



IT TAKES A VILLAGE

VILLAGE OF TULAROSA COMPREHENSIVE PLAN

FINAL DRAFT PLAN, SEPTEMBER 2025

RESOLUTION NO. 2025-2026-7

A RESOLUTION ADOPTING A COMPREHENSIVE PLAN FOR THE VILLAGE OF TULAROSA, NEW MEXICO, IN ACCORDANCE WITH NEW MEXICO STATE LAW

WHEREAS, section 3-19-9, NMSA 1978, authorizes the governing body of a municipality or county to adopt a comprehensive plan for the purpose of guiding and accomplishing a coordinated, adjusted, and harmonious development of the community and its environs; and

WHEREAS, the comprehensive plan is intended to promote the health, safety, morals, order, convenience, prosperity, and general welfare of the residents of the Village of Tularosa and

WHEREAS, the plan addresses land use, housing, transportation, infrastructure, economic development, community facilities, natural and cultural resources, and other elements deemed necessary for the orderly growth and development of the community; and

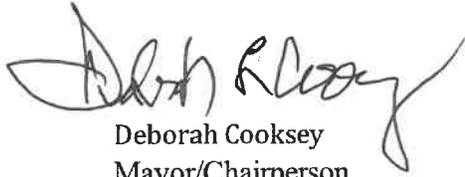
WHEREAS, proper notice of public hearings regarding the proposed comprehensive plan was provided in accordance with New Mexico state statutes, and such hearings were held by the Village Board of Trustees, allowing all interested parties to be heard; and

WHEREAS, the governing body of the Village of Tularosa finds that the adoption of this plan will best serve the needs of the community and further the purposes set forth in NMSA 1978, § 3-19-9.

NOW, THEREFORE, be it resolved by the governing body, the Village of Tularosa Board of Trustees that:

1. The Comprehensive Plan titled "It Takes A Village" dated 09/17/2025, is hereby adopted as the official comprehensive plan for the Village of Tularosa.
2. The plan shall serve as a policy guide for land use decisions, development regulations, capital improvements, and other actions by the governing body and its departments.
3. The governing body reserves the right to amend or revise the comprehensive plan in accordance with applicable New Mexico statutes to reflect changing conditions and community needs.

PASSED, APPROVED, AND ADOPTED this 17th day of September, 2025



Deborah Cooksey
Mayor/Chairperson

ATTEST:



Rebekah Bryant/Village Clerk

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MAYOR & BOARD OF TRUSTEES

Deborah Cooksey, Mayor
Pat Garcia
Manny Brusuelas
Mark Garwood
Robert Sainz

VILLAGE OF TULAROSA

Rebekah Bryant
Tularosa Village Hall
Tularosa Utility and Maintenance
Tularosa Senior Center
Tularosa Public Library
Planning and Zoning Board

PLANNING PARTICIPANTS

A special thank you goes to community groups, businesses, non-profits, schools, and individuals who shared their time, energy, and information throughout the planning process – and by doing so, shared their hope for the future of Tularosa.

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Tularosa Arts and History Council
Greater Tularosa Foundation
Red Brick School Foundation
Tularosa Middle School
Tularosa Kiwanis Club
Jordana Institute
... and all other participants!



Horsefeathers Gallery on Granado Street.

INTRODUCTION

The Comprehensive Plan is a detailed analysis and report on the physical, social, and economic conditions of a community. The plan identifies where a community is today, where they would like to be, and how they can work to accomplish this.

Through this planning process, community members worked together to identify needs and shared values, resulting in a guiding vision for the plan. This plan is the blueprint for the Village over the next 10-20 years, identifying goals and resources to carry out this vision for the future of Tularosa. Each of the plan's goals, policies, and actions reinforces the community vision in land use, infrastructure, transportation, natural and cultural resources, housing, economic development, quality of life, hazard mitigation, and plan implementation.

PURPOSE OF A COMPREHENSIVE PLAN

A GUIDE TO THE FUTURE

Think of a comprehensive plan as a roadmap for the future of a community.

A comprehensive plan looks at all the "parts" of a community, like housing, jobs, public spaces, and infrastructure, and considers how the Village of Tularosa can plan to address the needs of residents. The plan will include strategies around the future of the local economy and businesses, water, parks and public facilities, housing, roads, and more.

The purpose of a comprehensive plan update is to assess where the community of Tularosa is today and identify a shared vision for the future of the plan. This plan will identify local needs and provide strategies to achieve broader goals that help support the vision. The Village can use this type of plan to make decisions related to public investments in programming and facilities.

COMMUNITY SUPPORT

Community input and ownership are essential to carrying out local projects, programs, and policies identified in the comprehensive plan. Throughout the planning process, residents, stakeholders, business owners, elected officials, local organizations, and students were involved in visioning and strategizing for the future of Tularosa. Their insights have helped shape the plan by identifying shared values, key projects, and community priorities to guide future development in the village.

STATE REQUIREMENTS AND FUNDING

This comprehensive plan update meets the State of New Mexico's comprehensive plan requirements. The State encourages communities to update their plans every five years to be considered relevant and recent. This plan update will support efforts to secure funding from the state, legislature, grant programs, and other sources by clearly identifying a future vision, demonstrated need, and community support for projects and initiatives. Many of these sources are available for public entities, like the Village and non-profits, to access and use for project implementation.

PATH TO IMPLEMENTATION

A key to carrying out the comprehensive plan and its vision will be ongoing, active involvement from community leaders, stakeholders, and Village staff for project and

strategy implementation. This plan update identifies and clarifies an implementation framework, including resources and project partners, to guide activities and investments upon plan adoption.

HOW TO USE THIS PLAN

Each plan chapter, or element, contains detailed information about the existing community conditions, including pressing issues, priorities, and potential opportunities to build on in the future.

The implementation chapter contains a summary of the plan goals, actions, and resources to carry out the work included in the plan.

The comprehensive plan update can be used to support

- Public infrastructure improvements
- Programs and initiatives
- Public investments and enhancements
- Grants and other non-profit funding sources

transformative planning lens

Inclusivity. This plan will shape the future of Tularosa over the next 10-20 years. The support of residents and community members is critical to carrying out the work in the plan. The plan is rooted in a community-based vision for the future.

Clarity. This plan should clearly articulate the vision for Tularosa and the goals of both the Village and residents. It is organized in a logical way that allows a greater understanding of how to carry out the work in the plan.

Conciseness. This plan builds on the hard work of existing residents, organizations, and institutions. Rather than repeat existing studies or reports, relevant information from key sources is identified, linked, and easily accessible for more information.

Consistency. The community priorities, goals, policies, and actions within each plan element support the greater vision for a cleaner, safer, healthier, more enjoyable, and more stable community.

PLAN ORGANIZATION

COMMUNITY ENGAGEMENT

This chapter outlines the thorough approach to community engagement that has informed this comprehensive plan. The process included a variety of in-person and digital strategies to determine community priorities, values, and goals.

COMMUNITY CONTEXT

This chapter provides a brief overview of the Village of Tularosa, including its history, current and changing population demographics, and vision for the future of the community.

LAND USE

This chapter assesses current zoning and land use practices while making recommendations for future land uses that meet local needs and enable desired growth and change.

INFRASTRUCTURE & TRANSPORTATION

This chapter addresses the existing conditions and needed improvements of the Village's utility and transportation systems, looking to upgrade systems, expand infrastructure, and enhance connectivity.

NATURAL & CULTURAL RESOURCES

This chapter addresses the existing conditions and needed improvements of the Village's utility and transportation systems, looking to upgrade systems, expand infrastructure, and enhance connectivity.

HOUSING

This section addresses the need for diverse, affordable, and accessible housing options to accommodate a growing and changing population.

ECONOMIC DEVELOPMENT

This chapter focuses on strengthening the local economy, which supports job creation, business growth, and the preservation and enhancement of community institutions and services.

QUALITY OF LIFE

This chapter considers factors like community facilities and services, health, education, recreation, and other qualities that contribute to residents' overall well-being.

HAZARD MITIGATION

This chapter addresses fire, drought, and other natural hazards that exist in Tularosa and Otero County and identifies efforts to mitigate such risks.

IMPLEMENTATION

This chapter provides a roadmap for putting the plan into action by identifying resources, responsibilities, and timelines needed for implementation.



Rose bushes growing in a resident's yard. Rusty Helton.

VISION FOR THE FUTURE OF TULAROSA

The following vision encompasses what residents hope to see for the future of their community. This statement was co-created by students, business owners, Village staff, residents, and everyone who participated in the planning process.

Tularosa is a vibrant and welcoming community where growth is supported by strong infrastructure, an affordable cost of living, and a consistent water supply. We celebrate our unique character by elevating our rich historical heritage, keeping Tularosa clean and beautiful, hosting joyful public events, and bringing neighbors together. Tularosa is a place where people of all ages can rest, heal, and flourish—with engaging opportunities for youth, meaningful support for seniors, and a strong sense of belonging for all. Our thriving local economy reflects our commitment to small businesses, job creation, and workforce development, ensuring a bright and sustainable future for generations to come.

TULAROSA HAS PHYSICAL INFRASTRUCTURE TO SUPPORT RESIDENTS AND BUSINESSES.

- A stable water supply, safe drinking water, and water treatment are readily available and allow Tularosa to grow as needed.
- Dilapidated, vacant buildings are cleaned up and redeveloped to meet the needs of the community today, while preserving structures from the past.
- Housing is affordable for long-time residents, young families, students, and seniors, and there are a variety of housing options (apartments, townhomes, etc.) to choose from.

TULAROSA HAS A THRIVING LOCAL ECONOMY.

- Small businesses can grow in a supportive community, with access to resources to help them thrive.
- New industries, like outdoor recreation, tourism, and the creative economy, relocate to Tularosa and provide local jobs and tax revenue.
- There are essential businesses in town, which provide day-to-day goods and services, as well as jobs in town for residents.

- Job training and workforce development opportunities help people achieve goals at any point in their career.

TULAROSA UPLIFTS THE HISTORIC COMMUNITY CHARACTER AND CELEBRATES ITS MANY HISTORIES.

- Residents are able to learn about the many different cultures that once considered this area home.
- Historic and cultural preservation is a key community value.
- Rehabilitate, restore, repurpose, and preserve significant buildings for the future.
- Cultural practices tied to land and water are protected in Tularosa.



Dancers at Christmas Parade event.

TULAROSA IS A PLACE WHERE PEOPLE CAN GATHER, RELAX, REST, HEAL, AND FLOURISH.

- There are many different programs and activities for youth to do in town.
- There are programs and services available to address community members' needs, including housing, medical care, and financial support.
- All members of the community support local seniors who have different needs.
- Expand access to healthcare, behavioral health, homelessness and housing services, rehabilitation, public health education, etc., so people can get the support they need.

TULAROSA IS BEAUTIFUL, ENJOYABLE, AND FUN.

- Parks are cleaned up and enhanced to welcome people to gather and play together.
- Fun public events, activities, and programs in public spaces promote gathering and connection.
- Beautification is a high priority for residents. Prioritize beautification projects and work with local partners, schools, and residents to support maintenance and upkeep.



Students help plant flowers.



Festival in Tularosa, photo courtesy of Kendra King.

COMMUNITY ENGAGEMENT

The vision for the future of Tularosa is defined by the community through a series of fun, engaging activities and conversations.

As a part of the planning process, residents, business owners, elected officials, seniors, students, and community organizations could gather to discuss their needs and opportunities in Tularosa. Their ideas are informed by their lived experience and a deep care and concern for the future of Tularosa, reflecting intimate knowledge that influences the community vision, goals, and strategies included in the plan.

PARTICIPATORY FRAMEWORK

It quickly became clear that the strong community fabric, beloved by residents, is supported by the many involved citizens and groups that provide various services, host fun events, coordinate across diverse populations, and contribute significantly to their community through their time and service.

It was critical that citizens be engaged early and often throughout the comprehensive planning process, given their role in carrying out the very projects and programs that have been included in this plan.

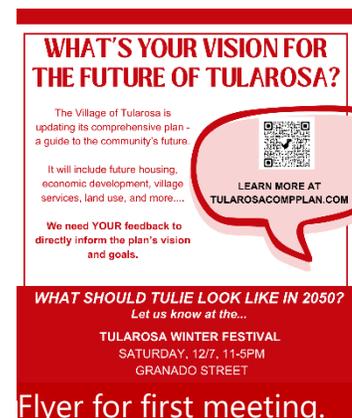


Comprehensive plan introduction boards.

