promote walkability.
	Goal 4.4: Preserve and Enhance Roswell's Character and Identity	Action 4.4.2: Protect and enhance gateways, corridors, and key entry points to create a strong first impression of Roswell.
		Action 4.4.3: Preserve historic and cultural resources through adaptive reuse and compatible infill development.
		Action 4.4.4: Strengthen Downtown identity through coordinated signage, streetscape, and lighting improvements.
	Goal 4.5: Design Streets that Manage Stormwater, Reduce Heat, and Create Shaded, Attractive Corridors	Action 4.5.1: Integrate green infrastructure elements such as bioswales, permeable paving, and tree canopies into street design standards.
	Goal 4.6: Create a Safe, Accessible Network of Trails and Bike Paths to Connect Neighborhoods to Key Destinations	Action 4.6.2: Implement a phased network of safe, connected bike lanes and multi-use paths linking neighborhoods to key destinations.

GOAL APPENDIX: ECONOMIC DEVELOPMENT		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 5.1: Expand and Diversify the Industrial Base through Aviation and Manufacturing	Action 5.1.1: Invest in infrastructure improvements at RAC and Earl Cummings Industrial Park.
	Goal 5.2: Strengthen Agriculture and Value-Added Production	Action 5.2.2: Expand opportunities for value-added food processing and agri-tech enterprises
		Action 5.2.4: Promote agritourism and educational experiences that connect visitors to Roswell's agricultural heritage.
	Goal 5.3: Reposition South Roswell as an Economic Opportunity Zone	Action 5.3.2: Improve public infrastructure, utilities, and transportation access to support business attraction and workforce mobility.
		Action 5.3.4: Encourage workforce and mixed-income housing near employment centers to support revitalization.
	Goal 5.4: Broaden Roswell's Tourism Identity Beyond the UFO Theme	Action 5.4.2: Promote regional attractions such as Bitter Lake National Wildlife Refuge, Bottomless Lakes State Park, and local ranching heritage.
		Action 5.4.4: Develop outdoor recreation tourism, including trails, biking, and riverfront activities.
	Goal 5.5: Foster a Competitive Environment for Local Business Growth	Action 5.5.3: Create a façade and building improvement grant program to revitalize commercial corridors.
		Action 5.5.4: Support minority- and women-owned business development through targeted outreach and partnerships.
	Goal 5.6: Prepare a Skilled Workforce to Match Emerging Industries	Action 5.6.2: Expand workforce certification and apprenticeship programs in partnership with local industries.

GOAL APPENDIX: ECONOMIC DEVELOPMENT; PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 5.7: Ensure Sustainable Fiscal Support for Economic Development and Tourism	Action 5.7.2: Create a dedicated Tourism Development Fund to reinvest Lodgers' Tax revenue in infrastructure and marketing.
		Action 5.7.4: Evaluate and adjust City fee structures, incentives, and tax policies to remain regionally competitive.
Mid Term (4-7 yrs)	Goal 6.1: Improve Stormwater Resilience and Flood Protection	Action 6.1.2: Implement high-priority stormwater projects from the master plan.
		Action 6.1.3: Incorporate green infrastructure strategies into stormwater design.
		Action 6.1.8: Improve stormwater infrastructure serving underserved or low-income neighborhoods.
	Goal 6.2: Rehabilitate and Modernize Wastewater Systems	Action 6.2.2: Replace aging sewer lines and manholes in high-failure areas.
	Goal 6.3: Upgrade and Maintain Water Distribution Systems	Action 6.3.2: Replace aging water lines and valves to reduce water loss and improve reliability.
		Action 6.3.3: Upgrade water storage and pumping facilities to ensure adequate fire flow and redundancy.
	Goal 6.4: Support Reliable Utility Systems (Electric and Gas)	Action 6.4.3: Underground existing power lines in priority corridors to improve safety and aesthetics.

GOAL APPENDIX: PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 6.5: Reconstruct and Maintain Roadway Infrastructure	Action 6.5.2: Reconstruct deteriorating roadways with complete street and drainage improvements.
		Action 6.5.4: Coordinate with NMDOT on improvements to U.S. and state highways within Roswell city limits.
		Action 6.5.6: Prioritize roadway improvements in underserved neighborhoods.
	Goal 6.6: Improve Pedestrian Crossings and Safety	Action 6.6.2: Upgrade crosswalks with enhanced striping, curb ramps, signage, and flashing beacons at key intersections.
		Action 6.6.3: Integrate pedestrian refuge islands, curb extensions, and reduced curb radii in new and reconstructed streets
		Action 6.6.5: Develop an annual Pedestrian Safety Education Campaign targeting drivers and students.
	Goal 6.7: Enhance Traffic Control and Signage	Action 6.7.2: Implement a citywide traffic signal synchronization and timing optimization program.
		Action 6.7.4: Install new directional, gateway, and wayfinding signage along major corridors and Downtown districts.
	Goal 6.8: Expand Roadway Illumination and Public Safety Lighting	Action 6.8.2: Install or upgrade streetlights along major corridors and intersections to improve visibility and safety.

GOAL APPENDIX: PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY; PARKS AND RECREATION		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 6.9: Ensure ADA Accessibility Across the Transportation Network	Action 6.9.2: Retrofit sidewalks and curb ramps citywide to meet ADA design standards.
		Action 6.9.3: Improve ADA accessibility at transit stops, including shelters, boarding areas, and signage.
	Goal 6.10: Expand and Maintain Bicycle and Pedestrian Facilities	Action 6.10.2: Implement new bicycle lanes and shared-use paths in priority corridors.
	Goal 6.11: Modernize Public Transit Facilities and Operations	Action 6.11.2: Upgrade transit stops, shelters, and facilities for comfort, safety, and accessibility.
	Goal 6.11: Modernize Public Transit Facilities and Operations (cont.)	Action 6.11.4: Expand transit service hours and routes to better serve employment centers and schools.
	Goal 6.12: Prevent and Reduce Graffiti in Public Spaces	Action 6.12.3: Partner with schools and youth organizations to provide mural programs and art walls as positive graffiti alternatives.
		Action 6.12.6: Develop partnerships with local businesses for graffiti prevention on private property.
Mid Term (4-7 yrs)	Goal 7.1: Ensure Equitable Access to High-Quality Parks and Trails Across All Neighborhoods	Action 7.1.2: Upgrade Southside neighborhood parks with durable, modern amenities.
		Action 7.1.3: Enhance trail connectivity and safety with shade and buffers.
	Goal 7.2: Expand Inclusive and ADA-Compliant Facilities Citywide	Action 7.2.2: Retrofit existing playgrounds and restrooms to meet universal design standards.

GOAL APPENDIX: PARKS AND RECREATION; ENVIRONMENTAL RESOURCES AND SUSTAINABILITY		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 7.3: Build Flood-Resilient and Multi-Purpose Parks to Protect and Serve the Community	Action 7.3.1: Design new parks and open spaces to function as flood control and stormwater retention areas.
		Action 7.3.2: Retrofit existing parks in flood-prone areas with resilient landscape design and green infrastructure.
	Goal 7.4: Invest in Youth- and Family-Oriented Recreation to Retain and Engage Residents	Action 7.4.2: Develop new recreation amenities for families, including splash pads, playgrounds, and multi-sport courts.
		Action 7.4.5: Support community-led recreation initiatives and streamline permitting for volunteer events and pop-up activities.
Mid Term (4-7 yrs)	Goal 8.1: Protect and Enhance Roswell's Natural Resources	Action 8.1.2: Explore conservation easements and stewardship partnerships with landowners and land trusts.
		Action 8.1.3: Create a voluntary open-space preservation program to guide development away from sensitive areas.
		Action 8.1.6: Plant native trees along key pedestrian routes to parks, schools, and commercial areas.
	Goal 8.2: Promote Sustainable Water Use, Conservation & Resilience to Drought & Flooding	Action 8.2.5: Update Stormwater Management Plan with climate projections & nature-based solutions.
		Action 8.2.6: Prioritize detention/retention basins, green retrofits, and flood-prone parks.

GOAL APPENDIX: ENVIRONMENTAL RESOURCES AND SUSTAINABILITY		
Timeline	**Goal**	**Action Item**
Mid Term (4-7 yrs)	Goal 8.3: Support Sustainable Agriculture Practices	Action 8.3.2: Provide climate-resilience technical assistance to local producers.
		Action 8.3.3: Explore TDR to direct growth away from farmland & open space.
	Goal 8.4: Increase Urban Tree Canopy & Climate-Adapted Landscaping Citywide	Action 8.4.2: Launch native tree planting on parks, schools, and civic sites.
		Action 8.4.4: Offer grants to retrofit high-heat, high-pavement areas (businesses/HOAs).
	Goal 8.5: Strengthen Resilient Infrastructure Systems	Action 8.5.2: Retrofit undersized culverts and drainage in problem areas.
	Goal 8.7: Preserve the Quality of the Night Sky as a Natural, Cultural, & Economic Asset cont.	Action 8.7.4: Retrofit municipal fixtures (parks, streets, facilities) to reduce glare and costs.
		Action 8.7.5: Limit stadium and ballfield floodlights to ≤ 90° aiming; retrofit where feasible.
		Action 8.7.7: Coordinate with State Parks, USFWS, and BLM on lighting near public lands.
		Action 8.7.11: Explore eco-cultural tourism models that connect dark skies with Indigenous knowledge, heritage, and regenerative tourism.

GOAL APPENDIX: LAND USE & GROWTH MANAGEMENT		
Timeline	**Goal**	**Action Item**
Mid-Long Term (5-10 yrs)	Goal 2.4: Establish Downtown Districts	Action 2.4.1: Expand the development of subdistricts within the Downtown to assist with wayfinding, concentration of certain uses, and organize development patterns.
		Action 2.4.2: Incentivize neighborhood commercial uses within the Railroad District (along North Railroad Avenue).
Long Term (8-20 yrs)	Goal 2.1: Encourage Balanced Growth	Action 2.1.4: Direct new development to growth areas identified in the Future Land Use Map.
	Goal 2.2: Protect and Enhance Community Character	Action 2.2.4: Protect agricultural lands and open spaces from premature conversion to urban uses.
	Goal 2.5: Expand Multi-Family Zoning Opportunities	Action 2.5.1: Integrate more opportunities for multi-family developments by rezoning existing single-family zones to higher density multi-family to be permitted by right.
	Goal 2.6: Expand Temporary Lodging Opportunities	Action 2.6.1: Integrate more opportunities for hotel, motel, and other temporary living uses to capture the tourism generated from large events.
	Goal 2.7: Expand Upon the Air Center	Action 2.7.3: Identify opportunities to incorporate more medical uses, including specialized services.
	Goal 2.1: Encourage Balanced Growth	Action 2.1.4: Direct new development to growth areas identified in the Future Land Use Map.
	Goal 2.2: Protect and Enhance Community Character	Action 2.2.4: Protect agricultural lands and open spaces from premature conversion to urban uses.
	Goal 2.5: Expand Multi-Family Zoning Opportunities	Action 2.5.1: Integrate more opportunities for multi-family developments by rezoning existing single-family zones to higher density multi-family to be permitted by right.

GOAL APPENDIX: LAND USE & GROWTH MANAGEMENT; HOUSING & NEIGHBORHOODS; URBAN DESIGN		
Timeline	**Goal**	**Action Item**
Long Term (8-20 yrs)	Goal 2.6: Expand Temporary Lodging Opportunities	Action 2.6.1: Integrate more opportunities for hotel, motel, and other temporary living uses to capture the tourism generated from large events.
	Goal 2.7: Expand Upon the Air Center	Action 2.7.3: Identify opportunities to incorporate more medical uses, including specialized services.
Long Term (8-20 yrs)	Goal 3.1: Expand Housing Supply and Affordability	Action 3.1.4: Establish a local housing trust fund or community development corporation (CDC) to finance affordable housing projects.
	Goal 3.2: Diversify Housing Choices and Affordability	Action 3.2.3: Create flexible development standards to encourage housing innovation and small-scale infill projects.
	Goal 3.5: Align Housing with Transportation, Services, and Jobs	Action 3.5.2: Support workforce housing initiatives near major employers, including the Air Center and hospital districts.
	Goal 3.7: Build a Resilient Housing Future	Action 3.7.2: Encourage the adaptive reuse of underutilized buildings for resilient housing development.
		Action 3.7.3: Develop a Resilient Housing Strategy to address climate impacts, energy costs, and long-term housing demand.
Long Term (8-20 yrs)	Goal 4.3: Foster Mixed-Use, Mixed-Income, and Compact Neighborhoods	Action 4.3.3: Encourage development patterns that promote compact growth and reduce infrastructure costs.
		Action 4.3.5: Pilot mixed-use demonstration projects in targeted corridors and districts.
	Goal 4.5: Design Streets that Manage Stormwater, Reduce Heat, and Create Shaded, Attractive Corridors	Action 4.5.2: Develop a Shade and Heat Mitigation Strategy to prioritize tree planting and cooling interventions along key corridors.

GOAL APPENDIX: ECONOMIC DEVELOPMENT; PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY		
Timeline	**Goal**	**Action Item**
Long Term (8-20 yrs)	Goal 5.1: Expand and Diversify the Industrial Base through Aviation and Manufacturing	Action 5.1.5: Promote RAC as a competitive MRO and logistics hub.
	Goal 5.2: Strengthen Agriculture and Value-Added Production	Action 5.2.3: Develop a regional food hub or cooperative to improve distribution, aggregation, and storage of local products.
	Goal 5.3: Reposition South Roswell as an Economic Opportunity Zone	Action 5.3.4: Encourage workforce and mixed-income housing near employment centers to support revitalization.
	Goal 5.5: Foster a Competitive Environment for Local Business Growth	Action 5.5.5: Enhance digital infrastructure and broadband access for businesses and residents
	Goal 5.6: Prepare a Skilled Workforce to Match Emerging Industries	Action 5.6.3: Develop a Workforce Training and Innovation Center at ENMU–Roswell focused on future industries.
Long Term (8-20 yrs)	Goal 6.1: Improve Stormwater Resilience and Flood Protection	Action 6.1.7: Coordinate regional stormwater projects with Chaves County and neighboring jurisdictions.
		Action 6.1.9: Adopt a Resilient Infrastructure Policy to incorporate climate adaptation and sustainability in design.
	Goal 6.2: Rehabilitate and Modernize Wastewater Systems	Action 6.2.3: Modernize the Wastewater Treatment Plant (WWTP) to increase efficiency and regulatory compliance.
	Goal 6.4: Support Reliable Utility Systems (Electric and Gas)	Action 6.4.2: Support the expansion of renewable energy infrastructure and transition planning.
	Goal 6.8: Expand Roadway Illumination and Public Safety Lighting	Action 6.8.4: Incorporate decorative and pedestrian-scale lighting in Downtown and key corridors.

GOAL APPENDIX: PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY; HOUSING & NEIGHBORHOODS; URBAN DESIGN		
Timeline	**Goal**	**Action Item**
Long Term (8-20 yrs)	Goal 6.9: Ensure ADA Accessibility Across the Transportation Network	Action 6.9.5: Incorporate universal design principles into all new infrastructure and transportation projects.
	Goal 6.11: Modernize Public Transit Facilities and Operations	Action 6.11.3: Transition to a low-emission or electric bus fleet.
Ongoing	Goal 3.3: Rehabilitate and Stabilize Existing Neighborhoods	Action 3.3.4: Create a Neighborhood Empowerment Program that supports resident-led improvement projects.
	Goal 3.4: Support Vulnerable Populations and Homelessness Prevention	Action 3.4.3: Partner with social service agencies to provide rental assistance, eviction prevention, and housing stability programs.
	Goal 3.6: Foster Community Engagement and Equity	Action 3.6.3: Establish a Resident Housing Advisory Committee to provide input on housing priorities and monitor implementation.
Ongoing	Goal 4.2: Design Public Spaces for People	Action 4.2.6: Develop a maintenance and operations plan for all major public spaces to ensure long-term quality and safety.
	Goal 4.4: Preserve and Enhance Roswell's Character and Identity	Action 4.4.5: Promote Roswell's unique culture and creativity through public art and events.

