

# Village of Encino Comprehensive Land Use Plan

adopted: April 14, 2009



prepared by the Mid-Region Council of Governments

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**COMPREHENSIVE LAND USE PLAN**  
**for the**  
**VILLAGE OF ENCINO, NEW MEXICO**

Adopted by the Village Council  
April 14, 2009

This document was prepared by the Mid-Region Council of Governments staff through the Small Cities Community Development Block Grant Program, and funded in part by the U.S. Department of Housing and Urban Development as administered by the Local Government Division of the New Mexico Department of Finance and Administration.

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## **PART I**

### **INTRODUCTION**

This comprehensive plan presents a wealth of information about the Village of Encino and provides a reference source for more detailed and specific plans that might be developed in the future to improve the functions and operations of public services and facilities in Encino. As an official policy document of the Village governing body, this comprehensive plan was prepared by the staff of the Mid-Region Council of Governments under a planning services agreement with the Village; and was funded through the Small Cities Community Development Block Grant program of the U. S. Department of Housing and Urban Development.

#### **Purpose of the Comprehensive Plan**

A comprehensive plan describes how local residents and elected officials would like their community to develop over the next 20 years and beyond. More importantly, a comprehensive plan can identify opportunities and techniques for community improvements through goals, objectives, and action recommendations that define the plan and provide a framework for implementation.

An adopted comprehensive plan maintains a common focus and direction for the community by utilizing specific development strategies to guide policy and decisions to manage the future evolution of the Village. The comprehensive plan is also an official and legally binding document that is approved by the local government and applied as a basis for enacting future development policies and programs. It is also essential that the comprehensive plan be reviewed on a regular basis to identify achievements and measures for successful implementation. The comprehensive plan document should be reviewed every five years and revised if necessary to reflect changing conditions and more current governing policies.

Opportunities for public involvement were provided throughout the planning process to ensure local citizen input, common understanding, and community support for the comprehensive plan. Various methods were used to gather public opinions, ideas, and attitudes from Encino residents, including public meetings, community surveys, and a planning workshop.

The Encino Comprehensive Land Use Plan is organized into eight parts. They are organized and presented as follows:

- Introduction
- Community Profile
- Land Use and Housing
- Transportation and Circulation
- Public Services and Facilities
- Economic Development
- Goals and Objectives
- Action Plan Recommendations

## **Plan Contents**

The Community Profile section describes the fundamental nature of the Village in terms of the regional setting, history and character of the community. Also included is an overview of the local government operations, and statistics about current and future population. Following the Community Profile are more detailed sections pertaining to physical development of the community such as land use and housing, transportation, and other infrastructure provided as public services and facilities. These sections (Parts III, IV, and V) present information about present conditions as well as future potential.

Social and economic data is discussed in Part VI, pertaining to the residents and the economy of the Village in general. Goals and Objectives in Part VII have been adopted by the Village and are key components of the comprehensive plan, as they envision a desirable future for the Village. Goals and objectives set the stage for the more specific action plan recommendations which describe specific actions that might be undertaken by the Village in implementing the plan.

## **Plan Methodology and Process**

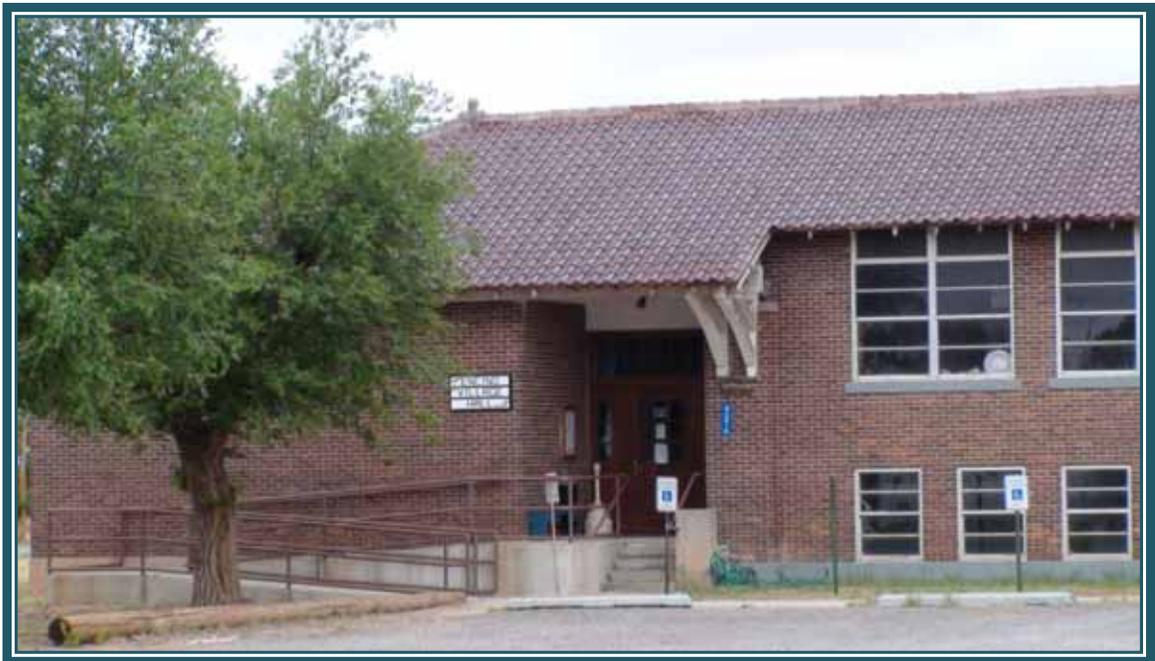
Although this is the first Comprehensive Land Use Plan for the Village of Encino, the Village has participated in several studies relating to infrastructure planning. The Village, in 1996, employed a private engineering firm to analyze the existing infrastructure (water system, waste water system, and roads/drainage). The report included an assessment of current conditions, maintenance programs, future needs, public improvements, and possible funding sources. In 2000, the Village contracted with a private engineering company to develop a water system scoping report as part of a Community Development Block Grant application that requested funding to upgrade the existing water system.

Typically, a Comprehensive Planning steering committee is appointed by the Village Council to oversee the planning process. Because of the rural nature and small size of the Village, the MRCOG planning staff worked directly with the Village Council and staff to develop the Encino Comprehensive Land Use Plan. In addition to a public opinion survey that was distributed to Village residents, MRCOG planning staff also facilitated a public workshop on August 27, 2008. At the workshop, planning staff presented the results of the community survey (see Part VII for a detailed discussion) and draft goals and objectives. The goals and objectives were based on the survey comments, extensive research, and discussions with the Village Council and staff. More information regarding the comprehensive planning process was distributed to residents at the Labor Day Village Festival that was held at the Encino Community Center on September 1, 2008.

On September 16, 2008, the Village Council adopted by resolution the Comprehensive Plan Goals and Objectives (see Appendix A). MRCOG presented the draft strategic action recommendations at the Village Council public meeting on October 15, 2008. These goals and objectives are the basis for the specific strategic action

recommendations that were adopted by resolution of the Village Council on November 11, 2008 (Appendix B).

In order to implement the adopted recommendations, specific actions were formulated for each of the policy statements that comprised the strategic action recommendations. The Village Council then weighed each of the potential actions and assigned the action as to short (one-to-five years), medium (five-to-ten years), or long range (ten-to-twenty year) time frames (see Part VIII). The Village Council adopted the Village of Encino Comprehensive Land Use Plan by ordinance on April 14, 2009 (see Appendix C). An Action Plan Implementation Table (Table 15) is placed at the end of this planning document, indicating priorities in terms of timing for potential actions to carry out this plan.



Encino Village Hall

## PART II

### COMMUNITY PROFILE

Prior to evaluating particular strategies for managing future development, it is necessary to assess both the historical background and present-day conditions of Encino. The following community profile is a broad overview of Encino, and is intended to promote a common understanding of the Village and its residents, and how it functions as a very small municipality in the State of New Mexico.

#### Regional Setting

The Village of Encino is located in the eastern portion of Torrance County, New Mexico, approximately 46 miles from the county seat of Estancia. The closest municipality is the Town of Vaughn which is about 15 miles to the east. The City of Albuquerque, the largest city in New Mexico, is just over 90 miles away. Encino is located at the crossroads of three highways: U.S. Highway 285, U.S. Highway 60 and NM Highway 3 (see Figure 1). An east-west track of the BNSF (Burlington Northern Santa Fe) Railway passes through the community.

Encino lies on the eastern fringe of the Estancia Basin which was formed by the evaporation of an ancient lake in what is now the Estancia Valley. Geologically, the Village is located in the Encino Basin southeast of the Pedernal Hills; and is situated between the Estancia Valley and the Pecos River watershed. The Encino Basin was also formed by the evaporation of an ancient lake which has been referred to historically as Lake Encino. The elevation of the Village is 6,119 feet above sea level.

Encino enjoys a climate of abundant sunshine (averaging 270 days of sunshine per year). The Encino area receives an average annual precipitation of 12 inches of rainfall and about 18 inches of snowfall. The average July high temperature is 87 degrees Fahrenheit and the January low temperature is 18 degrees. Spring winds around the Estancia Valley are vigorous and can lead to an excessive loss of soil moisture and dust storms during dry periods.

#### History and Character of the Community

Encino derives its name from the Spanish word for oak. At one time, low oak brush covered the Estancia valley between the Duran Mountains and the Pedernal Hills. The vegetation was later destroyed by grazing thousands of sheep in the area.

Encino has been described as a small town with an origin that is based on the three R's – ranching, railways, and roads. In the 1800s, travelers used Encino as a layover as they made their way to the Territorial Capitol in Santa Fe. At one time a natural year-round spring was located southeast of the town. Near the spring there was a large stone and adobe hacienda, which provided accommodations for travelers. Unfortunately, the water was alkali and was suitable only for cattle and sheep. During the 1800s, large numbers of sheep and cattle roamed the plains near Encino. One rancher, Mariano Mondosa had 40,000 sheep at one time. Other large-scale ranchers included F.H. Wood, the Duran family, Victor Perez and Jesus Abeyta.

The railroad played a big part to the early success of the town. In 1905, the Atchison Topeka and Santa Fe Railway (AT&SF) began construction on the “Belen Cut-Off” which was a rail line around the southern end of the Manzano-Sandia Mountains and over Abo Pass.

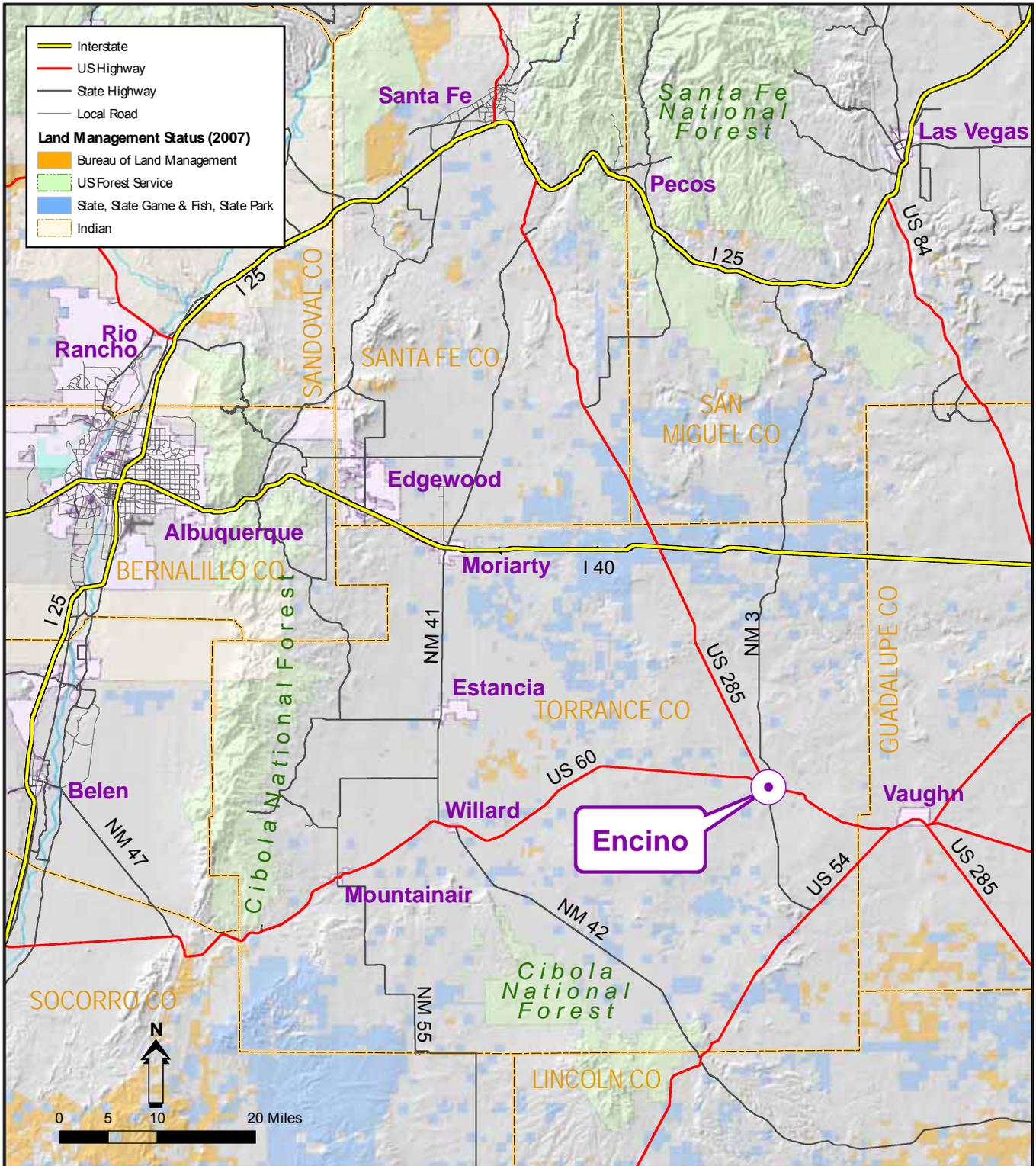
Encino was one of many water stops for the steam powered trains. It wasn't long before the town had several thriving businesses. In that same time frame, Richard C. Dillon started the R.C. Dillon and Company, a general and retail business in Encino. Dillon went on to become the eighth governor of the State of New Mexico and served from 1927 to 1931. After an unsuccessful run for the office of U.S. Senate in 1934, Dillon returned to his ranch and business operations at Encino. Richard C. Dillon died in Encino on January 5, 1966.



R.C. Dillon & Co. Store  
Circa 1930  
Source: Village of Encino



Old Highway 60  
Circa 1940  
Source: Library of Congress



Source: BLM, NM State Office, 2007 Surface Ownership Data; MRCOG.



**Figure 1**  
**Regional Map**

Village of Encino  
Comprehensive Land Use Plan

A local U. S. Post Office was established in 1904 and is still in operation in the Village, located on NM 60. The first house in Encino was the home of Bonnie Salas, original owner of the town site. Encino once had two newspapers, the *Encino Progress* and the *Encino Enterprise*. Encino's first school house was a one-room building that was also used as a church. A new school house was built in 1922, and the former school house was sold to the Methodist Church. This building still exists on U.S. 60, but is no longer used as a Methodist Church. Currently, there is one church operating in Encino, Our Lady of Guadalupe Catholic Church. Encino has two cemeteries that can be found south of the Village on NM 3.



Former Methodist Church

In 1918, the towns of Encino and Duran were unsuccessful in their lobbying efforts to the New Mexico Legislature to divide Torrance County into two parts with Encino as the county seat of the new county.