The community engagement activities were designed to inform, educate, and meaningfully include residents in the planning process. These opportunities were dynamic and interactive, centered around encouraging people to share, learn more, and get involved in the comprehensive plan update.

There were multiple touch points and opportunities for people to engage with the plan. A layered approach included digital communication, in-person events, formal meetings, stakeholder interviews, focus groups, informal conversations in passing, and door-to-door conversations with business owners.

Tularosa is a community with an active online presence, so social media posts and digital flyers were a key way to advertise meetings and share out plan information. A project website served as the central hub for information, which was kept up to date throughout the planning process. Community members and organizations spread flyers and information across their networks to further raise awareness of the plan.



COMMUNITY ENGAGEMENT SNAPSHOT

- 10-month community engagement process.
- 300+ conversations at community events.
- 60+ letters from TMS students about the future of Tulie.
- 20+ Village staff members engaged.
- 2 meetings with the Village Board of Trustees.
- 8 days spent in Tularosa by the Comprehensive Plan team.
- 15+ businesses visited.
- 8 hours of tabling at community events.
- 25+ local and regional stakeholder conversations.
- 10+ local and regional groups engaged.
- 5 community-created vision statements to guide the plan.
- 5 flyers for plan events posted online, around town.
- Dozens of new friendships and connections made.
- 30+ community priorities survey responses.



Winter Festival booth to introduce project.



Festival goers share their vision for the future.



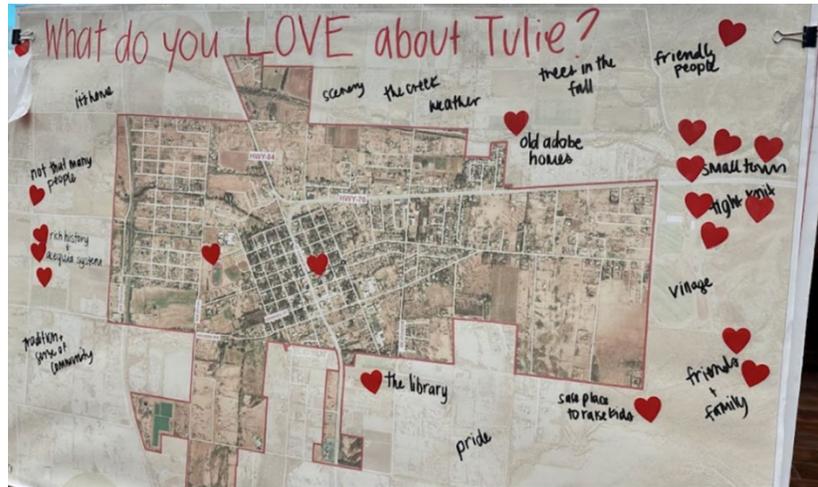
Rainbow after storm during business meeting.

WHAT WE HEARD

PHASE 1: PLAN INTRODUCTION & VISIONING

ALL-STAFF MEETING

After kicking off the project internally, the Village of Tularosa hosted an all-staff meeting to introduce the comprehensive plan and strategize around pressing needs within their departments. The conversation centered around issues and needs facing each department to better understand priorities internal to the Village as an organization.



Staff responses to the question, "What do you love about Tularosa?"

Every employee was invited to share their experiences working for the Village, including ways to support, grow, and retain staff. This conversation helped illuminate opportunities to better coordinate and cooperate to have a greater impact on public needs.

PROJECT WEBSITE

The project website, tularosacompplan.com, was launched prior to any initial engagement efforts. The website was updated with helpful information, context, and relevant documents, as well as event information, interactive forms, and a live community survey.



Comprehensive plan website header.

TULAROSA WINTER FESTIVAL

In December 2024, the Comprehensive Plan team set up a booth at the Tularosa Winter Festival to introduce the plan update and begin community engagement. A series of informative and interactive boards explained the plan process, timeline, and purpose.

Festival attendees were encouraged to respond to the prompt, "What's your vision for the future of Tularosa?" and shared the following visions:

IN THE FUTURE, TULAROSA.....

- Is clean and beautiful
- Has a stable water supply
- Is an affordable place to live
- Uplifts and celebrates its history
- Has things for youth to do
- Is a place where people can thrive
- Supports its small businesses
- Hosts fun public events
- Has job training opportunities
- Continues to support seniors
- Has more businesses



Tularosa Comprehensive Plan booth at festival.



Neighbors engaging with local map.

LOCAL AND REGIONAL TOUR

To better understand the current community, the Comprehensive Plan team sought out a local and regional tour of facilities, institutions, and businesses to hear from people directly.

These often-informal conversations added context as people shared their lived experiences, along with key insights into potential issues and opportunities to be included in the comprehensive plan.



St. Francis De Paula Church.



Tularosa Basin History Museum in Alamogordo.

PHASE 2: STRATEGIZING & IMPLEMENTATION

COMMUNITY SURVEY

Following the first phase of engagement, a community survey was developed to determine priorities and potential strategies for plan goals.

The “Community Preference Survey” launched in January 2025, and flyers with links to the digital survey were hung in public locations around town. Social media posts, e-blasts, and a website banner were all used to advertise the digital survey. The survey was embedded into the project website to display results in real-time.

After being marketed for six months, thirty-one participants responded to the survey.

What are your top three priorities for the future of Tularosa?

- Continuing to protect and conserve natural resources – 18%
- Improving the local economy – 18%
- Historic preservation, protection, restoration – 15%
- Protecting the character of the Village – 14%
- Supporting more housing development – 14%

TULAROSA DUCK RACE

In May 2025, the Comprehensive Plan team set up a booth at the 3rd Annual Duck Race, a popular community event. Throughout the afternoon, over 150 people stopped to learn more about the plan, read the community vision statements, and shared their ideas on what would make Tularosa a great place to live. Of the recorded comments, the most popular ideas included:

- Have “more things to do” in Tularosa – events, recreation, activities, sports, and programs.
- Beautification around town – clean up trash/litter, plant more flowers and trees, take care of buildings that are falling apart.
- Improve public health and safety – clean up parks to make them feel safe and comfortable, connect people in need to services that will help them.
- Attract more businesses – support local businesses, stay open later, offer more variety, and provide places for kids.
- Create more housing – affordable, apartments, townhomes, rental units, smaller homes, senior housing.
- Enhance recreation amenities – build trails and paths, an RV park, and host sports events/races.



A couple at the comp plan booth.



A family reviews vision statements.



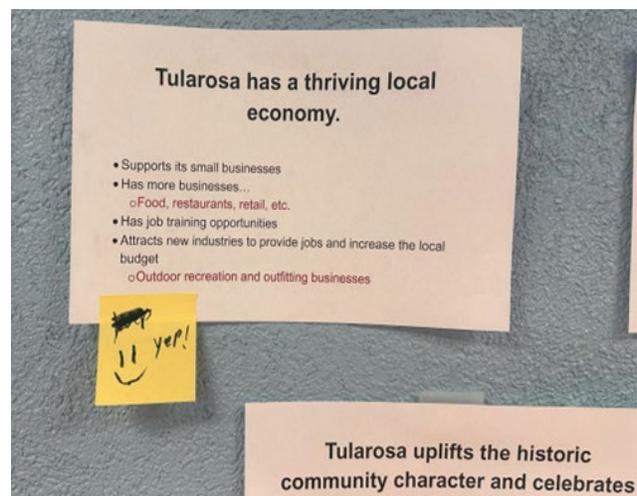
Comp plan booth passing out ducks.

COMMUNITY CELEBRATION

In May 2025, nearly 50 neighbors, students, and business owners gathered together at a new community space, the Keep Tularosa Beautiful workshop and classroom. Middle schoolers showcased their presentation skills and shared their ideas for the future of Tulie with a crowd of family members, neighbors, and Village Trustees. The Senior Center highlighted arts and crafts from local seniors, and Linda the Librarian was there to answer questions about the summer reading program. The "Oasis de Tularosa" exhibit revealed the little-known history of Tularosa's wetlands, and the Comprehensive Plan team presented the community vision for the plan.



Reviewing vision statements.



Community feedback on vision statements.



Community Celebration presentation. Nearly 40 people were in attendance.

YOUTH INVOLVEMENT

In collaboration with Ms. Armijo's 5th-grade classes, 60+ students wrote letters to the Village of Tularosa describing the three most important things they wanted to see in their community in the future.

The letter-writing exercise was incorporated as a class assignment; teachers then selected students to present their letters as part of a public speaking assignment. Nearly twenty students presented to a crowd of family members and neighbors at the Community Celebration. Their ideas have been incorporated into the plan's vision statement and are highlighted throughout the plan.



Student presentations.



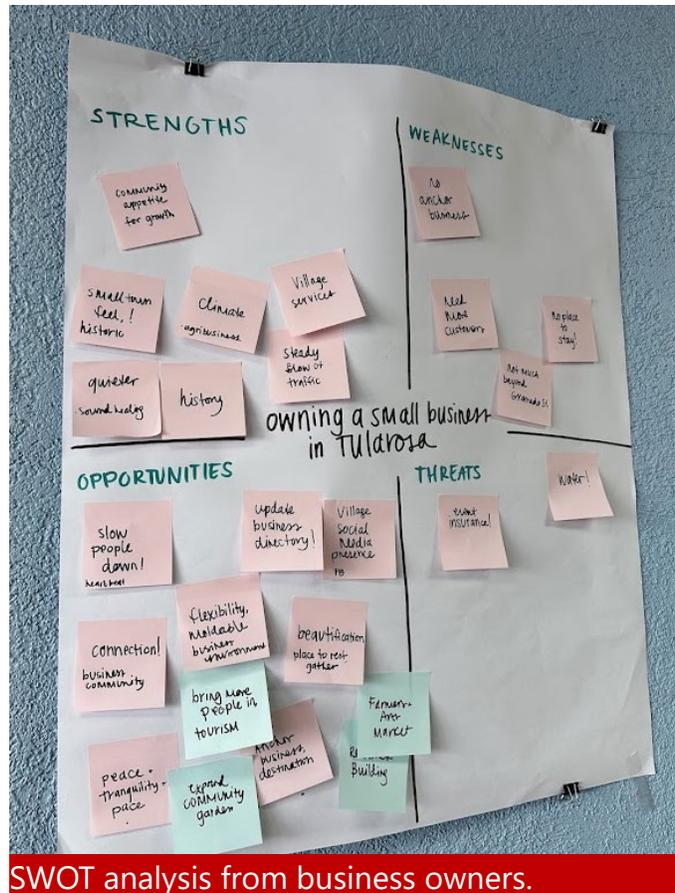
Trustee Garwood talking to students.

Youth Vision for the Future

In an ideal future of Tularosa, there are essential community services to help community members in need. There are safe, comfortable, public spaces to hang out, as well as fun events and programs that encourage people to come together. New community facilities, such as an indoor recreation center, sports fields, and parks, can host more recreational programs for youth. As a community, we will address the unsightly, vacant, and rundown houses and buildings to make room for nicer, newer homes and buildings that provide more space to live, eat, shop, visit, and work in Tularosa. There is a lot of community pride. The Village maintains public spaces and services, which reinforce Tularosa as a desirable place to live. Neighbors, students, and friends often come together to volunteer, helping community members and keeping Tularosa clean and beautiful.

BUSINESS OWNERS FOCUS GROUP

In the late spring of 2025, business owners and local entrepreneurs met to discuss local economic development and ways to support local businesses. The conversation focused on a SWOT analysis of what it means to own a business in Tularosa, noting the issues and opportunities that are unique to this area. The group also discussed what loose terms like “business support” or “business organization” meant, or could look like, based on the specific needs of Tularosa owners. View the detailed responses in the Appendix.



What kind of “Business Support” is needed in Tularosa?

- Additional Village staffing for business and event support, capacity
- Community branding, identity (ducks, roses, etc.)
- Fix the roads, sidewalks, and infrastructure repair
- Village billboard for communications
- Update business directory
- Create other attractions to attract more customers
- Help grow local events, provide spaces for gathering
- Host more community events
- Community magazine, local marketing
- Local business support, “supporting each other”
- Communication across Tularosa, one centralized group/place to share info
- Some local group, organization

What kind of “Business Organization” would work well in Tularosa?