GOAL APPENDIX: ECONOMIC DEVELOPMENT; PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY		
Timeline	**Goal**	**Action Item**
Ongoing	Goal 5.1: Expand and Diversify the Industrial Base through Aviation and Manufacturing	Action 5.1.4: Leverage state and federal incentive programs to attract industrial expansion
	Goal 5.4: Broaden Roswell's Tourism Identity Beyond the UFO Theme	Action 5.4.3: Strengthen cultural tourism by highlighting local arts, music, and heritage.
	Goal 5.6: Prepare a Skilled Workforce to Match Emerging Industries	Action 5.6.5: Promote lifelong learning and reskilling opportunities for adults and mid-career workers.
	Goal 5.7: Ensure Sustainable Fiscal Support for Economic Development and Tourism	Action 5.7.3: Pursue federal and state grants to reduce reliance on local funds for economic development initiatives.
Ongoing	Goal 6.1: Improve Stormwater Resilience and Flood Protection	Action 6.1.6: Prioritize maintenance of existing storm drains and inlets.
	Goal 6.2: Rehabilitate and Modernize Wastewater Systems	Action 6.2.4: Implement an inflow and infiltration (I&I) reduction program to reduce wastewater system overloading.
	Goal 6.3: Upgrade and Maintain Water Distribution Systems	Action 6.3.4: Implement a water conservation and leak detection program to reduce non-revenue water losses.
	Goal 6.4: Support Reliable Utility Systems (Electric and Gas)	Action 6.4.5: Partner with utilities to expand public education on energy efficiency and safety.
	Goal 6.5: Reconstruct and Maintain Roadway Infrastructure	Action 6.5.3: Implement a long-term maintenance schedule for street resurfacing and pothole repair.
	Goal 6.7: Enhance Traffic Control and Signage	Action 6.7.3: Replace outdated traffic signs and ensure compliance with the Manual on Uniform Traffic Control Devices (MUTCD).

GOAL APPENDIX: PUBLIC INFRASTRUCTURE, TRANSPORTATION, AND MOBILITY		
Timeline	**Goal**	**Action Item**
	Goal 6.8: Expand Roadway Illumination and Public Safety Lighting	Action 6.8.3: Replace existing lighting fixtures with energy-efficient LED technology.
	Goal 6.9: Ensure ADA Accessibility Across the Transportation Network	Action 6.9.4: Provide ADA compliance training for City staff, contractors, and developers.
Ongoing	Goal 6.10: Expand and Maintain Bicycle and Pedestrian Facilities	Action 6.10.3: Provide regular maintenance and resurfacing of existing trails and pathways.
		Action 6.10.5: Launch a community bicycle safety and education program.
	Goal 6.12: Prevent and Reduce Graffiti in Public Spaces	Action 6.12.5: Enforce penalties and restitution for graffiti-related offenses.
		Action 6.12.7: Establish a volunteer Adopt-a-Block Program to maintain clean corridors and report vandalism.

GOAL APPENDIX: PARKS AND RECREATION		
Timeline	**Goal**	**Action Item**
Ongoing	Goal 7.2: Expand Inclusive and ADA-Compliant Facilities Citywide	Action 7.2.3: Incorporate inclusive design and sensory-friendly features into all new park projects.
		Action 7.2.4: Provide training for staff on ADA design standards and inclusion best practices.
	Goal 7.3: Build Flood-Resilient and Multi-Purpose Parks to Protect and Serve the Community	Action 7.3.4: Establish long-term maintenance and monitoring programs for resilient park systems.
	Goal 7.4: Invest in Youth- and Family-Oriented Recreation to Retain and Engage Residents	Action 7.4.4: Promote citywide youth events and tournaments that attract regional participation.

APPENDIX B— PRIORITY FUNDING & GRANT RESOURCES TO PROPEL ROSWELL

How to use this table

These are the 30 most relevant programs to jump-start projects across Land Use, Housing, Urban Design, Economic Development, Infrastructure & Transportation, Parks & Recreation, and Environmental Resources & Sustainability. For each, we've listed eligibility/uses, the most current application timing, an official source, and—critically—why this matters for Roswell's goals (stormwater and flood resilience, dark skies & tourism, downtown revitalization, trails & ADA, aviation & industrial growth, broadband, etc.). Use this alongside your annual ICIP and grant calendar to stage near-term "no-regret" applications and larger multi-year packages.

Program / Source	Eligible Applicants & Uses	Latest Deadline / Notes	Website / More Info	Why This Resource Matters for Roswell
FEMA — Hazard Mitigation Assistance (HMA: BRIC, FMA, HMGP)	City, county, state; planning & projects that reduce natural-hazard risk (flood, wildfire, drought).	Cycles announced annually; see HMA Guide for lifecycle and requirements. (FEMA)	FEMA HMA overview. (FEMA)	Core funding for stormwater, floodproofing, safe rooms, and mitigation planning central to Goals 6.1/6.2 and 8.1.
FEMA — HMGP Post-Fire	Mitigation in areas impacted by Fire Management Assistance Grants; drainage, defensible space, culvert upsizing, etc.	Opens with first FMAG of fiscal year; closes 6 months after fiscal year ends. (FEMA)	How to apply (Post-Fire). (FEMA)	Wildland-urban interface resilience and post-fire flood control for Hondo River/tributaries.
FEMA — Safeguarding Tomorrow RLF	State-run low-interest loans for local mitigation (complements HMA).	Program active through FY2026; rolling via state when available. (FEMA)	Program page. (FEMA)	Flexible loan option to match or bridge BRIC/HMGP for stormwater retrofits and culverts.
EPA — Brownfields (Assessment / Cleanup / RLF)	Local gov't & nonprofits; site inventories, Phase I/II, cleanup, revolving loans.	FY25 selections announced May 16, 2025; next NOFOs typically fall. (Environmental Protection Agency)	Program & guidelines. (Environmental Protection Agency)	Unlocks underused sites in South Roswell & Railroad District; aligns with ED Goals 5.3/5.4 and Urban Design 4.x.
EPA/State — Clean Water State Revolving Fund (CWSRF, NM)	Wastewater & stormwater capital (WWTP, collection, green infrastructure).	FY2026 IUP posted; rolling application via NMED CPB. (New Mexico Environment Department)	NM CWSRF info/IUP. (New Mexico Environment Department)	Low-cost financing for sewer rehab & stormwater—critical for Infrastructure Goals 6.1–6.3.
EPA/State — Drinking Water SRF (DWSRF, NM)	Water supply, mains, storage, lead service replacement.	IIJA funds flow through NMFA/ NMED; rolling intakes. (New Mexico Environment Department)	DWSRF (NM). (New Mexico Environment Department)	Replacing aging lines, pressure zones, and resilience for Goal 6.3.
EDA — Public Works & Economic Adjustment Assistance (PWEAA)	Infrastructure for job creation (industrial parks, sites, hangar/air center utilities), planning & TA.	No deadline; rolling until funds exhausted. (U.S. Economic Development Administration)	EDA funding hub. (U.S. Economic Development Administration)	Pairs perfectly with Air Center growth, South Roswell Opportunity Zone repositioning, and Industrial Base goals (5.1, 5.3).
USDA — Community Facilities (Loans & Grants)	Rural cities & nonprofits; essential facilities (libraries, public safety, clinics, rec centers).	Year-round acceptance via local RD office. (Rural Development)	Program overview & guide. (Rural Development)	Helps deliver park & rec buildings, aquatics, and community safety facilities (Ch. 7 Parks).
USDA — Rural Business Development Grants (RBDG)	Rural business support, incubators, technical assistance.	FY25 deadline Feb 28, 2025 (state offices post annual dates). (Rural Development)	Program page. (Rural Development)	Tools for local small-business growth in downtown and South Roswell (ED Goals 5.5, 5.3).

Program / Source	Eligible Applicants & Uses	Latest Deadline / Notes	Website / More Info	Why This Resource Matters for Roswell
USDA — Value-Added Producer Grants (VAPG)	Farmers/ranchers; processing/ marketing to add value to ag products.	FY25 deadline April 17, 2025. (Rural Development)	Program details & portal. (Rural Development)	Supports dairies/pecans/green-chile producers; ties agriculture to tourism & local food hubs (ED Goal 5.2).
USDA AMS — Local Food Promotion Program (LFPP)	Local governments & nonprofits; food hubs, aggregation, markets, processing.	FY25 applications due June 27, 2025. (AMS)	LFPP page. (AMS)	Strengthens value-added ag + entrepreneurship; supports festival/ market programming downtown.
USFS — Urban & Community Forestry	Cities & partners for urban canopy planning, planting, maintenance.	Annual cycles; program details & challenge grants posted by USFS. (US Forest Service)	UCF program. (US Forest Service)	Shade & heat-island mitigation for Complete Streets & park comfort (UD Goal 4.5; Env Goal 8.1).
USFS — Community Forest Program	Acquire forests for public access with stewardship plans (50% match).	Annual NOFO; see program basics. (US Forest Service)	CFP overview. (US Forest Service)	Corridor buffers along floodways & dark-sky viewing areas; nature-based recreation assets.
NTIA — BEAD (via NM Office of Broadband)	Broadband last-mile & digital equity.	NM Benefit-of-the-Bargain round: July 7–21, 2025; further phases per NTIA dashboard. (CONNECT NEW MEXICO)	NM BEAD info & contacts. (NTIA)	Extends fiber to South Roswell/ industrial zones and supports telework/live-work housing goals.
NM — Connect New Mexico Fund / GWEP	Planning, engineering, grant writing for broadband; state programs.	GWEP awards ongoing; see OBAE "Funding" page for cycles. (CONNECT NEW MEXICO)	OBAE funding hub. (CONNECT NEW MEXICO)	Readiness funding to compete for BEAD; aligns with workforce & equity (ED 5.6; Housing 3.5).
USDOT — Safe Streets for All (SS4A)	Action Plans & Implementation for Vision Zero safety projects.	FY25 closed June 26, 2025; annual cycles expected. (Transportation.gov)	How to apply & FAQs. (Transportation.gov)	Funds crossings, lighting, traffic calming, speed management (Trans Goals 6–12).
FHWA — Transportation Alternatives (TA)	Bike/ped, trails, Safe Routes to School, small-scale community improvements.	Annual state-run calls; see federal TA fact sheet. (Federal Highway Administration)	TA resources. (Federal Highway Administration)	Builds Roswell's trail spine & safe routes to parks/schools (UD 4.6; Parks Goal 7.1).
FHWA — Highway Safety Improvement Program (HSIP)	Systemic safety countermeasures; data-driven projects on all public roads.	Formula program; NM DOT administers annually. (Federal Highway Administration)	HSIP overview. (Federal Highway Administration)	Signal/backplate, high-vis crosswalks, median refuges on Main/2nd for quick safety wins.

Program / Source	Eligible Applicants & Uses	Latest Deadline / Notes	Website / More Info	Why This Resource Matters for Roswell
FHWA — CMAQ	Emissions-reduction traffic & transit projects in nonattainment/ maintenance areas.	Formula/competitive via state; see program fact sheet. (Federal Highway Administration)	CMAQ overview. (Federal Highway Administration)	EV charging corridors, signal timing, and transit enhancements supporting air quality & tourism routes.
FTA — Section 5310 (Seniors & Individuals with Disabilities)	Vehicles, mobility management, accessibility improvements.	Annual apportionment with 3-year availability. (Transit DOT)	Program page. (Transit DOT)	ADA shuttles & paratransit expansions to parks, clinics, library (Trans Goals 9 & 11).
FTA — Section 5311 (Rural Areas)	Rural transit operating/capital; planning & RTAP.	Formula; state calls annually. (Transit DOT)	Program page. (Transit DOT)	Sustains Roswell Transit regional routes to jobs/education; complements workforce housing.
FTA — Section 5307 (Urbanized Area Formula)	Capital, some operating & planning for urban transit.	Annual apportionments. (Transit DOT)	5307 fact sheet. (Transit DOT)	Bus replacements, shelters, and ADA stops for city routes.
FTA — Section 5339 (Buses & Bus Facilities + Low/No)	Replace/expand fleets; facilities; low/zero-emission buses.	Annual NOFOs; see program fact sheets. (Transit DOT)	5339 program. (Transit DOT)	Modernizes fleet & depot; pairs with dark-sky/air-quality benefits on key corridors.
NM Tourism — Cooperative Marketing (Co-Op)	Destination marketing with state match (local gov't & nonprofits).	FY26: survey Feb 3–26; apps Mar 11–Apr 8. (New Mexico)	Program overview. (New Mexico)	Amplifies "Propel Roswell" brand, MainStreet events, and non-UFO attractions.
NM Tourism — Destination Forward (Tourism Infrastructure)	Capital & development for sustainable tourism assets.	FY25 cycle opened Mar 10; closed Apr 8 (annual). (New Mexico)	NMTD grants hub. (New Mexico)	Trailheads, wayfinding, plazas—ties to Parks & Urban Design goals.
NM Tourism — Clean & Beautiful	Litter, beautification, waste reduction, community pride.	FY25 window Mar 4–Apr 4 (annual). (New Mexico)	NMTD grants hub. (New Mexico)	Funds cleanups, signage, & youth engagement; supports dark-sky and gateway aesthetics.
NM MainStreet — Capital Outlay (PIA)	Public-space & infrastructure in MainStreet/ACD districts.	Annual state capital outlay process; program details online. (nmmainstreet.org)	Program page. (nmmainstreet.org)	Catalyzes downtown streetscapes, plazas, lighting, and façade-ready infrastructure.

Program / Source	Eligible Applicants & Uses	Latest Deadline / Notes	Website / More Info	Why This Resource Matters for Roswell
NM EDD — LEDA	Public-private projects for job creation; gap financing for facilities/ equipment.	Rolling, per policy manual; subject to state appropriation. (NMEDD)	LEDA policy manual. (NMEDD)	Anchor employers at Air Center/ industrial parks (ED Goal 5.1) and South Roswell reinvestment.
NM EDD — LEADS	Local EDO projects: recruitment, expansion, startups, ecosystem.	Annual competitive cycle. (NMEDD)	Program page. (NMEDD)	Flexible funds for small-business pipelines and entrepreneurship programming.
NM Outdoor Recreation — Trails+	Trails, access, river parks, trailheads; all phases.	FY26: Round 1 Jul 1–Sep 30, 2025; Round 2 Nov 1–Jan 31, 2026. (New Mexico Outdoor Recreation Division)	Grants overview. (New Mexico Outdoor Recreation Division)	Builds Roswell's trail network & flood-resilient parks (Parks Goals 7.1 & 7.3; UD 4.6).
NM Outdoor Recreation — Outdoor Equity Fund	Youth outdoor access & programming.	FY26: Round 1 Jun 1–Jul 31, 2025; Round 2 Jan 1–31, 2026. (New Mexico Outdoor Recreation Division)	OEF page. (New Mexico Outdoor Recreation Division)	Equitable access, after-school & weekend activation at parks/trails; supports ADA & youth retention.
NEA — Grants for Arts Projects	Cities & nonprofits; placemaking, public art, cultural programming.	FY26 cycles set in 2025: Mar 11 & Jul 17 deadlines. (National Endowment for the Arts)	NEA GAP program. (National Endowment for the Arts)	Creative placemaking for downtown streetscapes, parks programming, and museum initiatives.
NEH — Public Humanities Projects	Museums, libraries, cultural institutions; exhibitions/ interpretation.	2025 cycle: Apps open Jul 16; due Sep 10, 2025. (NEH)	NEH grants hub. (NEH)	Interpretive trails, dark-sky heritage, and Railroad District storytelling; boosts cultural tourism.
LWCF (State Parks, NM)	Outdoor recreation facilities acquisition/development (50/50).	Cycles vary; administered by EMNRD State Parks. (EMNRD)	State Parks grants/RFPs. (EMNRD)	Leverages local match for park upgrades and river access; pairs with Trails+.

APPENDIX C — COMMUNITY SURVEY RESULTS

How to use this table

As part of the Propel Roswell Comprehensive Master Plan, a citywide community survey was conducted to gather public input on local priorities, challenges, and opportunities. The survey was open from May 12 through July 14, 2025 and received 217 responses from residents, business owners, and community stakeholders.

Questions addressed housing, land use, transportation, economic development, parks and recreation, and community values. Responses were collected online and through printed forms distributed at the May 2025 Charrette and community events.

Results were analyzed to identify common themes and statistically significant patterns. The charts and tables below summarize these findings. The full dataset is archived with the City of Roswell Planning & Development Department and available upon request.