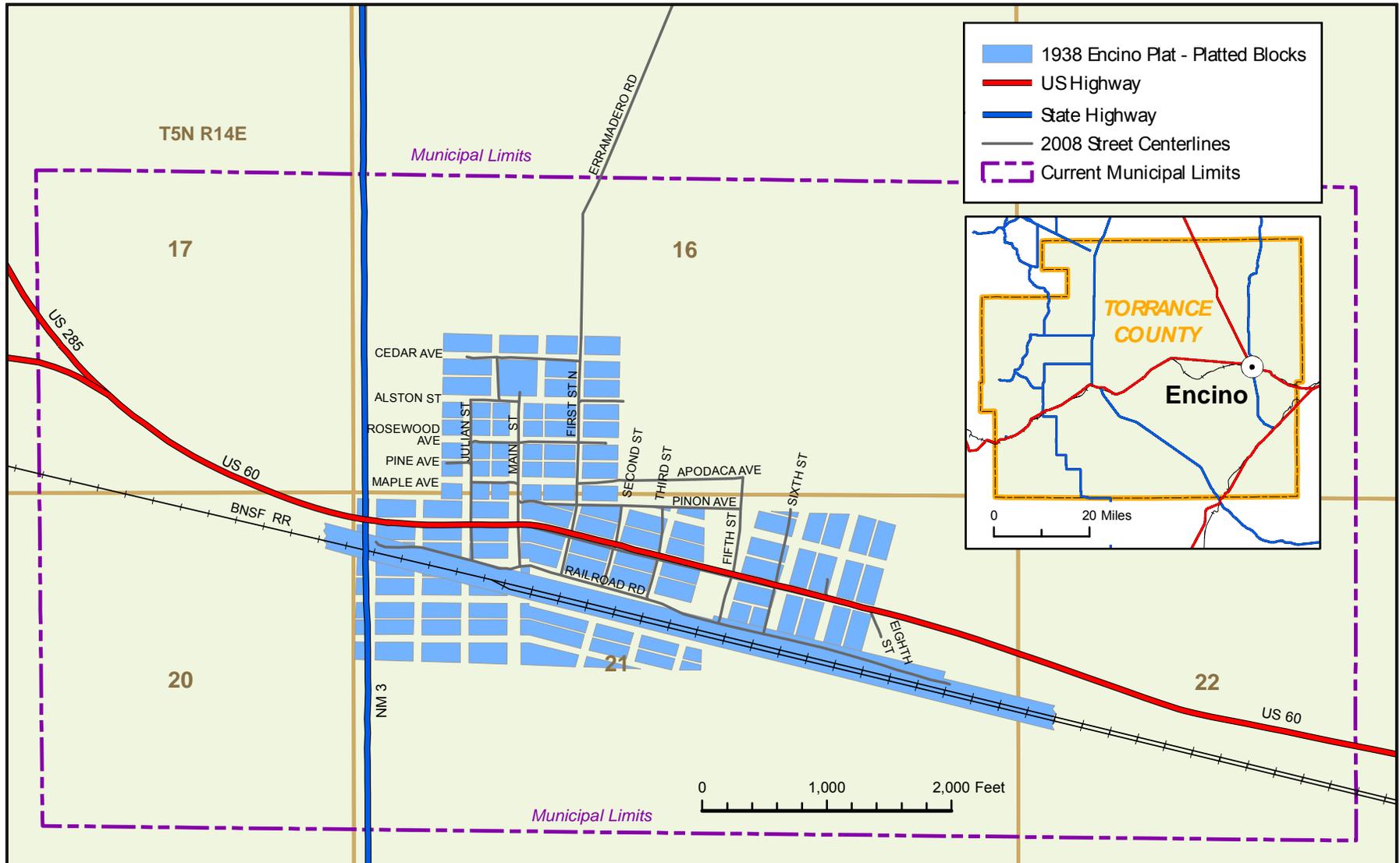
The main street of Encino was originally along Railroad Avenue, which faced the railroad tracks. Railroad Avenue, also referred to as Front Street, was the location of the R.C. Dillon store and many of Encino's first businesses. Due to numerous fires over the years, much of the original business district was destroyed. In 1936, Highway 60 was designated a block north of Railroad Avenue on Oak Street. After R.C. Dillon died in 1966, the last business on Railroad Avenue was closed and Highway 60 became the commercial district for Encino.

The Village Hall is currently located in the old public school, which was used for grades first through twelfth from 1926 until 1936. In 1936, the high school was constructed and the original school building was then used as an elementary school until 1984. By 1982, the high school was closed and the students were sent to nearby Vaughn, New Mexico. In 1984, the elementary school was also closed and the schools were donated to the Village of Encino.

Encino was incorporated as a Village in 1938. Figure 2 is the 1938 townsite plat map showing the original layout of streets and parcels. The Village moved its offices into the elementary school in 2002. The Village Hall building is characterized by a red brick exterior with a metal tin roof with curved tiles. The interior of the building still has the original tin ceiling tiles, hardwood floors, and cast iron radiators. The gym with its hardwood floor and stage still exists along with a mezzanine that once housed the principal and secretary's office. Currently, the gym is used as a recreation center. In addition to the Village offices, a community library is also located in Village Hall.



Gymnasium



**Figure 2**  
**1938 Townsite Plat**  
 Village of Encino  
 Comprehensive Land Use Plan

## Local Government Operations

The Village of Encino is an incorporated municipality in Torrance County, New Mexico. Encino has a Mayor-Council form of government consisting of the Mayor and four Councilors. The Mayor and Council are elected for four-year, staggered terms. In the mayor/council form of government, the mayor is the chief executive and administrator. The mayor presides at the governing body meeting and votes only in case of a tie. The Village Council elects one of their members to serve as mayor pro tem, to perform duties of the mayor in his or her absence. The Council controls all finances and property and passes ordinances and resolutions.

Currently, Encino does not have land use controls, such as a zoning and subdivision ordinances. However, if and when the Village adopts such ordinances, land use decisions will be made by the Village Council. Residential and commercial building permits in the Village are handled by the State of New Mexico Construction Industries Division. The installations of manufactured homes are issued by the State of New Mexico Manufactured Housing Division. The Village does not have a municipal judge; cases are handled by the Torrance County court system. Currently, Encino has three staff members: Clerk/Treasurer, Assistant Clerk/Treasurer and a Maintenance Person. Staff are appointed and hired by the Mayor upon the consent of the Village Council.

The Village provides minimal street maintenance, such as filling potholes. At one time, there were several memorandums of understanding (MOU) with Encino and Torrance County to help maintain Village streets and provide other services. Village services include individual trash pickup and vegetation removal on Village properties. The municipal park provides recreational opportunities. The park has a pavilion with picnic tables in addition to a fenced children's play area that includes a slide and swings. A public library is located on the second floor of the Village Hall.

Law enforcement for the Village is provided by the Torrance County Sheriff Department or New Mexico State Police. Fire and rescue services are provided by Village volunteers. Because US Highway 286 is a designated WIPP route, any incidents involving WIPP vehicles are reported to the Torrance County Dispatch, who will contact the appropriate agencies. The Torrance County Dispatch is also contacted in case of an emergency involving the BNSF Railway which also passes through the community. The Village does not have a health care facility and residents requiring health care travel to larger towns such as Estancia in Torrance County, or Edgewood in Santa Fe County or to Albuquerque in Bernalillo County. School age children attend schools in the nearby towns of Vaughn and Estancia.

Drinking water for Village residents is provided by a regional water distribution system administered by the Town of Vaughn whereas wastewater is treated by individual septic systems. Solid waste disposal is handled by the Estancia Valley Solid Waste Authority (EVSWA). The Central New Mexico Electric Cooperative Inc. (CNMEC) provides electricity to the Village. Telephone and internet service is provided by Plateau Wireless Company.

## Demographic Information

According to the United States Bureau of Census, Encino had 94 residents in the year 2000. The population of Encino has experienced a steady decrease in residents over the past 60 years. Table 1 shows the decennial census data for the Village since the 1940s. The Valley experienced a severe and sustained drought in the Estancia Valley during the 1950s, which affected population in Encino. Obviously, such population declines are disturbing and place a burden on the remaining community with costs of maintaining basic infrastructure and public services.

Table 1

Village of Encino Historical Population	
Census Years	Population
1940	652
1950	408
1960	346
1970	250
1980	155
1990	131
2000	94

Source: U.S. Bureau of Census

Population declines in the southern communities of Torrance County have been typical for several decades; however, Table 2 reveals that a reversal seems to be occurring in Mountainair and Willard which are experiencing some population growth. Both Encino and nearby Vaughn are municipalities that have yet to see a turnaround in the population outmigration.

Table 2

Historical Population in Comparison with Other Communities						
Year	New Mexico	Torrance County	Mountainair	Willard	Vaughn	Encino
1980	1,302,894	7,491	1,170	155	737	166
1990	1,515,069	10,285	926	183	633	131
2000	1,819,046	16,911	1,116	240	539	94

Source: U.S. Bureau of Census

According to the U.S. Bureau of Census, a household includes all of the people who occupy a housing unit. Housing units refer to the structures in which people live, such as an apartment, mobile home, a group of rooms, or a single room that is occupied. A discussion of housing can be found in Part III, Land Use and Housing of the Encino Comprehensive Plan.

On a regional level, New Mexico and Torrance County have had a dramatic increase in the number of households since the 1980 Census was undertaken (see Table 3). Conversely, the number of households in Encino and Vaughn has decreased from 1990 to 2000. This decrease in households is consistent with the population decline in Encino.

Table 3

Historical Number of Households in Comparison to Other Communities						
Year	New Mexico	Torrance County	Mountainair	Willard	Vaughn	Encino
1980	441,466	2,645	516	54	375	53
1990	542,709	3,670	358	70	371	50
2000	677,971	6,024	452	96	232	43

Source: U.S. Bureau of Census

Population pyramids show the distribution of the total population of a community categorized by gender and age. In order to analyze the population of Encino, two population pyramids have been created for the years of 1990 and 2000. Figure 3 indicates that according to the 1990 U.S. Bureau of Census, five to ten percent of the population fell within the 10-19 age groups for male and female. When compared to the 2000 population pyramid for the succeeding age group of 20-29, the population has dropped significantly to approximately three to five percent (see Figure 4). This decrease may be attributed to school-age children graduating from high school and moving away to seek employment or to continue their education. Of further concern is the proportion of children in the population is declining.

Another interesting trend occurs at the upper end of the pyramid. The 50-59 age group for 1990 shows a population distribution of approximately six percent female and seven percent male in the total population. When compared to the next ascending age group of 60-69 ten years later, the female population has increased to ten percent and the male population remained at around seven percent of the total population. This statistic reinforces the expectation that women tend to outlive men.

Figure 3

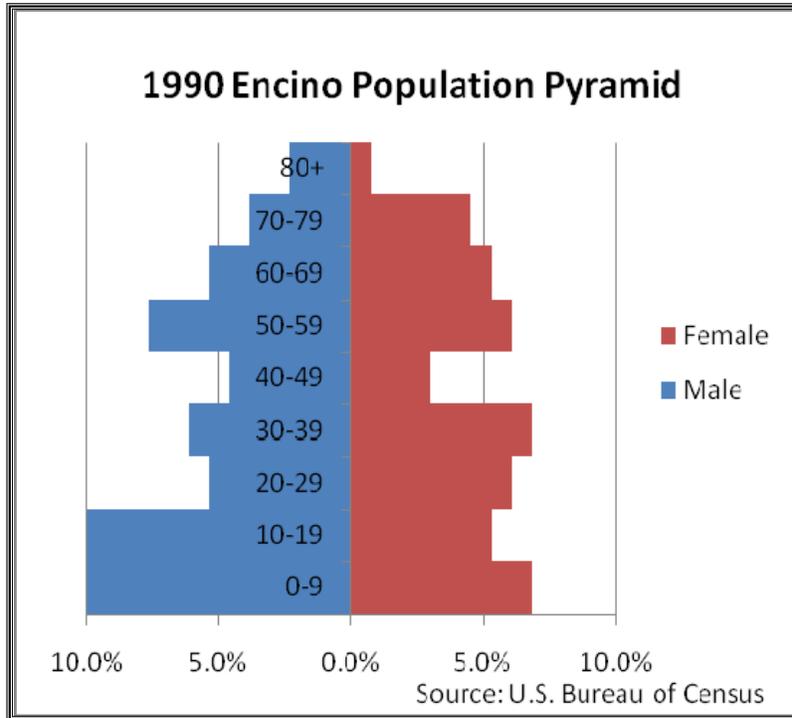
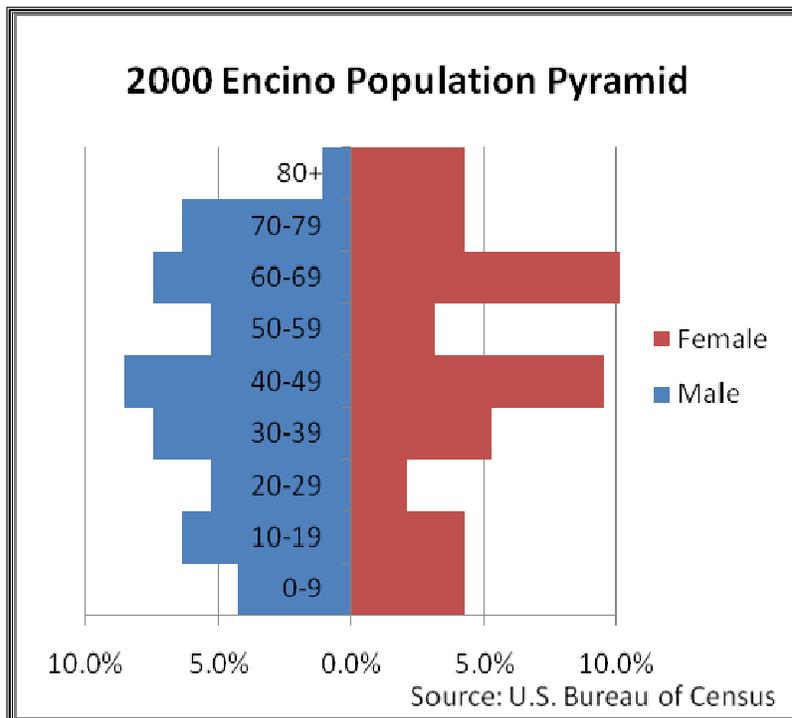


Figure 4



The distribution of education levels for Encino’s residents for the year 2000 is shown in Table 4. An analysis of education levels reveals some interesting statistics. Over twenty-six percent of New Mexico residents twenty-five years and over have a high school diploma compared to fifty-five percent of Encino residents who have obtained a high school diploma. There is a higher percentage of Encino residents with high school diplomas than residents in the three communities of Mountainair, Willard and Vaughn. However, when examining the attainment of higher education levels, Encino had only 9.7 percent of its residents with a Bachelor’s degree or higher as compared to New Mexico with 23.5 percent with Bachelor’s degrees.

Table 4

2000 Distribution by Education Levels [Shown as Percentage of Total Persons Age 25 and Over]						
Education	New Mexico	Torrance County	Mountainair	Willard	Vaughn	Encino
Less than HS	9.3%	8.4%	12.2%	24.5%	11.8%	11.1%
Some HS	11.9%	14.5%	16.4%	18.4%	19.7%	8.3%
HS Diploma	26.6%	33.0%	35.9%	36.1%	41.0%	55.6%
Some College	28.8%	29.6%	21.6%	15.6%	19.7%	15.3%
BA or higher	23.5%	14.4%	13.9%	5.4%	7.9%	9.7%

Source: U.S. Bureau of Census

## Trends and Projections

Projecting future population change for Encino is difficult because of the currently small base population of the community and a long-term trend of population loss. Therefore, different statistical methods were applied to offer a range of possibilities for future population in the Village. Three scenarios have been developed by MRCOG staff. The population projection methodology for the Village of Encino is provided in APPENDIX E.

The first projection, Future Scenario One, uses a regression model, which attaches a line of best fit to known data and projects current trends forward over time. This model is meant to forecast future population changes if current trends persist. In the case of Encino, the regression model was performed for 10-year increments based on Census data from 1980 to 2000. The population was projected forward for 10-year intervals ahead to 2030. Table 5 shows that the population of Encino will continue to decrease if the current trend holds. By the year 2030, Encino is projected to have a population of 32. To become viable, and increase population, the Village must develop strategies that attract people to Encino.

Table 5

Village of Encino Future Scenario One (Regression Model)	
Year	Population
1980	166
1990	131
2000	94
2010	68
2020	48
2030	32

Source: U.S. Bureau of Census, MRCOG

The results of the second projection, Future Scenario Two, are shown below in Table 6 by five-year increments. This method charts the change in population over time according to the number of births and deaths - or the natural increase. It also assumes zero net migration; either the same number of individuals leaves Encino as the number that moves-in, or there is zero movement in or out of the community.

Future Scenario Two projects that the population of Encino will increase slightly, with a population of 109 by the year 2030 (see Table 6). As with the first scenario, Encino needs to develop strategies that attract new residents to the Village, in order to continue to grow.

Table 6

Village of Encino Future Scenario Two (Natural Increase with Zero Net Migration)	
Year	Population
2000	94
2005	97
2010	99
2015	99
2020	99
2025	104
2030	109

Source: U.S. Bureau of Census, MRCOG

Projections for the final scenario, Future Scenario Three, combines natural population increases with an added stimulus of new residents (see Table 7). This method is similar to Scenario Two; however instead of counting solely natural increase, Scenario Three assumes that in-migration is greater than out-migration. This method allows for population growth as a response to new economic opportunities. As seen in Table 7 below, population numbers are shown for five-year increments from 2000 to 2030. A much higher population is predicted for the Village by the year 2030, with a population of 135. This method illustrates what can happen if Encino can focus on developing economic development policies that attract commercial and residential development to the Village.

Table 7

Village of Encino Future Scenario Three (Natural Increase with Limited In-Migration)	
Year	Population
2000	94
2005	103
2010	112
2015	118
2020	121
2025	127
2030	135

Source: U.S. Bureau of Census, MRCOG



Encino Library

## PART III

### LAND USE AND HOUSING

The arrangement of land uses reflects the character and physical form of a community. It is these patterns of land development that bind the community together and provide a sense of place to residents. The means by which the Village of Encino influences development activities can affect the location, intensity, and use of land in the future. In order to visualize the development patterns of Encino, a current land use map has been prepared specifically for this comprehensive plan (see Figure 5). This land use map is based on a field survey and an analysis of aerial photos covering the Encino area. Generalized categories of land use are color-coded to illustrate patterns of land use shown in Figure 5.