- Tularosa MainStreet
- Informal, communal meetings, DIY, grassroots
- Issue of scale
 - Chamber might be too big



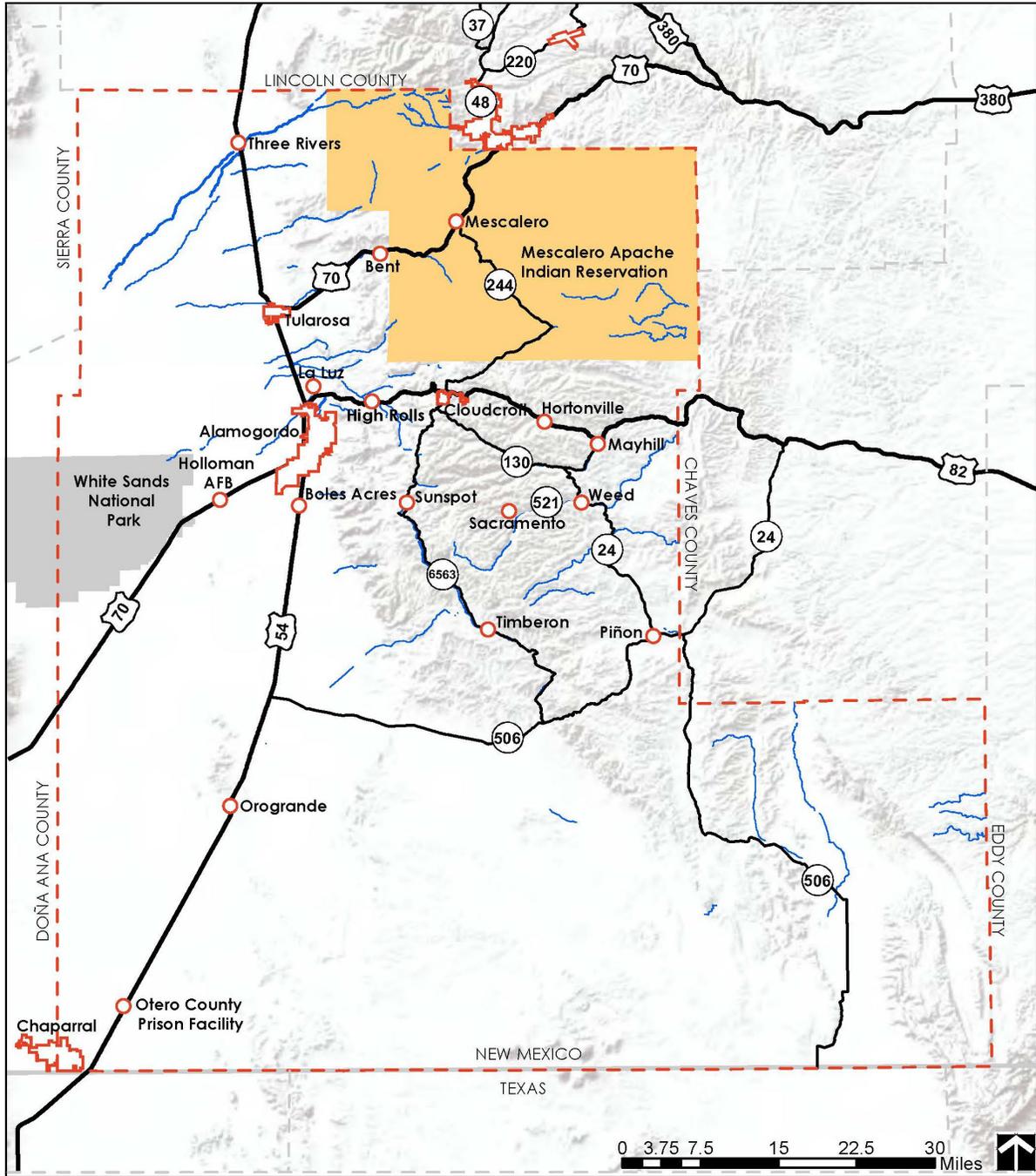
Tularosa mural, photo courtesy of

COMMUNITY PROFILE

The community profile chapter provides an overview of the Tularosa community, describing the history, demographics, and other statistics that show how the area has changed, grown, and developed throughout time.

The profile is intended to provide context to help explain where Tularosa is today, to better inform the strategies recommended for the future.

Figure 1. Regional Geography.



Source: Resource Geographic Information System, University of New Mexico, December 2, 2019

- Otero County Boundary
- New Mexico & Texas Counties
- State Boundary
- Rivers/Creeks
- US Routes
- New Mexico State Roads



Source: Otero County Comprehensive Plan, 2019.

OVERVIEW

Located at the western edge of the Sacramento Mountains within the Tularosa Basin, the Village of Tularosa is a small, culturally distinct community in south-central New Mexico. Just twenty miles west, Alamogordo is a regional hub anchored by federal defense institutions like Holloman Air Force Base, the White Sands Missile Range, and the nearby White Sands National Park. Nearly fifty miles northeast, Ruidoso is a mountain town built around tourism, outdoor recreation, and seasonal visitors. The adjacent Mescalero Apache reservation maintains its cultural sovereignty and heritage, adding another layer of depth and identity to the region.



Aerial view of regional geography.

TULAROSA OVER TIME

The Village of Tularosa was founded in 1862 by Hispanic settlers seeking refuge from conflicts and upheaval in the Rio Grande Valley. Chosen for its reliable water supply and fertile land, the site was established at the confluence of Tularosa Creek and the Tularosa Basin. The name *Tularosa* was derived from how the Spanish described the red or rose-colored reeds growing along



"Tularosa, N.M." KRWG Public Media.

the banks of the Rio Tularosa. The village was laid out in the traditional Spanish colonial style, centered around a plaza and fortified with adobe homes to offer protection from raids. Settlers mapped forty-nine blocks, distributing and recording water rights with the original acequia irrigation system providing water for the gardens, landscaping, and street planting, shaping Tularosa's unique character.

Tularosa's early development was closely tied to this agriculture, with an acequia system that continues to irrigate fields of pecans, grapes, and alfalfa. The San Francisco de Paula Mission, completed in 1869, still stands as a testament to the village's cultural and spiritual foundations.

In the late 19th and early 20th centuries, Tularosa became a waypoint for travelers and traders heading into the Sacramento Mountains and beyond. The arrival of the railroad in nearby Alamogordo in 1898 improved access to markets and brought new residents and industries to the area.

During World War II, Tularosa's existence was dramatically altered by its proximity to the Trinity Site, the location of the first atomic bomb detonation in 1945, just 60 miles to the north. The nearby White Sands Missile Range, established in the same



Granado Street. The Greater Tularosa Foundation.

era, continues to influence the region through military activity and scientific research.

Despite these changes, Tularosa has retained its historic charm and rural character. The Tularosa original Townsite District was declared a historic district and recorded in the National Register for Historic Places in 1979, having 182 buildings on its forty-nine blocks on 1400 acres of land. Tularosa is made up of small businesses that are known for their familiarity, creating a wonderful environment for residents, especially in terms of bringing up the younger generation. Even with additions of modern advances and conveniences, families in the village are built to mimic and maintain their historic charm and history.

Today, the village honors its layered history through its preserved adobe architecture, strong community ties, and enduring agricultural traditions, serving as a gateway to both the White Sands National Park and the rich cultural landscape of southern New Mexico.

TULAROSA IN RECENT YEARS

POPULATION

While the population of the county and state has experienced growth, Tularosa has decreased in size over the past decade. Interestingly, the smaller population has shifted to a median age of 25.7, which is nearly a decade younger than Otero County and New Mexico. This is likely reflective of an increase in younger families back in the area, as well as increasingly larger family sizes, accounting for more children.

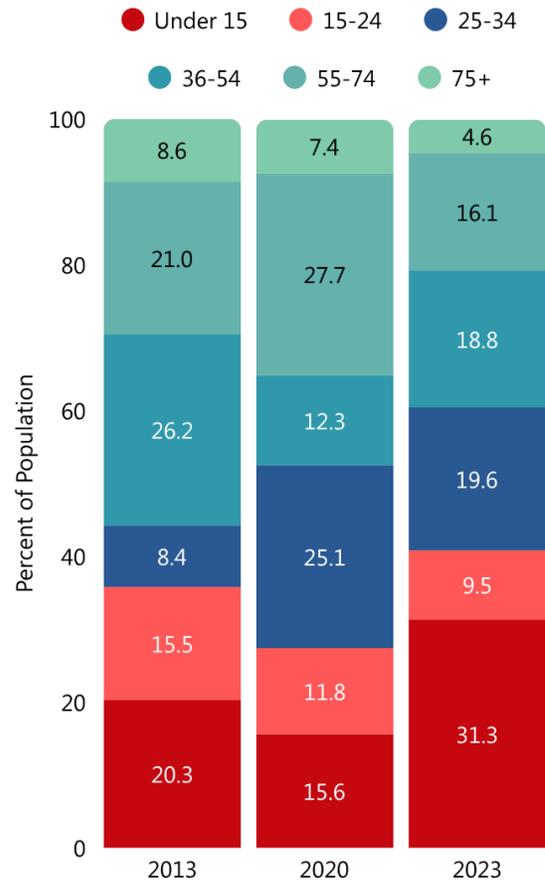
As shown in Figure 2, the population is getting relatively younger, with the population aged 55 and older decreasing.

ECONOMY

There is a vibrant local economy made up of local retailers, restaurateurs, artists, and entrepreneurs. Nearly a third of residents were employed in the arts, entertainment, accommodation, and food service industries, both locally and regionally.

Essential community services, schools, government, and healthcare are also significant employers, and another ~18% of residents are employed in education, healthcare, and social

Figure 2. Population by Age.



Source: U.S. Census, ACS 5-Year Estimates, S0101, 2013, 2020, 2023.

In 2023, the top industries that Tularosa residents were employed in were the following:

1. 32.1% - Arts, entertainment, recreation, accommodation, and food services.
2. 17.5% - Educational services, health care, and social assistance
3. 15.7% - Construction
4. 11.3% - Public administration
5. 9% - Retail trade

assistance. Another 11% of residents are employed in public administration, primarily at the local and state levels. The largest private industry, construction, employs nearly 15% of residents.

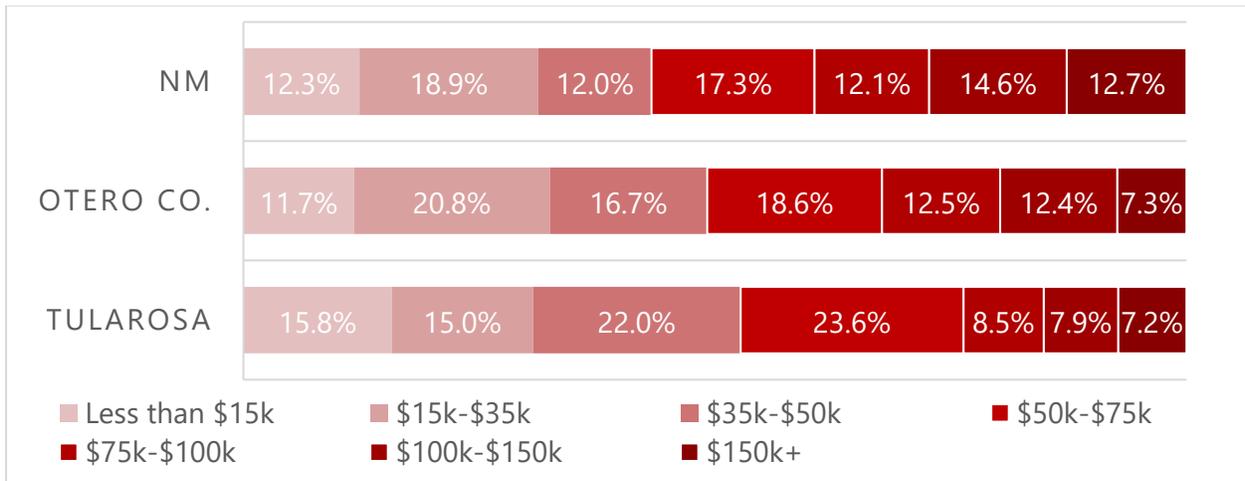
Table 1. Population Demographics Snapshot.

		Tularosa 2013	Tularosa 2023	Otero County	New Mexico
TOTAL POPULATION		2,884	2,584	68,235	2,114,768
GROWTH RATE 2013-2023		-10.4%		5.4%	2.2%
AGE	Population under 18 years	19.5%	35.8%	22.1%	22.1%
	Population 65 years and older	24.6%	11%	17.2%	18.8%
	Median age	43.3	25.7	36.3	39.2
HOUSEHOLDS	Total Households	*	624	24,285	825,021
	Households with children under 18	24.4%	27.6%	26.9%	24.1%
	Households with individuals 65 and older living alone	22.4%	38%	32%	34.7%
	Average household size	2.26	4.14	2.66	2.51
INCOME	Median household income	\$26,325	\$45,147	\$52,717	\$62,125
EDUCATION	High School Graduate or Higher (population 25+)	80.2%	92.1%	87.3%	87.7%
	Associate's or bachelor's degree or higher (population 25+)	27.8%	26.3%	31.3%	39.4%

Source: U.S. Census, ACS 5-Year Estimates, DP02, S1011, 2013, 2023.