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
1. How long have you lived in Roswell?	217	Less than 1 Year	0	0.0%
		1 - 5 Years	16	7.4%
		6 - 10 Years	28	12.9%
		11 - 20 Years	31	14.3%
		More than 20 Years	**138**	**63.6%**
		Don't Live in Roswell	4	1.8%
2. How would you describe your property in Roswell?	214	Agricultural	12	5.6%
		Residential / Subdivision	**175**	**81.8%**
		Multiple Family (Apartment / Duplex / Similar)	9	4.2%
		Undeveloped Property	4	1.9%
		Commercial Property	5	2.3%
		Industrial Property	0	0.0%
		Other	9	4.2%
3. Do you own or rent?	214	**Own**	**180**	**84.1%**
		Rent	26	12.1%
		Other	8	3.7%
4. What motivated you to live in Roswell (Select all that apply)	213	**Was Born Here**	**81**	**38.0%**
		Family Connections	**111**	**52.1%**
		Job Opportunities	**60**	**28.2%**
		Cost of Living/Affordability	36	16.9%
		Housing Options	7	3.3%
		Quality of Schools	5	2.3%
		Quality of Life	16	7.5%
		Farmland / Agricultural Lifestyle	8	3.8%
		Safety and Security	9	4.2%
		Outdoor Recreation and Parks	11	5.2%
		Cultural and Arts opportunities	8	3.8%
		Do Not Live in Roswell	3	1.4%
		Other	18	8.5%

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
5. How would you rate Roswell as a place to live?	217	Very Good	8	3.7%
		Good	32	14.7%
		Average	72	33.2%
		Below Average	**80**	**36.9%**
		Not Good	21	9.7%
		Do Not Live in Roswell	4	1.8%
6. What do you value most about living in Roswell? (Please select up to three.)	213	Sense of Community	41	19.2%
		Affordability (Cost of Living, Housing)	**60**	**28.2%**
		Proximity to Family and Friends	**124**	**58.2%**
		Access to Education	5	2.3%
		Outdoor Spaces and Parks	25	11.7%
		Downtown and Local Businesses	20	9.4%
		Town Government / Services	2	0.9%
		Arts and Culture	21	9.9%
		History and Character of Roswell	32	15.0%
		Peaceful Pace of Life	**57**	**26.8%**
		Opportunities for Business or Employment	17	8.0%
		Access to Healthcare Facilities	3	1.4%
		Airport and Regional Transportation	16	7.5%
7. Do you work in Roswell?	219	**Yes**	**148**	**67.6%**
		No	22	10.0%
		• Retired	34	15.5%
		• Do Not Work	4	1.8%
		• Remote	3	1.4%
		• Other	8	3.7%

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
8. How do you commute to work?	201	**Personal Vehicle (Drive Alone)**	**161**	**80.1%**
		Carpool	1	0.5%
		Walk	6	3.0%
		Bicycle	1	0.5%
		Public Transit	0	0.0%
		Air Travel	0	0.0%
		Work at Home (Telecommute)	9	4.5%
		Do Not Work	10	5.0%
		Blank	13	6.5%
9. In what industry do you work?	201	Restaurant / Entertainment	5	2.3%
		Tourism	2	0.9%
		Hotel / Hospitality	3	1.4%
		Federal Government, Military	1	0.5%
		Federal Government, Civilian / Contractor	9	4.2%
		Local / State government	**37**	**17.4%**
		Health Care	20	9.4%
		Manufacturing	2	0.9%
		Retail	12	5.6%
		Business / Finance	7	3.3%
		Education	**29**	**13.6%**
		Professional	17	8.0%
		Warehousing	0	0.0%
		Retired	13	6.1%
		Do Not Work	14	6.6%
		Other	30	14.1%
10. If you travel outside of Roswell to shop, eat, or for recreational amenities; how many times a week?	207	Daily	5	2.3%
		A Few Times a Week	7	3.3%
		Once a Week	12	5.6%
		A Few Times a Month	**68**	**31.9%**
		Once a Month	**68**	**31.9%**
		Rarely or Never	38	17.8%
		Other	9	4.2%

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
11. How do you travel around town?	207	**Personal vehicle**	**210**	**96.8%**
		Walk	7	3.2%
		Bicycle	0	0.0%
		Public Transit	0	0.0%
12. Is public transportation easily accessible?	215	Very Good	6	2.8%
		Above Average	6	2.8%
		Average	45	20.9%
		Below Average	30	14.0%
		Poor	26	12.1%
		Do Not Use	**102**	**47.4%**
13. Why do you think it would be important to protect and enhance Roswell's historical assets?	217	**To provide a sense of place and retain Roswell's character**	**97**	**44.7%**
		To efficiently use exisiting resources	33	15.2%
		To attract tourism	31	14.3%
		I don't think it's important	23	10.6%
		No Opinion	31	14.3%
		Other	2	0.9%

14. What are the top three priorities for Roswell's future?

Total Respondants			Response Options	Responses (Count)			Responses (%)		
First	Second	Third		First	Second	Third	First	Second	Third
209	198	186	**Business attraction and good jobs**	**90**	33	9	**43.1%**	16.7%	4.8%
			More types of housing besides just single family	16	15	5	7.7%	7.6%	2.7%
			Supporting and expanding small businesses	6	19	19	2.9%	9.6%	10.2%
			Preservation of Open Spaces	1	5	11	0.5%	2.5%	5.9%
			Transportation access and roads	3	10	10	1.4%	5.1%	5.4%
			Repairing aging infrastructure and housing	49	**36**	27	23.4%	**18.2%**	14.5%
			Outdoor recreation options	8	17	25	3.8%	8.6%	13.4%
			Building Parks	5	7	7	2.4%	3.5%	3.8%
			Creating Hike & Bike Trails	1	7	6	0.5%	3.5%	3.2%
			Building a new city hall and community center	0	0	6	0.0%	0.0%	3.2%
			Limiting new housing subdivisions	1	2	6	0.5%	1.0%	3.2%
			More activities such as festivals, farmer's markets, and events	26	26	**34**	12.4%	13.1%	**18.3%**
			Small Business Development	3	17	15	1.4%	8.6%	8.1%
			Renewable Energy	0	4	6	0.0%	2.0%	3.2%

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
15. What is the biggest threat to Roswell's future? (Select three)	212	**Lack of economic opportunities or job growth**	**127**	**59.6%**
		Deteriorating infrastructure (roads, drainage, utilities)	**79**	**37.1%**
		Declining or unaffordable housing conditions	48	22.5%
		Population loss or youth leaving Roswell	70	32.9%
		City services	17	8.0%
		Underinvestment in neighborhoods and public spaces	22	10.3%
		Natural disasters and inadequate stormwater systems	17	8.0%
		Lack of shopping	53	24.9%
		Crime or perceptions of safety	**75**	**35.2%**
		Lack of healthcare access or services	**75**	**35.2%**
		Loss of historic character or community identity	8	3.8%
		Poor coordination between City and regional entities	16	7.5%
		Climate change or environmental degradation	4	1.9%
		Other	24	11.3%
16. What kinds of retail services would you like to have more of in Roswell? (Select three)	199	**Grocery Store**	**120**	**56.3%**
		Local Restaurants	**115**	**54.0%**
		Coffee Shops	26	12.2%
		Repair Shops	45	21.1%
		Bars	57	26.8%
		Personal Services: Salon, Barber Shop, Bookstore, Dry Cleaners, Gift Shops	72	33.8%
		Fast Food Franchises	46	21.6%
		Gym / Personal Trainers	10	4.7%
		Dog Groomers / Pet Services	18	8.5%
		Financial Services: Banks, Credit Unions	14	6.6%
		Other	**74**	**34.7%**

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
17. The Crime Rate in Roswell is something I am concerned about?	217	**Yes**	**174**	**80.2%**
		No	32	14.7%
		Unsure	11	5.1%
18. How would you rate emergency services (Fire, Police, and EMS) in Roswell?	216	Very Good	21	9.7%
		Above Average	56	25.9%
		Average	**79**	**36.6%**
		Below Average	28	13.0%
		Poor	14	6.5%
		No Opinion	18	8.3%
19. Which of the following best reflects your vision for Roswell's future growth? (Select all that apply.)	217	**Revitalize and reuse existing buildings before expanding outward**	**133**	**62.4%**
		Support compact, walkable neighborhoods with nearby shops and services	90	42.3%
		Expand toward the edges of the city to accommodate new growth	63	29.6%
		Focus on improving infrastructure and services in existing neighborhoods	**126**	**59.2%**
		Encourage more housing and mixed-use development in and near Downtown	63	29.6%
		Prioritize improving quality of life in underserved or disinvested areas	103	48.4%
		Attract new development even if it changes Roswell's traditional character	**116**	**54.5%**
		Other	23	10.8%
20. Over the next 10 years, what would you like to see Roswell's population be?	217	**Larger**	**92**	**42.4%**
		Somewhat Larger	83	38.2%
		The Same	22	10.1%
		Smaller	4	1.8%
		No Opinion	16	7.4%

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
21. To what extent would you favor residential development in Roswell?	213	Strongly Support	71	33.3%
		Support	**86**	**40.4%**
		Oppose	11	5.2%
		Strongly Oppose	5	2.3%
		No Opinion	30	14.1%
		Other	10	4.7%
22. Where should Roswell's future jobs should come from? (Pick Three)	208	Warehousing	89	41.8%
		Manufacturing	**138**	**64.8%**
		Small Businesses (Mom-and-Pop Shops)	**94**	**44.1%**
		Tourism Industry	67	31.5%
		Agri-Tourism (Small Farms, Mazes, Wineries, Bed & Breakfasts, Farm to Table Restaurants)	**107**	**50.2%**
		Fast Food Restaurants	7	3.3%
		Government Jobs	47	22.1%
		Jobs from RV Parks, Campgrounds	12	5.6%
		Solar & Renewable Energy	47	22.1%
		Other	16	7.5%
23. Are roads in Roswell in good shape?	216	Strongly Agree	1	0.5%
		Agree	42	19.4%
		DIsagree	83	38.4%
		Strongly Disagree	**84**	**38.9%**
		No Opinion	6	2.8%
24. What is your age?	217	Under 18	1	0.5%
		18–24	5	2.3%
		25–34	45	20.7%
		35–44	**58**	**26.7%**
		45–54	42	19.4%
		55–64	36	16.6%
		65–74	23	10.6%
		75 or older	4	1.8%
		Prefer not to say	3	1.4%

Survey Question	Total Respondants	Response Options	Responses (Count)	Responses (%)
25. What is your race or ethnicity? (Select all that apply.)	217	Hispanic or Latino/a	56	25.8%
		White (Non-Hispanic)	**120**	**55.3%**
		Black or African American	2	0.9%
		Native American or Alaska Native	6	2.8%
		Asian	4	1.8%
		Native Hawaiian or Pacific Islander	1	0.5%
		Prefer not to say	32	14.7%
		Other	8	3.7%
26. What is your estimated annual household income?	216	Less than $25,000	11	5.1%
		$25,000 – $49,999	40	18.5%
		$50,000 – $74,999	31	14.4%
		$75,000 – $99,999	25	11.6%
		$100,000 – $149,999	**43**	**19.9%**
		$150,000 or more	29	13.4%
		Prefer not to say	37	17.1%

2. How would you describe your property in Roswell? Open-ended Comments
Ag, comm undev and Residential
Annxed
Multiple properties, residential, office buildings, warehouses, and raw land.
5 acres of country living
West of town
Crappy
Rural
government
Own MH Home on Space Rented in Manufactured Home Park
3. Do you own or rent? Open-ended Comments
Own mobile home, rent space in trailer park.
Own trailer
Real estate investing
Family property
Own 4 residential, rent 1 commercial
Live with family
Rent to Own
MH Home on Space Rented in Manufactured Home Park
4. What motivated you to live in Roswell? (Select all that apply) Open-ended Comments
Open Spaces
Used to
To assist family member
Desert location, UFO mythology
Moved here for Leprino. There's a lack of other decent work. Looking to leave.
Parents moved here in 1979
Moved with boyfriend
I grew up and graduated high school here.
College
Raised here
My husband has always lived here I moved here when I was in the 4th grade
Offered a job out of college.
Friends who live in Roswell, lack of natural disasters (compared to other places I've lived)

Sick family member died
Community
My kids friends were here.
training
Sent kid to High School at NMMI, and job opportunity opened up
6. What do you value most about living in Roswell? (Please select up to three.) Open-ended Comments
Job
Was spouses choice
Morning
I dont. Roswell has become dirty and dangerous. Our parks arent even useable for children and there is little to nothing for them to do here
None of those
Small and less traffic
Nothing
Everything is close
Nothing
None of the above
Restaurants and stores
Nothing
None of the above
It has potential to be a sustainable thriving community and assest ro the future if ran by the right people
7. Do you work in Roswell? Open-ended Comments
No, Other parts of Chaves County (unincorporated areas)
Self employed, run an antique store
No, all over Southern Chaves County
Sometimes
No, Artesia
No, remote work.
No, Artesia
No, Artesia
No, Out of state
No, Other parts of New Mexico
No, Artesia
No, Carlsbad
No, Other parts of New Mexico

No, I've worked in hagerman, dexter and Roswell
No, Out of state
Seasonally
I work in the community for free
No, Work from home
SMB Owner
No, Other parts of New Mexico
No, For work generally travel out of state is required
Remote, but company does have location in town
No, Artesia
Remote
No, Other parts of New Mexico
No, Carlsbad
No, Artesia
No, Out of state
No, Carlsbad
No, Artesia
No, Hagerman
I recently switched jobs. I did work in Roswell.
No, Other parts of New Mexico
No, Out of state
9. In what industry do you work? Open-ended Comments
Nonprofit
Oil and gas
transportation
Agricultural service
Real estate
Advertisement
Petroleum
Local nonprofit
Oil and gas
Transport
CDL
Beauty industry
Barber

Construction until all the unlicensed works are completely take over
Maintenance
Educational service
Non profit
Education & Agriculture
Education & Agriculture
Non profit
Non profit under hagermen forward
Office manager
Oil and gas
Gas and Oil industry
Oil & Gas
Nonprofit
Call center
Non-profit
Legal
House of Worship
Telephone company
Supermarket
10. If you travel outside of Roswell to shop, eat, or for recreational amenities; how many times a week? Open-ended Comments
Every 3 or 6 months
school clothes shopping out of town
I eat in Roswell when there.
On special occasions and holidays
Once a yr
Once every few months.
Every 3-4 months
3-4 times per year
Once every 2 to 3 months or so
13. Why do you think it would be important to protect and enhance Roswell's historical assets? Open-ended Comments
Needs to grow for our youth
It won't. It's shit anyway

15. What is the biggest threat to Roswell's future? (Select three) Open-ended Comments
Loss of medical due to laws from Santa Fe
Alternative methods of transportation bike routes
Lack of nice sport fields and competitive youth activities
The nepotism within our city & school governing body that continues to put citizens and youth last.
Poor leadership and overpaid leaders
Roswell's biggest threat isn't just economic downturns or natural disasters — it's losing our youth to the streets, addiction, and crime because they have nowhere positive to go and nothing healthy to pour their energy into. When young people feel unseen and bored, they seek excitement in all the wrong places, and this cycle of drugs, violence, and broken families grows with every generation. If we don't take this seriously now and create more outlets — safe hangouts, upgraded parks, youth centers, and fun local attractions — we're risking our city's safety, reputation, and future. Our youth deserve better, and so does Roswell.
Every single one of these options should be selected. The administration of Roswell has done poorly for years.
Lack of kid friendly activities, shopping, restaurants
City services, Shitty ass mayor and to many older people on the council that doesn't want to see this town grow.
City governments lack of integrity
We are too conservative
Roswell police dept building
City leadership
Crime and a struggling police department
Lack of vision. Always stating this is how we've always done it. It's time for new leadership with new ideas.
Lack of affordable housing and lack of things for the youth which is the biggest part of the population and moving when come of age!
City management
Population loss or youth leaving Roswell, Roswell refusal to grow and expand. Here are the rumors I've heard of what we have turned down: six flags, meow wolf, air racing (permanently). The rumor o hear is we want to stay a retirement town for old people, if it continues like this I will be eventually moving.
to be honest everything but climate change! The city dips their toes into fun things but it's never what the people want!
The youth doesn't have a lot to do, also a food desert.
Lack of things for youth to do
Lack of competitive pay.
People in power not using their position for the right things
Poor law enforcement pay (unable to retain deputies/officers) creating an unsafe city.