#### Inventory of Land Use

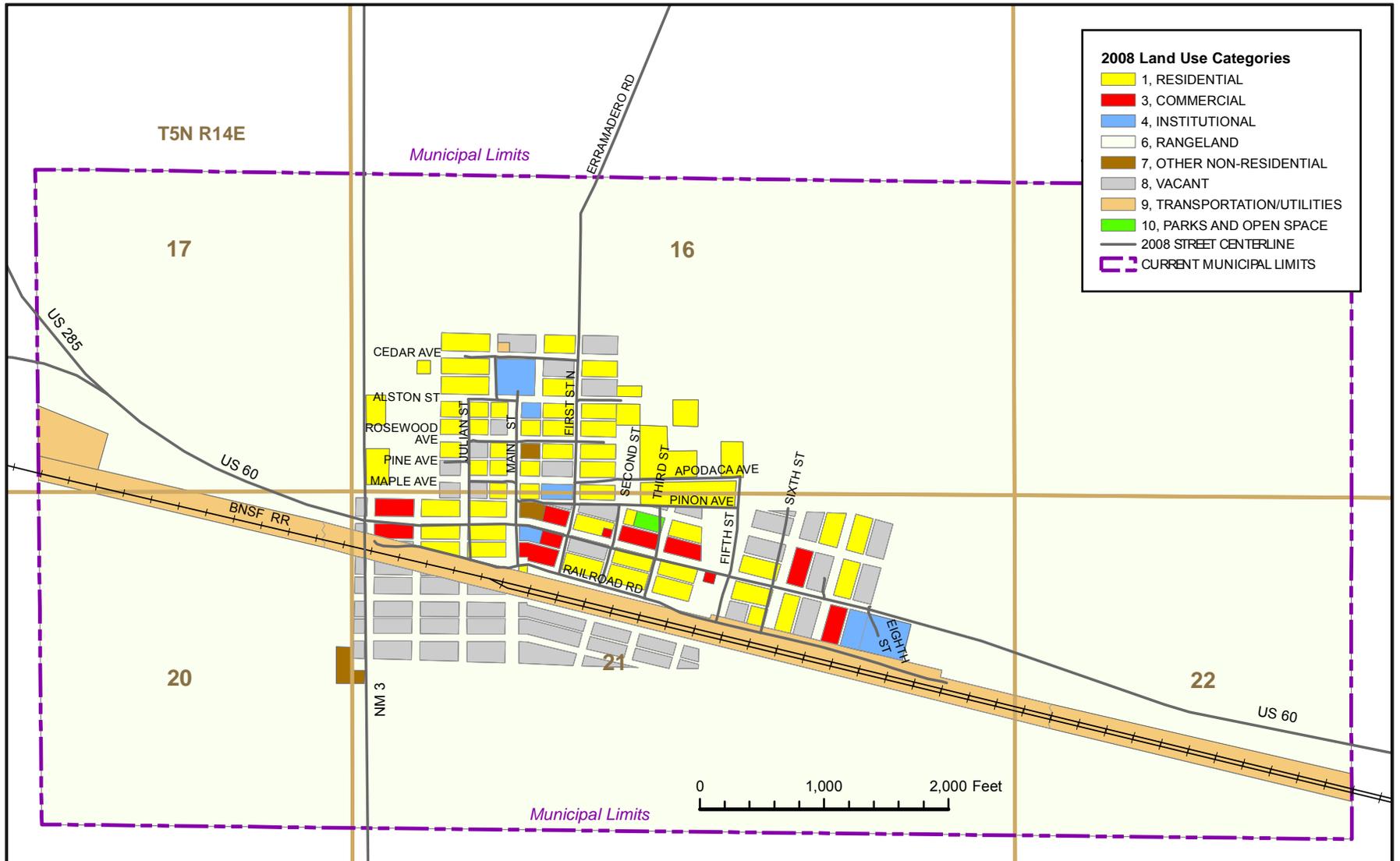
A general survey of Encino reveals that the village consists primarily of single-family residences with some commercial and institutional land uses. The majority of single-family residences are located north of US 60, however, there are a few homes located north of Railroad Road and south of US 60. South of the railroad tracks is vacant land though the 1938 Townsite Map (Figure 2) show platted parcels. The commercial area borders on the north and south sides of US 60. The Village has two viable commercial businesses, a convenience store and tire repair shop, both on US 60. The Encino Motel also located on US 60 has been abandoned for several years. Institutional land uses include Village-owned properties such as the Village Hall on Main Street and the community park on Pinon Avenue. Encino's only church; Our Lady of Guadalupe Catholic Church is situated on Main Street. The two cemeteries are located on NM 3, south of the railroad crossing.



Our Lady of Guadalupe Catholic Church



Cemetery



**Figure 5**  
**Existing Land Use**  
 Village of Encino  
 Comprehensive Land Use Plan

## **Analysis of Buildings and Structures**

The Village of Encino has adopted Comprehensive Plan goals and objectives that address the prevention or elimination of blighted conditions within its corporate limits. To develop strategies to address this problem, an inventory was conducted in the summer of 2008 by MRCOG staff to assess building conditions in the Village based on the State and HUD Community Development Block Grant (CDBG) criteria. The following paragraphs define the terms “slum” and “blight” as applied by State and Federal programs available for community improvement.

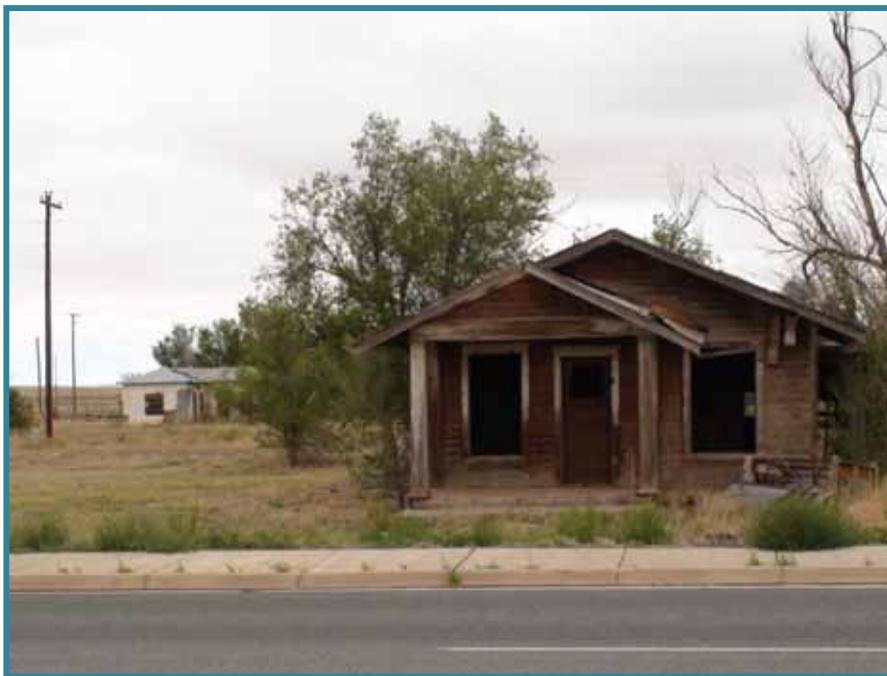
New Mexico State Statutes define a slum area as “an area in which numerous buildings, improvements and structures, whether residential or nonresidential, which by reason of its dilapidation, deterioration, age obsolescence or inadequate provision for ventilation, light, air, sanitation or open spaces, high density of population, overcrowding or the existence of conditions that endanger life or property by fire or other causes, is conducive to ill health, transmission of disease, infant mortality, juvenile delinquency or crime and is detrimental to public health, safety or morals or welfare” [§3-60A-4(H) NMSA 1978].

A blighted area is defined as “an area within the area of operation other than a slum area that, because of the presence of a substantial number of deteriorated or deteriorating structures, predominance of defective or inadequate street layout, faulty lot layout in relation to size, adequacy, accessibility or usefulness, unsanitary or unsafe conditions, deterioration of site or other improvements, diversity of ownership, tax or special assessment delinquency exceeding the fair value of the land, defective or unusual conditions of title, improper subdivision or lack of adequate housing and facilities in the area or obsolete or impractical planning and platting or an area where a significant number of commercial or mercantile businesses have closed or significantly reduced their operations due to the economic losses or loss of industrial activity or redevelopment or any combination of such factors, substantially impairs or arrests the sound growth and economic health and well-being of a municipality or locale within a municipality or an area that retards the provisions of housing accommodations or constitutes an economic or social burden and is a menace to the public health, safety, morals or welfare in its present condition and use” [§3-60A-4(I) NMSA 1978].

According to CDBG criteria, in order to meet the definition of slum/blighted, an area must contain at least twenty-five percent of properties throughout the area that experiences one or more of the following conditions: physical deterioration of buildings or improvements; the abandonment of properties; chronic high occupancy turnover rates or chronic high vacancy rates in commercial/industrial buildings; significant declines in property values or abnormally low property values relative to other areas in the community; or known or suspected environmental contamination. An area may also meet the definition of slum/blighted if the public improvements in the area are in a general state of deterioration.

An inventory of current land use and building conditions was produced by utilizing GIS (Geographic Information Systems) mapping software with input from field surveys and aerial photos. Each structure was identified as residential or commercial. Buildings were then classified as deteriorated (dilapidated) or good condition. Buildings were considered deteriorated if the structure was in such a state that it was open to the elements or uninhabitable, i.e., broken or missing windows, no roof or partial roof, and crumbling walls.

Out of the sixty-seven residences in Encino, seventeen buildings were classified as dilapidated or in a state of physical deterioration (see Table 8). Dilapidated houses are not concentrated in a particular location, but are scattered throughout the Village. The majority of the residential buildings classified as dilapidated will require major repairs to make the structure habitable and meet current building code.



Examples of Dilapidated Residential Structures in Encino



Encino has five commercial buildings, two of the buildings with viable businesses. Two of the five commercial buildings are classified as dilapidated, which means that twenty-eight percent of the commercial buildings in town are physically deteriorated.



Former Encino Motel on US 60

Currently, Encino owns several buildings in the Village, most of which are in various states of deterioration. The High School building, which is an adobe structure built in the 1940s has deteriorated to the point that it needs to be demolished. The current Village Hall, which was built as the elementary school in the mid 1920s, needs a new roof and interior renovation. The Community Center is still used for community functions and has had some interior renovation.



Former Encino High School



Encino Community Center

Under the Federal CDBG guidelines for slum and blighting, both residential and commercial buildings meet the twenty-five percent criteria (see Table 8). There are approximately 50 residential buildings out of 67 total buildings that are in good condition, with 17 buildings considered dilapidated. The percentage of residential structures classified as dilapidated or in physical deterioration is 25.3 percent. Approximately 28.6 percent of the commercial buildings in the Village are considered to be dilapidated.

Encino should look carefully into the feasibility of applying for CDBG grants to remove dilapidated buildings and renovate those buildings that have not deteriorated beyond repair. The removal of such buildings, particularly buildings along US 60, would create a more “welcoming” main street appearance and could promote economic development in the Village.

Table 8

Village of Encino Building Conditions				
	Good Condition	Dilapidated (Physical deterioration)	Total	Percentage of Dilapidated Buildings
Residential Buildings	50	17	67	25.3%
Commercial Buildings	5	2	7	28.6%

Source: MRCOG

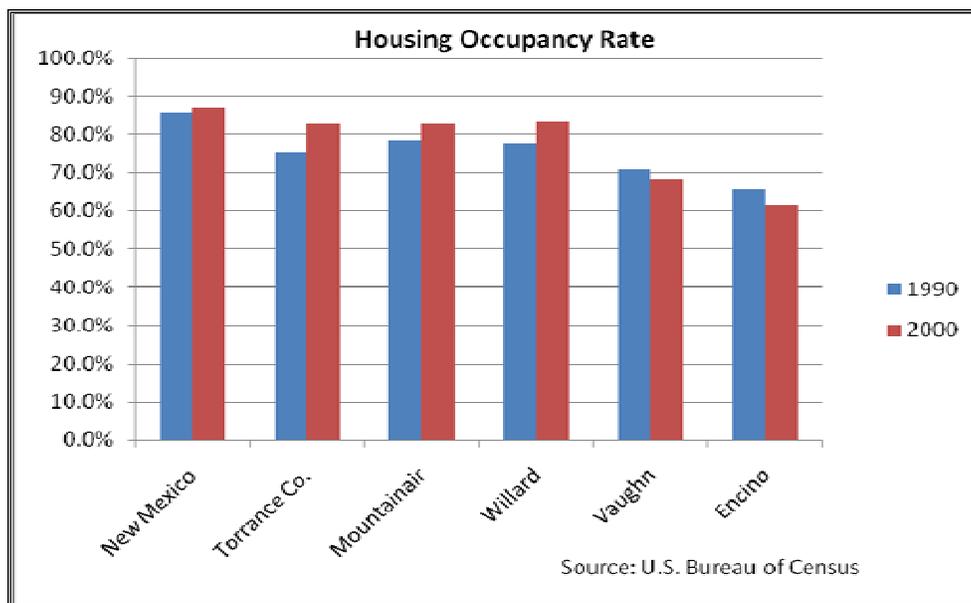


Signs Pointing to Village Properties

## Housing Data

A closer look at the housing occupancy rates for Encino indicates that the occupancy rate has not decreased significantly for the years 1990 and 2000 (see Figure 6). While the overall state housing occupancy rate is higher than Encino, when compared to Vaughn, the rate is similar. However, converting occupied housing rates to unoccupied housing rates depicts a more revealing picture of the state of housing in Encino. The State of New Mexico's unoccupied housing rate is approximately 13 percent for 2000, compared to Encino at approximately 39 percent for the same period. This means that there are numerous houses left vacant or abandoned in Encino.

Figure 6



The following table shows the types of housing units in the Village of Encino compared with similar communities, categorized as single family, multi-family (apartments), and mobile home (manufactured housing). The majority of housing units in Encino consists of single-family homes at 68.6 percent (See Table 9). This is consistent with the surrounding communities of Mountainair, Willard and Vaughn. Mobile homes make up 31.4 percent of housing units in Encino, which is higher than the percentage of mobile homes when compared to the State (See Table 9). The Census reports that there are no multi-family housing units in Encino. Residences in the Village consisted of stick built, and adobe construction.

Table 9

Year 2000 Housing Units						
	New Mexico	Torrance County	Mountainair	Willard	Vaughn	Encino
Single Family	66.1%	45.8%	68.3%	60.0%	77.2%	68.6%
Multi Family	15.3%	1.5%	3.1%	0.0%	6.3%	0.0%
Mobile Home	18.6%	52.7%	28.6%	40.0%	16.5%	31.4%

Source: U.S. Bureau of Census



Encino Homes on US 60

## PART IV

### TRANSPORTATION AND CIRCULATION

Encino is a rural and somewhat isolated community distant from the major urban areas of New Mexico. Consequently, transportation connections are crucial to the residents of Encino and have a major impact on the economy of the Village. This comprehensive plan reviews the transportation systems that provide regional access and local circulation within the community.

#### Regional and Local Roadway Network

From a regional perspective, Encino is located at the crossroads of two federal highways and one state road (US 60, US 285 and NM 3) (see Figure 7). Trains of the Burlington Northern Santa Fe Railway still run on the tracks through the Village of Encino. The train, once a significant component of Village life no longer stops at Encino. However, Encino still plays an important role concerning transportation routes within the state.

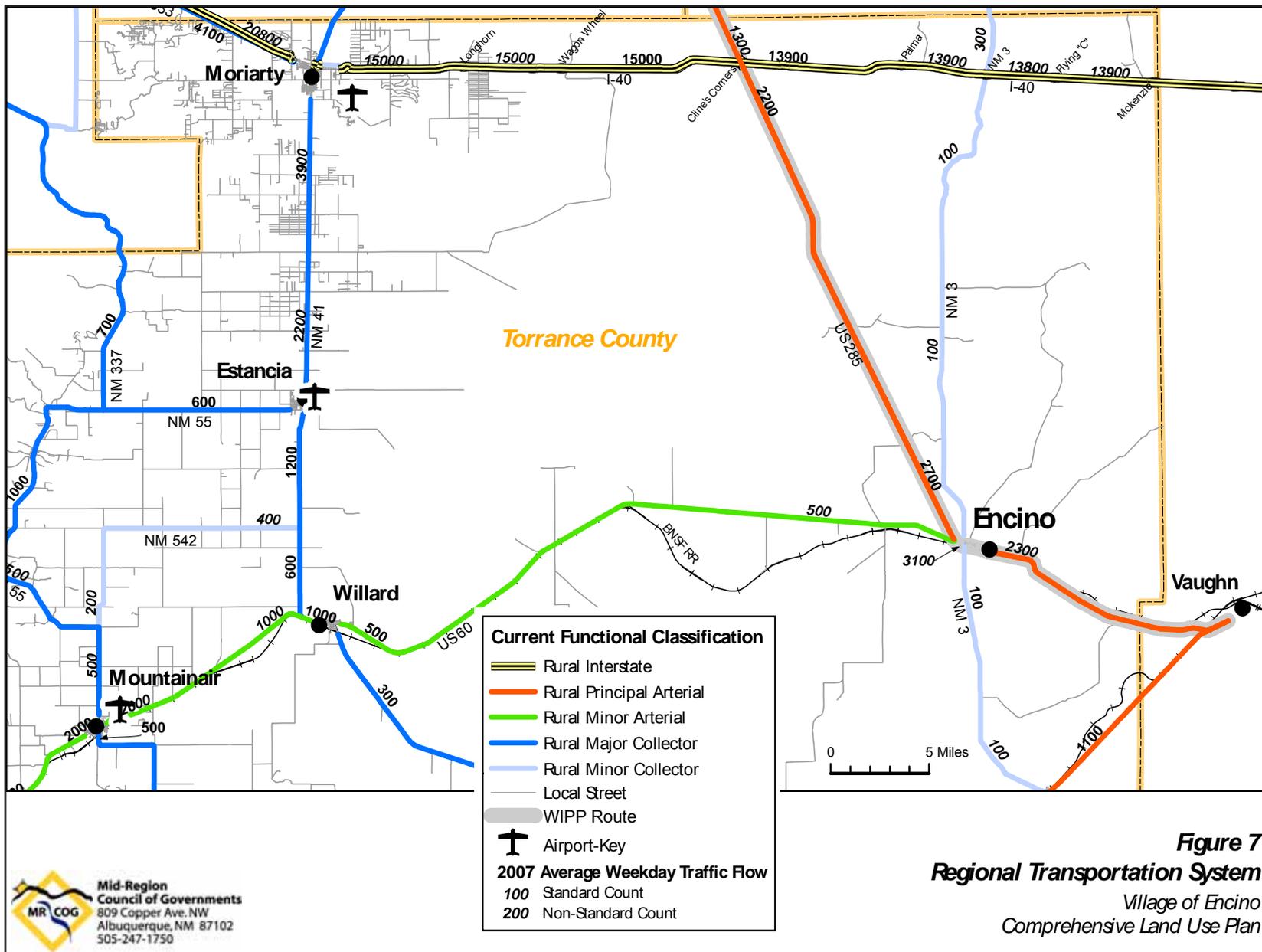
Federal highway US 285 is a designated WIPP route and trucks carrying low level radioactive waste pass through the Village of Encino on the highway. The Waste Isolation Pilot Plant or WIPP facility, which is located 26 miles southeast of Carlsbad, New Mexico began operations on March 26, 1999 and is the world's first underground repository licensed to safely and permanently dispose of low-level radioactive waste left from the research and production of nuclear weapons.