The median household income in Tularosa was \$45,147 in 2023. This is relatively less than the county and the state averages. In general, Tularosa households earn less than the average county and state household. Figure 3 describes the breakdown of households by income.

Figure 3. Median Household Income Distribution.



Source: U.S. Census, ACS 5-Year Estimates, DP03, 2023.

Table 2. Population in Poverty.

	Total Population	>18	65+	Under 18 + Over 65	Single-Mother Households
Tularosa	25.1%	30.7%	11.8%	42.5%	36.8%
Otero Co.	19.4%	24.5%	14.5%	39.0%	34.2%
NM	18.3%	24.3%	12.9%	37.2%	29.3%

Source: U.S. Census, ACS 5-Year Estimates, DP03, 2023.

Nearly a quarter of the population is earning below the poverty line in Tularosa. Poverty rates are higher in the village than in the county or state, reflecting localized economic issues that impact residents disproportionately in Tularosa.



Landscape outside of Tularosa, photo courtesy of Kendra King.

LAND USE

Land use is a fundamental component of the comprehensive plan as it creates the groundwork for the entire document. Land use influences where development, such as businesses, housing, and facilities, can occur. These decisions impact the local economy, the cost of public services, and how a community can change over time.

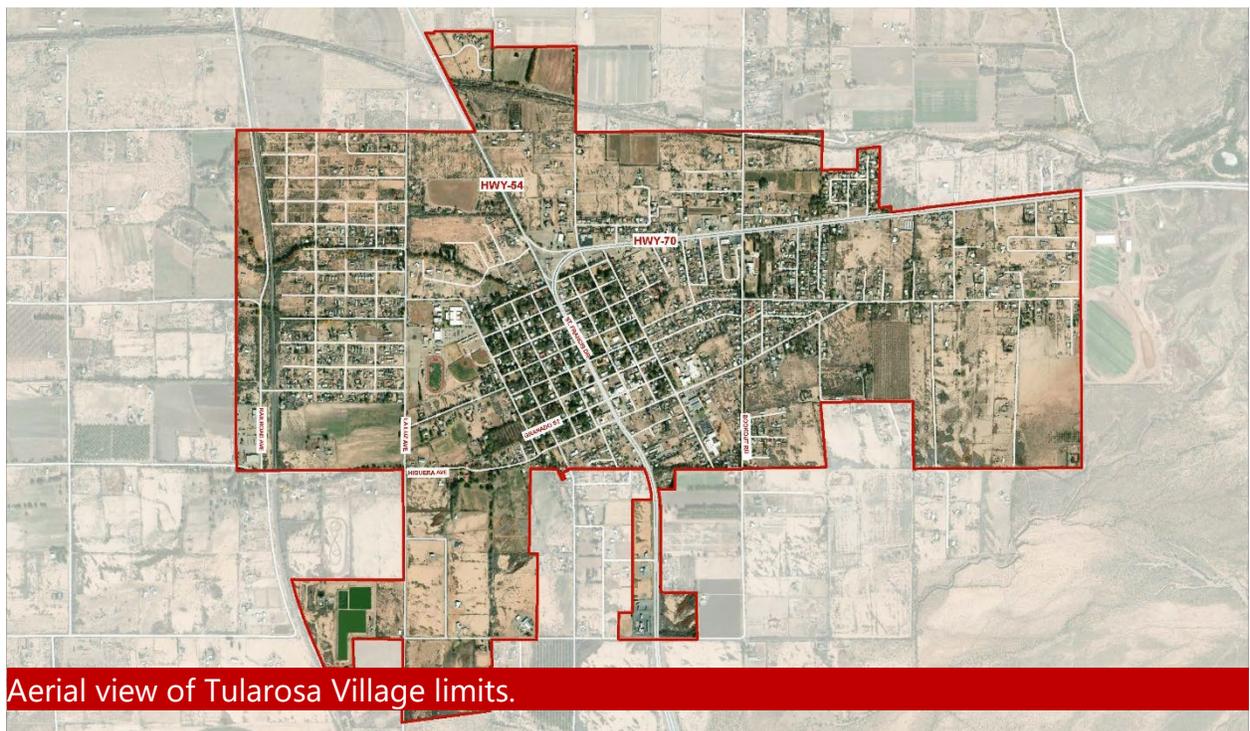
Land use touches many elements of the plan beyond this chapter, and is expanded throughout the infrastructure, transportation, economic development, housing, and natural and cultural resources chapters.

COMMUNITY PRIORITIES

- Sustain the existing community feel and provide opportunities for people, families, and homes in the future.
- Address vacant buildings, promote redevelopment, and infill-based reuse of historic structures.
- Protect and enhance residential areas, dedicated space for parks, recreation, trails, connections to community assets, like the library, schools, etc.
 - Create spaces for people to gather and be physically together.
- Plan for growth and change to support the goals and needs of everyone.

ISSUES AND OPPORTUNITIES

- **Growth is constrained by infrastructure and resource capacity.**
- **Water availability is a concern.**
- **Vacant, dilapidated buildings.**
- + **Vibrant and historic village core.**
- + **Commercial land opportunities.**
- + **Redevelopment and revitalization in existing and historic structures.**



CURRENT ZONING AND LAND USE

There are two main ways the Village of Tularosa can support development, through zoning and land use policies.

ZONING

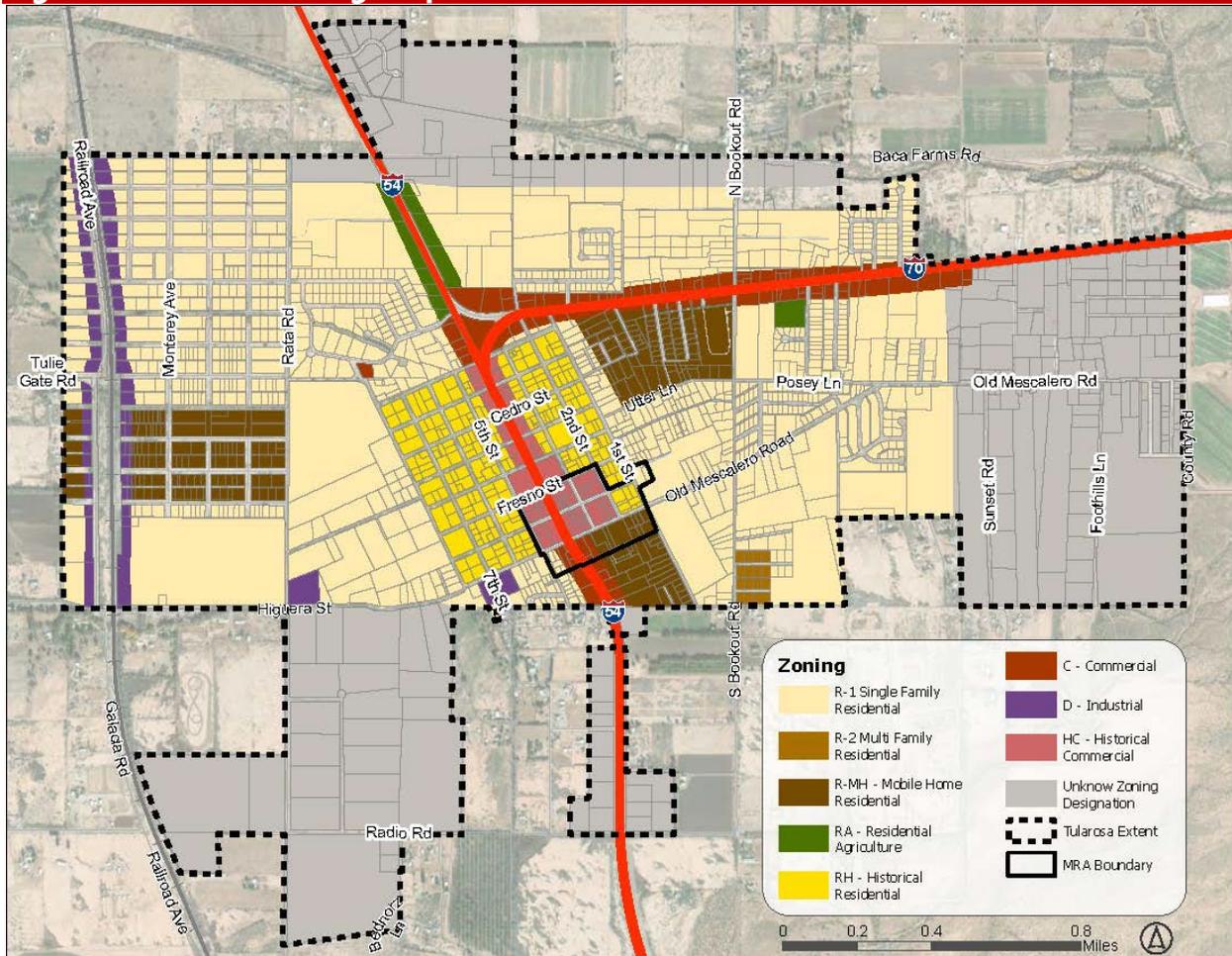
- Controls how land can be developed in different “zones”
- Allowable uses (retail, residential, industrial, etc.)
- Physical characteristics (height, setback, lot size, density of units)

LAND USE

- Describes how land can be used
- Current use describes what is happening on the land today
- Future land use planning helps guide development by determining where future uses can be developed

EXISTING ZONING

Figure 4. Current Zoning Map.



RA. RESIDENTIAL/AGRICULTURAL

This zone is intended for single-family residential use in large parcels of land on the periphery of the built-up portions of the village, and to provide a low density of population.

R-1. SINGLE FAMILY RESIDENTIAL

This zone is established to guide single-family residential development.

R-2. MULTIPLE FAMILY RESIDENTIAL

This zone is established to guide multi-family residential development.

R-MH. MOBILE HOME RESIDENTIAL

This zone is established to guide commercial development.

C. COMMERCIAL

This zone is established to guide commercial development.

HC. HISTORICAL COMMERCIAL

This zone is established to recognize the commercial section of the Forty-Nine Blocks Historical District.

HR. HISTORICAL RESIDENTIAL

This zone and the Historical Commercial Zone are established to encompass the Forty-Nine Blocks Historical District.

D. INDUSTRIAL

This zone is established to guide light, medium, and heavy industrial development.

An abbreviated zoning code can be found in the Appendix, which includes more information on allowable uses within each zone.

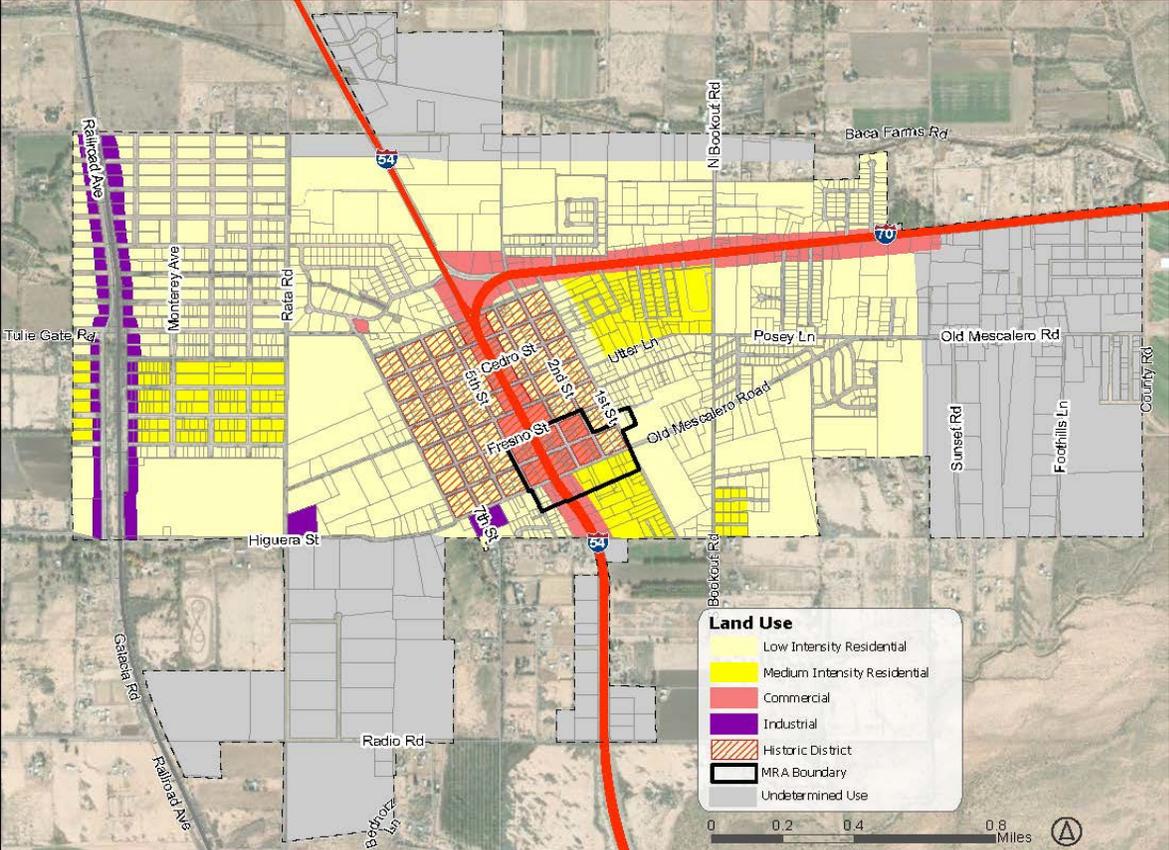


Tularosa Aerial Map, 1996. Google Earth.