16. What kinds of retail services would you like to have more of in Roswell (Select three)? Open-ended Comments
Entertainment
Non-big box retailers
Parks and Recreation
Doctors
Entertainment

Outdoor outfitters.Roswell is the gateway to outdoor recreation
Third spaces!!
A capital one bank and EV plug in sites
Shopping center
Tech
Bookstore
Children's museum creative space
Better shopping clothes.
Roswell needs more for the youth! Would love to see fun attractions and better shopping experiences. Everything closes here.
Clothing stores, electronics stores,
Parks for children with shade.
Entertainment venues and bike routes
Big chain shopping stores
Clothing Store
Retail/clothing stores
Casual Shopping stores
more for youth sports
Retail shopping
Department store
Stores like Natural Grocers, Specs, total wine
Shopping - cosmetic, sporting goods, whole foods, Trader Joes, Target/walmart type store closer to relief route/ Dexter area
Tourist attractions
Kid friendly entertainment
Family Recreational Places
Clothing retailers
I wish all the shops on Main St had something to do with tourism. No businesses like office supply need to be on Main.
Keep healthcare accessible for rural NM!!!
Retail stores
Youth Entertainment and development facilities
Retail, especially clothing
Clothing stores
Retail shops: old navy kohls etc...
Ethnic studies and more cultural learning about the indigenous NM who the country is attacking!!!
Family oriented businesses. Ex. Toddler playgrounds.
Shopping mall
Anything for young people

Less fast food and more national restaurants like Olive Garden etc
Plant stores
Department store, Trader Joe's
Shopping clothes appliances
Jewelers real repair not send out
We need something for children to do here
Family entertainment and retail shops
Affordable shopping
Home/Garden - outdoor
Kid and teenager friendly
Retail stores
Activities for children
None
Youth stuff
Entertainment
Something to do activities
Retail shopping
retail, clothing (for people who don't want alien stuff)
Nice clothing/department stores
You need more people to know what real hard work is! City council needs to quit drinking at the elks and bringing air races to roswell. When we need to fix what is broken first which is our community. If you think this lavish life of eating out and tourism will last forever. It wont! Thankfully me and my family have been homeowners without mortgage. We rent houses still for $300 a month for low income people. Invest in the people and your children to learn how to build and create. Not spend money if you cant afford the cost of living now.
Shopping centers
Whole Foods
Things to actually do
Roswell needs things for ages 1-18! Better festivals and better UFO Museum!
Family friendly activities for the youth. Bowling alley, 1Up, Amusement park, Top Golf, Go Carts, etc
Trampoline park
Family places, like parks, splash pads, an indoor play place to protect to protect from extreme heat
More to encourage family first, w/out the condemning of the people of position to something new or someone new, ideas, people trying to improve and make a difference
Clothing stores for men and women
There are no micro breweries that are so popular for 30+ crowd
Clothing stores and trampoline park
Attractions for tourists, family, and youth/kids.
Strip Clubs

19. Which of the following best reflects your vision for Roswell's future growth? (Select all that apply.) Open-ended Comments
Attract new development even if it changes Roswell's traditional character, Alien Themepark
Invest more in mental health and addiction services
Focus on developing parks & recreation in our community - PLEASE!
Expand toward the edges of the city to accommodate new growth
Relocate the Roswell Museum to the six Storey Hinkle building downtown
Stop chasing away jobs when outside companies want to grow here.
Byild safe shaded parks for our youth
Better education for kids, better health services, adding places for kids ex mini golf with go carts, bumper boats, arcade batting cages
Replacing badly damaged roads
Support local! Stop allowing unlicensed work they don't pay taxes!!!
Our residents need more disposable income for us to grow.
Considering how to draw people to stay, not just visit or live here temporarily.
Care about the youth and build for them
More youth activities
More accessibility, especially for elderly and disabled - things like public transportation, recreational, etc.
More fun places like trampoline parks, water parks, aquarium, better zoo
Get doctors and keep them
Grow Roswell or watch it dry up
Expand expand developmental business in the south side.
55+ communities
Need to Use what we have! Just Make down town an experience! Make the UFO Festival way better! GET INVOLVED in change!
Focus on families and community, build off the theme of aliens because that's what tourists come here for
Take care of the heart, genuinely, honestly, compassionately, for the rest will happen in due time genuinely, honestly, compassionately

21. To what extent would you favor residential development in Roswell? Open-ended Comments
parks, trails, new tennis courts, another pool open past 6 pm.
Only with infrastructure improvement
Depends where it is
I'm in support of affordable housing. You are not bringing affordable housing and we have no shelters for people who have no homes.
Fix the shit (abandoned) houses we already have
only if it's affordable
Growth is fine just no more on Main and 2nd Everything is on Main!
Current housing needs programs to update and renovate. Too many derelict homes
It depends on how it is done.

Revitalize current neighbors to modern national standards that encourage community
22. Roswell's future jobs should come from? (Pick Three) Open-ended Comments
Contracts with businesses leasing space at ROW
Themepark
National franchises
Private sector
Aviation related
Skilled trades
Retail
Entertainment & recreation
New business (specs, total wine, amazon, natural grocers)
Any and all that are listed
Production
Youth Entertainment and Development
Healthcare
Healthcare
Increased retail presence/restaraunts
Take care of employees , take care of the heart of the city and the rest will flourish
25. What is your race or ethnicity? (Select all that apply.) Open-ended Comments
Prefer not to say, Race and ethnicity have nothing to do with my desires for Roswell's growth.
American
Indigenous NM Xicana!!!
Mexican
This question is stupid
It's Caucasian, not white.
Mixed
What difference does it make

27. Any Other Comments, Suggestions, Ideas you would want to share with the Planning Team?
Need to raise all boats.
Expand recreation programs in the community. Ideas - tennis, pickleball, swimming, paddle boarding, yoga, HITT camps/lessons/classes, etc. Walking, gardening, art, fitness groups. Look at other communities that are successful at this, possibly Lubbock, Las Cruces, Hobbs, etc.
City of Roswell has a very bad reputation with local developers and investors that has been earned over several decades and multiple administrations and City Councils. So many people attempting to grow businesses or develop property have been encouraged and then shot down after spending large sums. Others have seen countless changes proposed mid-stream which materially changed their project or rendered their projects uneconomic. This has halted investment in the community by its own citizens and cost good paying jobs.
I would like to see more skateable areas in Roswell for roller skates and skateboards. These can be incorporated into drainage designs or standalone as on the UFO park design previously aquired by the city.
More places to skate for the community.
Changes should reflect the area.
We need to build an amphitheater for concerts at the soccer fields and an alien themed water/amusement park to attract more tourist in the summer time.
Roswell is a beautifully unique historic western town that brings people in from all over the world. We should not lose our character and historic qualities in the name of growth. Any business that locates here should promise to adhere to the historic qualities of New Mexico and Roswell in particular. We have a story to tell and we should promote that!
Roswell is not bike or pedestrian friendly. "Bike friendly" roads simply aren't. The sidewalks are falling apart and not being repaired. I don't always feel safe walking in this town. Drivers run red lights constantly.
One of the best things about Roswell is that it retained its historic character, albeit some of that character is dilapidated and or vacant. I know that one thing that draws tourists is uniqueness. Some locals want Roswell to be like a cookie cutter Texas suburb. As a downtown Small Business owner, and a former dweller of Texas suburbia, I believe we would be throwing away what is so precious about this town. Our unique history is what draws people from all over the world to explore our town. Let's fix it up and show it off!
We need to be happy with and support what we have. I now live in the county, but I visit Roswell on a daily basis.
More cell phone towers
New ideas to boost economy. Invite more companies and corporation to put up facilities. Incentivize them.
Grow beyond Main and 2nd Streets. Everything seems to be do concentrated to those streets. Encourage business growth on Westside where new housing development is happening.
We can not support growth if our infrastructure and roads continue to decline. We need more for tourists to do with children here in Roswell.
Better access to education leaning toward industrial jobs, technical skills,
Rental properties are more expensive than they're worth.
My answer to police, fire above average due to their work but pay needs to be increased for them rather than losing/running off good workers keep the quality. Lots of good people are gone from those areas. More business for younger people right now only movies, and area 52. We have a rundown bowling alley (Look at Deming's Starmax, movies, bowling, arcades Population of 13,000).
It doesn't matter what the city does if there are limited job opportunities. The city drastically needs to invest in bring jobs to town. Roswell has basically been unemployed since the 90's or traveling 40 miles south for work.
Depending on how Roswell handles the air show, I'm planning on leaving.
Focus on our youth they are our future. Stop tearing parks down when we need them.
Code enforcement must be enhanced. Bike routes should be maintained as the city has done nothing.
More shopping chains, Chihuahuita preservation, more grocery stores, and businesses that are geared toward family entertainment on the south side of town. Please update the base area. That place is embarrassing when people from out of town see it. It would be nice to have a grocery store in the base area instead of having to go to Walmart for cheaper groceries and items.

27. Any Other Comments, Suggestions, Ideas you would want to share with the Planning Team?
Please consider inviting more companies to come to Roswell, specifically recreational companies so that there are things to do around town. Or perhaps a nice large park with ponds and plenty of trees and open space, like Roswell's own Central Park.
Bring new businesses.
Bring more youthful fun to town for our teenagers and younger children. If we want this town to grow we need to invest in our youth, which means bringing in activities, festivals, and places that the youth can utilize without being ran off.
Let's give our youth, young families, special needs a place to have fun and stay out of trouble. We need more to do here in Roswell so ppl don't go to Lubbock and Albuquerque for medical appointments, shopping, and fun!
There is little to do in roswell, even for seniors. If you want to keep people here then we need things for people to look forward to. Also, if there is no affordable housing, you are telling our youth that they dont matter.
We have a lot of open space, a lot of abandoned buildings and plenty of opportunities..
I would like to see Roswell grow.
I would like our police and sheriff to stop posting on social media. People have become hateful towards Roswell, due in part to this. We, as a community, need to improve our community with our Chaves county members without the negative talk and influence of others outside of our community. Public crimes can go back to the newspaper. Let's support our community!
I work in Roswell and own a commercial building that I rent out in town. When I occupied my commercial building I had attempted break ins, and several homeless people who would hang out behind the office, sleep inside our fence, and leave their trash for me to clean up. I live in the county because I feel safer on the outskirts. We lived by Cahoon park for years and had lots of random people knock on our doors at all hours because "our house looked nice." We woke up to gun shots several times. We have lived In the county for 10+ years and rarely have anything scary happen. Our son plays sports out of Albuquerque and travels for tournaments. We wish it was as easy to find and purchase healthier foods in Roswell (Trader Joe's and Whole Foods). Also fast food places that have healthier options. Wendy's , I believe, is the only fast food place in Roswell you can get grilled/ not fried chicken, and that's only if you get a salad. Chick-fil-a has grilled chicken sandwiches and nuggets. When you have a short lunch it would be nice to have quick, healthy options. I have to go out of town to buy make up or purchase online. It is hot as heck here over the summer and leaving to Colorado, Ruidoso, or just anywhere that has more water or shady options is what we do every year. We go to the Aquatic center here and there but it is really quite small and there isn't much in the way of deeper water for the older kids.
Roswell needs beautification projects, it looks so run down and unkept!
Invest in private healthcare clinics / providers to retain adequate medical care. Our residents leave town to seek specialists that have left our area.
Roswell has no "traditional character" in order to THRIVE it must grow. Like when the air shows wanted to make Roswell its home and local officials decided against it. It's as though they do not want to provide more opportunities especially for our youth. My family and I are always looking to relocate because Roswell continues to stay the same and does not offer much opportunity for our children to stay entertained and have a childhood.
Need to focus on recruiting and retaining physicians. Too many people moving out of Roswell due to lack of healthcare availability and poor quality hospitals.
The higher ups need to be more in touch with what ALL of Roswell needs and not just cater to the seniors in our community. Our youth need more in our community and the older community needs to stop fighting change. We can't keep doing things how they have always been done to the detriment of our youth. If we want Roswell to be better, we need to do things differently.
I briefly wrote it above, but I truly envision possibilities for our downtown area. If you could make Main St two lanes just from 2nd to 6th and focus businesses there on restaurants, coffee shops, ice cream, boutiques, tourism shops (done well) - the whole vibe can be elevated. Imagine bistro tables, plants, umbrellas, along Main with people lingering a bit more. Sure, keep the alien theme, but class it up. Dominic and Rachel at the Hanger 209 have done a great job and the Brickdown facade looks so much better now. Every shop can improve its curb appeal. Office supplies and sports rehab don't have a place on our Main St. How can they be encouraged to move? What incentives are there for people to start businesses? What studies have been done to help people decide what's most popular? I keep hearing people might close some of their businesses on Main st. Why? People definitely stop for food, kid things, clever shopping items, experiences... what else? How do we know? Thank you!
Healthcare in our town is a huge joke. I would love a focus on improved healthcare for our current residents.

27. Any Other Comments, Suggestions, Ideas you would want to share with the Planning Team?
I would suggest the biggest focus be on youth development and opportunities in efforts to keep them out of the streets and negative light. Give more options to point them in a positive direction. Solidifying existing resources both building and employees in efforts to retain and instill a sense of ownership to the community. Do something about the drug traffic and homeless population which are currently running rampid.
I remember when we gave legitimately good festivals several times per year. What happened to that? There's nothing to look forward to for locals at all. We don't care about tourism, what does Roswell offer it's RESIDENTS?
Our youth are the heartbeat of this city, yet we've given them so few safe places to simply be kids. Too often, boredom and lack of healthy escapes push them toward drugs, underage drinking, and dangerous choices that don't just hurt them, they hurt all of us. Every time we lose a young person to addiction, violence, or crime, our entire community pays the price. It's time we treat this like the emergency it truly is. We need more attractions, better parks, updated facilities, and safe hangouts that show our kids they matter and their future matters. Investing in them now means saving lives, lowering crime, and building a stronger, safer city for everyone.
Build a new police station!
There should be more to do later in the night to early morning for all ages, that are safe and not just parks that could close earlier at night, expanding towards the base and around the base could be very beneficial to the population with more housing surrounding main and stores to commute the low income population maybe well developed parks in the area or safer. For the people that have issues coming into town for the most simplistic needs or commuting or whatever needed. The area near grace church is a perfect opportunity for more affordable housing or continue development on country club fill the open space with more options and opportunities. Expanding towards the south near artesia past or near the farmland or on the highway, we could expand more north and make the trip to Baugh a bit less dreadful, west towards ruidoso we have so much potential there as well
I'm very upset that we get no help or support from our city or county. In fact the city is opposed to any growth. Making me feel like I fill this out so you can laugh. I should have sued the city at 17 in 1994. And the messed up part about it is nothing has changed since then.
Our tax dollars should be used to improve the quality of life for our residents, not subsidize our local businesses.
Roswell needs to grow. It's a sad community with zero opportunity for any child growing up. There is no industry and the people in charge don't seem to care. For example, not securing the air show for years to come was a disastrous mistake. The people holding back Roswell's growth are doing insurmountable damage to each person who lives here. There is potential for Roswell to be a destination in south east New Mexico, but those in charge only care about their own personal interests. It's sad and depressing to live here, crime is rampant, drugs are everywhere, the only major demographics are retirees and drug addicts. You can't even eat at a restaurant and get good service because there is ZERO reason for any young person to live here.
Taking a look at existing zoning and the mistakes made by previous builds and changes. Follow- through is also an issue. Many projects are started and not completed.
When you barely have a city pool or parks with shaded playgrounds, it is a real struggle to entertain kids in the summer heat. The amount of dilapidated buildings in town or poor landscaping care makes Roswell feel much more poor than it is. Code enforcement has to be lax. The homelessness situation by around walmart/north Roswell NEEDS TO STOP. Huge deterrent.
I feel that Roswell is stuck in tradition and worried about the older generations, but without building the youth, Roswell will never grow. The youth need outlets. Roswell has so much potential for growth especially downtown but mindsets are stuck in the past.
The education here is so bad. Sydney is great if you get in. If not you are completely dependent on terrible public schools or highly religious schools. NMMI should open a classical education elementary. ENMUR should be separated from portales and rebranded as NM A&M and focus on ag, industry, nursing, Hygeine, veterinary medicine, law enforcement, engineering, aerospace. It's ridiculous that it is the satellite of portales which will never let it get bigger that portales. So much missed opportunity. There's no reason that roswell doesn't have a campus that could become on par with Texas tech in Lubbock. There is so much oil, gas, medical, veterinary, and ag jobs around here to support.
Healthcare here is atrocious.
We need safer things for kids to do and better doctors and medical care.
Invest in our youth.
Growth!! Quit letting the old men keep out businesses and stop the town from Growing. A growing community supports a growing economy.
Bring more stuff for kids.
I really would like to see things for kids to do parks interactive museums etc stuff that kids of all ages can enjoy. Our kids need more things to do.