US Highways 285 and US 60, intersect within Encino municipal boundaries. New Mexico State Highway 3 intersects with US 60/285 approximately a third of a mile east of the US 285/60 intersection. US 60 and US 285 divide at the Town of Vaughn, with US 285 continuing southeast and US 60 continuing east through New Mexico. Encino's primary street is US 60/285 and provides access to business frontage along the Village's primary commercial corridor.

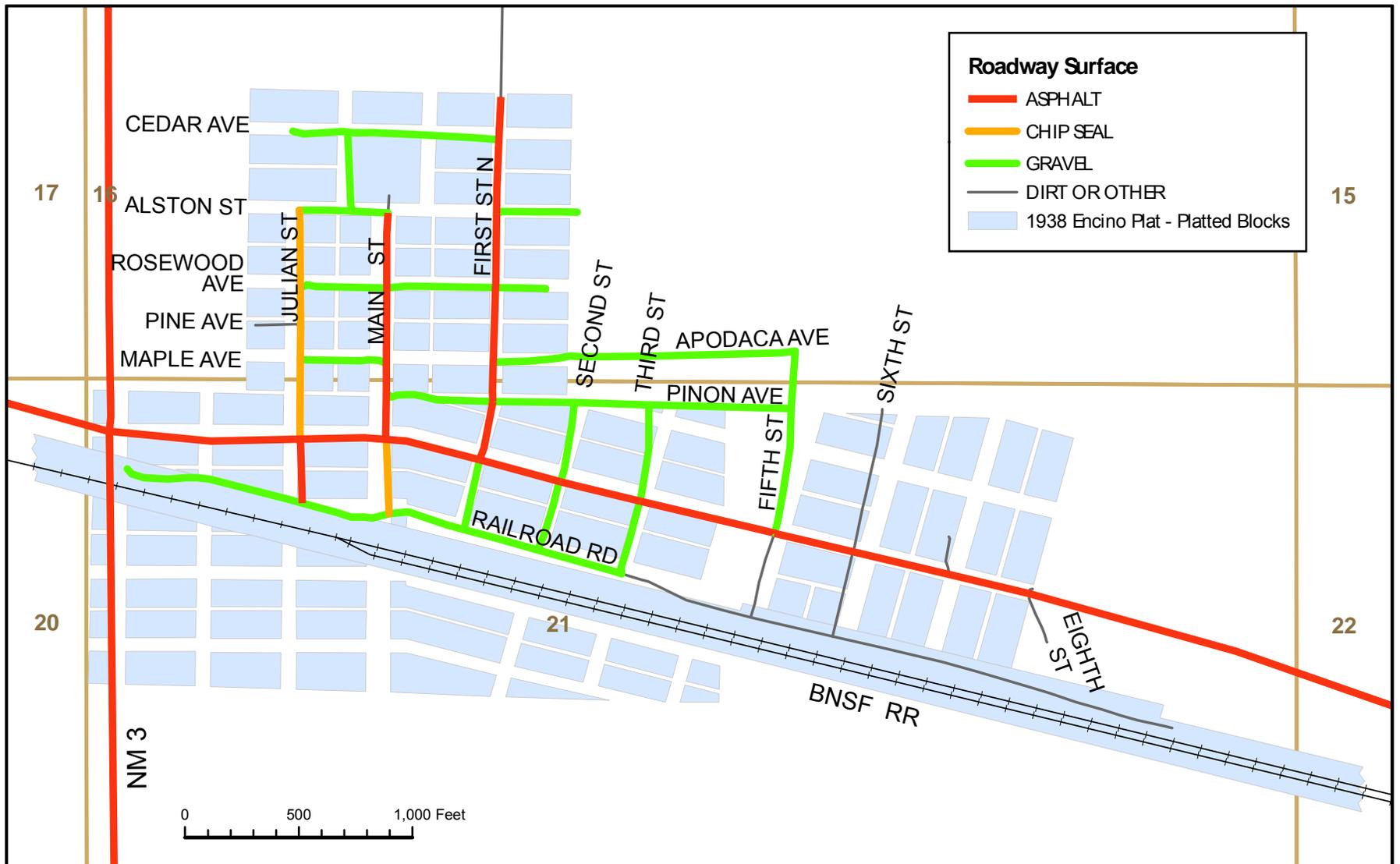


Commercial Property on US 60 and NM 3

Figure 8 shows existing road conditions in the Village of Encino. While the majority of the roads in the Village are gravel, there are some roads that are composed of chip seal and asphalt. There are five roads within the Encino municipal boundaries that consist of asphalt. These roads include US 60, NM 3, the south portion of Julian Street, the north portion of Main Street, and the north portion of First Street. The northern portion of Julian Street and the southern portion of Main Street have chip seal surfaces.




**Mid-Region Council of Governments**  
 809 Copper Ave. NW  
 Albuquerque, NM 87102  
 505-247-1750



Source: Infrastructure Master Plan, Feb. 1997.



**Figure 8**  
**Existing Roadway Surface**  
Village of Encino  
Comprehensive Land Use Plan

## Transportation Statistics

MRCOG and New Mexico Department of Transportation staff collected traffic flow data for the years 2000 through 2007 for six locations around the Village of Encino (see Figure 9). Generally, the average annual weekday traffic for Encino has increased or stayed the same over the seven-year period. There has been a decrease in the number of vehicles traveling on US 60, west of US 285 from 600 vehicles for the years 2000 to 2002 (see Table 10). The next four years (2003-2006) showed an increase of 700 vehicles for the same location, decreasing to 500 vehicles in 2007. The number of vehicles passing daily through Encino on US 60, east of 285 has increased from 2,580 in 2000 to 3,100 trips in 2007. Vehicle counts also increased for the segment on US 60, east of NM 3 from 2,100 vehicles in 2000 to 2,300 in 2007. There was an increase in vehicles on the same segment for the years 2003 through 2006. The segment on US 285, north of US 60 showed a significant increase in vehicles from 1,900 to 2,700 in 2007.

Table 10

Village of Encino Vehicle Counts for 2000-2007								
Count Locations	2000	2001	2002	2003	2004	2005	2006	2007
US 60 east of 285	2,580	2,800	2,900	2,900	3,100	3,200	3,100	3,100
US 60 east of NM 3	2,100	2,200	2,300	2,700	2,700	2,800	2,800	2,300
US 60 west of US 285	600	600	600	700	700	700	700	500
US 285 north of US 60	1,900	2,000	2,100	2,500	2,500	2,200	2,700	2,700
NM 3 south of US 60	150	200	200	200	200	100	100	100
NM 3 north of US 60	50	50	50	50	100	100	100	100

Source: MRCOG and NMDOT



Local Business

Travel time to work for Encino residents compared to other New Mexico communities is shown in Table 11 below. The majority of Encino residents (41.7 percent) travel ten to nineteen minutes to work. This commute time (10-19 minutes) is the largest percentage when compared to other communities. An increased occurrence of local employment would allow more Encino residents to work closer to home, thus decreasing travel time to work.

Table 11

Travel Time to Work						
Minutes	New Mexico	Torrance County	Mountainair	Willard	Vaughn	Encino
Less than 10	19.3%	17.1%	53.3%	16.4%	59.2%	16.7%
10 to 19	35.2%	17.2%	9.3%	34.2%	16.5%	41.7%
20 to 29	19.4%	10.1%	3.0%	6.8%	4.9%	25.0%
30 to 44	15.4%	14.9%	7.9%	23.3%	11.7%	8.3%
45 to 59	5.4%	19.5%	14.2%	6.8%	1.5%	8.3%
60 or more	5.4%	21.2%	12.3%	12.3%	6.3%	0.0%

Source: US Bureau of Census



Local Business

## PART V

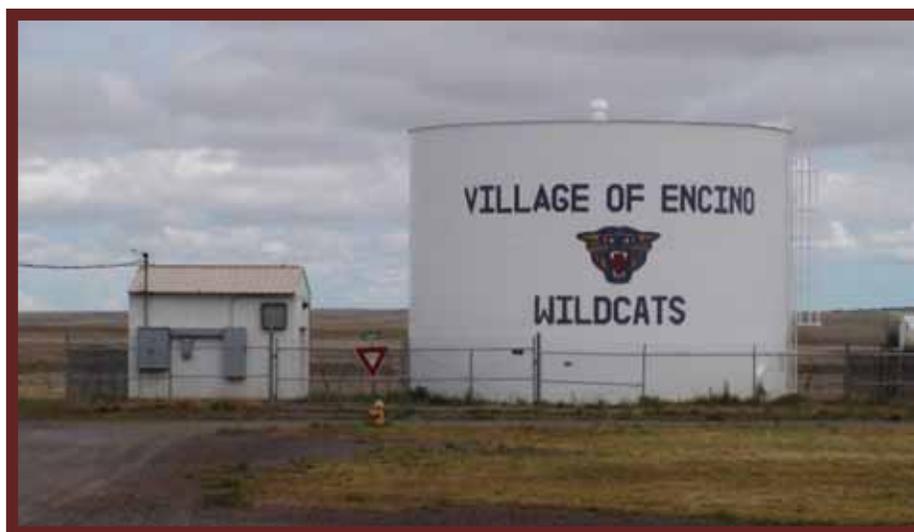
### PUBLIC SERVICES AND FACILITIES

One of the principal tasks in any community planning process is to evaluate the public services infrastructure that is available to residents of the planning area. This portion of the comprehensive plan examines basic public services currently being provided in the Village of Encino. The Community Facilities Map (Figure 11) shows the location of Village facilities, such as the Community Park, Village Offices.

#### Water Resource Management

The Village of Encino lies within the enclosed Encino Basin, a small sub-basin formed by an ancient lake perched between the Estancia Valley and the Pecos River watershed. There are no perennial streams in the Encino Basin but intermittent springs and streams occasionally flow within this Basin. A small salt lake similar to those in the Estancia Basin is located about two miles south of the Village and at times holds water in the form of a playa lake.

Drinking water for the Village of Encino is supplied through a regional water distribution system (see Figure 9) administered by the Town of Vaughn. Encino purchases water under contract from the Town of Vaughn. Vaughn also sells water to the Duran Mutual Domestic Water Consumers Association for residents of the unincorporated community of Duran located about 15 miles southeast of Encino on NM 3. The drinking water supply comes from the Negra Well Field located about six miles northwest of the Village of Encino. The water quality of the well field groundwater is good although the water is treated prior to distribution to ensure compliance with federal and state drinking water standards. The water distribution network within the Village of Encino is shown on Figure 10. Encino has one 250,000 gallon water tank located north of the Village Hall.



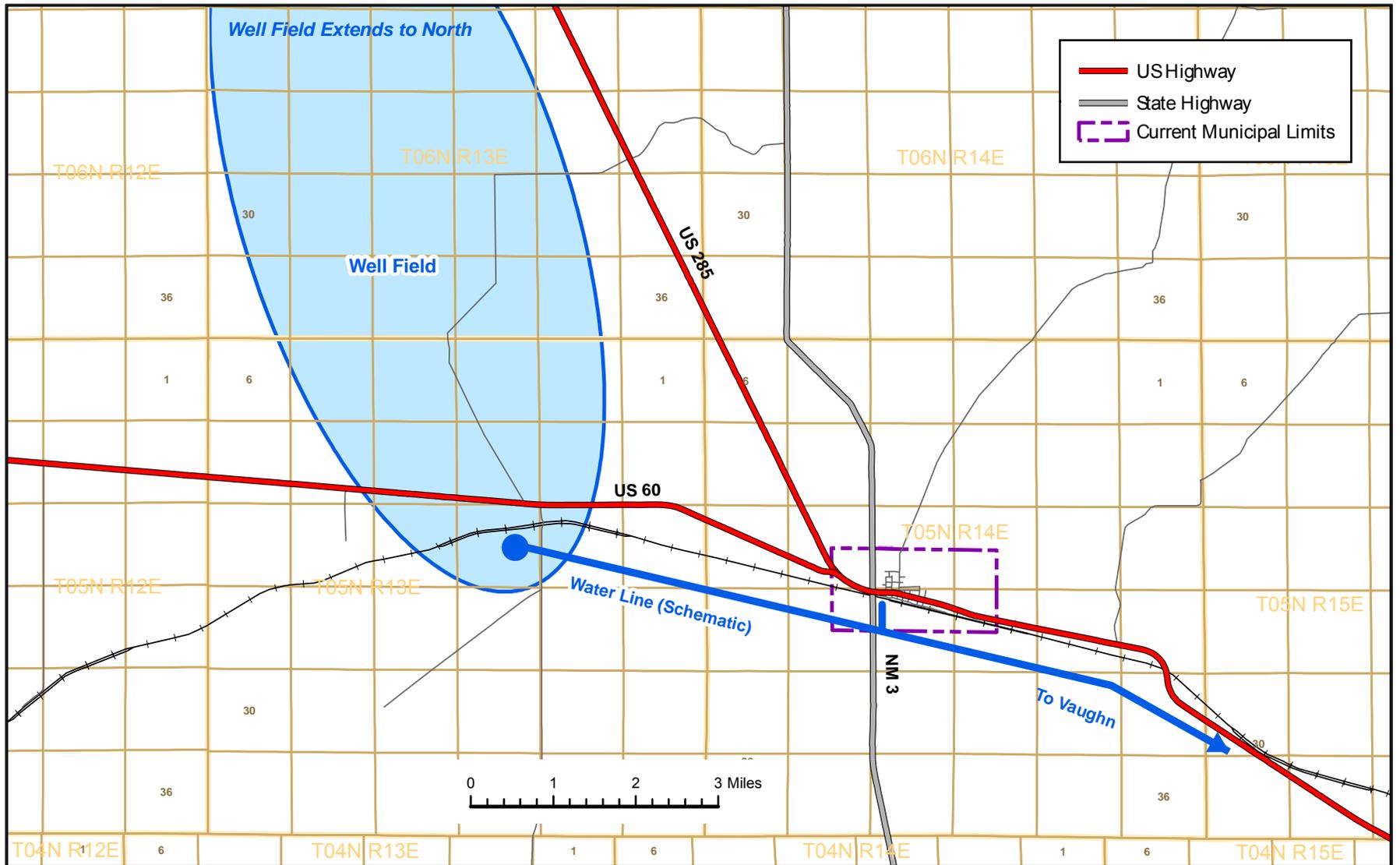
Encino Water Tank

Groundwater underlying the Encino Village area generally flows in an easterly direction towards the Pecos River Basin. The depth to groundwater in the Encino area varies from 19 to 30 feet. Tests of the groundwater quality in the Encino Basin indicate high levels of total dissolved solids. Such water would be very salty and mineral tasting and would likely have a bad odor. Although this groundwater is not used for drinking purposes, there are concerns about groundwater contamination due to substandard septic tanks, old cesspools, and leaking underground storage tanks from former gas stations along the highway. Encino does not have a centralized wastewater collection and treatment system.