EXISTING LAND USES

The Village of Tularosa does not currently have an existing land use map. To better understand how zoning and land uses shape Tularosa today, the map below reflects the following general land uses: residential, commercial, and industrial uses.

Figure 5. Existing Land Use Map.



LOW-INTENSITY RESIDENTIAL

Low-intensity residential uses generally describe single-family residential areas. Most of the current residential uses in Tularosa are for low-intensity housing like single-family units.

MEDIUM-INTENSITY RESIDENTIAL

Medium-intensity residential uses allow for more density and diversity in the allowable housing types. Most of the medium-intensity residential units are

multi-family homes, apartment buildings, and mobile homes.

COMMERCIAL

Commercial uses are concentrated along highways, providing a steady flow of traffic and potential customers. This land use is productive for the Village of Tularosa, given the potential to generate tax revenue.

INDUSTRIAL

Industrial uses are designated explicitly for higher-intensity manufacturing and industrial businesses. While most industrial uses are permitted, the Village Board of Trustees must approve every use on a case-by-case basis.

OTHER LAND USES

METROPOLITAN REDEVELOPMENT AREA (MRA)

The Village of Tularosa adopted the Downtown Tularosa MRA Plan in 2017, allowing the distinct area to be eligible for a variety of policies and funding tools. More specifically, the plan enables the Village to play an active role in redevelopment by identifying key projects and priorities to direct investments and resources that support revitalization. The MRA Plan details specific projects and initiatives that the

Village of Tularosa, community partners, and other regional partners can work together to implement.

Read more about the MRA in the Economic Development Chapter.

HISTORIC DISTRICT

The Original 49 blocks, which make up Downtown Tularosa, are registered on the National Historic Register and State Cultural Properties. These distinctions protect the unique and historic character of the buildings. Most of the buildings in the historic district are residential land uses, with commercial land uses primarily located along Highway 54 / St. Francis Dr. The historic residential and historic commercial zones are essentially design overlays, allowing for the same uses in low-density residential and commercial zones while upholding character protections.



Tularosa Aerial Map, 2023. Google Earth.

Table 3. Existing Land Use Area Coverage.

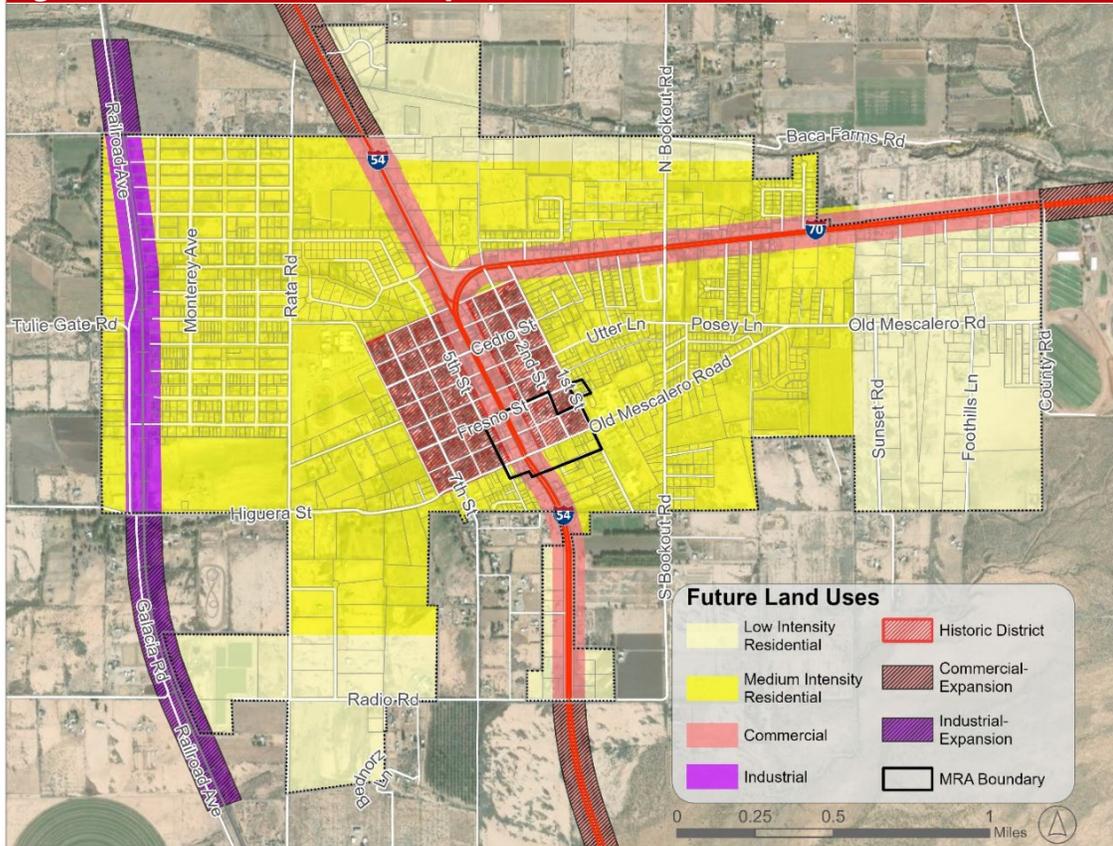
Existing Land Use	Total Area (Acres)	Percentage (%)
Low-intensity residential	741.6	49.6%
Medium-intensity residential	90.3	6%
Commercial	66.4	4.4%
Industrial	29.8	2%
Undetermined use	566.4	37.9%
<i>Historic District*</i>	<i>90.2</i>	<i>6%</i>

**Historic district is not a sole land use, but describes residential and commercial uses with more design and preservation standards.*

FUTURE LAND USE RECOMMENDATIONS

- Seek public funding to review and update zoning code and land use ordinance language to reflect updated, flexible, and simple rules.
- Focus on developing sites along existing infrastructure, like water, sewer, and road networks, to reduce strain on resources.
 - Policies can help incentivize this kind of development along existing infrastructure.
- Expand commercial, mixed-use, and industrial land area to increase jobs, area for housing, and tax revenue.
- Encourage private property owners to build casitas, or additional dwelling units (ADUs), to create more housing that meets resident needs for multi-generational or senior needs.
- Continue to provide flexibility for residential and commercial uses, encouraging housing infill near commercial corridors to support the health of local businesses.
- In future land use and zoning code updates, consider adopting form-based code for greater flexibility.

Figure 6. Future Land Use Map.



LOW-INTENSITY RESIDENTIAL

- Recognizing the quiet, rural nature of Tularosa is essential to people; it is important to preserve less dense housing on the fringes of town to act as a buffer between the county and the village.
- Casitas, or additional dwelling units (ADUs), should be allowed in all residential uses, especially on large rural lots.

- Concentrated around existing infrastructure.
- Allows for more housing units and housing types.

MIXED-USE COMMERCIAL

MEDIUM-INTENSITY RESIDENTIAL

- Slightly more uses, fewer restrictions for housing density.

- Shop on the ground floor, housing on top, historically accurate and relevant.
- Allows for the mix of businesses and residential uses, which increases access to jobs, goods, and services.
- Concentrated along corridors in existing commercial uses.
- Could still maintain commercial-only along the core corridor, but

expand housing options further along and adjacent to the highway.

- Future potential for long-term expansion/annexation along the highway.

INDUSTRIAL

- Attract more industrial uses along existing road and railway infrastructure.
- Future potential for expansion/annexation along the industrial corridor and railway.

- Expanding necessary infrastructure could create an opportunity for a business/industrial park as an economic development project.

MRA & HISTORIC DISTRICT

- Could adopt a design overlay for more flexibility while maintaining character.
- Tap into state and federal funding for historic homeowners and business owners for façade improvements

LAND USE GOALS, POLICIES, ACTIONS

IMPLEMENT POLICIES THAT ENCOURAGE TARGETED, STRATEGIC GROWTH.

- Work with the Planning and Zoning Board to identify previously unidentifiable zones/gaps on the zoning map.
- Update the zoning code to allow for more housing and commercial flexibility, including allowing for casitas (accessory residential dwelling units) in all/most residential zones and including mixed residential-commercial uses in strategic areas.
- Consider annexing land along the highway to add commercial land to increase GRT.

UPDATE AND ENFORCE LAND USE POLICIES

- Update the Village Zoning code to align with the land use recommendations of the comprehensive plan.
- Enforce municipal codes and ordinances related to land use and development.



Luminarias along the highway.

INFRASTRUCTURE & TRANSPORTATION

This chapter outlines strategies to upgrade and maintain infrastructure and transportation systems. It addresses current conditions, future needs, and recommendations for improvements to these systems. This section emphasizes high-quality infrastructure services, as well as transportation safety and connectivity.

COMMUNITY PRIORITIES

- Water system infrastructure improvements for water quality, service, and availability.
- Conservation, protection, and expansion of the water supply.
- Strategic infrastructure expansion for controlled, planned growth.
- Enhance transportation corridors for driver and pedestrian safety.
 - Crosswalks, street lighting, street trees, median art, asphalt art, etc.
- Identify and create safe connections/paths/trails between community amenities, public spaces, schools, etc.
- Potential for future green energy development in Tularosa.

ISSUES AND OPPORTUNITIES

- **Water infrastructure upgrades are critical.**
- **Sewer + Supplementary water source**
- **Transportation safety concerns.**
- + **Complete additional maintenance and upgrades alongside existing construction.**
- + **Asset management planning.**

INFRASTRUCTURE

WATER

The primary water supply sources to the village are surface and groundwater sources. The water from the Tularosa Creek serves as the primary source, while groundwater from the Tularosa Basin supports various uses by residents in the village. There are also two wells used for the drinking water supply in Tularosa. These wells are essential for providing clean and fresh water to residents and communities in the area.

There is a challenge with groundwater quality in both the Tularosa and Salt Basins. Much of the groundwater in the region is brackish, with concentrations of total dissolved solids (TDS) greater than 1,000 milligrams per liter (mg/L). Development of brackish groundwater resources can be an additional source of water supply for this region, with proper attention to the treatment of the water from this source.

ACEQUIA SYSTEM

The acequia is a historic and community-managed irrigation system in Tularosa that mainly functions to divert water from the Tularosa River into the village for domestic use and agricultural land. These ditches are historically significant as they play a crucial role in defining the village's historic district. However, management of the acequia system has been facing challenges, including conflicts over water rights and the need for ongoing maintenance, which needs attention from the Community Ditch Corporation and the Village of Tularosa to solve this challenge.

SEWER

COLLECTION

Wastewater from individuals and businesses is collected by sewer services by the village of Tularosa's sewer laterals, which connect individual and business properties to the Wastewater Treatment Plant Facility.

TREATMENT

All collected wastewater is handled by the Village wastewater treatment plant facility. The Phase IV wastewater treatment plant, which was completed in 2002, has been challenged with proper maintenance services, leading to poor sewage treatment functions in recent times. The sewer distribution system has also been challenged by the securing of easements, causing delays. The Village prioritizes securing funding to improve and upgrade the sewer system installations and meet future demands.