27. Any Other Comments, Suggestions, Ideas you would want to share with the Planning Team?
Support your first responders, fix the police station, support non profits like the joy center and casa kids and support the schools!
I would love to have more places for people to shop for groceries or clothing stores and more recreational places like a an indoor go kart place. I think we should plant more trees and focus on the whole city rather than just downtown. If we expand more north or south we can have possibly another Walmart or get Kmart back.
Take care of employees who take care of the city. Be understanding and open.
We need more events for young people. Young people do not feel seen here in Roswell.
Provide entertainment and support for families especially children.. ie.. water park .. miniature golf.. updated bowling alley!!
Address the disrepair at RPD
City leadership needs to stop living in the past and move on! The name calling and constant references to the “prior administration” is old. Grow up!
Need to consider we have so many public venues needing repair (zoo, museum). We need to address the high percentage of people living here below the poverty line and our homeless situation- none of which are productive for economy or attracting business to locate here.
Prioritize better pay and better workplace environment for the Roswell police department officers and civilians like myself. Encourage our mayor, city manager and councilors to take ride alongs with officers, view body camera videos and emergency situations to understand what these men and women endure daily. The lack of support from city leaders is the only thing beating down the morale of the officers. Internally, morale is great and it's a great place to work but the building has been damaged for years and the air conditioner has never worked properly. Show them they are appreciated with massive repair or a new building. Please help them help the city feel like a safer place to live and visit. Thank you.
It’s past time to think outside the box. It’s time for new ideas. It’s also time to take care of those who protect this city. Priority one should be a new location for the brave men and women of RPD. When the flood occurred, a large sum of money was spent to protect and relocate art from the museum, while members of RPD spent weeks trying to repair their building that was already in poor shape. This is evidence that the priorities of our city leaders are not focused where they should be.
I have always thought growing up that Roswell do not have any fun attraction to keep teens and young adults occupied and out of trouble . I think we also need to expand shopping opportunities towards the south. Most citizens of Roswell will say the "base" is a highly active crime area but I believe it is from the seclusion it has. Being far away from larger neighbors, stores, and police departments it always many opportunities for crime. I think if we expand to the south and brought more activities to those areas it might slow the rise of crime in that area.
Publicize city council and what is discussed more.
Everyone moves except those who can when come of age Roswell is a place for old people to die and young sadly.
Pay your police officers.
Roswell needs to embrace change and tourism or it will cease to exist
Stop turning down new business and investment. Embrace businesses and opportunities that attract more jobs and tourism. Roswell is not a small town and we have been stuck in the middle of a growth opportunity for a long time. A city can grow while maintaining its historical districts and that should not be a reason to prevent it's growth.
If the Adult Center cannot be used as is could it be refurbished; open it up, tear down walls, leaving some load bearing walls so that it could be used as an indoor/outdoor venue. Someplace with cover where people could walk dogs (maybe a track or maze), leave the stage (or construct one) for performances, leave the historic structures and have an information site explaining what happened during the devastating flood. Would need to be monitored so that it wouldn't become a place for homeless to set up camp.
The city needs a new police department!
We need more shopping, nicer restaurants and inexpensive or free activities. As a local I can’t shop here for what I need and I want to eat quality food not fast food but we don’t have that. I also have kids and it gets expensive to do activities that cost all the time. There needs to be cheap or free activities regularly. Events, festivals, quality clean parks. Safe places to play. The rig rag needs cleaned up. Too many homeless and creepers roaming around. We have to be somewhere that locals want to spend their money and tourists want to stay for more than a couple days.

27. Any Other Comments, Suggestions, Ideas you would want to share with the Planning Team?
Roswell could and should be a hub for commerce, growth, development, and trend setting for SE NM. Visionaries are required for this and risk is required as well. If the retired locals who love Roswell the way it is/was and are unwilling to shed a penny of their personal finances to help see it grow (taxes for improvements), Roswell is destined to struggle financially as it has for decades and live in debt. New leadership, ridding the apathy from our City Government, and ignoring the "this is the way it's always been" folk are the only steps that the city can take if we want to see growth, development, and real freedom from debt, crime and struggle.
Fix the potholes !!
We need to make sure our town is prepared for natural disasters. Our streets drainage system collapsed during the flood and instead of fixing it, you covered it up with asphalt. Now when it rains our street floods even more than it already is proned to.
Would Love to be apart of it! Roswell is boring! Our crime rate is way too high! Way to much homeless also have an Idea to fix that issue and maybe benefit everyone! Down town is Rough and i'm not talking about the flood! Crack head galore all over down town and at the parks! We need change! Not building shopping centers and restaurants! We need Change as a community and as a CITY! We need people in City council to realize the Roswell they are making it, is a Roswell that won't make it! We don't need Signs over Main and all the jazz! We need BETTER events that will make Memories. Not dog costume contests and just crap scattered every where! I Really think there is some opportunity that Roswell isn't tapping in! There's just to much to talk about! CHANGE IS NEEDED or this town is going to be a complete Shitter! But The RIGHT changes need to be made! I love Roswell and want a place that is safe and fun for everyone! Thank you!
Roswell Has Potential. When I moved here, I often asked people my age, "Why is Roswell stuck?" This city has so much potential Family-friendly places like an amusement park could bring jobs for adults and teens. Right now, there aren't many options. My house has been egged more than once. What else can teens do? Growing up in Colorado, we had the movies, a mall, a zoo, bowling, and a community center. Roswell has some of these, but they're not thriving. I leave town almost every weekend just to find something for my toddler. This week in Colorado, we went to the aquarium, children's museum, and several parks. I have the privilege to travel. Many families in Roswell don't. They deserve better. When we invest in youth, we build a better future for everyone.
I feel we need to focus on families and youth. We have plenty of golf courses. We need to bring in themed parks and attractions. I think having an alien themed amusement park would bring in jobs for the locals, would bring money from tourists, and give the tourists and locals something to look forward too. The ufo festival was great in 2024, we need to keep on with that attraction. Some might find it cringey but the alien theme is something that can help this town, use it! We need to fix up areas like the silver dome, it looks trashy and it's right in the middle of town. It keeps getting tagged and set on fire. A family park with built in outdoor exercise equipment for adults to play with and watch their kids is a good idea. We need more for people to do and help get us active! Outside! Maybe even get an ice skating rink? I have lots of ideas after being born and raised here. I believe focusing on families and youth will help lower crime rates, drug abuse, and teenage pregnancies. We also need more resources for pregnant mothers that aren't faith based. We need variety.
It's time to think holistically, Roswell is behind in times, use it as an advantage to bring morals ,values, family back into play, no one is raising the youth therefore no one is taking care of the past(elders) someone won somewhere but it wasn't who it needs.
Something needs to be done with the traffic downtown. Second Street is sometimes backed up past 4th Street. MainStreet Roswell has a plan that eliminates thru traffic on 3rd St. The city MUST do something about abandoned and vacant buildings.
Invest in entertainment, invest in a civic center that can attract many acts (another form of revenue for the city), invest in the south side of Roswell, focus on reinvigorating the housing on the airbase, open up nightclubs
There needs to be a stronger sense of community pride and respect in our city regarding housing. Grants and assistance need to be made available to take care of existing properties. It just makes me sick to see some of the older historic homes with charcter that have fallen to ruin.
City council is a joke and are ruining this town. Higher ups/admin for local government make too much and don't do shit.
Water Bill cost it's Insane. Hobbs st and S.E. Main light changes to quickly to provoke an accident, Street behing Dodge /Ram /deamler always leaks water from ground up, like if no one sees it.
Green Events Only - such as UFO Festival, National Championship Air Races, etc. - Reduce solid waste and carbon waste footprint - vendors provide biodegradable food and beverage containers and utensils instead of polystyrene foam & plastic. If the PGA Golf Tournaments can be green, so can local festivals to reduce waste going into the landfill.
Need to get more attractions/ entertainment for youth. Need a actual venue for concerts that can hold atleast 2000.
We need to cone together as a whole community and be positive and supportive. Thank you for allowing us to participate in this survey. The people of Roswell appreciate transparency from our city leaders.
There are amazingly designed neighborhoods where city planning and tourism work together and create greener spaces for enrichment.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

ACTION REQUESTED:

Resolution 26-XX: consider recommending adoption of Resolution 26-XX shall require the removal or demolition of one (1) dilapidated structure. (Franco)

BACKGROUND:

Initiated by: Toby Franco

These structures constitute a public nuisance harmful to the public health, safety and general welfare.

FINANCIAL CONSIDERATION:

Resolution and notice will be served to owners requiring action within fifteen (15) days. Demolition by the City will proceed if no action is taken and a lien will be placed on the property for costs ranging from $3,000 to $30,000 for each property for removal.

LEGAL REVIEW:

The City Attorney has reviewed the current resolution. Resolutions must be adopted by a majority vote of the entire City Council.

BOARD AND COMMITTEE ACTION:

This is to be reviewed by the Legal Committee at their meeting on April 23, 2026.

STAFF RECOMMENDATION:

Proceed as presented.

Attachments

ATT 1 Resolution 25-XX Condemnations
ATT 2 Resolution 26-XX Condemnations

CITY OF ROSWELL
RESOLUTION 26-XX

A RESOLUTION REQUIRING THE REMOVAL AND/OR DEMOLITION OF CERTAIN DAMAGED AND DILAPIDATED BUILDINGS, STRUCTURES OR PREMISES; PROVIDING THAT THE CITY SHALL HAVE A LIEN FOR THE COST OF REMOVAL; PRESCRIBING THE PROCEDURE INCIDENT TO SUCH REMOVAL AND/OR DEMOLITION AND DECLARING CERTAIN PROPERTY TO BE IN SUCH STATE OF DISREPAIR, DAMAGE AND DILAPIDATION AS TO CONSTITUTE A DANGEROUS BUILDING AND A PUBLIC NUISANCE PREJUDICIAL TO THE PUBLIC HEALTH, SAFETY AND GENERAL WELFARE.

WHEREAS, it is the opinion of the City Council of the City of Roswell, New Mexico, that those certain buildings or structures upon the premises located as follows and purportedly owned of record, or occupied by the parties hereinafter named, are and have become in such state of disrepair, damage and dilapidation as to be a menace to the public health, safety and general welfare of the inhabitants of the community; and further, that it is in the public interest to require the removal thereof, according to law, by reason of the condition or conditions set forth in Exhibit "A".

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

1. That the buildings or structures set forth in Exhibit "A" are declared to be in such state of disrepair, damage and dilapidation as to constitute a dangerous building within the purview of Roswell Municipal code section 16-12, as well as being a public nuisance prejudicial to the public health, safety and general welfare. That such dangerous buildings or structures set forth, if any, cannot reasonably be repaired so that they will no longer exist in violation of the terms of the ordinance.

2. The owners, occupants, if any, or agent in charge of said premises be, and they hereby are ordered and required to remove such dangerous buildings, or structures within a reasonable time thereafter not to exceed fifteen (15) days from the receipt of notice by certified mail or from date of publication of this resolution as hereinafter provided, and as the case may be. In the event such removal be not commenced by such owner, occupant or agent, or written objection thereto be filed with the City Clerk within ten (10) days after service of a copy of this resolution by certified mail or by publication, requesting a hearing, then and in such event, the City Manager is hereby authorized and directed to cause such dangerous buildings or structures to be removed at the sole cost and expense of the owner, owners or other parties having an interest in said properties, and further, that the reasonable cost of such removal shall be and become a subsisting and valid lien against such property so removed and the lot or parcel or land from which such removal was made and shall be foreclosed in the manner provided by law for the foreclosure of municipal liens. Alternatively, the City Manager may act pursuant to Article 3-18-5 (G) (NMSA, 1978), and cause the dangerous buildings or structures to be removed and give title to them or their components to the removing person or persons.

3. In the event the owner or other interested party aggrieved shall file his

protest within the time herein provided, requesting a hearing, on the matter, the City Council shall fix a date for hearing, at which time said Protestants shall be entitled to be heard in person, by agent or attorney, and the City Council shall consider evidence whether or not its previous action should be enforced or rescinded. If it shall be determined that the removal order should be enforced, and the owner(s) shall fail or neglect to comply with said decision of the City Council, they shall have a right of appeal to a court of competent jurisdiction by giving notice of such appeal to the City Council within the (10) days after the date of the City Council decision, together with his petition for court review duly filed with the Clerk of the Court within thirty (30) days of the date
of the decision complained of.

4. Upon the adoption of this resolution, it shall be the duty of the City Building Inspector to notify the owner, occupant or agent in charge of such building or structure of the adoption of this resolution by serving a copy thereof upon him by certified mail, return receipt requested; and in the event such owner, occupant or agent cannot be found or served within said City as herein above provided, such notice may be served by posting a copy of said resolution upon the premises complained of, followed by legal publication of said resolution one time in a newspaper of general circulation within the city.

ADOPTED, SIGNED AND APPROVED 14th day of May 2026.

CITY SEAL

_____
Timothy Z. Jennings, Mayor

ATTEST:

_____
Amalia Martinez, City Clerk

Location	Condition	Name
2607 W ALAMEDA ST JOHNSON HEIGHTS ANNEX Block 1 Lot 2 Quarter NE S 1 T 11S R 23E	Dilapidated/ Deterioration Open To Public, Inadequate Maintenance	D SERVICES LLC 2 GARDEN PL ROSWELL, NM 88203

2607 W ALAMEDA ST





Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

ACTION REQUESTED:
Consider recommending approval to advertise RFP 26-XX for HVAC and Plumbing services and repairs to City-owned facilities (Rogers).

BACKGROUND:
Initiated by: Mac Rogers

This request is for approval to advertise RFP 26-xx for HVAC and Plumbing services and repairs to City-owned facilities. We're requesting competitive sealed proposals from qualified Offerors to establish a pool of contractors capable of providing all new, upgrades or repairs to existing mechanical systems. These services will be provided on an on-call system based on Work Orders issued by City staff. The intent of this RFP is to ensure transparent, consistent, and verifiable pricing while streamlining project delivery and reducing the need for separate solicitations for each project.

FINANCIAL CONSIDERATION:
Costs for services are established following a qualifications-based selection and contract negotiation process.

LEGAL REVIEW:
None at this time.

BOARD AND COMMITTEE ACTION:
The April 23, 2026 Legal Committee will be the first consideration of this item.

STAFF RECOMMENDATION:
Proceed as presented.

Attachments
RFP Scope of Work

DRAFT SCOPE OF WORK

CITY OF ROSWELL

REQUEST FOR PROPOSALS

RFP: 26-XXX

HVAC and PLUMBING SERVICES

RFP Issue Date: 5/19/2026

PROPOSAL DUE: Friday June 19th 2026

PURCHASING DEPARTMENT
425 N. RICHARDSON
ROSWELL, NM 88201

DRAFT SCOPE OF WORK

PURPOSE OF THIS REQUEST FOR PROPOSALS

The purpose of this Request for Proposals (RFP) is to solicit competitive sealed proposals from qualified offerors for HVAC and Plumbing services on demand as described herein. Offerors shall be capable of providing all new, upgrades or repairs to the existing mechanical services and systems, or completely new installations, diagnostic services, and troubleshooting for the City. The intent of this RFP is to ensure transparent, consistent, and verifiable pricing while streamlining project delivery and reducing the need for separate solicitations for each project.

The successful Offeror shall provide HVAC and Plumbing services on an on call basis. In an emergency situation, the contractor must be willing and able to respond within two (2) hours of contact by any City Department. No work will be guaranteed from an award of this RFP. Contractors shall have the technical staff to perform diagnostic service and to prepare proposals for all costs and services needed to perform the work required and in compliance with the current national and state mechanical and plumbing codes.

The City intends to award this RFP as a multiple-source award to responsive and responsible Offerors per NMSA section 13-1-153.