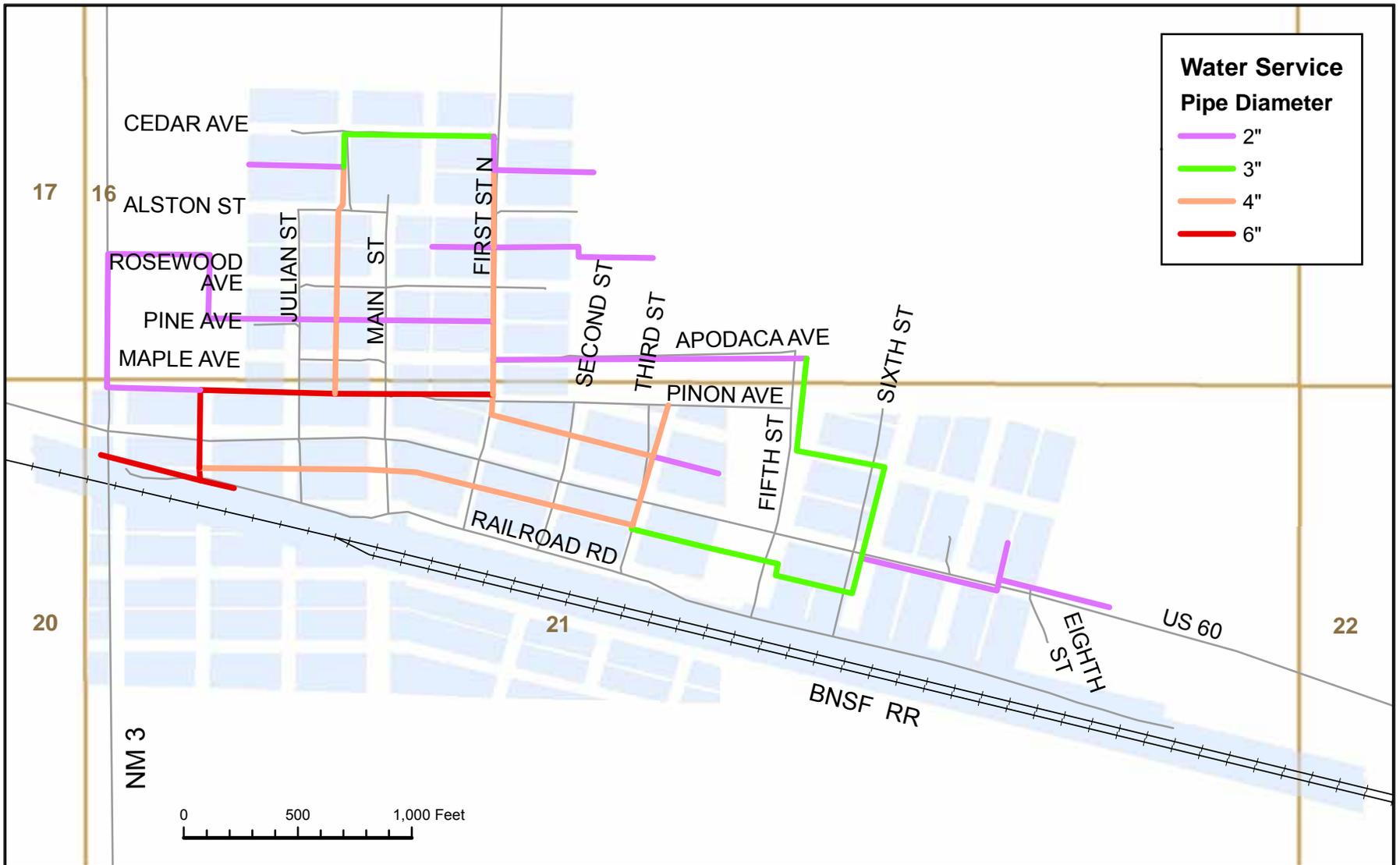
The effects of climate and topography in the Encino area can generate intensive storm water runoff, affecting travel on roads and the protection of property. Although Encino receives an average annual rainfall of about 12 inches, brief but intense storms can lead to ponding in low areas. Encino is protected by a flood diversion dike north and west of the Village center which diverts storm water around the community and includes a small retention pond north of the village. Encino is not designated as a flood-prone community under the National Flood Insurance Program, but short-term flooding of streets and properties may cause damage to buildings and structures.



Railroad tracks south of Railroad Road



**Figure 9**  
**Regional Water System**  
 Village of Encino  
 Comprehensive Land Use Plan



Source: Village of Encino 2001 CDBG Application, Water System.



**Figure 10**  
**Existing Water Lines**  
Village of Encino  
Comprehensive Land Use Plan

## Parks and Recreation

The Village of Encino owns and maintains one community park located on the corner of Second Street and Piñon Avenue. The approximately half-acre park is characterized by large shade trees and a pavilion with several picnic tables that provide residents a place to socialize. Although the park is predominantly a passive recreational area, it also includes a fenced play area equipped with children's play equipment that includes a slide and swings. The park is well-kept and maintained by the Village staff.



Encino Community Park

## Health Care and Public Safety

The Village does not have any local health care clinics or services. Guadalupe County Hospital in Santa Rosa, New Mexico is the nearest hospital to Encino. The twelve-bed hospital is approximately 62 miles northeast of Encino. Residents also travel to other communities in Torrance County or to Albuquerque for health care.

Encino provides emergency medical services. Emergency service providers are staffed by trained volunteers and include emergency medical technicians, first responders, and drivers. The Village owns and operates a rescue unit vehicle, which is used to stabilize the patient until transport can be arranged to medical facilities. The Village has a volunteer fire department and owns a 1964 Pumper, a Bush truck, a Class A fire engine, a 1,500 gallon tanker, a pick-up truck and the Fire Chief's vehicle. Currently, Encino does not have a facility large enough to hold all of the emergency vehicles. The Village Council has identified the need for a larger facility as a top priority and is applying for funding in order to construct a new building.



Encino Fire Station

## Community Beautification and Waste Disposal

Solid waste disposal for the Village is provided by the Estancia Valley Solid Waste Authority (EVSWA). The EVSWA was formed in 1995 by a joint powers agreement with Torrance County and incorporated municipalities, including the Village of Encino. The EVSWA Board of Directors is made up of appointed representatives from Torrance County, City of Moriarty, Town of Estancia, Town of Mountainair, Village of Willard, and Village of Encino. Solid waste is transported to the public landfill located east of Moriarty off Interstate 40. EVSWA has several recycling programs including white goods and metal recycling. The Authority also collects scrap tires which are shipped to a crumb rubber recycling processing facility, where they are recycled into highway construction materials.

The Village of Encino picks up individual household waste on Mondays and hauls it to the Village transfer station located on U.S. Highway 60. The Village charges \$12.00 for residential and \$14.00 for commercial solid waste disposal; the fees are included with the monthly water bill. The EVSWA charges Encino \$180.00 per pull, plus tipping fees of \$45.00 per ton.

## Communications and Energy

The Village of Encino is served by Plateau Wireless Company, which provides telephone and high-speed internet service. A FM radio station (KXNM 88.7), has been proposed for Torrance County. The non-commercial, educational public radio station will serve communities in the County.

Electricity to the Village is provided by the Central New Mexico Cooperative, Inc. (CNMEC). The average local cost per kilowatt hour is 12.2 cents. Central New Mexico Electric Cooperative, Inc. also offers its members the option of participating in a renewable energy program by purchasing green power at an additional cost. Green power is from wind, solar electric, geothermal, small hydroelectric and biomass Resources. CNMEC also offers energy reduction programs, such as free new compact florescent lights in exchange for old incandescent light bulbs and rebates on “Energy Star” water heaters, refrigerators and freezers.



Plaque on Village Hall

There is currently no natural gas provider to Encino. Residents use propane which is delivered by various commercial distributors. Table 12 below shows the types of house heating fuels used by Encino residents according to the 2000 Census. Bottle tank or LP gas was used by over eighty percent of residents, while only nineteen percent of residents used wood to heat their homes. None of the Encino residents surveyed reported using utility gas, electricity, fuel oil coal, solar energy or other fuels to heat their homes.

Table 12

Village of Encino Usage of House Heating Fuel for 2000	
Types of Fuel	Percentage of Residents
Bottle tank; or LP gas	80.5
Wood	19.5
Utility gas, electricity, fuel oil; kerosene; etc.	0
Coal or coke	0
Solar energy, other fuel	0
Source: U.S. Bureau of Census	



Encino Residences



There has been recent interest by solar and wind energy companies to locate renewable energy production facilities in Torrance County. PNM, a public utility company, controls the utility transmission lines in Torrance County. The utility reports that there are approximately ten interconnection studies pending for proposed wind and solar facilities in Torrance County

The Department of Energy's Wind Program and the National Renewable Energy Laboratory (NREL) published a wind resource map that indicates that the state has wind resources consistent with utility-scale production. The largest contiguous area of good-to-excellent resource is in central New Mexico between Albuquerque and Clovis.

New Mexico's first wind turbine farm is located on Taiban Mesa, approximately 90 miles east of Encino, New Mexico. A wind farm closer to Encino is the Argonne Mesa wind turbine farm located near Vaughn, New Mexico, which went online in 2006 producing 90 megawatts. Currently under construction south of the Village of Willard is the High Lonesome Wind Ranch LLC, a wind turbine farm. When completed, the wind farm will consist of forty wind turbines capable of producing up to 100 megawatts and serving up to 25,000 homes. Typically, the construction of wind turbine farms, such as a 100 megawatt plant, requires up to two years to complete and employing hundreds of construction workers. Once the wind turbines are operating, approximately ten workers are needed to maintain the turbines.



Wind Turbine Farm under construction near Willard, New Mexico

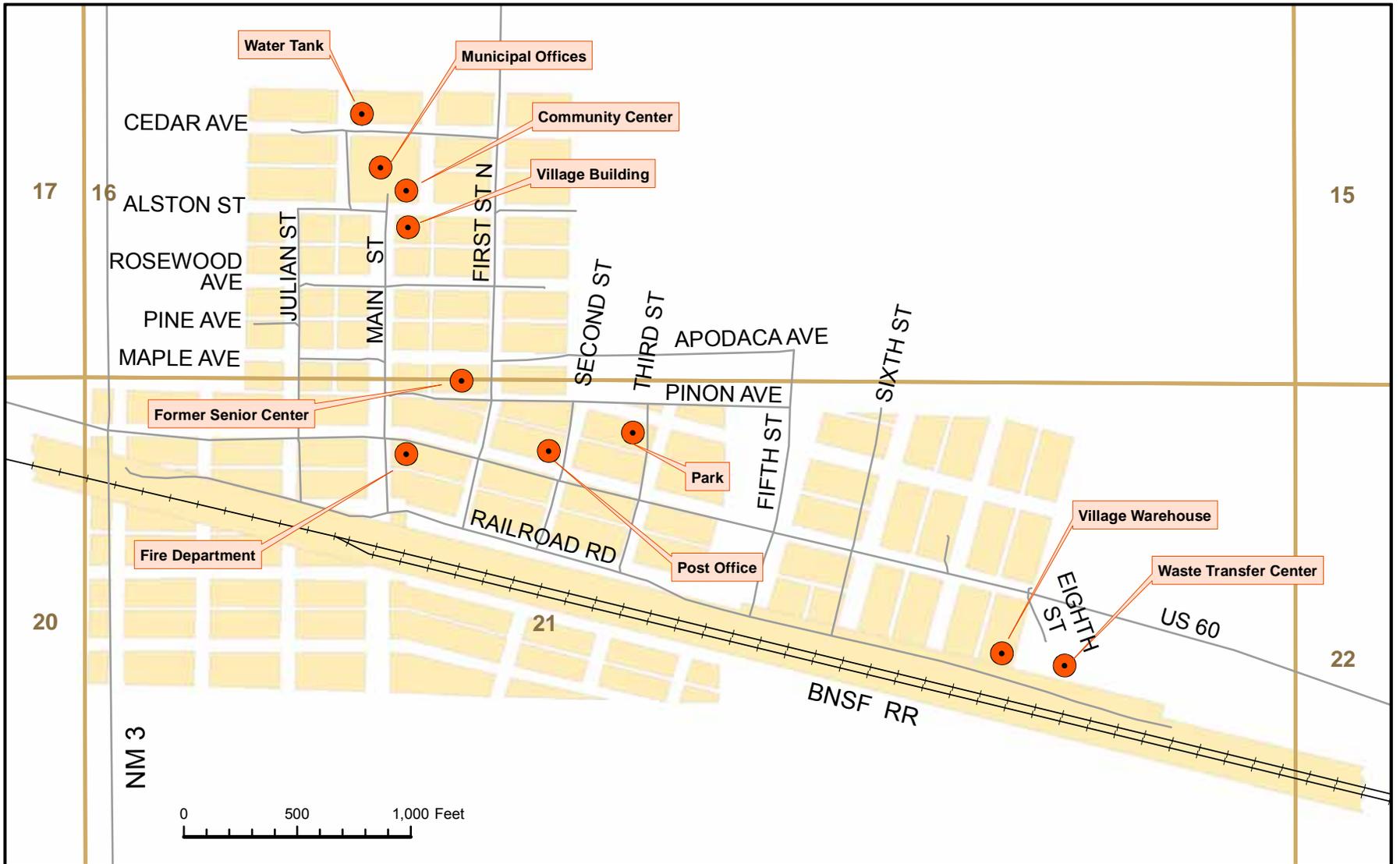
New Mexico has significant solar energy resources. According to information supplied by NREL, New Mexico is ranked with Arizona and Nevada as having the greatest amounts of continuous solar radiation (300+ days/year) in the United States. This ranking applies to both concentrating solar and flat-plate (panel) collectors. For a solar facility generating 100 megawatts, construction generally takes up to nine months to one year to complete, also employing hundreds of construction workers. Upon completion of the solar facility, approximately 30 plant workers are required to maintain the facility.

The location of renewable energy facilities near Encino can provide significant local economic impacts to the Village in terms of short-term and long-term employment. The abundance of wind and solar resources coupled with the rural nature of Torrance County creates a desirable location for renewable energy production facilities.

A single 500 kW (kilowatt) wind turbine connected into the Encino electric grid could generate enough energy to power the Village and sell surplus energy back to CNMEC. This would allow Encino to become more self-reliant.



Solar Panel Array near Algodones, New Mexico



**Figure 11**  
**Community and Municipal Facilities**  
 Village of Encino  
 Comprehensive Land Use Plan

## PART VI

### ECONOMIC DEVELOPMENT

A healthy local economy requires employment opportunities for residents and a stable tax base for the community. Although the Village is distant from major markets, it is situated on major highway and rail travel corridors. Since the 1850s, Encino has served as a traveler's rest stop where water was available; and for a time, existed as an area business center for ranching and railroad commerce.

Encino still enjoys a strategic location for providing services for highway travelers. Although business activities are at an all time low in the Village today, a dramatic change could result by attracting one new commercial or retail business into the Village. While local jobs would be created, gross receipts tax revenues can be generated for the Village government to maintain and improve community services.



Truck Traffic on US Highway 60

#### Socioeconomic Data

As indicated in Table 13, forty percent of Encino residents are employed in occupations that involve production, transportation, and material moving. This is the highest proportion of occupational categories when compared to the state and other communities. Encino residents are also largely employed in sales and office occupations (32 percent) and in construction, extraction, and maintenance occupations (28 percent). However, these numbers, based on 2000 Census data may not reflect current employment conditions in Encino. In 2004, Encino lost a major employer, Hanson Aggregates Inc. when the Pedernal rock-crushing plant located eight miles west of the village closed its operations. There is a significant lack of workers in management, professional, and service occupations in Encino when compared to all other communities.

Table 13

2000 Distribution of Occupational Categories [Shown in Percentages of Total Workers]						
Occupation Category	New Mexico	Torrance County	Mountainair	Willard	Vaughn	Encino
Management, professional, and related occupations	34.0%	30.3%	30.3%	12.2%	20.1%	0.0%
Service occupations	17.0%	17.3%	17.3%	18.9%	27.6%	0.0%
Sales and office occupations	25.9%	21.6%	21.6%	27.0%	16.8%	32.0%
Farming, fishing, and forestry occupations	1.0%	1.7%	1.7%	9.5%	0.9%	0.0%
Construction, extraction, and maintenance occupations	11.4%	15.0%	15.0%	20.3%	17.8%	28.0%
Production, transportation, and material moving occupations	10.7%	14.2%	14.2%	12.2%	16.8%	40.0%

Source: U.S. Bureau of Census

Indicators of economic health in a community include income levels, particularly household, median and per capita incomes. Demographic data in this section is shown for New Mexico, Torrance County and three similar communities. By comparing these communities with Encino, similarities and differences can be determined. A household is defined by the US Bureau of Census as consisting of all people who occupy a housing unit. Household income is the sum of money received in calendar year 1999 by all household members 15 years and over. Table 14 reports income categories as a percentage of total workers.

Figure 12 shows per capita income. Per capita income is the mean income for every man, woman and child in a geographic area; in this case, the Village of Encino. It is derived by dividing the total income for all people 15 years old and older by the total population in that area. Median income is the amount which divides households into two equal groups, one having incomes above that amount and the other having incomes below that amount.

The highest percentage of household income for the Village of Encino falls within the \$10,000 to \$29,999 range with 65.1 percent of workers reporting that level of income (see Table 14). The percentage of workers with incomes in this range is similar to income levels in Vaughn (51.9 percent) and Mountainair (46.3 percent). Encino residents reported that there were no workers in the two top income categories of \$75,000 to \$99,000, and \$100,000 or more.