SOLID WASTE

Solid waste collection and management are guided by Ordinance 274, which emphasizes that individuals or groups who own and control a residential or commercial property provide and maintain solid waste generated in conformity with the Village's standards. The Village of Tularosa requires residents to pay for solid waste collection services from a franchised collector and pay the associated fees.

ELECTRIC AND SOLAR

The primary provider of electricity to residents and businesses in Tularosa is the Public Service Company of New Mexico (PNM). PNM is also involved in projects, including community solar, to allow customers to subscribe to the output of solar facilities in the area. Additionally, PNM is engaged in renewable energy initiatives, such as a 5,000 KVA

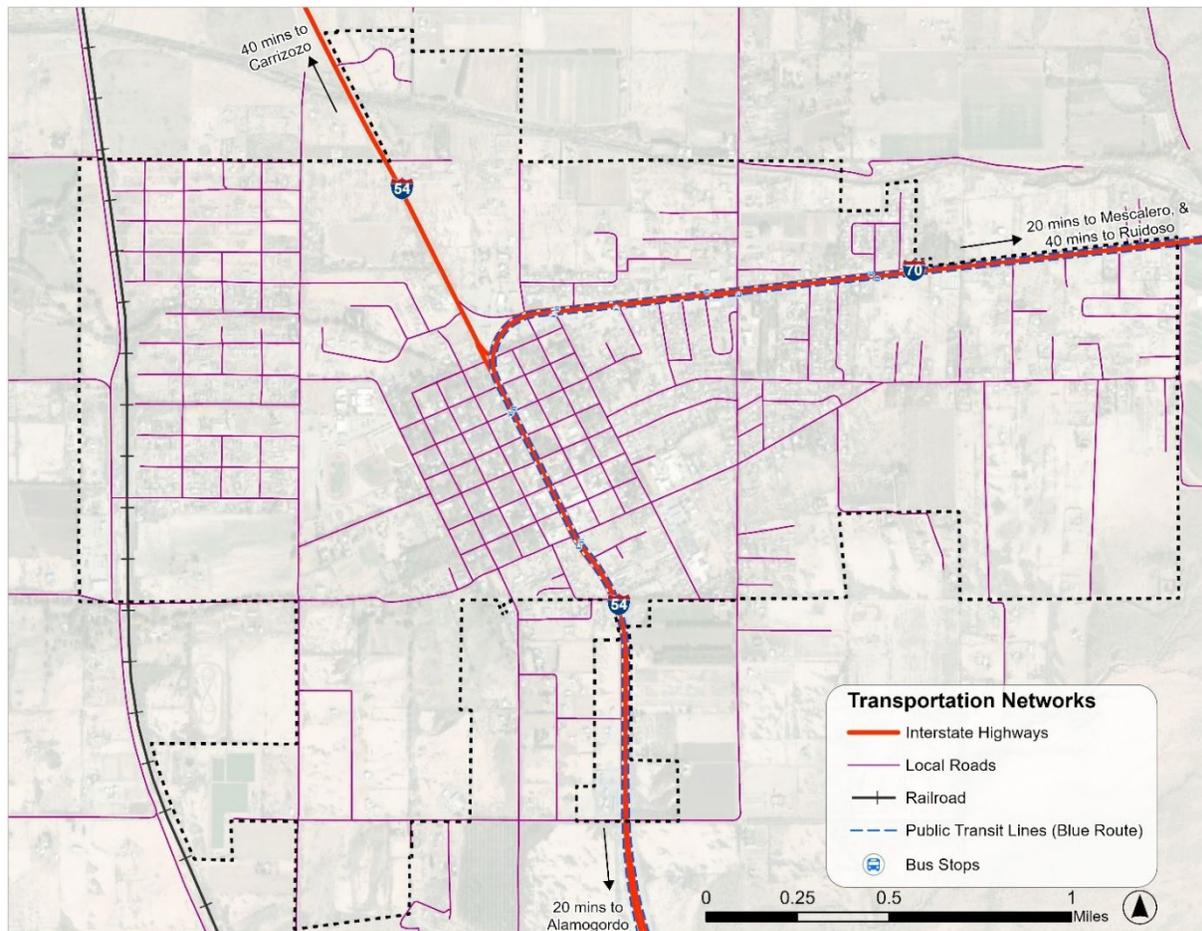
PV Small Generator Project that connects to the Tularosa Substation. PNM strives to provide safe, reliable energy while supporting community initiatives and sustainability efforts in Tularosa.

Tularosa encourages solar energy through the Community Solar Act to roll out projects in the area, indicating a commitment to community solar energy. The Community Owned Solar Farm Program allows landowners and community members to own solar farms, promoting local involvement in solar energy. There are numerous solar companies in Tularosa, including Sunfire Solar System, LLC, Sunshine Saves Inc., and Green Chile Solar, providing options for residents interested in solar installations.

In a stakeholder interview, community members suggested that the installation of more solar power as an alternative source of power to the village could be a priority. This can help reduce electricity bills, serve clean energy sources that reduce carbon emissions, and may help attract federal and state incentives like the federal Solar Investment Tax Credit (ITC) and the state Solar Market Development Tax Credit (SMDTC), reducing the total energy cost to the residents.

TRANSPORTATION

Figure 7. Transportation Network Map.



EXISTING STREET NETWORK

FUNCTIONAL CLASSIFICATION OF ROADS

The NMDOT follows the standards of the US Federal Highway Administration (FHWA) for Functional Classification of roads to determine eligibility for funding under Federal Aid Highway programs, and uses functional classification for program and project prioritization, asset management, safety programs, highway and bridge design, traffic control, and maintenance scheduling.

PRINCIPAL ARTERIALS

The Principal Arterials are the backbone of the transportation system in Tularosa. These roads efficiently move large volumes of traffic over long distances into and through the community while connecting significant locations throughout the county and the state.

Hwy 54 runs through the community from south to north, while Hwy 70 runs from the northeast and intersects with Hwy 54 at the “Y”, or central Tularosa. Hwy 54 connects Tularosa to Alamogordo in the south and runs through the Three Rivers Trading Post to connect Carrizozo to the north at the intersection of Hwy 380 and Hwy 70.

These roads facilitate efficient movement, including substantial statewide and interstate travel by handling high traffic volumes, and serve as crucial corridors for both passenger and freight movement.

LOCAL ROADS

Major local roads include: Higuera St, Radio Rd, Rata Rd, and S Bookout Rd. N Bookout Rd, Old Mescalero Rd, 7th St, and Railroad Rd. These roads primarily provide general accessibility to residents of the community with low speeds, serve adjacent properties, and do not support through traffic.

RAILROAD

In addition to Hwy 54, the railroad connects the village to Carrizozo in the north and Alamogordo in the south. The presence of the railroad enables rapid transport of goods and passengers, stimulating economic growth and development in the area.

These stops are part of the Union Pacific’s freight-hauling services, which operate over a vast network of routes across the United States. In New Mexico, Union Pacific ships and receives many goods, especially auto parts and minerals, providing local jobs and tax revenue for communities. The nearest stations to Tularosa are Alamogordo and Carrizozo.

AIR SERVICES

Residents of Tularosa access air services through the Alamogordo-White Sands Regional Airport, Las Cruces Airport (LRU), located 75.9 miles from Tularosa, and El Paso International Airport (ELP), located 91.3 miles from Tularosa. These Airports offer regular flights from various airlines.

COMMUTING

According to the American Community Survey, as of 2023, 93.6% of Tularosa residents aged 16 and over privately drove their cars, trucks, or vans to work (83.2% drove alone

and 10.3% commuting to work through carpool), with 0.7% walking to work. This is higher than the county commuting statistics, where 89.6% commute to work (77.8% drive alone, 11.9% carpool) with 3.1% walking and 0.3% cycling to work. Therefore, efforts should be geared towards measures to improve multimodal transportation infrastructure and encourage carpooling or public transportation options in the village.

PUBLIC TRANSPORTATION

Village residents have access to public transportation through the Ztrans. Ztrans is a public transit system serving several communities in Otero County, including Tularosa, Alamogordo, Lincoln County, and specific locations such as Holloman Air Force Base and Mescalero. It is a travel option throughout the Tularosa Basin, but the current schedule is limited. Ztrans is challenged by its limited hours of operation, which are only on weekdays. For instance, Route 60 (brown) operates from Monday through Friday only from 8 AM to 3 PM.

The Tularosa Travel Center is strategically located off US 54/70, serving as a convenient stop. It offers amenities including 24-hour diesel fuel, a convenience store, a restaurant, and parking facilities serving as an additional transportation resource for truck drivers and those traveling through the area.

“First, we can talk about how we can keep Tularosa safe. We can add some stop signs in the back roads. We need to add some street lights just for our safety.”

Samantha Y., Student Letters

PLANS AND IMPROVEMENTS

INFRASTRUCTURE CAPITAL IMPROVEMENTS PLAN (ICIP)

The Village’s most critical improvements on water infrastructure are the highest priority for state capital outlay funding, or funding to support necessary infrastructure improvements for public entities.

Table 4. Village of Tularosa Top Five ICIP Projects 2023.

\$1,500,000	To plan, design, and construct improvements to the wastewater collection system, including sewer lines and manholes.
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\$1,500,000	To design, construct, and install water system improvements to new wells, reservoirs, replace aging, leaking water lines, and perform upgrades.
\$500,000	To design, construct, and repair improvements to the wastewater system, including repairs to the sludge basin, sludge beds, weir, pumps, and sewer lines.
\$250,000	Purchase and equip police vehicles and communication equipment.
\$750,000	Plan, design, and construct street improvements throughout the Village.

STREET IMPROVEMENT EFFORTS

There have been efforts to improve and maintain streets in Tularosa. For instance, the Greater Tularosa Foundation has assisted the Village of Tularosa with efforts to revitalize the public streetscape and sidewalks of Granado Street, known as Tularosa’s historic commercial street. There are also designs that show the proposed pedestrian improvements along Granado Street and across US Highways 54/70. Corner curb extensions, crosswalks, improved sidewalks, and added lighting are included to address pedestrian safety needs. The proposed designs also create an inviting and aesthetically pleasing entry to Granado Street with visible “gateway” signage and a visitor center on the NE corner of the street.

STATEWIDE TRANSPORTATION IMPROVEMENT PROGRAM (STIP)

Under the Statewide Transportation Improvement Program, nearly \$14 million is allocated for the major rehabilitation of 10.43 miles of US 54 in Tularosa. The project, described as mill and fill, is expected to start in 2027 and continue through 2028.

NEW MEXICO BIKE PLAN

In the New Mexico Prioritized Statewide Bicycle Network Plan, the segments of US 54 and US 70 at Tularosa are mentioned under Tier 1, or highly appropriate for the implementation and improvement of bikeway facilities. These facilities may appeal to both recreational and utilitarian bicyclists, demonstrating high tourism potential and recreational demand in Tularosa.

ELECTRIC VEHICLE CHARGING INFRASTRUCTURE

Electric Vehicle charging stations are currently located in Alamogordo, Cloudcroft, and Mescalero. The New Mexico Department of Transportation (NMDOT) received \$38.3 million in NEVI Formula funding to distribute through 2026. The funding is intended to expand the EV charging infrastructure network across the state, including communities along major travel corridors like Tularosa on US 54 and US 70.

CORE FUNDING & INCENTIVE PROGRAMS

Program	Typical Award / Credit	Match & Key Rules	What can it do?
Drinking Water State Revolving Fund (DWSRF)	Primarily low-interest loans; subsidized or forgivable portions. Possible via BIL funding (emerging contaminants, lead line replacement)	Affordability-based match to reduce cost; Pre-application submitted to NMED, scoring and priority-list process, final financing via NMFA board approval. Projects must demonstrate technical, managerial, and financial capacity.	Water system infrastructure improvements
Water Project Fund/Technical Assistance Program (TAP)	Free professional assistance is available for water and wastewater systems in need of planning for municipalities lacking the financial means to pay for these costly services on their own.	NMFA offers free assistance, designed to be streamlined and straightforward, for managing projects, contractors, implementation, and more.	Water system infrastructure improvement planning, implementation

Program	Typical Award / Credit	Match & Key Rules	What can it do?
Transportation Project Fund (TPF)	Construction/design fund. Typical award between \$250,000-\$10,000,000.	~15% local match, in-kind is allowed (land, materials, service).	Planning, environmental, design, construction, and ROW for transportation infrastructure (highways/streets/bridges/crossings/parking and areas for vehicular, transit, bike/ped travel).
Local Government Roads Fund (LGRF)	Typical award between \$50,000-\$1,500,000.	25% local match, financial hardship waivers are possible.	Project development, construction, reconstruction, maintenance/repair of public highways/streets and public-school parking lots, ROW acquisition, and in-place materials.
Transportation Alternatives Program (TAP)	Typical award between \$300,000 - \$2,000,000.	~15% local match; projects less than 2M have a better chance of receiving full funding.	Sidewalks, crosswalks, ADA upgrades; on-street bikeway striping/signing; shared-use paths (off-street); bike/ped bridges/tunnels; traffic-calming tied

Program	Typical Award / Credit	Match & Key Rules	What can it do?
			to bike/ped; small amenities like racks/lighting; bike/ped plans; Safe Routes to School non-infrastructure (education, coordinator).
Recreational Trails Program (RTP)	Typical award between \$50,000-\$500,000.	~15% local match; if federal land, 5% local match.	Build/maintain non-motorized and motorized trails; trailheads/trailside facilities; bridges/tunnels tied to trails; equipment leases for trail work.