SUMMARY SCOPE OF WORK

The scope of work includes, all costs needed and required to remove and to repair any defective heating, ventilation and air conditioning (HVAC) systems, materials and related work; to provide all preparation work and lay-out needed and required for the repair of existing HVAC systems and installation of new equipment and related systems. Work may include and any required maintenance needed for existing HVAC systems. The related work could include any upgrades, replacements or new installations of curbs, roof patching, concrete pads, screen walls, and associated ductwork.

Plumbing Services required under this Scope of Work include but are not limited to: installation of new plumbing fixtures, water heaters, electric water coolers, rodding and clearing of sewer lines, replacement of damaged or defective sewer lines, installation of new domestic water lines, hydrants, fire sprinkler/suppression systems and any other plumbing or natural gas related work.

The Contractor shall be qualified to perform upgrades and repairs to existing facilities, as well as new construction, additions, and related improvements to City-owned buildings and infrastructure.

All work shall be performed on an on-call, as-needed basis through the issuance of individual Work Orders. For each project, the Contractor shall develop a detailed scope of work and a

corresponding price proposal. The price proposal shall include all labor, materials, equipment, supervision, permits, overhead, profit, and all incidental costs necessary to complete the work.

All work shall comply with applicable federal, state, and local laws, codes, and regulations, including current building codes and safety standards. All installations shall be performed in accordance with manufacturer specifications and accepted industry standards by properly trained and qualified personnel.

All materials shall be new, of high quality, and compatible with existing materials unless otherwise approved by the City. The Contractor shall maintain clean and safe work areas at all times, control construction debris, and properly dispose of all waste materials at approved disposal facilities in accordance with applicable regulations.

DUTIES AND RESPONSIBILITIES

The selected Offeror(s) shall:

1. Provide construction services on an on-call or as-needed basis as directed by the City through its authorized department representative.
2. Furnish all labor, supervision, materials, equipment, tools, transportation, permits, licenses, bonds (when required pursuant to NMSA 1978, §13-4-18), insurance, traffic control, safety measures, and all incidentals necessary to complete each assigned Job Order.

   a. If materials, equipment, or systems are installed in a manner which is not in conformance with the requirements of these specifications and for which the contractor has not received written approval, removal of all unauthorized materials and installation of those indicated or specified shall be provided at no extra cost to the City.

3. Maintain all licenses required by the State of New Mexico Construction Industries Division (CID) and ensure that all work is performed in accordance with applicable state and local building codes and regulations.

   a. Work performed under this RFP requires a MM-98 license from the State of New Mexico Construction Industries Division.

4. Obtain all required permits and coordinate all inspections necessary for project completion.

   a. All work and materials shall comply with the recommendations and standards as set forth in the latest edition(s) of applicable City, State, County, and National codes and ordinances.

b. As required by CID, the contractor shall pay for permit drawings required to perform the work called for in the owner's scope. Drawings shall include all details necessary for proper installation.

5. Comply with the Public Works statutes (NMSA 1978, §§13-4-1 through 13-4-43, when applicable), and all other federal, state, and local laws, ordinances, and regulations. Pursuant to NMSA 1978 §13-4-11, every Job Order or project in excess of sixty thousand dollars ($60,000) shall comply with the statute. Please refer to the NM Workforce Solutions website for prevailing wage rates. Prevailing wage decisions will be issued per project when the project is identified and exceeds sixty thousand dollars ($60,000). Any Contractor, Prime Contractor or Subcontractor wishing to be considered for award of any portion of a public works project greater than sixty thousand dollars ($60,000) must be registered with the Department of Workforce Solutions, pursuant to NMSA 1978 §13-4-13.1.
6. Provide performance and payment bonds for individual projects when required by law.In accordance with NMSA 1978, §13-4-18, the successful Offeror, upon notification of award, shall deliver the required performance and materials/payment bonds in the amount of one hundred percent (100%) for any project which exceeds twenty-five thousand dollars ($25,000.00), or provide satisfactory evidence that such bonds will be furnished within seven (7) days. Bond must be satisfactory to the City and executed by a surety company authorized to do business in the State of New Mexico. Offerors shall be responsible for securing all applicable bonds, and the cost of all bonding shall be included in the Offeror's price proposal.
7. Maintain a safe work environment in compliance with OSHA and all applicable safety regulations.

   a. The Contractor shall take all necessary precautions to protect the site occupants from hazardous conditions.

   b. Any technician servicing EPA regulated refrigerants in HVAC units MUST have a valid EPA Section 608 Certification covering the applicable refrigerant

   c. The Contractor shall be responsible for damage to persons or property that occurs as a result of the Contractor's fault or negligence, or that of the Contractor's employees and/or agents, in connection with this contract.

8. Maintain accurate project documentation, including invoices, certified payrolls (if applicable), change orders, and supporting records, and make such records available to the City upon request.
9. Maintain clean and orderly work areas and properly dispose of all construction debris at approved disposal facilities.

   a. Contractor shall be responsible for any and all fees associated with disposal of construction debris.

10. Not commence any work until receipt of written authorization from the City in the form of a Purchase Order and Notice to Proceed.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

ACTION REQUESTED:
Request for approval to proceed with the burial of overhead power lines at the Air Center to enhance safety for Air Race training and event operations. (Vigil)

BACKGROUND:
Initiated by: Paul Vigil

The National Championship Air Races (NCAR) have identified the existing overhead power lines at the Air Center as a safety concern during both training and racing activities. Burial of these lines is necessary to mitigate risk and ensure a safer environment for participants and operations.

FINANCIAL CONSIDERATION:
Funding for this project will be provided through Grant No. G22-G2773. The estimated total cost for the burial of the power lines is $616,000.00, which includes boring. This estimate does not include trenching or applicable taxes.

LEGAL REVIEW:
Legal review is requested to confirm compliance.

BOARD AND COMMITTEE ACTION:
The Legal Committee on April 23, 2026 is the first to consider for initial review and recommendation.

STAFF RECOMMENDATION:
Staff recommends approval to proceed as presented, subject to legal review and confirmation.

Attachments
Xcel Estimate

Letty Kuykendall
Xcel Energy
Community Service Manager
111 E 5th St, Roswell, NM 88201
C: 575-706-5998 O: 575-625-5450
E: letty.kuykendall@xcelenergy.com

The following prices listed below are estimates without taxes and do not include any trenching. As discussed previously the trenching will be provided by you all. I went ahead and highlighted the area's below (purple) based on the Air Race priorities.

Section 1 (High importance) - $270k

Section 2A- Off Airport (High importance)- $96K

Section 2B-(High importance)- Required boring under the road- $24K without our boring & you all can use your boring company OR $44K with our boring company.

Section 3- $47K

Section 4- $77K

Section 5- $82K

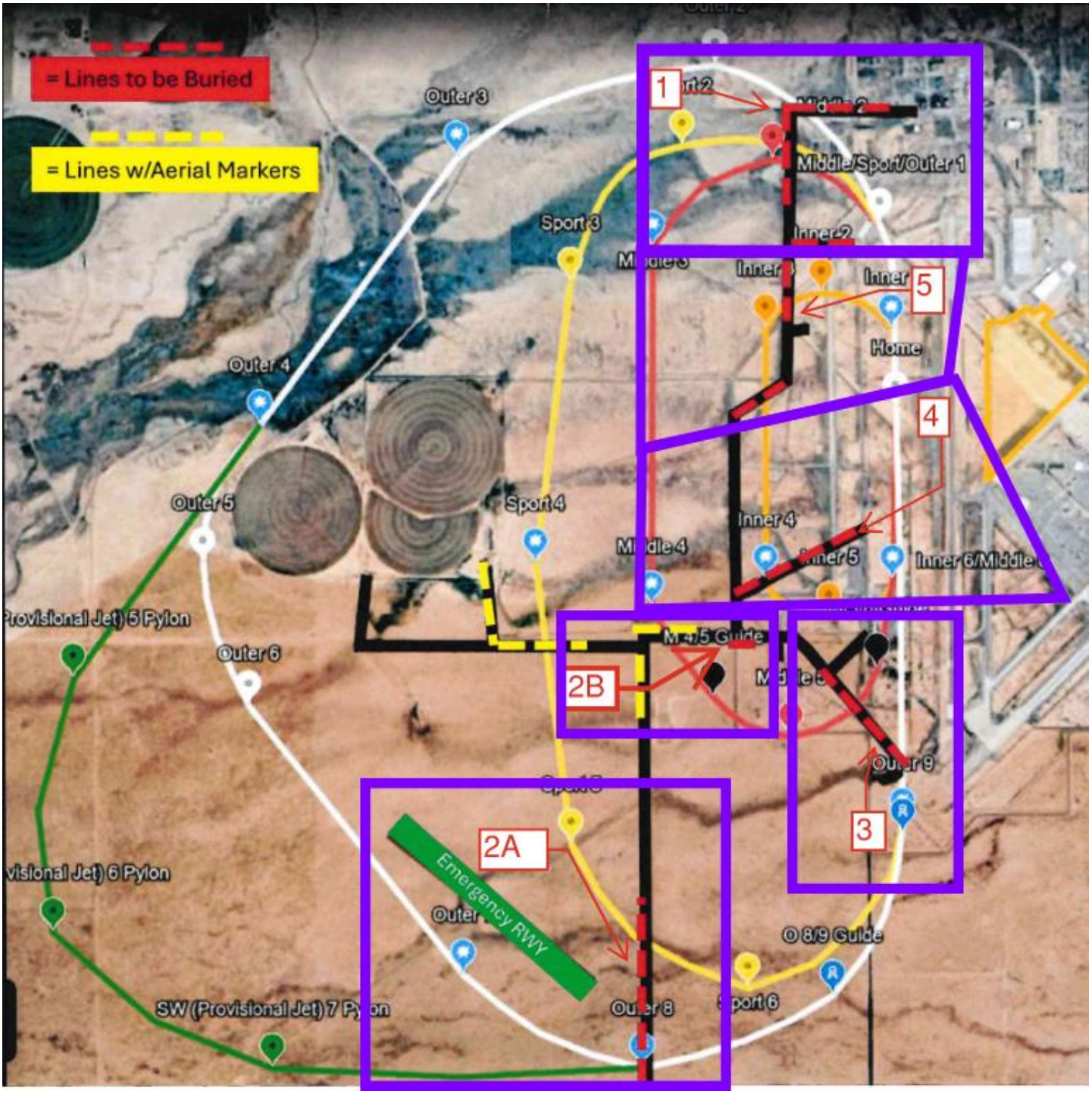
On Airport Total Est-$ 500K without our boring OR $520K with our boring. (not including taxes or trenching)

Off Airport Total Est- $96K (not including taxes or trenching)

Grand Total $616K (not including taxes or trenching) with our boring.

Grand Total $596K (not including taxes or trenching) without our boring

****Please advise us of your decision regarding which sections you would like to move forward with at your earliest convenience, so we can finalize our designs and prepare the formal billing necessary to incorporate these sections into the construction schedule.****


= Lines to be Buried
= Lines w/Aerial Markers
Outer 3
Sport 3
Outer 4
Outer 5
Sport 4
Outer 6
Middle/Sport/Outer 1
Inner 2
Inner
Home
Inner 4
Middle 4
Inner 6/Middle
1
5
4
2B
3
2A
Emergency RWY
O 8/9 Guide
Outer 8
Sport 6
SW (Provisional Jet) 7 Pylon
visional Jet) 6 Pylon

Legal Committee

Meeting Date: 04/23/2026

COMMITTEE: Legal

CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

ACTION REQUESTED:

Consider approval of a Professional Services Agreement between the City of Roswell Fire Department and Public Consulting Group, LLC to provide consulting services for the Ambulance Supplemental Payment Program (ASPP), including cost reporting, program development, and support to obtain Medicaid supplemental reimbursements. (Bunch)

BACKGROUND:

Initiated by: Randy Bunch

The Roswell Fire Department will provide emergency medical transport services, a portion of which may qualify for supplemental Medicaid reimbursement through the Ambulance Supplemental Payment Program (ASPP). The Centers for Medicare and Medicaid Services (CMS) allow states to establish alternative payment methodologies to support eligible providers.
Public Consulting Group, LLC has specialized expertise in assisting public agencies with cost reporting, program development, and compliance required to participate in ASPP. The City seeks to engage PCG to support the development, implementation, and ongoing administration of the ASPP, including preparation of required documentation and coordination with state and federal agencies. (Bunch)

FINANCIAL CONSIDERATION:

There is no immediate fiscal impact associated with approval of this item. Services will be compensated on a contingency basis as a percentage of Medicaid supplemental reimbursements received by the City.

LEGAL REVIEW:

Legal Department has reviewed this contract agreement.

BOARD AND COMMITTEE ACTION:

Legal Department is the first to review this item.

STAFF RECOMMENDATION:

Proceed as presented.

Attachments

PUBLIC CONSULTING GROUP EMERGENCY SERVICES AGREEMENT

PUBLIC CONSULTING GROUP EMERGENCY SERVICES AGREEMENT

This Services Agreement ("Agreement") is entered into by and between Roswell Fire Department ("CLIENT") and Public Consulting Group LLC ("PCG") as of March 10, 2026 ("Effective Date").

WHEREAS, The Centers for Medicare and Medicaid Services (CMS) allows states to establish alternative payment methodologies for certain classes of providers, including ambulance providers, and

WHEREAS, PCG possesses professional skills that can assist CLIENT in analyzing and reporting costs to secure "supplemental payments", and

WHEREAS, CLIENT wishes to engage PCG as an independent contractor to perform professional services in connection with this initiative;

THEREFORE, for good and valuable consideration, the receipt and adequacy of which is acknowledged, CLIENT and PCG hereby agree as follows:

1. **Description of Services.** PCG will provide the professional services assigned by CLIENT and more fully described in Attachment A (the "Contracted Services"). PCG acknowledges and agrees that time is of the essence in the value of the Contracted Services, and shall render such Contracted Services in a prompt and diligent manner.

2. **Term**. The Agreement will be effective from the Effective Date through December 31, 2029, unless this Agreement is terminated earlier pursuant to Section 4 or extended by written agreement of the parties. Unless otherwise specified by CLIENT in writing, PCG will provide the Contracted Services for the full duration of this Agreement. PCG and CLIENT acknowledge that the program services described in Attachments A and B are dependent on receiving state and federal program approval, and it may be necessary to extend the term of this Agreement to receive additional reimbursements.

   Upon the expiration or termination of this Agreement for any reason all rights granted hereunder shall immediately terminate except for those concerning compensation, confidentiality, intellectual property, or any other provision that, by its terms, is intended to survive the expiration or termination of this Agreement. Specifically, notwithstanding the expiration or termination of the Agreement, CLIENT will compensate PCG as set forth herein with respect to any reimbursements CLIENT receives after the expiration or termination of this Agreement that are the result of the Contracted Services.

3. **Compensation.** CLIENT will compensate PCG pursuant to the provisions contained in Attachment B and this Section 3, and unless the parties agree otherwise in writing, shall not pay PCG any other benefits, expenses, or compensation.

a. CLIENT will compensate PCG within 30 days following the receipt of billing statements from PCG that comport with the terms of this Agreement. PCG shall submit billing statements directly to the CLIENT Contact Person identified in Section 5.

b. Upon termination or expiration of this Agreement, PCG will be entitled to receive compensation for Contracted Services satisfactorily provided prior to the effective date of termination or expiration.

4. Termination. This Agreement may be terminated immediately by either party following a material breach of this Agreement and a failure to cure such breach within a reasonable period after written notice. Such reasonable period shall be no less than 10 business days. Termination of this Agreement will not discharge the obligations of the parties with respect to the protection of Proprietary or Confidential Information.