Table 14

1999 Household Income						
[Shown as Percentage of Total Workers for each Income Category]						
Income Category	New Mexico	Torrance County	Mountainair	Willard	Vaughn	Encino
Less than \$10,000	12.5%	13.8%	21.6%	30.4%	15.9%	11.6%
\$10,000-\$29,999	31.5%	35.5%	46.3%	35.9%	51.9%	65.1%
\$30,000-\$49,999	24.1%	26.7%	20.1%	19.6%	16.7%	18.6%
\$50,000-\$74,999	16.5%	15.1%	8.0%	12.0%	11.6%	4.7%
\$75,000-\$99,999	7.8%	4.9%	2.1%	2.2%	1.7%	0.0%
\$100,000 or more	7.6%	4.1%	1.9%	0.0%	2.1%	0.0%

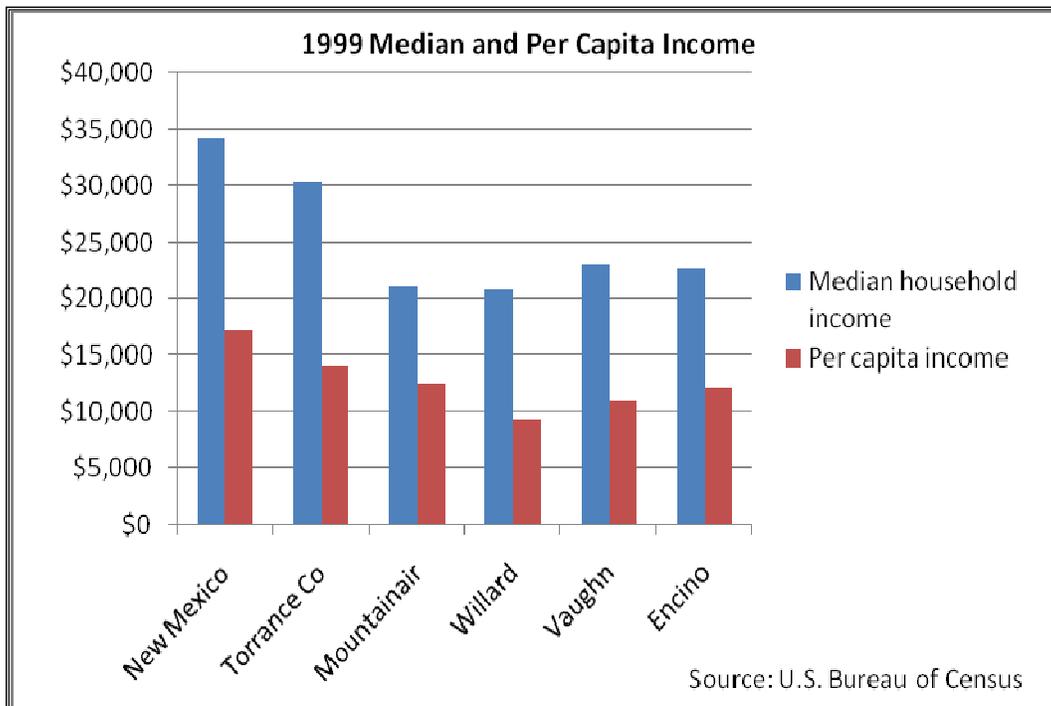
Source: U.S. Bureau of Census

A comparison of median and per capita income levels is shown in Figure 12. Encino is much lower in median income when compared to New Mexico and Torrance County. The median income for New Mexico is much higher, with income levels at approximately \$34,000 compared to the median income of \$22,000 for Encino. The gap between per capita income levels for New Mexico and Encino is notable; as the per capita income for New Mexico is approximately \$17,000 compared to Encino with a per capita income of \$12,000.



Encino Post Office

Figure 12



## Village Economy

In order for Encino to remain a viable community, the Village must build on its strengths and develop strategies that address its weaknesses. Because Encino is located at the crossroads of three highways, US 60, US 285, and NM 3, it continues to have considerable vehicle traffic through the Village. Encino should capitalize on the vehicle traffic by encouraging businesses to locate along US 60. The Village owns property on US 60 that could be developed for a roadside rest stop that would attract travelers to spend time in the Village. A small restaurant on US 60 would also provide travelers a place to eat and rest in the Village. Encino residents have access to high-speed internet access. The Village should encourage home-based businesses that would utilize internet access. This would allow residents to live and work in the Village.

By creating an “oasis” in the plains, Encino can offer an environment that is attractive to travelers and future residents. Encino should look for federal and state funding to remove abandoned structures and develop programs to remove weeds along the highway. The Village should also enter into partnerships with Torrance County for road maintenance, transit opportunities, and police coverage.

Encino has proved to be a resilient community; working to maintain stability and improve Village functions and services. Village leaders have actively sought funding for upgrading aging infrastructure, and continue to look for creative ways to grow.

## PART VII

### GOALS AND OBJECTIVES

Goals and objectives are the foundation of the comprehensive plan and should be used as a basis for current and future programs and projects. The goals and objectives in this comprehensive plan were generated through a planning process involving a citizen survey, a public workshop, and interviews with Village and County officials as well as the Village staff.

#### Community Survey Findings

In June 2008, a public opinion survey was distributed to all of the households within the Village of Encino. The purpose of the survey was to seek a diverse range of opinions from residents regarding local preferences and expectations about the future of Encino. These responses coupled with input from public meetings and conversations with local officials provide a basis of the Comprehensive Plan goals and objectives.

A total of 57 surveys were sent out, and thirteen were returned, for a response rate of 22.8 percent. This response rate although less than desired is acceptable if it is understood that the survey is not attempting to reflect a statistical projection of the total population. The opinions expressed in this survey do provide additional public input on a variety of issues regarding community development. The survey instrument, relevant data tables, and verbatim comments written on the survey form are all available in APPENDIX D of this comprehensive plan.

The mail-out survey form (see APPENDIX D) consists of three parts. The first part asked survey respondents to rate various statements or phrases about community development and land use issues. In order to describe their level of agreement or disagreement, survey respondents assigned a number to each of the statements from a 5-point scale: (5) strongly agree; (4) mildly agree; (3) neutral; (2) mildly disagree; and (1) strongly disagree. Those statements that received a mean score of 4.0 or higher generally indicate strong support for the ideas or concepts reflected in the statement. There were nine statements rated at this level. They are as follows, and are listed in order from higher to lower scores:

- Mobile homes are an acceptable housing type in Encino.
- Encino should partner with Torrance County to provide services to Encino residents.
- Encino should tear down rundown buildings and get rid of weeds along the highway.
- Encino should have its own drinking water system.
- The Village's local streets should all be paved.
- Encino should identify and preserve its historic buildings.
- The Village should provide more services for senior citizens.
- Encino should be a place for travelers to stop.
- Encino should get electricity from wind turbines and solar energy.

The above statements reveal the important priorities and community values of a very small municipality in an isolated area of New Mexico. Although the residents appreciate independence, they also feel it is necessary for the Village to work with the Torrance County government, improve their community appearance, and provide essential public services as a means of attracting new development.

Conversely, the lowest mean scores indicated by ratings identify the statements or issues of general disagreement among the respondents. There were four statements that received a mean score below 3.0. Those statements, in order of lower to higher scores are as follows:

- Flooding from rain storms is a problem in Encino.
- Encino should adopt regulations to control land subdivisions.
- Encino should adopt zoning regulations to manage growth.
- Encino should have different types of housing for residents.

Respondents to the survey generally did not support the Village imposing regulatory requirements on land use and development. The implication is that more governmental regulations might discourage newcomers into the community. The declining population of Encino is a major concern to residents and the feeling (based on interviews) is that new growth should be encouraged without many constraints.

The second part of the survey asked the respondent to rank a list of community services in order of importance from 1 through 8, with 1 being the most important and 8 the least important. By averaging all of the rankings for each service, the following community services emerged in rank order from the most to least important:

- Water and sewer
- Police/fire/rescue
- Health care
- Solid waste
- Elderly services
- Local streets
- Parks and recreation
- Natural gas

While all of the community services listed above are important, forcing survey respondents to rank them in a priority order can help the governing body to develop capital programming and budgeting for Village improvements. Virtually all communities in New Mexico are concerned about future water resources, and the Encino residents are no different in that perspective. While water supply is a key responsibility for the Village government, most of the other community services can be improved through coordination and collaboration with other agencies, particularly at the County level.

The third part of the survey provided space on the form for individual comments and suggestions. All of the written comments have been compiled and are included verbatim in APPENDIX D of this comprehensive plan document. In general, the few written comments were miscellaneous in nature, but of interest to Village officials.

## Adopted Goals and Objectives

Goals are broad, visionary statements describing a desirable and sometimes idealized future condition of the community. Each goal can be further defined by one or more statements of objectives for achieving that goal. Goals and objectives promote a common understanding of the community's expectations of growth and development.

The formulation of goals and objectives helped to set the stage for the development of action plan recommendations (explained in Part VIII). There were a total of 11 goals and 31 objectives approved and adopted by resolution of the Village Council on September 16, 2008 (APPENDIX A). These goals and objectives were classified into the following categories:

- land use and housing,
- transportation and circulation,
- public services and facilities, and
- economic development.

Many of these goals and objectives reflect the community beliefs and principles expressed in the public involvement process, while others are designed to improve the public health, safety, and welfare of the community. The objectives are numbered for organizational purposes, and do not indicate priority.

### Category: Land Use and Housing

**Goal A:** Designate commercial, residential, and public-purpose areas within the Village.

**Objective A1:** Establish a commercial and mixed use development district along the Highway 60 corridor within the Village.

**Objective A2:** Promote compact residential areas around the commercial district of the Village.

**Objective A3:** Enhance the Village office and community center as a focal point and multi-purpose facility for the community.

**Goal B:** Improve the appearance of the Village.

**Objective B1:** Identify and remove dilapidated buildings and structures along Highway 60 that contribute to community blight and pose significant threats to public health and safety.

**Objective B2:** Organize a community beautification program to periodically remove weeds and litter.

**Objective B3:** Encourage the restoration or re-building of abandoned buildings that are structurally sound.

**Goal C:** Ensure adequate housing and residential opportunities in the Village.

**Objective C1:** Provide opportunities and incentives for developing housing of all types in the community.

**Objective C2:** Preserve existing neighborhoods and reduce the negative impacts of non-residential activities in residential areas.

### **Category: Transportation and Circulation**

**Goal D:** Encourage safe and effective circulation of traffic within the community.

**Objective D1:** Establish a process to evaluate local streets and identify priorities for street improvements.

**Objective D2:** Develop a short-range program and a long-range plan for the Village street system.

**Objective D3:** Provide for adequate street identification and property addressing throughout the Village.

**Goal E:** Provide a variety of transportation services and facilities.

**Objective E1:** Establish a Village transportation center that provides a permanent location for park-and-ride connections and bus/transit stops.

**Objective E2:** Encourage ridesharing as an alternative and cost-effective means of travel for Village residents.

**Objective E3:** Maintain pedestrian walkways along Highway 60 in the Village with connections to parks and community facilities.

### **Category: Public Services and Facilities**

**Goal F:** Maintain safe and sustainable water resources for the Village.

**Objective F1:** Ensure an adequate and safe drinking water supply for all water users in the Village.

**Objective F2:** Conserve drinking water and prepare for possible water shortages in the Village.

**Objective F3:** Protect the quality of the public water supply and prevent the contamination of water resources in the Village.

**Objective F4:** Protect the Village from storm water damage.

**Objective F5:** Encourage water recycling and reuse in the community.

**Goal G:** Ensure adequate police/fire/rescue services in the Village.

**Objective G1:** Provide a substation for local, county, and state law enforcement personnel within the Village.

**Objective G2:** Improve the fire protection facilities and services in the Village.

**Objective G3:** Coordinate emergency rescue operations with other government jurisdictions.

**Goal H:** Ensure proper management and disposal of solid waste in the community.

**Objective H1:** Support the Regional Solid Waste Management Authority.

**Objective H2:** Maintain local facilities for the recycling and reuse of solid waste generated within the Village.

**Goal I:** Improve and expand recreational facilities.

**Objective I1:** Beautify and improve the existing Village Park.

**Objective I2:** Work with residents to determine long range needs for parks and recreational facilities and services in the Village.

**Goal J:** Maintain a range of services available to the residents of the Village.

**Objective J1:** Establish adequate maintenance and storage facilities for vehicles and equipment necessary for Village public works and operations.

**Objective J2:** Promote and support energy conservation and efficiency in the Village.

## **Category: Economic Development**

**Goal K:** Develop the local economy of Encino.

**Objective K1:** Recruit new businesses and industry to locate in the Village.

**Objective K2:** Coordinate and cooperate with economic development agencies and organizations.

**Objective K3:** Support programs for residents to improve their skills and abilities through adult education and literacy programs.

## **PART VIII**

### **ACTION PLAN RECOMMENDATIONS**

While goals and objectives establish guiding principles for the comprehensive plan, the action plan recommendations describe specific actions that can be undertaken by the Village. An action plan recommendation typically identifies the responsible party or parties, the time frame within which that action might occur, and other details considered necessary for implementation. Taken together, all of the goals, objectives, and recommendations that are included in this comprehensive plan provide a basis for enacting governmental policy and making decisions to ensure a vital future for the Village of Encino.

#### **Adopted Action Plan Recommendations**

Eleven recommendations have been formulated by the Village governing body with assistance provided by the staff of the Mid-Region Council of Governments. These recommendations identify various courses of action that the Village should pursue over the next two decades. Each recommendation consists of an action statement which is accompanied by a brief narrative explanation of the range of options that are available to carry out the action. In this section of the comprehensive plan, recommendations for action are presented in numerical order for purposes of organization and common reference; but do not indicate priority or preference. A resolution adopting these Strategic Action Recommendations was approved by the Encino Village Council on November 12, 2008 (see Appendix B).

### **Strategies for Land Use and Housing**

#### **1. Promote orderly development in appropriate locations.**

The Village of Encino should encourage residential, commercial, and other types of new development to locate in specified areas of the community to protect neighborhood values and minimize any negative impacts on individual properties. This can be accomplished by adopting a conceptual “Development Patterns Map” similar to a zoning map but without the regulatory framework. Such a map could provide the basis for a land use zoning ordinance in the future. A Development Patterns Map (Figure 13) is provided in this comprehensive plan to illustrate the most logical areas where housing, businesses, and public buildings can be arranged in an orderly pattern. In essence, this development pattern for Encino already exists and can be maintained for future growth.

Goal A in this comprehensive plan (see Part VII) proposes the identification and public acceptance of general land use patterns within the Village. This comprehensive plan categorizes the preferred land use patterns in the Village (Figure 13); and more detailed information could be adopted by preparing a handbook of guidelines for new development in the Village as a supplement to the comprehensive plan. Such a

handbook might emphasize forms of development and design alternatives that reflect the historical buildings of Encino.

Encino would benefit greatly by promoting a commercial mixed use district with frontage on the major highway through Encino. The term, “mixed use” is often used to describe a single building containing space for both commercial/business and residential functions. Development along U.S. Highway 60/285 is crucial to reestablishing commerce in the community and capturing highway-related business.

Another strategy is to create a civic center and focal point of the community around the Village Office building and the Community Center. Furthermore, the area in front of the Village Office has the potential to be developed into a local plaza which is typically the historical gathering place in many small towns of New Mexico.

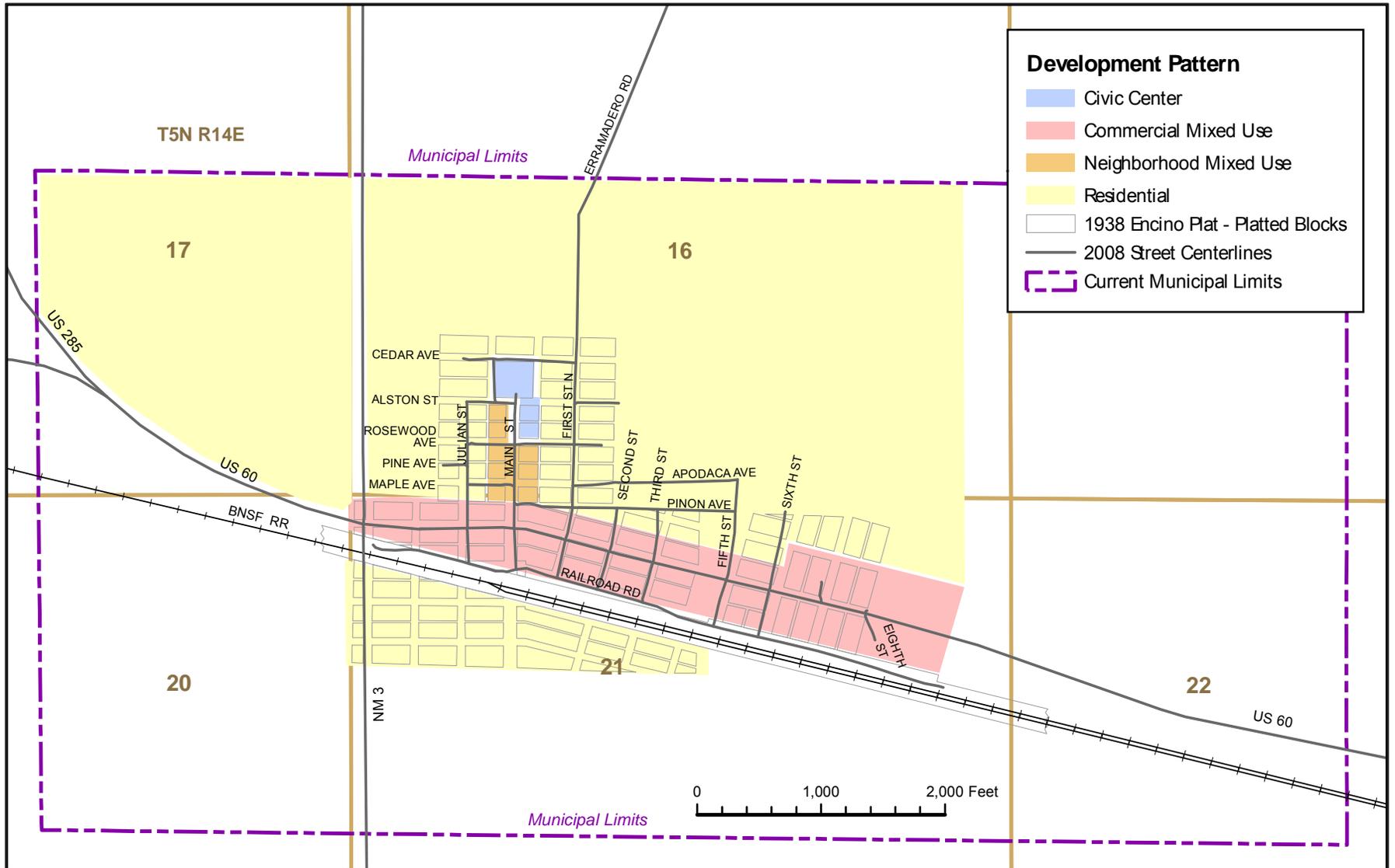
## **2. Prepare and adopt regulations for subdividing land in the Village.**

The Village of Encino is authorized by State law to adopt procedures and regulations for the subdivision of land within the municipal planning and platting jurisdiction. A basic and simplified subdivision ordinance should be adopted and administered by the Encino Village Council to ensure the orderly and lawful division of lands and dedication of public rights-of-way and easements within the jurisdiction of the Village.