INFRASTRUCTURE & TRANSPORTATION GOALS, POLICIES, ACTIONS

UPGRADE PUBLIC INFRASTRUCTURE TO INCREASE THE QUANTITY AND AVAILABILITY OF SERVICES.

- Upgrade existing sewer plant infrastructure to expand system capacity.
- Continue to secure a supplementary water source and storage infrastructure, including wells and storage tanks.
- Implement green stormwater infrastructure (GSI) projects, like a drainage pond, to mitigate flooding and help in stormwater management.

MAINTAIN PUBLIC INFRASTRUCTURE TO ENSURE THE QUALITY AND AVAILABILITY OF SERVICES.

- Identify and carry out the necessary maintenance and repair to ensure utility systems remain fully operational.

MAINTAIN TRANSPORTATION INFRASTRUCTURE TO PROVIDE SAFETY AND EASE FOR ALL ROADWAY USERS.

- Work with NMDOT to install a stoplight at the intersection of Bookout and St. Francis.
- Improve active transportation infrastructure, like trails, sidewalks, and connections to key assets.



Acequia flowing under Cottonwood-lined streets

NATURAL & CULTURAL RESOURCES

This chapter focuses on the preservation and protection of Tularosa’s land, water, and cultural resources. These systems shape the natural environment and local cultural identities that persist today. This chapter assesses the current condition of these resources and makes recommendations to responsibly manage, conserve, and steward them for future generations.

COMMUNITY PRIORITIES

- Conserving water, land, and cultural resources for future generations.
- Protecting and honoring the legacy of the acequias and other cultural practices related to natural resources.
- Having access to clean drinking water.

ISSUES AND OPPORTUNITIES

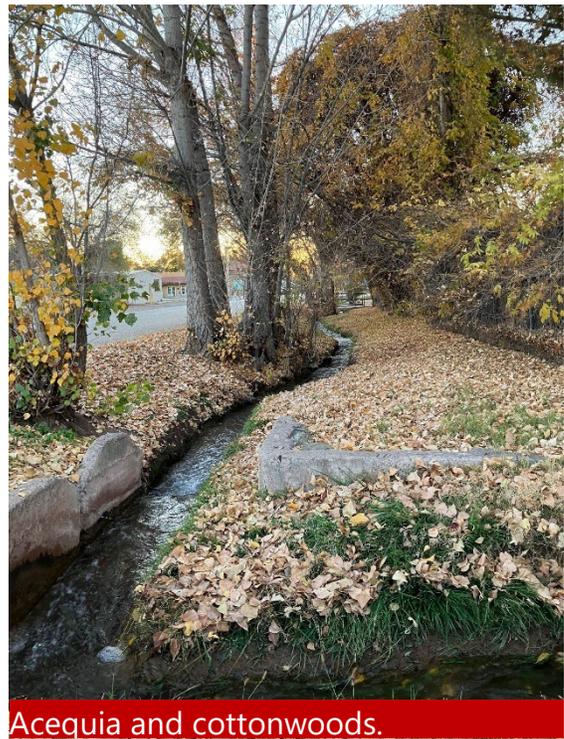
- **Improving water quality and securing enough water supply.**
- **Aging acequia and water infrastructure.**
- **Loss of agricultural participation.**
- **Risk of drought, fire, and climate-related disruptions.**
- + **Uplifting cultural resources tied to acequias, agriculture, and stewardship.**
- + **Restore native habitat and acequia systems through targeted funding.**
- + **Strengthen youth engagement and intergenerational knowledge sharing.**
- + **Prepare for long-term climate resilience through local adaptation strategies.**

EXISTING CONDITIONS

LAND & WATER

Tularosa’s natural and cultural resources are deeply woven into the everyday life, history, and identity of the village. Ecologically, the surrounding region supports diverse habitats, from desert grasslands and riparian zones to montane forests. Agriculture has been central to Tularosa’s identity since its founding. Early residents cultivated subsistence crops and trade goods, including corn, beans, squash, grapes, fruit trees, and chile. With water from the acequia, these crops sustained families and fostered self-sufficiency.

The story of Tularosa is inseparable from its water. Flowing from the Sacramento Mountains,



Acequia and cottonwoods.

Tularosa Creek gave rise to the community's early settlement. As in many traditional New Mexican villages, Hispano settlers quickly established an acequia system – a hand-dug, community-managed irrigation network that shaped both the physical and social structure of the town.

At the heart of this system is the Acequia Madre de Tularosa, which still delivers surface water from the creek to residential gardens, orchards, and small agricultural plots. For 150 years, these ditches have nourished generations of crops, creating a profound legacy of self-reliance and stewardship. The lot layouts of Tularosa's historic core, with long, narrow parcels oriented toward the ditch, reflect this enduring agricultural pattern.

These water channels support their own ecosystems and present a green canopy of cottonwoods along village streets, contributing to Tularosa's famously lush appearance in an otherwise arid region.

The acequia is more than a utility; it is a cultural institution, governed by mayordomos and *parciantes* who maintain it through shared labor and seasonal rituals. Annual cleanings, *limpias*, water-sharing agreements, and community workdays are expressions of collective responsibility rooted in centuries-old tradition.

Elders still recall planting cycles tied to the water's arrival, and many residents continue to maintain family gardens or orchards. The preservation of this system is essential not only for food security and open space, but for keeping Tularosa's cultural heritage alive. The impacts of prolonged drought, reduced streamflow, and brackish groundwater have strained the system's reliability.

"We need to pick up the trash and plant more trees or flowers so it's not so polluted and because Tularosa is full of history and we want to keep it beautiful."

– Olivia L., Student Letter

The New Mexico legislature recently extended acequia infrastructure funding through Senate Bill 425 (2025), allowing for the repair of sediment traps, lining of ditches, and replacement of wooden headgates with more durable materials.

Core features of Tularosa's cultural water resources include:

- **Irrigated parcels in the historic village core** feature narrow lots oriented around the acequia system, many still used for gardening and orchard cultivation.

- **Backyard gardens and orchards** are common throughout the Village, supporting food sovereignty and cultural continuity.
- **Riparian zones**, especially along Tularosa Creek, support pollinators, native plants, wildlife, and water quality.
- **Historical vineyards** reflect legacy land uses, and open agricultural fields are still actively used for hay or forage crops.
- **Tularosa Creek** continues to feed the acequia system, though flows fluctuate seasonally and are vulnerable to drought.
- Groundwater wells, operated by the Village, access the **Tularosa Basin Aquifer** and serve the municipal water system.
- **Springs, riparian areas, and mountain runoff** provide seasonal recharge, which is increasingly variable due to climate change.



Townsite map of irrigated parcels. Joan Price.

CLIMATE RESILIENCE & CULTURAL CONTINUITY

The Tularosa Basin is experiencing the impacts of climate change: hotter summers, decreased snowpack and prolonged drought. These landscapes are increasingly threatened by habitat fragmentation, prolonged drought, invasive species, and heightened wildfire risk, such as the damage caused by the 2012 Little Bear Fire. These environmental pressures directly affect local agriculture, which also faces challenges like land fragmentation, water availability, and declining precipitation.

Protecting cultural and ecological systems will require both traditional knowledge and modern tools. The acequia system, with its principles of shared governance, conservation, and adaptation, offers a resilient model for the future. Community interest is growing in revitalizing local foodways, promoting intergenerational farming knowledge, and supporting small-scale, sustainable agriculture.

CURRENT PROJECTS & INITIATIVES:

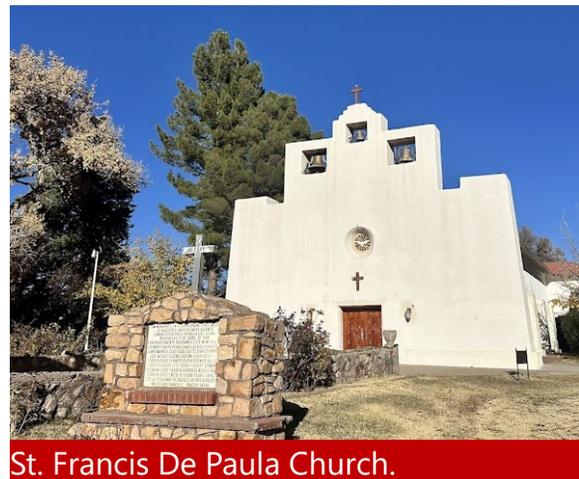
- Efforts such as the Desert Fish Habitat Partnership's five-mile riparian restoration project along Tularosa Creek are working to restore native vegetation and improve aquatic habitat.

- Senate Bill 425's infrastructure funding allows for thoughtful upgrades like sediment basins and grates that enhance the safety of acequias without altering their historic function.

LOCAL HISTORY

Tularosa's built environment is one of the most intact examples of 19th-century Hispano village planning in southern New Mexico. The Tularosa Original Townsite Historic District, listed on the National Register of Historic Places in 1979, includes more than 180 contributing buildings arranged around the original plaza. Adobe homes with thick walls, flat roofs, and interior courtyards line narrow, walkable streets, preserving a sense of historic character and scale rarely replicated in modern development.

At the heart of this district stands the San Francisco de Paula Church, completed in 1869 and built with over 50,000 adobe bricks. A promise to God by the settlers, following the survival of an Apache raid at the Battle of Round Mountain, the church remains a spiritual and architectural cornerstone.



St. Francis De Paula Church.

Though structurally sound, it suffers from spalling plaster, roof leaks, and mural damage. In 2023, the parish received a state Heritage Preservation grant to support stabilization and workshops that teach traditional adobe mudding techniques.

Tularosa's acequia-fed streets are also a key historic resource. Along Christy and Granado streets, the original irrigation ditches flow beside sidewalks, watering cottonwoods and providing a unique landscape element. Though proposals to pipe or line these ditches have emerged, community resistance has emphasized their cultural and historical importance.

HISTORIC PRESERVATION

TULAROSA ORIGINAL TOWNSITE DISTRICT.

The original forty-nine blocks of the townsite are a designated historic district on the State Register of Cultural Properties and the National Register of Historic Places.

There are 10 Historic buildings and 24 contributing buildings within the Historic District.

- Red Brick School House
- Old Tularosa Bank
- First Methodist Church
- Tularosa Dry Goods Store
- Old Tularosa Hotel
- 501 1st Street
- 209 Granado
- 219 Granado
- 606-612 3rd Street
- 316-318 Granado Street

"I would like us to keep our adobe buildings because in Alamogordo the only one is the museum. We have about 182 adobe buildings, so I would like to preserve them and not break them down." – Ariyana T, Student Letter

Historic and Cultural Organizations

TULAROSA ARTS AND HISTORY COUNCIL

The Tularosa Arts and History Council (TAHC) is a nonprofit organization dedicated to celebrating and preserving the cultural heritage of Tularosa through community arts, history programming, and education. The Council organizes events, exhibitions, and collaborative projects that promote the village's artistic and historic identity while supporting local artists and educators.

TULAROSA VILLAGE HISTORICAL SOCIETY AND MUSEUM

The Tularosa Village Historical Society previously managed a small museum that was curated with exhibits, archives, and artifacts that documented the village's history. The museum is currently closed but has great potential to be revitalized and reopened with local historic partners.

TULAROSA BASIN MUSEUM OF HISTORY

Located in nearby Alamogordo and operated by the Otero County Historical Society, this museum houses extensive exhibits and archives related to the broader Tularosa Basin, including Tularosa's founding, settlement patterns, military history, and the region's Native and Hispano heritage. The museum serves as a resource for researchers, educators, and heritage tourism initiatives.