5. Notices and Contact Persons. Any notices, requests, consents and other communications hereunder shall be in writing and shall be effective upon any of the following: (1) when delivered personally to the person designated below to receive notices for the party (the party's "Contact Person"); (2) when e-mailed to the party's Contact Person at the e-mail address listed below with an acknowledgment of receipt; or (3) five days after being deposited into the United States mail (either certified mail with return receipt requested, or first class postage prepaid), addressed to the party's Contact Person at the address set forth below. The individuals listed below shall serve as each party's Contact Person for purposes of this Agreement unless the party replaces the Contact Person by written notice to the other party as required by this Section:

For CLIENT:
Steve Chavez
Fire Chief
Roswell Fire Department
200 S. Richardson
Roswell, NM 88201
s.chavez@roswell-nm.gov

For CONTRACTOR:
Miles Brown
Senior Consultant
Public Consulting Group LLC
148 State Street, 10th Floor
Boston, MA 02109
mbrown@pcgus.com

6. Relationship of the Parties

a. The parties agree that PCG is an independent contractor, and that neither it nor any of its employees is an employee, agent, partner, or joint-venturer of CLIENT.

b. PCG shall secure and maintain all insurance, licenses, and/or permits necessary to perform the Contracted Services. PCG shall be responsible for paying its employees, and for paying all applicable state and federal taxes including unemployment insurance, social security taxes, and state and federal withholding

taxes. PCG understands that neither it nor its employees will be eligible for benefits or privileges provided by CLIENT to its employees. CLIENT shall deliver to PCG statements of income at the end of each tax year consistent with its independent contractor status.

c. Except as may be otherwise provided in this Agreement, PCG has complete and exclusive authority over the means and methods of performing the Contracted Services, need not adhere to policies and procedures applicable to CLIENT employees, and may perform the Contracted Services according to its own schedule at its own offices or at any other location. PCG shall hire its own employees, use its own tools and equipment, and purchase its own supplies.

d. PCG has no authority to and shall not purport to bind, represent, or speak for CLIENT or otherwise incur any obligation on behalf of CLIENT for any purpose unless expressly authorized by CLIENT.

7. **Record Maintenance.** With respect to all records of any kind that PCG acquires or creates for purposes of performing the Contracted Services, PCG shall not knowingly destroy records that are required to be preserved by law and shall maintain project records in an orderly manner.

8. **Insurance.** PCG shall maintain during the term of this Agreement such insurance, including general liability and worker's compensation insurance, as will fully protect both CLIENT and PCG from claims that may arise from PCG's performance of the Contracted Services.

9. **Assignment.** This Agreement may not be assigned by either party without the prior written consent of the other party, which consent may not be unreasonably withheld or delayed. Notwithstanding the foregoing, this Agreement may be assigned by either party: (i) to one of its affiliates or subsidiaries; or (ii) in connection with a merger, consolidation, sale of all of the equity interests of the party, or a sale of all or substantially all of the assets of the party to which this Agreement relates.

10. **Subcontracts.** PCG may subcontract work under this Agreement to one or more of its affiliate companies.

11. **Proprietary or Confidential Information.** For purposes of fulfilling its obligations under this Agreement, one party (the "Disclosing Party") may convey to the other party (the "Receiving Party") information that is considered proprietary and confidential to the Disclosing Party.

a. "Proprietary or Confidential Information" is defined as information -- including but not limited to trade secrets, strategies, financial information, sales

information, pricing information, operational techniques, software, and intellectual property -- that (i) has not been previously published or otherwise disclosed by the Disclosing Party to the general public; (ii) has not previously been available to the Receiving Party or others without confidentiality restrictions; (iii) reasonably would be considered confidential and proprietary notwithstanding the absence of any designation; or (iv) is not normally furnished to others without compensation; and which the Disclosing Party wishes to protect against unrestricted disclosure or competitive use. In addition, the term "Proprietary or Confidential Information" shall also mean all information or data, regardless of whether it is in tangible form, that is disclosed or otherwise made available by the Disclosing Party to the Receiving Party and designated as "confidential" or "proprietary" by the Disclosing Party. Such designation shall be clear and in writing, either before the Proprietary or Confidential Information is disclosed or within a reasonable time afterwards. The term "Proprietary or Confidential Information" includes the original information provided by the Disclosing Party as well as all copies.

b. Proprietary or Confidential Information does not include information that, without a breach of this Agreement, is (i) known to the Receiving Party without restriction when received, or thereafter developed independently by the Receiving Party; (ii) obtained by the Receiving Party from a source that is lawfully in possession of such information (other than the Disclosing Party) through no breach of this Agreement or any other confidentiality obligations; or (iii) in the public domain when received, or thereafter in the public domain through no fault of the Receiving Party.

c. The Receiving Party shall preserve Proprietary or Confidential Information securely and in strict confidence, exercising no less than the same degree of care used to protect the security and confidentiality of its own confidential and proprietary information, and in any event no less than reasonable care.

d. To the extent allowed by law, the Receiving Party shall use and disclose Proprietary or Confidential only for purposes of the Contracted Services. The Receiving Party shall not divulge any such Proprietary or Confidential Information to any employee who is not working on the Contracted Services, without the prior written consent of the Disclosing Party.

e. The Receiving Party shall not disclose the Proprietary or Confidential Information to any third party without prior written authorization from the Disclosing Party.

f. All Proprietary or Confidential Information shall remain the property of the Disclosing Party notwithstanding any disclosure under this Agreement. The Receiving Party recognizes and agrees that nothing contained in this Agreement nor the exchange of Proprietary or Confidential Information under this Agreement shall

be construed as transferring or granting any right, title, interest, or license under any copyrights, inventions, or patents now or hereafter owned or controlled by either Party. The Disclosing Party does not grant the Receiving Party any express or implied right to or under the Disclosing Party or another party's patents, copyrights, trademarks, trade secret information, or other proprietary rights. The Receiving Party shall not make, have made, use, or sell for any purpose any product or other item using, incorporating, or derived from any Proprietary or Confidential Information of the Disclosing Party.

g. If and to the extent that Proprietary or Confidential Information includes information that is confidential or proprietary to a third party, the Disclosing Party warrants that the disclosure does not violate any agreement with the third party or any rights of the third party, including any agreement or rights under the Health Insurance Portability and Accountability Act ("HIPAA") and other federal or state laws governing medical records, and shall indemnify the Receiving Party as to any claim against it by the third party or a government agency relating to such disclosure.

h. Rights and obligations under this Agreement shall take precedence over specific legends or statements that may be associated with Proprietary or Confidential Information when received.

i. The Receiving Party shall immediately notify the Disclosing Party upon discovery of any loss or unauthorized disclosure of its Proprietary or Confidential Information.

j. The Receiving Party shall not export, directly or indirectly, any U.S. technical data acquired pursuant to this Agreement, or any products utilizing such data, in violation of the United States export laws or regulations.

k. If the Receiving Party is requested or required to disclose Proprietary or Confidential Information pursuant to a subpoena or an order of a court or governmental agency having jurisdiction, the Receiving Party shall, prior to any disclosure of Proprietary or Confidential Information:

i. Provide the Disclosing Party with prompt written notice of the existence, terms, and circumstances surrounding the legal or governmental request or requirement, no later than 2 business days after receiving it;

ii. Consult with the Disclosing Party on the appropriate response to the request;

iii. Cooperate with the Disclosing Party in its reasonable efforts to obtain an order or otherwise limit or restrict the disclosure of its Proprietary or

Confidential Information that is subject to the legal or governmental request or requirement, at Disclosing Party's sole expense; and

iv. Only after fully complying with the above steps, if disclosure of Proprietary or Confidential Information is still required, furnish only such portion of the Proprietary or Confidential Information as the Receiving Party is advised by counsel is legally required to be disclosed.

l. Upon termination or expiration of this Agreement, each party shall cease use of Proprietary or Confidential Information received from the other party. At the written request of the Disclosing Party at any time during this Agreement, or within 30 days of the termination or expiration of this Agreement, the Receiving Party shall promptly return all copies of such information in its possession, custody, or control, promptly furnishing the Disclosing Party with written certification of such return. If the Disclosing Party does not request the return of Proprietary or Confidential Data within 30 days of the termination or expiration of this Agreement, the Receiving Party shall destroy all copies of such information in its possession, custody or control and shall, upon the Disclosing Party's request, furnish the Disclosing Party with written certification of such destruction. If return or destruction is not practicable, the Receiving Party shall so notify the Disclosing Party and shall keep such information secure and confidential in perpetuity.

m. The termination or expiration of this Agreement for any reason shall not discharge the obligations of the Parties with respect to the protection of Proprietary or Confidential Information set forth in this section.

n. Other than as set forth above, neither party makes any representation or warranty as to the accuracy or completeness of its Proprietary or Confidential Information disclosed under this Agreement.

o. This Agreement and its terms shall be treated as Proprietary and Confidential Information to the maximum extent allowable by law.

12. As-Is Information and Data. The parties agree and acknowledge that PCG will receive all information and data from CLIENT on an as-is basis. PCG is not responsible for errors or omissions in any data that it receives from CLIENT. PCG is not responsible for reviewing, evaluating, or verifying the accuracy or completeness of any information received by CLIENT. PCG is not liable for any reimbursement, refund, or contribution should CLIENT be subject to penalties in connection with the services rendered.

13. Intellectual Property. Neither party makes any representation or warranty as to the accuracy or completeness of its Proprietary or Confidential Information disclosed under this Agreement. PCG guarantees that its use or creation of any intellectual property

under this Agreement does not infringe upon the intellectual property rights of any third party.

Notwithstanding anything to the contrary, PCG will not deliver any working papers or other records including those that contain outputs, code, or formulas relating to PCG's cost reporting system (Ambulance Services Cost Report Portal), that contain or have embedded within such records any PCG intellectual property or trade secrets, including all aspects concerning the methodology for the creation and calculations included in any cost reports. Such materials are not considered CLIENT's property or works made for hire.

14. **Conflicts of Interest.** The parties understand that PCG is not required to perform the Contracted Services on a full-time basis for CLIENT and may perform services for other individuals and organizations consistent with the limitations in this Agreement.

15. **Waiver.** The failure of a party to enforce a provision of this Agreement shall not constitute a waiver with respect to that provision or any other provision of this Agreement.

16. **Entire Agreement.** This Agreement (including the attachments) constitutes the entire agreement between the parties with respect to the subject matter of the Contracted Services, and supersedes all prior agreements and understandings, both written and oral. Notwithstanding the foregoing, any separate written agreement between the parties regarding the confidentiality and security of information exchanged or used by the parties for purposes of this Agreement shall be effective unless and until it is specifically terminated.

17. **Amendment.** This Agreement may be amended only by written agreement of the parties, signed by authorized representatives and referencing this Agreement.

18. **Severability.** If any provision in this Agreement is found by a court of competent jurisdiction to be invalid or unenforceable, the remaining provisions in this Agreement shall continue in full force and effect.

19. **Applicable Law and Venue**. This Agreement, and all other aspects of the business relationship between the parties, shall be construed, interpreted, and enforced under and in accordance with the laws of the State of New Mexico, without regard to choice of law provisions. The parties also consent to the personal jurisdiction in its courts, agree that the state and federal courts of the State of New Mexico shall have exclusive jurisdiction over the enforcement of this Agreement, and waive any objection to venue.

20. **Miscellaneous**

a. EXCEPT AS EXPRESSLY PROVIDED IN THIS AGREEMENT, PCG DOES NOT MAKE ANY WARRANTY WITH RESPECT TO THE CONTRACTED SERVICES, WHETHER EXPRESS OR IMPLIED, AND SPECIFICALLY DISCLAIMS ANY IMPLIED WARRANTIES, WHETHER OF MERCHANTABILITY, SUITABILITY, FITNESS FOR A PARTICULAR PURPOSE, OR OTHERWISE FOR SAID CONTRACTED SERVICES.

b. NEITHER PARTY SHALL BE LIABLE TO THE OTHER ANY INCIDENTAL, INDIRECT, SPECIAL, PUNITIVE OR CONSEQUENTIAL DAMAGES, INCLUDING, BUT NOT LIMITED TO, SUCH DAMAGES ARISING FROM ANY TYPE OR MANNER OF COMMERCIAL, BUSINESS, OR FINANCIAL LOSS, EVEN IF THE OTHER PARTY HAD ACTUAL OR CONSTRUCTIVE KNOWLEDGE OF THE POSSIBILITY OF SUCH DAMAGES AND REGARDLESS OF WHETHER SUCH DAMAGES WERE FORESEEABLE. OTHER THAN A CLAIM BY PCG THAT CLIENT HAS NOT PAID COMPENSATION UNDER SECTION 3, UNDER NO CIRCUMSTANCES SHALL EITHER PARTY'S AGGREGATE LIABILITY TO THE OTHER PARTY UNDER THIS AGREEMENT EXCEED AN AMOUNT EQUAL TO THE TOTAL FEES PAID BY CLIENT TO PCG PURSUANT TO SECTION 3 OF THIS AGREEMENT DURING THE PRIOR TWELVE (12) MONTH PERIOD.

c. Neither party shall be responsible for delays or failures in performance resulting from acts of God, acts of civil or military authority, terrorism, fire, flood, strikes, war, epidemics, pandemics, shortage of power, or other acts or causes reasonably beyond the control of that party. The party experiencing the force majeure event agrees to give the other party notice promptly following the occurrence of a force majeure event, and to use diligent efforts to re-commence performance as promptly as commercially practicable.

d. The captions and headings in this Agreement are for convenience only and are not intended to, and shall not be construed to, limit, enlarge, or affect the scope or intent of this Agreement. nor the meaning of any provisions hereof.

e. Each party acknowledges that they been provided with the opportunity to consult with and be represented by independent counsel in negotiating this Agreement. Each party represents that they have read and understand this Agreement and that they are freely and voluntarily entering into this Agreement in exchange for the consideration described herein. This Agreement shall not be construed in favor of or against either party by reason of authorship.

f. Each individual signing below on behalf of a party hereby represents and warrants that they have full power and authority to enter into this Agreement on behalf of

such party. Each party to this Agreement hereby represents and warrants that it has full power and authority to enter into this Agreement, that the execution, delivery, and performance of this Agreement has been fully authorized and approved, and that no further approvals or consents are required to bind such party.

IN WITNESS WHEREOF, the parties have executed this Agreement as of the Effective Date written above.

PUBLIC CONSULTING GROUP LLC		**ROSWELL FIRE DEPARTMENT, NEW MEXICO**	
BY:	_____	BY:	_____
NAME:	_____	NAME:	_____
TITLE:	_____	TITLE:	_____
DATE:	_____	DATE:	_____

ATTACHMENT A
CONTRACTED SERVICES
Ambulance Supplemental Payment Program (ASPP) and Other Consulting

PCG will provide the below Contracted Services for four calendar year cost reporting cycles, defined as January 1, 2025, to December 31, 2025; January 1, 2026, to December 31, 2026; January 1, 2027, to December 31, 2027; and January 1, 2028, to December 31, 2028.

A. CLIENT provides countywide ambulance and medical services some of which will qualify for the GEMT Program for Medicaid. CLIENT must comply with both U.S. Department of Health and Human Services under the Health Insurance Portability and Accountability Act of 1996 (HIPAA) and the Health Information Technology for Economic and Clinical Health (HITECH) Act and as such, PCG shall comply.

B. CLIENT provides emergency medical transports to Medicaid patients each year and PCG shall complete the required paperwork for CLIENT to participate in the ASPP.

C. PCG will support New Mexico EMS Providers to design and implement the ASPP. New Mexico's ASPP provides for supplemental payments for allowable costs that are in excess of other Medicaid revenue received for emergency medical transportation services to Medicaid eligible recipients.

D. PCG shall design and develop a Medicaid ASPP, including the drafting of a Medicaid State Directed Payment Preprint form and the modeling associated with the Preprint.

E. PCG will provide all documentation needed by the New Mexico Health Care Authority (HCA) to facilitate the ongoing administration of the ASPP.

F. PCG will support CLIENT and HCA to obtain approval of the ASPP on an annual basis, including preparing responses to requests for additional information or briefing other constituents, such as governing boards or state legislators.

G. PCG shall have the knowledge, skills, and ability to fully complete the required cost reports to HCA within the time frame prescribed by HCA.

H. PCG shall have knowledge of the applicable data and cost reporting principles specified in New Mexico and federal statutes.

I. PCG will conduct stakeholder meetings to educate CLIENT on the existing Medicaid Supplemental Payment opportunity.

J. PCG will draft program plan and supplemental payment strategy to best align with the needs of New Mexico providers.

K. PCG will work with CLIENT and other stakeholder providers to engage the state of New Mexico.

L. PCG will facilitate ongoing discussions with the state of New Mexico through program design, approval and implementation process.

M. PCG will assist CLIENT in negotiations with CMS through the ASPP program approval process.

N. PCG shall have knowledge and experience in the completion of all Schedules as required by the Program.

O. PCG will provide CLIENT and other stakeholder providers with ASPP participation training, as well as online system development and Ambulance Cost Reporting Portal (ASCR) training.