The New Mexico Statutes designates a planning and platting jurisdiction for all municipalities (3-19-5 NMSA 1978). For the Village of Encino, the planning and platting jurisdiction includes all land within the municipal corporate limits, plus all land outside the municipal limits within three miles of the boundary. Development activities that occur within the three-mile radius outside the Village boundary are under concurrent jurisdiction of both the Village and County. A concurrent jurisdiction requires independent approval of proposed subdivisions by both the Village and the County prior to official filing of the plat with the County Clerk.

It is therefore recommended that a means of coordination be established between Encino and Torrance County for purposes of subdivision review. Such an agreement can be covered by a Joint Powers Agreement which should also include responsibilities for the provision of public services within the concurrent planning and platting jurisdiction of the Village.

The intent of subdivision regulations is to establish local government control over the division of land into smaller parcels. When a property owner proposes to divide his or her land, a subdivision ordinance imposes standards, regulations, and procedures to ensure orderly development and compatibility with surrounding properties. Also, guarantees are required for infrastructure such as roads and utilities to serve the proposed subdivision. A subdivision ordinance does not regulate the use of the land which is typically controlled by a zoning ordinance or private property covenants.



**Figure 13**  
**Future Land Development Pattern**  
 Village of Encino  
 Comprehensive Land Use Plan

### **3. Improve the general appearance of the Village.**

The most lasting image of a community is the visual experience people have when driving through on the highway. There are noticeable vacant and abandoned buildings in Encino along U.S. Highway 60/285. By removing broken down and dilapidated buildings and structures along this federal highway, the Village of Encino can establish a pleasant character and display an attractive image to visitors and the public in general.

Governmental funding assistance programs are limited but available to local governments for demolition and removal of abandoned structures which are deemed unsafe or if they constitute a public nuisance; and should be investigated for possible application by the Village. Such buildings should be identified for removal or renovation for future use. The Village government needs to work directly with affected property owners to establish common goals and strategies for improvements along the highway.

Removal of weeds and litter will also enhance the overall appearance of the community. The Village already provides mowing, weed control, and litter pick-up on public lands and rights-of-way. However, the Village must rely on individual efforts by property owners to remove weeds, litter, and unusable structures on private lands abutting the highway. Such community-wide beautification efforts are necessary to entice new residents and businesses to move into the Village.

### **4. Create a Village Center as a focal point for the community.**

The administrative offices of the Village of Encino are located in a former school building constructed in 1926. This building also contains a small locally managed library and a large space originally used as a gymnasium and auditorium with a stage at one end. A mezzanine with offices overlooks the auditorium. The building is underutilized and is in need of repair and renovation. The Village governing body should initiate a comprehensive building inspection and assessment to prepare a list of improvement needs to comply with building and construction codes, and a detailed schedule of future improvement projects with itemized cost estimates. As a public building, the Village offices and all other areas of the building should be handicapped accessible; currently portions of the building do not meet ADA (Americans with Disabilities Act) compliance. Renovation should be carried out as a long term, multi-phased project.

The Village Council should develop partnerships with public and private agencies such as the County and State government and possibly the railroad or utility companies to provide space and increase the use of the facility; and spread the cost of maintenance and operations. This building exhibits local and regional significance and should be preserved as one of the most outstanding buildings in Encino.

Main Street in Encino terminates at the Village Office three blocks from the major highway through the community. This circumstance provides an opportunity to develop a civic center which already includes the Village administrative offices with a small library and the Community Center building. The Village Office building is visible from the main highway and presents an attraction into an area that could be designated as a unique open space that functions as a community plaza bordered by civic buildings.

## Strategies for Transportation and Circulation

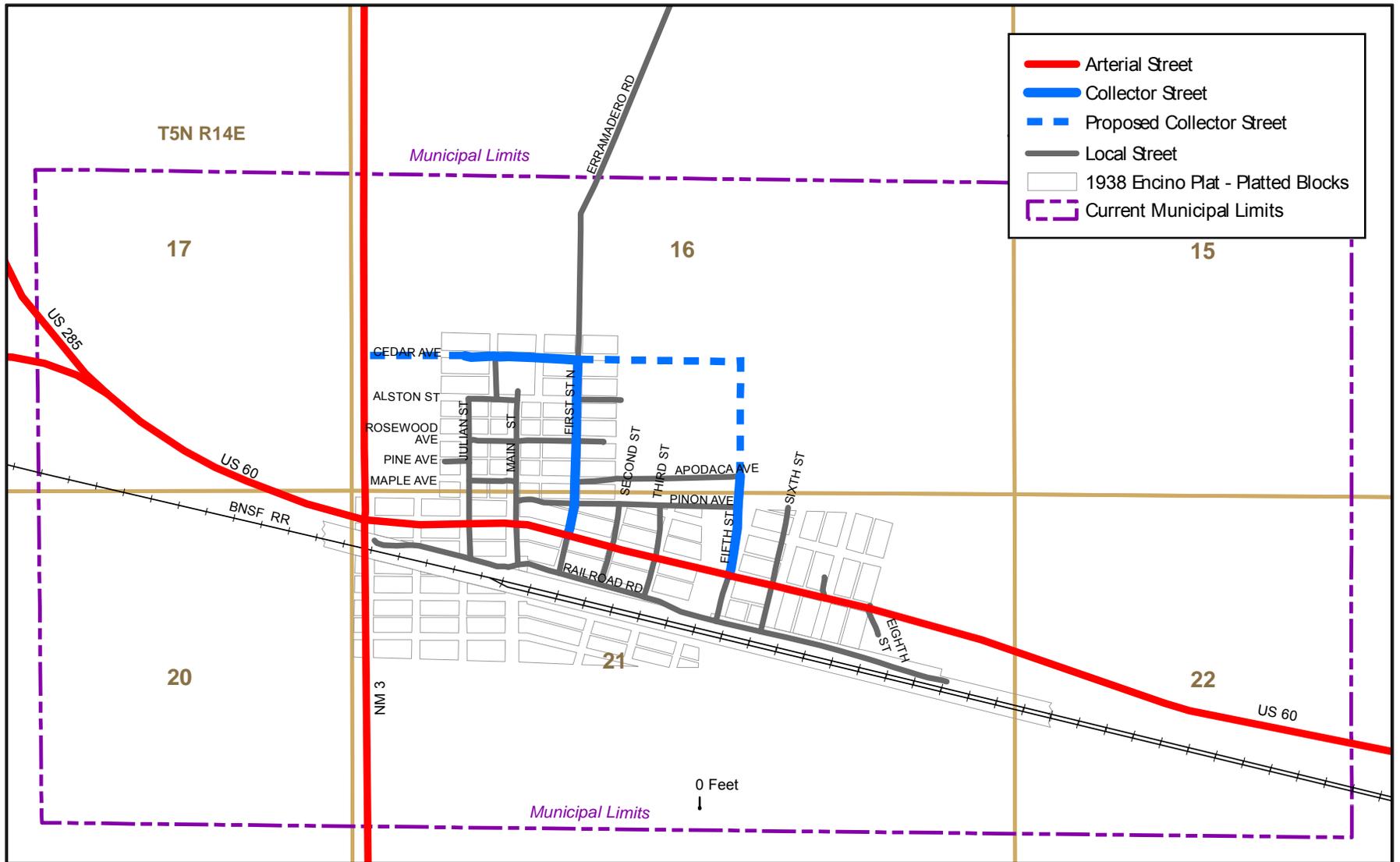
### 5. Adopt plans and programs for the Encino street system.

The Village should establish a long range street system plan and a short range program that identifies priorities for street improvements. The street system plan should be reviewed annually and updated when necessary. Local streets should be planned and developed as complete streets for use by vehicles, pedestrians, and bike riders.

The initial step in any transportation systems planning process is to develop a basic street network for current and future vehicular circulation throughout the community. This recommendation calls for the Village Council to adopt and maintain a long-range street system plan for the Encino Area. The intent of a long-range street system plan is to ensure that safe and adequate access will be provided to all property in the community, and to maintain a street network that minimizes negative impacts caused by traffic flow in the Encino area. A long-range street system plan can provide a basis for state funding programs such as the Municipal Arterial Program (MAP), NMDOT Co-op projects, and legislative appropriations. There are also federal funds that may be available to Encino through the USDOT as administered by the NMDOT.

Figure 14 portrays a Long-Range Street System Plan designating the functional classification for a basic street network in the Village of Encino. Functional classification of streets and highways is typically defined in three categories: 1) arterial streets which consist of continuous or long-distance travel routes providing regional connections among urban and rural communities and emphasize a high level of mobility through the region; 2) collector streets, which provide a linkage between local roads and arterial highways; and 3) local streets, which provide direct access to adjacent lands and conduct traffic from individual driveways to the higher capacity collectors and arterials. The street network presented in Figure 14 is comprised of existing and proposed streets.

The Governing Body of the Village must continually evaluate and set priorities for community streets and other transportation needs. Due to extremely limited resources and lack of equipment needed for street paving, and due to the high cost of building and maintaining streets, the Village should use a systematic evaluation process for programming street improvements. A short-range (five or six year) transportation improvement program (TIP) should be prepared and annually updated by the Village Council. The TIP can be used when updating the Village ICIP (Infrastructure Capital Improvements Program).



**Figure 14**  
**Future Transportation System**  
 Village of Encino  
 Comprehensive Land Use Plan

The Village should establish criteria and procedures for evaluating street conditions to identify priorities for improvement needs reflected in the TIP. A “street conditions rating system” determines which streets should be improved and what source of funding can be used. In most cases, multiple funding sources to construct and maintain paved streets are necessary.

## **6. Dedicate a transportation center for the Village.**

The Village of Encino should establish and maintain a relatively secure site within the community to be used as a park-and-ride lot and as a transfer point for carpooling, ridesharing and transit operations. A local transportation center promotes more efficient ways to travel; and could become a preferred parking stop for regional trips. Encino would further benefit by participating in a Regional Transit District that provides public transit opportunities for commuting as well as special purpose trips.

Although travel is an individual choice, the Village should encourage and support alternatives to trips made by vehicles carrying only one person. By increasing the number of passengers in vehicles travelling to and from Encino, there would be overall benefits of greater fuel efficiency and fewer vehicle emissions released into the atmosphere. The growing costs of travel to work, shopping, medical facilities and other destinations are a serious burden on the residents of the Encino area and should be reduced by taking advantage of alternative modes of travel.

## **Strategies for Public Services and Facilities**

### **7. Develop and implement a water management system for the Village.**

The Village of Encino must guarantee the future water supply for the community. Although the Village contracts for water from the Town of Vaughn, the Village can help to preserve and protect its water resources by developing and implementing its own water management program. Such a program should be focused on the residents and water consumers of Encino by promoting the most efficient use of water and minimizing any water waste within the Village. At the same time, it is crucial that the Village of Encino and the Town of Vaughn maintain a fair and equitable agreement regarding the overall operations of the public water system.

While the Village of Encino is not the principal operator of the drinking water system, the Village is responsible for maintaining the water distribution network within its municipal boundary. Engineering studies are conducted periodically to perform system assessments for programming maintenance and improvements. Due to the aging of the water infrastructure, the Village should continue to focus in the near term on leak detection and repair to eliminate water loss from the system.

Given the historical periods of drought in this region, conservation strategies must be practiced by all water users within Encino. The Village governing body could adopt a water conservation program to encourage the public to use water as efficiently

as possible; and eliminate water waste by consumers. Both indoor and outdoor water use should be evaluated to determine any potential for reducing per capita water use by residents and businesses.

A water shortage emergency plan or policy statement can also be adopted by the Village Council with procedures and actions for reducing water use or obtaining water from alternate sources. A water emergency could result from breakdown of pumping equipment at the wellheads, contamination or sudden changes in the source water at the well field, breaks in the distribution system or water storage tanks, or a sustained drought in the region.

The Village should promote the safe disposal of wastewater which is typically through on-site septic tank discharges below ground surface. On-site wastewater disposal is permitted and monitored by the New Mexico Environment Department; but this can be done in cooperation with the Village governing body. Even though the Negra well field is located outside the Village boundary, septic tank effluent can eventually reach groundwater levels underlying the Village over time. There may be, at some point in time, a need to withdraw potable or non-potable water through a well located in the Village. Hence, ongoing studies and monitoring of the groundwater quality within Encino should be carried out. A centralized wastewater collection and treatment system might be feasible for the Village, depending on population growth in the future.

Water management for the Village should also include the possibility of a severe storm directly over the Village that may cause localized flooding. Previous storm water management has resulted in the construction of runoff control structures as evidenced by the retention and diversion system north and west of the Village. However, on-site ponding could lead to property damage from a heavy, direct-precipitation rainfall; and simple efforts to control ponding can be designed for the developed areas of the Village.

## **8. Ensure public safety and law enforcement within the Village.**

The Village of Encino is isolated by distance from other communities and urban-type facilities and services. A more serious problem however is a lack of resources to provide adequate local services for public safety. Law enforcement is dependent on State Police and County Sheriff response, while fire protection and emergency rescue are covered by local volunteers. The Village currently has fire fighting vehicles and equipment in several buildings that are considered inadequate and undersized for appropriate security and vehicle maintenance. A new fire station to consolidate vehicles and equipment is a high priority in the Village's capital improvement program.

Because of the high expense of public safety, the Village should develop partnership agreements with other governmental jurisdictions to ensure adequate police/fire/rescue services to Encino residents. The Village should negotiate to provide for the location of facilities to serve as a field office or substation for consolidated public safety services, while improving the local staffing, equipment, and supplies for such services. Encino is centrally located in the eastern portion of Tarrant County and ideally suited for substations to provide more effective county services in a remote region.

## **9. Continue to improve the public works department of the Village.**

Maintaining the public infrastructure is a major commitment of the Village Council. The basic responsibilities of the public works department at this time should be to focus on safe roads, storm water drainage, weed control, waste disposal, and recreational facilities. However, the heavy equipment owned by the Village for public works is stored outside without adequate security fencing and protection from weather. Consequently, the Village needs to construct a facility to provide covered maintenance and storage facilities for the vehicles and equipment belonging to the Village in order to ensure an effective public works department for the Village.

## **Strategies for Economic Development**

### **10. Recruit new businesses to the Village.**

Without growth in jobs, the Village of Encino may continue to lose population. New businesses and industries must be actively recruited to locate within the Village. By working in cooperation with other governmental agencies and economic development organizations, the Village should support any recruitment activities to bring employers into the Encino area. Strengthening the relationship between the Village and EVEDA (Estancia Valley Economic Development Association) would help promote employment growth. The New Mexico Economic Development Department can also provide assistance in recruiting new businesses to locate in Encino.

To the extent possible, the Village should also support any opportunities for education and job training programs that may be available to residents through partnerships with local school districts and educational institutions. Improving the skills and abilities of residents provides a more versatile work force that can increase the attraction of the Village for new businesses or employers seeking to locate in rural communities such as Encino.

### **11. Allow for the public support of economic development.**

In order to promote economic development, the State of New Mexico enacted the Local Economic Development Act [5-10-1 through 5-10-13 NMSA 1978]. The Act authorizes municipalities to adopt an Economic Development Plan Ordinance. This ordinance allows municipalities to provide public support of economic development efforts while continuing to protect the unauthorized use of public money and public resources. Public support must be given to qualifying entities proposing to develop industrial, manufacturing, warehousing, governmental services, cultural facilities, or farmers markets within the Village. Development of retail establishments (with the exception of cultural facilities and farmers markets) is not a qualifying entity under the current law.

The Village should consider the adoption of an Economic Development Plan Ordinance. This comprehensive plan provides a basis for economic development

planning to build an economic base for the Village. The State Statutes impose restrictions on public expenditures or pledges of credit; so it would be advisable to contact the New Mexico Economic Development Department for advice and assistance. The ordinance also allows municipalities to enter into one or more joint powers agreements with other local governments to plan and support regional economic development projects.

## **Implementation of the Plan**

The success of this comprehensive plan depends on the initiative and directions taken by the Village Council to implement the above Action Plan Recommendations. However, these recommendations may be carried out only to the extent that the Village has adequate resources and there is a demonstrated need to pursue the specified actions. It is the role of the Village governing body to determine priorities for implementation of this comprehensive plan; and to carry out appropriate policies. Actions and decisions to implement this comprehensive plan must be relative to factors such as overall costs, staffing capability, organizational structure of the Village government, ease of implementation, and time scheduling. Formal approval of this comprehensive plan was adopted by ordinance of the Village Council on April 14, 2009 (see APPENDIX C).

An Action Plan Implementation Table is presented at the end of this section. Table 15 displays all of the recommendation statements with reference to goals and objectives (see Part VII) that provide a background for the recommendations in this comprehensive plan. References are made with a letter-number combination that corresponds to the appropriate goals and objectives. For example, A-2 would refer to the second objective under Goal A. The numbers that are used to identify the objectives as well as the recommendations are solely for organizational purposes, and not for setting priorities. The purpose of Table 15 is to provide an easy reference framework of the action plan recommendations for establishing development policy, and for the programming of operations, projects, and services of the Village government.

For purposes of implementation, each of the recommendation statements has been rendered into one or more potential actions (26 in total) by Village officials who were individually surveyed to rate the potential actions assigning short, medium, or long range priority in relation to the timing of the action. Composite ratings were calculated and are presented in Table 15. Short range means an action that may be achieved within a one-to-five year timeframe. Medium range means an action that may be achieved within a five-to-ten year timeframe. Long range means an action that may be achieved within a ten-to-twenty year timeframe.