P. CLIENT will provide PCG with all the required data needed to complete the Schedules; however, PCG is responsible for accurate completion of the Schedules.

Q. PCG shall be able to accept from CLIENT, in electronic submission form, all information via a secure connection in accordance with HIPAA.

R. If the completed cost report is rejected by HCA, PCG shall work with CLIENT to make the necessary corrections and/or modifications and resubmit the report before the required filing deadline.

S. PCG shall keep CLIENT informed of all updates relating to the ASPP program and estimate the impact of future changes in Medicaid reimbursement.

T. PCG shall support CLIENT in establishing the legal and operational ground to participate in the ASPP program.

U. PCG shall draft supporting documentation and flow processes for presentation to CLIENT and assist with messaging and review presentations for governmental relationship staff as needed.

V. PCG shall monitor claims and cash flows of ASPP program to ensure CLIENT receives appropriate benefit from the program and has met documentation needs.

W. If, as a result of an audit by any governmental or regulatory agency, including but not limited to HCA, a refund is required by CLIENT, PCG agrees to pay no more than the portion of the compensation fee, as set forth in Attachment B, that was paid on the amount being refunded.

ATTACHMENT B
COMPENSATION

PCG shall be paid by CLIENT compensation for all Contracted Services. Total compensation for this Agreement shall be on a contingency fee of Fourteen Percent (14%) of the federal share portion of payments received by CLIENT under the ASPP program for each cost reporting period with compensation not to exceed $2,900,000. The percentage shall be comprised of the total cost of all projects, materials, equipment, labor, expenses all mark-ups for overhead, and profit.

Legal Committee
Meeting Date: 04/23/2026
COMMITTEE: Legal
CONTACT: C. Josh Nairn-Mahan **CHAIR:** Will Cavin

ACTION REQUESTED:

Resolution 26-XX: consider recommending adoption of Amendment to Resolution 18-44 a Resolution Amending the Roswell Airport Advisory Commission. (Corn)

BACKGROUND:

Initiated by: Robert Corn

FINANCIAL CONSIDERATION:

No financial impact at this time.

LEGAL REVIEW:

N/A, drafted by Councilor Corn.

BOARD AND COMMITTEE ACTION:

On November 18, 2025, this item was tabled for the next Legal Committee Meeting on February 26, 2026. On February 26, 2026, this item was tabled for the next Legal Committee Meeting on March 26, 2026. At the March 26, 2026 meeting Councilor Cavin requested redlines of the Resolution.

STAFF RECOMMENDATION:

Staff recommends to proceed as presented.

Attachments

AAC Resolution
Resolution 26-XX Amending Resolution 18-44 Roswel AAC Corn
AAC resolution redline Current v Corn

RESOLUTION 22-68

AMENDMENT TO RESOLUTIONS 18-27 AND 18-44

A RESOLUTION CREATING THE ROSWELL AIRPORT ADVISORY COMMISSION

WHEREAS, the City Council as the local governing body of the City of Roswell ("City Council") recognizes that the Roswell Air Center ("RAC") is an important economic asset for the City of Roswell ("City"); and

WHEREAS, the City Council believes the creation of an Airport Advisory Commission to make recommendations regarding RAC resources that would be beneficial in creating and fostering continued economic activity and development; and

WHEREAS, the City Council desires to create an Airport Advisory Commission.

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

1. Creation of Roswell Airport Advisory Commission. The Airport Advisory Commission ("Commission") for the City of Roswell is hereby created pursuant to provisions of this Resolution.

2. Purpose and authority:

    a. The Commission is established and authorized to make recommendations to the City Council through the Legal Committee and the City Manager. These recommendations shall concern the development and improvement of the RAC operations, facilities, leases, contracts, and assets.

    b. The Commission shall make recommendations to the City Council's Legal Committee regarding all RAC matters, excluding litigation and employment matters. When an item affecting RAC is sent to the Legal Committee it will immediately be referred to the Commission for discussion at their next scheduled meeting, unless the chair of the legal committee determines otherwise. Comments will then be forwarded back to the Legal Committee by staff.

    c. The Commission shall also make recommendations concerning the long-term, facility and operational needs of the RAC. It shall consider and make recommendations concerning the capital improvement projects applicable to the priorities that it believes will best serve economic and development needs.

3. Limitation. The Commission shall not have any supervisory or management authority over any City employee or any party who contracts with the City nor shall the Commission represent or have authority to act on behalf of the City in dealings with aviation related functions, fixed based operators, vendors, tenants, contractors, or other third parties. The Commission shall abide by Roswell City Code Sections 2-

96–2-105, Resolution 17-49 and the Open Meetings Act as adopted by the City Council.

4. Staff participation in Roswell Airport Advisory Commission meetings. Commission meetings shall be held at a date, time, and location designated by staff in consultation with the chair of the Commission. The City Manager or Designee shall attend and participate in all meetings, as an ex officio member... Commission members shall have full access to RAC records, excluding employee's employment files and records precluded by law. Upon request, staff shall provide non-confidential information to the Commission to aid in their deliberations. A staff member shall be responsible for the minutes of the meeting and shall present those minutes for review and approval by the Commission on a regular and timely basis.

5. Term of office; initial appointment; compensation. The Commission shall be made up of five members, all of whom shall be appointed by the City as set forth herein, provided that appointments shall be made with the goal of ensuring that at least one member of the Commission resides outside of the City limits. Appointment to the Commission shall be made by nomination by the Mayor and confirmation by the City Council. Vacancies shall be filled in the same manner. Commission members shall each serve a two year term, except that two of the initial members shall each serve a one year term. The initial slate of Commission members shall be presented to the Council by the Mayor and acted upon as a whole slate. Neither elected officials, municipal officers, nor municipal employees may serve on the Commission.

6. Appointment considerations. While membership on the Commission may be appropriately extended to any qualified person with an interest in the RIAC, it is the express policy of the City Council not to appoint persons who have a significant financial interest in the anticipated considerations of the Commission. Nominees for the Commission shall be persons experienced in the field of aviation, business, economic development, finance, commercial real estate investment or accounting; or possesses other qualifications that are necessary or appropriate for conducting the business of the Roswell Airport Advisory Commission.

7. Procedures. The approved minutes of proceedings shall be kept on file in the office of the City Clerk. The Commission's meetings shall be held within the corporate limits of the City of Roswell subject to customary State and City requirements for public access and notice. The Commission shall meet at least quarterly and at such other times as the Commission shall determine useful to the conduct of its business.

8. Commission members as volunteers. Commission members serve strictly as volunteers and serve at the will of the governing body with no compensation, reimbursement or authority other than advisement to the Mayor and City Council.

PASSED, ADOPTED, SIGNED, and APPROVED ________, _____.

CITY SEAL

_____
Timothy Z. Jennings, Mayor

ATTEST

_____
Amalia Martinez, City Clerk

RESOLUTION 26-XX
AMENDMENT TO RESOLUTION 18-44
A RESOLUTION AMENDING THE ROSWELL AIRPORT ADVISORY COMMISSION

WHEREAS, the City Council, as the local governing body of the City of Roswell ("City Council") recognizes that the Roswell Air Center ("RAC") is an important economic asset for the City of Roswell, and;

WHEREAS, the City Council believes the creation of an Airport Advisory Commission ("AAC") to make recommendations regarding RAC resources that would be beneficial in creating and fostering continued economic activity and development, and;

WHEREAS, the City Council desires to amend the duties of the AAC.

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

1. The AAC for the City of Roswell is hereby created pursuant to the provisions of the Resolution.

2. Purpose and authority:

    a. The AAC is established and authorized to make recommendations to the City Council. These recommendations concern the development and improvements of the RAC, operations, financial reports, facilities, assets, and leases.

    b. The AAC shall also make recommendations concerning the capital improvement projects applicable to priorities that it believes will best serve economic and development needs.

    c. The AAC must report to the City Council after each AAC meeting and advise ang act on all matters before any action is taken by the City Council.

    d. Shall communicate with the community and other government agencies as the need is required.

    e. The Commission shall make recommendations to the City Council's Legal Committee regarding all RAC matters, excluding litigation and employment matters. When an item affecting RAC is sent to the Legal Committee it will immediately be referred to the Commission for discussion at their next scheduled meeting, unless the chair of legal committee determines

otherwise. Comments will then be forwarded back to the Legal Committee by staff.

3. The AAC shall not have any supervisory or management authority over any City employee or any party who contracts with the City, nor shall the AAC represent or have authority to act on behalf of the City. The AAC shall abide by Roswell City Code 2-96 to 2-105 and the Open Meeting Act Resolution as adopted by the City Council annually.

4. AAC meetings shall be held at a date, time, and location designated by the AAC in coordination with Air Center staff. The City Manager and City Legal Counsel or designees shall attend and participate in all meetings as ex officio members. Staff shall expeditiously make public municipal records available for AAC members upon request. The AAC may enter into Executive Sessions, as appropriate, to discuss sensitive items. The AAC shall keep minutes of the meeting and shall present those minutes for review ten (10) days prior to and approved by the AAC during its next regular meeting.

5. The approved minutes of preceding meetings shall be kept on file in the office of the City Clerk. The AAC meetings shall be held within the corporate limits of the City of Roswell, subject to customary State and City requirements for public access and notice. The AAC shall meet at least quarterly and at such other times as the AAC determines useful to the conduct of its business.

6. The AAC shall be made up of 5 members. Vacancies shall be filled by appointment and made by the Mayor and confirmed by the City Council. AAC members shall each serve four-year staggered terms.

7. While membership on the AAC may be appropriately extended to any qualified person with an interest, it is the express policy of the City Council not to appoint persons who have a significant business interest in the anticipated considerations of the AAC. Nominees for the AAC shall be experienced in the fields of aviation, business, economic development, finance, commercial real estate investment or accounting; or possess other qualifications that are necessary or appropriate for conducting the business of the AAC.

8. AAC members serve strictly as volunteers and serve at the will of the Governing Body with no compensation, reimbursement, or authority other than advisement to the Mayor and City Council.

[Signature to Follow on Next Page]

PASSED, ADOPTED, SIGNED, and APPROVED_____, _____.

CITY SEAL

_____
Timothy Z. Jennings, Mayor

ATTEST

_____
Amalia Martinez, City Clerk

RESOLUTION ~~22-68~~26-XX

AMENDMENT TO ~~RESOLUTIONS 18-27 AND~~ RESOLUTION 18-44

A RESOLUTION ~~CREATING~~AMENDING THE ROSWELL AIRPORT ADVISORY COMMISSION

WHEREAS, the City Council, as the local governing body of the City of Roswell ~~("~~("City Council") recognizes that the Roswell Air Center ~~("~~("RAC") is an important economic asset for the City of Roswell ~~("City");~~, and;

WHEREAS, the City Council believes the creation of an Airport Advisory Commission ("AAC") to make recommendations regarding RAC resources that would be beneficial in creating and fostering continued economic activity and development~~:~~, and;

WHEREAS, the City Council desires to ~~create an Airport Advisory Commission.~~amend the duties of the AAC.

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

~~Creation of Roswell Airport Advisory Commission.~~

1. The ~~Airport Advisory Commission ("Commission")~~AAC for the City of Roswell is hereby created pursuant to the provisions of ~~this~~the Resolution.

2. Purpose and authority:

   a. The ~~Commission~~AAC is established and authorized to make recommendations to the City Council ~~through the Legal Committee and the City Manager.~~ These recommendations ~~shall~~ concern the development and ~~improvement~~improvements of the RAC, operations, financial reports, facilities, assets, and leases~~, contracts,~~.

   ~~a.~~b. The AAC shall also make recommendations concerning the capital improvement projects applicable to priorities that it believes will best serve economic and ~~assets~~development needs.

   c. The AAC must report to the City Council after each AAC meeting and advise ang act on all matters before any action is taken by the City Council.

   d. Shall communicate with the community and other government agencies as the need is required.

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~~b.~~e. The Commission shall make recommendations to the City Council's Legal Committee regarding all RAC matters, excluding litigation and employment matters. When an item affecting RAC is sent to the Legal Committee it will immediately be referred to the Commission for discussion at their next scheduled meeting, unless the chair of ~~the~~ legal committee determines otherwise. Comments will then be forwarded back to the Legal Committee by staff.

~~c. The Commission shall also make recommendations concerning the long-term, facility and operational needs of the RAC. It shall consider and make recommendations concerning the capital improvement projects applicable to the priorities that it believes will best serve economic and development needs.~~

3. ~~Limitation. The Commission~~The AAC shall not have any supervisory or management authority over any City employee or any party who contracts with the City, nor shall the ~~Commission~~AAC represent or have authority to act on behalf of the City ~~in dealings with aviation related functions, fixed based operators, vendors, tenants, contractors, or other third parties.~~. The ~~Commission~~AAC shall abide by Roswell City Code ~~Sections~~ 2-96 ~~to~~ 2-105, ~~Resolution 17-49~~ and the Open ~~Meetings~~Meeting Act Resolution as adopted by the City Council annually.

~~Staff participation in Roswell Airport Advisory Commission meetings. Commission~~

4. AAC meetings shall be held at a date, time, and location designated by ~~staff~~the AAC in ~~consultation~~coordination with ~~the chair of the Commission.~~Air Center staff. The City Manager and City Legal Counsel or ~~Designee~~designees shall attend and participate in all meetings, as ~~an~~ ex officio ~~member. Commission~~ members. Staff shall ~~have full access to RAC~~ expeditiously make public municipal records, ~~excluding employee's employment files and records precluded by law. Upon~~ available for AAC members upon request, ~~staff~~. The AAC may enter into Executive Sessions, as appropriate, to discuss sensitive items. The AAC shall ~~provide non-confidential information to the Commission to aid in their deliberations. A staff member shall be responsible for the~~keep minutes of the meeting and shall present those minutes for review ten (10) days prior to and ~~approval~~approved by the ~~Commission on a~~AAC during its next regular ~~and timely basis.~~ meeting.

~~5. Term of office; initial appointment; compensation. The Commission shall be made up of five members, all of whom shall be appointed by the City as set forth herein, provided that appointments shall be made with the goal of ensuring that at least one member of the Commission resides outside of the City limits. Appointment to the Commission shall be made by nomination by the Mayor and confirmation by the City Council. Vacancies shall be filled in the same manner. Commission members shall each serve a two year term, except that two of the initial members shall each serve a one year term. The initial slate of Commission members shall be presented to the~~

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~~Council by the Mayor and acted upon as a whole slate. Neither elected officials, municipal officers, nor municipal employees may serve on the Commission.~~

~~Appointment considerations.~~

5. The approved minutes of preceding meetings shall be kept on file in the office of the City Clerk. The AAC meetings shall be held within the corporate limits of the City of Roswell, subject to customary State and City requirements for public access and notice. The AAC shall meet at least quarterly and at such other times as the AAC determines useful to the conduct of its business.

6. The AAC shall be made up of 5 members. Vacancies shall be filled by appointment and made by the Mayor and confirmed by the City Council. AAC members shall each serve four-year staggered terms.

~~6.~~7. While membership on the ~~Commission~~AAC may be appropriately extended to any qualified person with an interest ~~in the RIAC~~, it is the express policy of the City Council not to appoint persons who have a significant ~~financial~~business interest in the anticipated considerations of the ~~Commission~~AAC. Nominees for the ~~Commission~~AAC shall be ~~persons~~ experienced in the ~~field~~fields of aviation, business, economic development, finance, commercial real estate investment or accounting; or ~~possesses~~possess other qualifications that are necessary or appropriate for conducting the business of the ~~Roswell Airport Advisory Commission~~AAC.

~~7. Procedures. The approved minutes of proceedings shall be kept on file in the office of the City Clerk. The Commission's meetings shall be held within the corporate limits of the City of Roswell subject to customary State and City requirements for public access and notice. The Commission shall meet at least quarterly and at such other times as the Commission shall determine useful to the conduct of its business.~~

8. ~~Commission members as volunteers. Commission~~AAC members serve strictly as volunteers and serve at the will of the ~~governing body~~Governing Body with no compensation, reimbursement, or authority other than advisement to the Mayor and City Council.

[Signature to Follow on Next Page]

PASSED, ADOPTED, SIGNED, and APPROVED _____,

_____, _____.

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Timothy Z. Jennings, Mayor

ATTEST

Amalia Martinez, City Clerk

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