There is a great deal of flexibility inherent in any of these priority categories, but the point is to establish a general sequence of actions to highlight those that are more or less urgent than others. This Action Plan Implementation Table is not binding and does not impose legal commitments on the governing body. Rather, it presents a consensus of priorities at the time of the adoption of this comprehensive plan. Subsequent reviews and evaluation of the recommendations and potential actions in this plan may be revised as warranted by future changes within the community.

Table 15

VILLAGE OF ENCINO COMPREHENSIVE PLAN  
Action Plan Implementation Table

No.	Recommendation Statement [Reference to Goals & Objectives]	Potential Actions	Priority Level
1	Promote orderly development in appropriate locations. [A-1, A-2, A-3, C-2, E-1]	Adopt the Development Patterns Map provided in the comprehensive plan.	Short Range
		Work with property owners to encourage future development in areas indicated by the Development Patterns Map.	Long Range
		Prepare a handbook of guidelines for new development along Highway 60.	Short Range
2	Prepare and adopt regulations for subdividing land in the Village. [C-1, D-3, F-3, F-4, I-2]	Conduct a survey to set monumentation and correct the property and right-of-way boundary lines in the Village.	Short Range
		Adopt subdivision regulations and set up a system for filing plats in the Village.	Long Range
		Adopt an agreement with Torrance County to coordinate subdivision review.	Long Range
3	Improve the general appearance of the Village. [B-1, B-2, B-3, H-1, H-2, I-1]	Develop and conduct a program for removal of dilapidated buildings.	Short Range
		Develop and conduct an ongoing program for weed and trash pickup.	Short Range
4	Create a Village Center as a focal point for the Community. [A-3, J-2]	Prepare a detailed assessment and inventory of improvement needs for the Village Hall and adjacent public buildings.	Short Range
		Maintain an ongoing program of repair and rehabilitation of the Village Hall.	Short Range
		Negotiate with governmental and other public entities to utilize vacant space within the Village Hall building.	Short Range
		Increase the number of functions and activities in the Village Hall.	Medium Range
5	Adopt plans and programs for the Encino Street System. [D-1, D-2, D-3, E-3, F-4]	Annually prepare a 5-year street improvement program.	Short Range
		Adopt a long-range street systems plan for the Village.	Medium Range
6	Dedicate a transportation center for the Village. [E-1, E-2, E-3]	Designate a publically-owned site for use as a multi-modal transportation center.	Long Range
		Prepare a site development plan and improvement program for the designated Village transportation center.	Long Range

<b>No.</b>	<b>Recommendation Statement [Reference to Goals &amp; Objectives]</b>	<b>Potential Actions</b>	<b>Priority Level</b>
7	Develop and implement a water management system for the Village. [F-1, F-2, F-3, F-4, F-5]	Prepare a detailed water system improvement program and schedule.	Short Range
		Conduct a study of water quality and wastewater treatment in the Village.	Long Range
		Adopt a water conservation program and an emergency water shortage plan.	Short Range
		Conduct a Village storm water drainage study with recommendations for storm water protection.	Short Range
8	Ensure public safety and law enforcement within the Village. [G-1, G-2, G-3]	Establish a Joint Powers Agreement with law enforcement agencies to ensure local security and emergency response.	Short Range
		Support or provide a field office or substation for public safety services	Short Range
		Construct a new fire station to consolidate vehicles and equipment.	Short Range
9	Continue to improve the public works department of the Village. [D-2, J-1]	Construct a facility to provide covered maintenance and storage space for public works vehicles and equipment.	Medium Range
10	Recruit new businesses to the Village. [K-1, K-2, K-3]	Work in cooperation with state and regional economic development organizations (e.g., NMEDD, EVEDA).	Medium Range
11	Allow for the public support of economic development. [K-1, K-2, K-3]	Adopt an Economic Development Plan Ordinance as authorized by state statutes to increase the ability of the Village to assist local economic development.	Short Range

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**APPENDIX A**

**RESOLUTION ADOPTING GOALS AND OBJECTIVES**



# Village of Encino

## Resolution # 2008 - 07

### Adopting Goals and Objectives for the Comprehensive Plan

**WHEREAS**, The Village of Encino has received funding through a Community Development Block Grant administered by the New Mexico Local Government Division for the purpose of developing a Comprehensive Plan; and

**WHEREAS**, The Village of Encino has entered into a Planning Services Agreement with the Mid-Regional Council of Governments (MRCOG) to carry out a process for the preparation of a Comprehensive Plan; and

**WHEREAS**, the Village of Encino has been working with the staff of the MRCOG on the development of the Comprehensive Plan since November 2007; and

**WHEREAS**, the Village of Encino has engaged in activities to solicit community input through public meetings, opinion surveys, and a public workshop; and

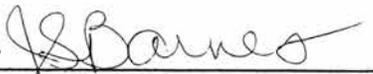
**WHEREAS**, the staff of the MRCOG have gathered public opinion and conducted research concerning the Village, and have incorporated all public input into the development of Goals and Objectives for the Comprehensive Plan; and

**WHEREAS**, Goals and Objectives for the Village of Encino Comprehensive Plan have been formulated to define the Village's vision and suggest a means to achieve that vision, and will be used to provide a basis for strategic planning recommendations.

**NOW, THEREFORE BE IT RESOLVED** that the Encino Village Council does adopt the Goals and Objectives for Future Development for the Village of Encino Comprehensive Plan, hereby attached and made a part of this Resolution.

**Passed, Approved, and Adopted** by the Governing Body of the Village of Encino at the Regular Board Meeting on September 16, 2008.

  
\_\_\_\_\_  
John G Phillips III, Mayor

  
\_\_\_\_\_  
ATTESTED BY:  
Juanita S. Barnes,  
Clerk/Treasurer.





**APPENDIX B**

**RESOLUTION ADOPTING ACTION PLAN RECOMMENDATIONS**



# Village of Encino

## Resolution # 2008 - 09

### Adopting Strategic Action Recommendations for the Comprehensive Plan

**Whereas**, the Encino Village Council has undertaken a process to develop a Comprehensive Plan for the Village, funded in part by a Federal Community Development Block Grant administered by the New Mexico Local Government Division, and prepared by the Mid-Region Council of Governments (MRCOG) under a Planning Services Agreement; and

**Whereas**, the Governing Body of the Village of Encino has been working with the staff of the MRCOG in the development of the Comprehensive Plan document; and

**Whereas**, Goals and Objectives for the Encino Comprehensive Plan were adopted on September 16, 2008, by the Governing Body of the Village of Encino to establish a basis for policy decisions regarding the future development of the Village of Encino; and

**Whereas**, the adopted Goals and Objectives provided a foundation for the preparation of various planning strategies entitled Strategic Action Recommendations, which express the key issues and directives of the Comprehensive Plan for the Village of Encino; and

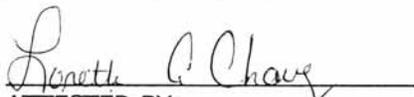
**Whereas**, proposed Strategic Action Recommendations were submitted for public input at a workshop on October 15, 2008; and

**Whereas**, the Strategic Action Recommendations constitute the central component of the Comprehensive Plan document for the Village and provide a basis for effective actions and strategies to implement the Plan.

**Now, Therefore Be It Resolved** that the Governing Body of the Village of Encino does adopt the Comprehensive Plan Strategic Action Recommendations hereby attached and made a part of this Resolution.

**Passed, Approved, and Adopted** by the Governing Body of the Village of Encino at the Regular Board Meeting on November 12, 2008.

  
John G Phillips III, Mayor

  
ATTESTED BY:  
~~Juanita S. Barnes~~, Loretta Chavez  
Clerk/Treasurer - Assistant



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**APPENDIX C**

**ORDINANCE ADOPTING COMPREHENSIVE PLAN**



# Village of Encino

Ordinance # 309

## An Ordinance to Adopt the Comprehensive Land Use Plan of the Village of Encino, New Mexico

BE IT ORDAINED BY THE GOVERNING BODY OF THE VILLAGE OF ENCINO:

**Section 1:** The purpose of this Ordinance is for the Village of Encino to adopt a Comprehensive Land Use Plan by the authority to adopt ordinances as provided under Sections 3-17-1 through 3-17-7 NMSA 1978.

**Section 2:** The Comprehensive Land Use Plan for the Village of Encino has been completed through an extensive planning process involving public information and citizen input to ensure general public acceptance of the Comprehensive Plan.

**Section 3:** Goals and Objectives for the Encino Comprehensive Plan were adopted by resolution of the Village Council to establish a basis for policy decisions regarding the future development of the Village.

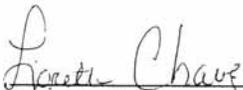
**Section 4:** Action Plan Recommendations for the Encino Comprehensive Plan were adopted by resolution of the Village Council to identify the key issues, proposed strategies, and potential policy directives for the Village.

**Section 5:** The adoption of the Village of Encino Comprehensive Land Use Plan will provide a basis for establishing policy and implementation strategies for future development in the Village, for providing a framework for the integration of special purpose plans and programs for the Village, and for promoting a consistency with other plans at local, regional, state, and federal levels.

**Section 6:** This Ordinance shall become effective five days after publication as provided by law.

**PASSED, ADOPTED, and APPROVED** this 14<sup>th</sup> day of April, 2009, by the Village Council of Encino, New Mexico.

ATTEST:

  
\_\_\_\_\_  
Juanita S. Barnes, Koretta Chavez  
Clerk/Treasurer

  
John G Phillips III, Mayor





**APPENDIX D**

**PUBLIC OPINION SURVEY FORM AND DATA TABLES**



## Village of Encino Comprehensive Land Use Plan Future Directions: A Survey

Listed below are statements or issues about future development in Encino. You may or may not agree with these statements. Put a check mark in a box after each of these statements using the following 5-point rating scale: (5) strongly agree; (4) mildly agree; (3) neutral; (2) mildly disagree; (1) strongly disagree.

You may drop off the survey to the Village Hall or mail to P.O. Box 163, Encino, NM 88321 by June 20, 2008.

Community Development Statements and Land Use Issues	Ratings				
	5	4	3	2	1
1. Encino should identify and preserve its historic buildings.					
2. Encino should adopt zoning regulations to manage growth.					
3. Encino should adopt regulations to control the land subdivisions.					
4. Encino should have different types of housing for residents.					
5. Mobile homes are an acceptable housing type in Encino.					
6. The Village's local streets should all be paved.					
7. Availability of buses and vans for trips to other towns are important to Encino residents.					
8. The Village should provide more services for senior citizens.					
9. Encino should have a field office for law enforcement officers.					
10. Encino should have its own drinking water system.					
11. The Village needs more parks and recreational facilities.					
12. Flooding from rain storms is a problem in Encino.					
13. The railroad should establish a quiet zone through Encino.					
14. Encino should get electricity from wind turbines and solar energy.					
15. Encino should attract more businesses.					
16. Encino should be a place for travelers to stop.					
17. Encino should tear down rundown buildings and get rid of the weeds along the highway.					
18. Encino should partner with Torrance County to provide more services to Encino residents.					

Rank the following community services in order of importance. Place a number (1 through 8) on the line next to the service with 1 being the most important, 2 the second most important, 3 the third most important, and so on through all eight community services listed here.

- |                     |                        |                 |                          |
|---------------------|------------------------|-----------------|--------------------------|
| ___ Water and sewer | ___ Police/Fire/Rescue | ___ Health care | ___ Local Streets        |
| ___ Solid Waste     | ___ Elderly services   | ___ Natural Gas | ___ Parks and Recreation |

**Please write any comments you may have concerning the future of Encino:**

Part 1  
Community Development Standards and Land Use Issues

Statements or Topics	Mean Score (Average)
Encino should identify and preserve its historic buildings.	4.17
Encino should adopt zoning regulations to manage growth.	2.67
Encino should adopt regulations to control land subdivisions.	2.58
Encino should have different types of housing for residents.	2.92
Mobile homes are an acceptable housing type in Encino.	4.75
The Village's local streets should all be paved.	4.25
Availability of buses and vans for trips to other towns are important to Encino residents.	3.83
The Village should provide more services for senior citizens.	4.17
Encino should have a field office for law enforcement officers.	3.83
Encino should have its own drinking water system.	4.33
The Village needs more parks and recreational facilities.	3.08
Flooding from rain storms is a problem in Encino.	2.17
The railroad should establish a quiet zone through Encino.	3.67
Encino should get electricity from wind turbines and solar energy.	4.08
Encino should attract more businesses.	3.92
Encino should be a place for travelers to stop.	4.15
Encino should tear down rundown buildings and get rid of weeds along the highway.	4.38
Encino should partner with Torrance County to provide services to Encino residents.	4.67

Frequency of Response and Percentage of Responses by Rating Scale					
Statement No.	Strongly Disagree (1)	Mildly Disagree (2)	Neutral (3)	Mildly Agree (4)	Strongly Agree (5)
1	0	1 (8.3%)	2 (16.6%)	3 (25%)	6 (50%)
2	4	2	3	0	3
3	5	1	3	0	3
4	3	0	6	1	2
5	0	0	1	1	10
6	0	0	3	3	6
7	0	1	4	3	4
8	0	0	3	4	5
9	0	2	3	2	5
10	0	0	3	2	7
11	2	1	6	0	3
12	3	6	1	2	0
13	3	0	1	2	6
14	0	1	3	2	6
15	1	1	3	1	7
16	1	0	3	1	8
17	1	0	1	2	9
18	0	0	0	4	8

## ENCINO SURVEY – RANKING OF COMMUNITY SERVICES

Community Services	Average	Rank
Water and sewer	2.45	1
Police/Fire/Rescue	3.00	2
Health Care	3.00	2
Solid Waste	3.18	3
Elderly services	3.45	4
Local streets	4.09	5
Parks and recreation	4.91	6
Natural gas	5.00	7

## ENCINO SURVEY – WRITTEN COMMENTS July 2008

We need services to take people to the doctor because of high gas prices; some people can't afford to pay for the gas.

No sewer.

Some of the concerns above mentioned area already addressed in the "old ordinance", what needs to occur is bring them "to date" and how to apply them to us as we are now.

Every change to what we have should be addressed in terms of what its effect(s) will be to the whole citizenry.

Skunk control.

**APPENDIX E**

**ENCINO POPULATION PROJECTION METHODOLOGY**



## **Encino Population Projection Methodology**

### **Scenario One: Regression Model**

A regression model attaches a line of best fit to known data and projects current trends forward. This model is meant to predict future population changes if current trends persist. In the case of Encino, the regression model was performed for 10-year increments based on data from 1980 to 2000. The population was projected forward for 10-year intervals ahead to 2030. Because of the sharp population decrease experienced in Encino between 1980 and 2000, a sharp drop in future population is also projected.

### **Scenario Two: Natural Increase with Zero Net Migration**

This method charts the change in population over time according to the number of births and deaths - or the natural increase. It assumes zero net migration; either the same number of individuals leave Encino as the number that move in, or there is zero movement in or out of the community. Birth rates and death rates vary by place and by age, and therefore affect populations differently depending on the age structure of a place. By applying age-specific birth and survival (death) rates, the age-specific natural increase can be determined. Population changes for Encino were tracked using 5-year intervals. With each new interval and population projection, age-cohorts move from one interval to the next chronologically. Each cohort moves through the system and is subject to changes in birth rates and survival rates.

Birth rate is the number of births per 1,000 individuals of a given age range. The fertility years for women are considered 15-49, with different rates depending on the likelihood of giving birth (40-49 year-olds are least likely to have children in Torrance County while 20-24 year-olds are most likely).

Data from a report by the New Mexico Department of Health for 2000 was used to determine the number of births per age cohort per year. The sum value of births per year was multiplied by 5 to arrive at the number of total births over a 5-year span. The births were evenly distributed between males and females and constituted the "Under 5" age-cohort for the following interval's population.

Death rates are determined by cohort-survival rates, which calculate the likelihood that individuals in a given age-cohort will survive to the following interval (in this case 5 years from now). The likelihood of survival decreases with age. The survival rate was applied to the population by gender in 5-year cohorts (under 5, 5-9, 10-14...80-84, 85+) with the number of deaths rounded to the nearest integer. The number of deaths (as a negative number) was added to the population from the previous interval (year  $t$ ) to derive the population for year  $t+1$ .

### **Scenario Three: Natural Increase with Limited In-Migration**

This method is similar to Method II; however instead of counting solely natural increase, Method III assumes a limited amount of in-migration with zero out-migration. This method allows for some population growth based on the arrival of new residents of certain ages to the community to represent a response to new economic opportunities.

Migration patterns from 1990 to 2000 in Encino and Corona – a nearby village with a similar demographic history but one which added multiple businesses during the 1990s – were used to assess which age-cohorts were likely to see increases. Although most of the communities' age-cohorts demonstrated population losses, in Corona age-cohorts between the ages of 40 and 60 showed small increases (due to in-migration). A coefficient of 20% was selected to calculate increases to the age-cohorts between 40 and 60 to account for potential in-migration in Encino. Each age-cohort value was therefore multiplied by 0.2 and rounded to the nearest integer to determine the number of migrants per gender per age-cohort. This procedure was conducted after the natural increase calculations were performed and a new interval base population determined. The migration values were added to the population of a given interval to produce the final population for the place. New residents are included in subsequent birth rate and survival rate calculations.

*Note: Birth rates, the number of children born per 1000 individuals of a given age group, were taken from New Mexico Department of Health statistics for Torrance County for the year 2000. The data used for this projection are based on national averages (U.S. Census Bureau 1996) and therefore neglect regional differences in areas such as healthcare.*