RED BRICK SCHOOL FOUNDATION

This community-based nonprofit was formed to advocate for and restore Tularosa's historic Red Brick Schoolhouse. The Foundation raises awareness, secures funding, and mobilizes local support to rehabilitate the building as a community space, honoring its educational legacy and ensuring its future use as a cultural and civic asset.

PRESERVATION INCENTIVES

The Tularosa Downtown Historic District is listed on both the New Mexico State Register of Cultural Properties *and* the National Register of Historic Places. This designation opens the door to a range of funding opportunities, making any contributing building in the district, including the Red Brick Schoolhouse, eligible for both federal and state preservation incentives. These designations also boost appeal when applying for grant opportunities from nonprofits.

FUNDING OVERVIEW:

- Federal Grants (via the National Park Service): Focused on planning, advocacy, capacity building, and employment. These funds *do not* cover construction or materials.

"I think that we could put some of the older buildings back in use. We could also use the Red Brick Building as a museum so we could finally have a museum in Tularosa. This would attract tourists. Restaurants would get more business."

– Annalisa S., Student Letter



Rainbow over the Red Brick School.

- State Grants (via the NM Historic Preservation Division): Cover all the elements of federal grants, *plus* construction and materials.

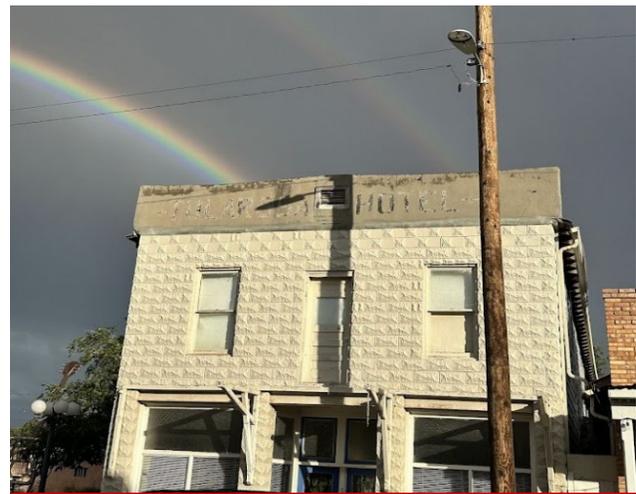
All projects funded by these programs must follow the Secretary of the Interior's Standards for the Treatment of Historic Properties. For state funds, approval from the State Historic Preservation Office (SHPO) is also required. That said, there is flexibility when it comes to ADA compliance and modern utility upgrades, making it easier to adapt to historic buildings for today's needs while maintaining their character.

There are several ways the community can begin securing funding and support:

- Become a Certified Local Government (CLG): This status increases access to state funding and unlocks exclusive CLG grant opportunities.
- Use the NM State Tax Credit: An excellent tool for repairs, stabilization, and building upgrades.
- Reach out to SHPO: Explore whether the agency would consider taking ownership of or supporting the preservation of the Red Brick Schoolhouse.
- Apply for opportunities under the National Trust for Historic Preservation (NTHP): They offer grants specifically tailored to support & prioritize rural communities like Tularosa.



Tularosa Village Historical Museum.



Rainbow over historic Tularosa Hotel.

NATURAL & CULTURAL RESOURCES GOALS, POLICIES, ACTIONS

CONSERVE AND PROTECT NATURAL AND CULTURAL RESOURCES IN TULAROSA.

- Continue to promote water conservation in Village practices and community outreach, like education campaigns.
- Update the 40-year water master plan.
- Sponsor/support youth and community events for restoration, clean-ups, educational programs, and traditional agricultural learning.
- Continue leveraging funding from NM Senate Bill 425 and federal sources to upgrade acequia infrastructure while maintaining historic character.
- Provide incentives for the continued use of irrigated lots in the historic village for gardens, orchards, and crops.
- Establish a local growers' network to facilitate the exchange of seeds, tools, and knowledge.

PROTECT AND ENHANCE TULAROSA'S OASIS-LIKE QUALITIES.

- Support the Desert Fish Habitat Partnership and similar efforts to restore native vegetation along Tularosa Creek.
- Prioritize tree maintenance on public properties and parks.
- Promote local agriculture at varying scales, including home gardens, community gardens, etc.
- Monitor Tularosa Basin Aquifer conditions and engage in regional groundwater management initiatives.
- Develop a local climate adaptation and water planning framework in collaboration with acequia associations and the Village.

RECOGNIZE AND PRESERVE TULAROSA'S HISTORIC AND CULTURAL HERITAGE.

- Create an updated inventory of historic properties and prioritize structures in need of stabilization.

- Seek Certified Local Government (CLG) status to access preservation funding and training opportunities.
- Support efforts by the Red Brick Building Restoration Foundation and Tularosa Arts and History Council to rehabilitate cultural landmarks.
- Expand education and outreach on adobe repair, historic maintenance, and preservation incentives.
- Highlight state incentives for historic preservation, like tax credits for home renovations and repairs.
- Sponsor local historic events by providing marketing or material donations.
- Work with local and regional partners to provide more historic programming.

PROMOTE CULTURAL CONTINUITY AND ENVIRONMENTAL STEWARDSHIP

- Uplift acequia and land-based traditions.
- Celebrate acequia and agricultural heritage through festivals, oral history projects, and interpretive signage.
- Document local stories and practices to preserve intergenerational knowledge and cultural memory.
- Support local initiatives to reintroduce pollinator habitats and native species in riparian and agricultural areas.



Stained glass hung in adobe home window, photo courtesy of New Mexico True

HOUSING

While the Village of Tularosa does not own or maintain housing units, housing is a fundamental part of a community as it directly impacts the lives of residents.

This housing chapter includes relevant housing indicators, data, and information related to housing challenges and opportunities in Tularosa, as well as local and regional strategies to address issues related to supply, affordability, and vacancy.

COMMUNITY PRIORITIES

- Homeowners are seeking home rehabilitation assistance, including programs, financial incentives, and project resources.
- Current residents would like to see more housing options that are affordable for existing residents, so they don't have to commute for work and can continue to live in their community.
- There is a need for diverse housing options, including rental and short-term lodging options.
- Build on local and regional networks of existing housing resources/organizations.

ISSUES AND OPPORTUNITIES

- **Lack of affordability, increase in foreclosures, and homelessness.**
- **Aging housing stock and limited new construction.**
- **Vacant and deteriorated homes.**
- **Limited housing options for diverse residents and families.**
- + **Rehabilitate existing housing stock, provide support to those with historic homes.**
- + **Connect residents with resources, empower them to work together.**
- + **Source funding opportunities to increase housing units and affordable housing stock.**

HOUSING PROFILE

Housing in the Village of Tularosa reflects its deep historic roots, modest growth, and evolving needs. Much of the housing stock consists of older single-family homes and mobile homes, with relatively few new units built in recent decades. While homeownership rates are high and home prices appear low, the underlying reality includes aging structures, rising maintenance and utility costs, limited rental options, and a housing market that does not fully meet the needs of current or future residents.

A strategic focus on housing rehabilitation, affordability, and diversity is critical to ensure that Tularosa remains a place where

“I want to make the village better by making a place for people to create a home. We need more homes for people to live in...”

- Abby B., Student Letter

residents of all ages and incomes can live with stability and dignity.

HOUSING STOCK

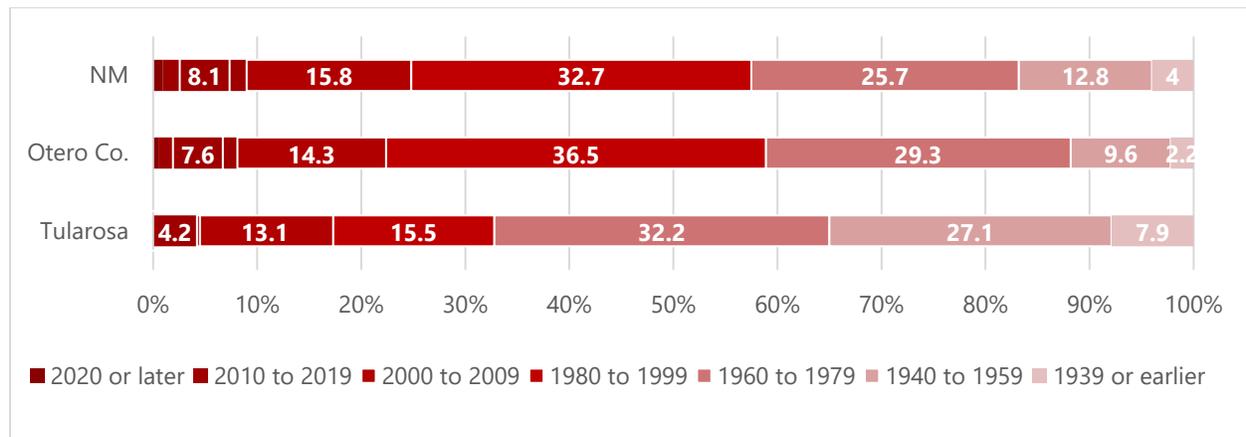
AGING STOCK AND HISTORIC CHARACTER

Tularosa’s housing stock is significantly older than county, state, or national averages. As shown below, nearly 50% of homes were built before 1970, with 12.8% constructed before 1949, many using traditional adobe or early wood-frame methods.



Historic adobe house.

Figure 8. Housing by Year Built.



Source: U.S. Census, ACS 5YR Estimates, S2504, 2023.

Architecturally, the village features a rich variety of historic and vernacular styles, such as the Territorial Style, New Mexico Vernacular, Folk Victorian, Mid-20th Century Minimal Traditional, and Ranch-Style Homes. This older housing gives Tularosa its distinctive historic feel, especially within the original townsite district. However, aging homes also come with challenges: outdated infrastructure and structural issues that are difficult for homeowners to address, especially those who are low-income. New construction has been limited; fewer than 1% of homes were built after 2010, which has slowed the community’s ability to grow or adapt to changing housing needs.

HOUSING DIVERSITY AND SUITABILITY

Housing in Tularosa is predominantly made up of single-family detached homes (83%) and mobile homes (17%). Multifamily units, such as duplexes, apartments, or senior

housing, are nearly nonexistent. This limits housing options for renters, small households, and older adults looking to downsize.

Many seniors occupy larger, older homes that are expensive to maintain. Meanwhile, young families have few choices for affordable starter homes or rentals. Without more flexible housing types or zoning that allows accessory dwelling units (ADUs) and small-scale infill, the community will struggle to meet the needs of a changing population.

HOUSING OCCUPANCY & TENURE

Tularosa is a village of homeowners. Over 85% of occupied housing units are owner-occupied, a rate well above the county, state, and national averages. Renter-occupied housing is starkly lower than the other geographies at 14.3%, highlighting a limited supply option.

Figure 9. Housing Tenure.

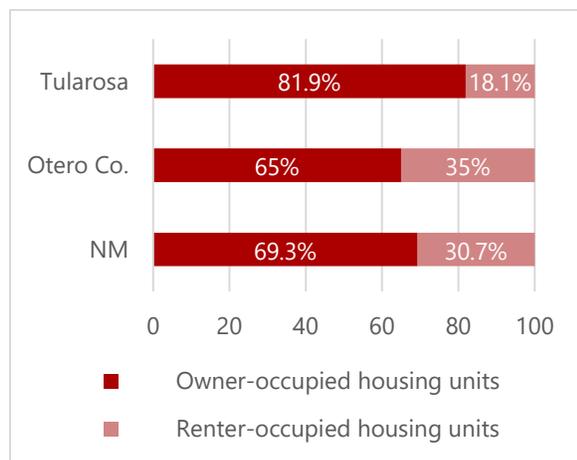
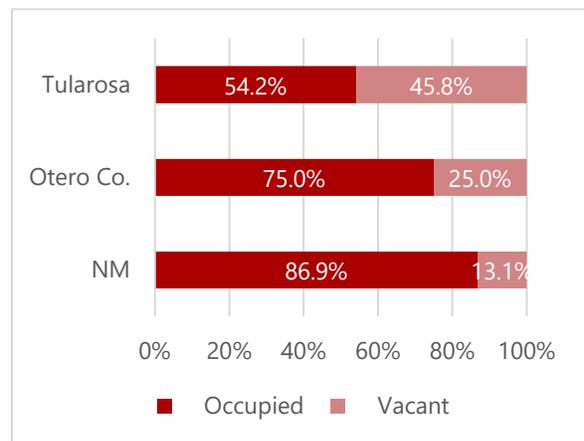


Figure 10. Housing Occupancy.



Source: U.S. Census, ACS 5YR Estimates, S1011, 2023.

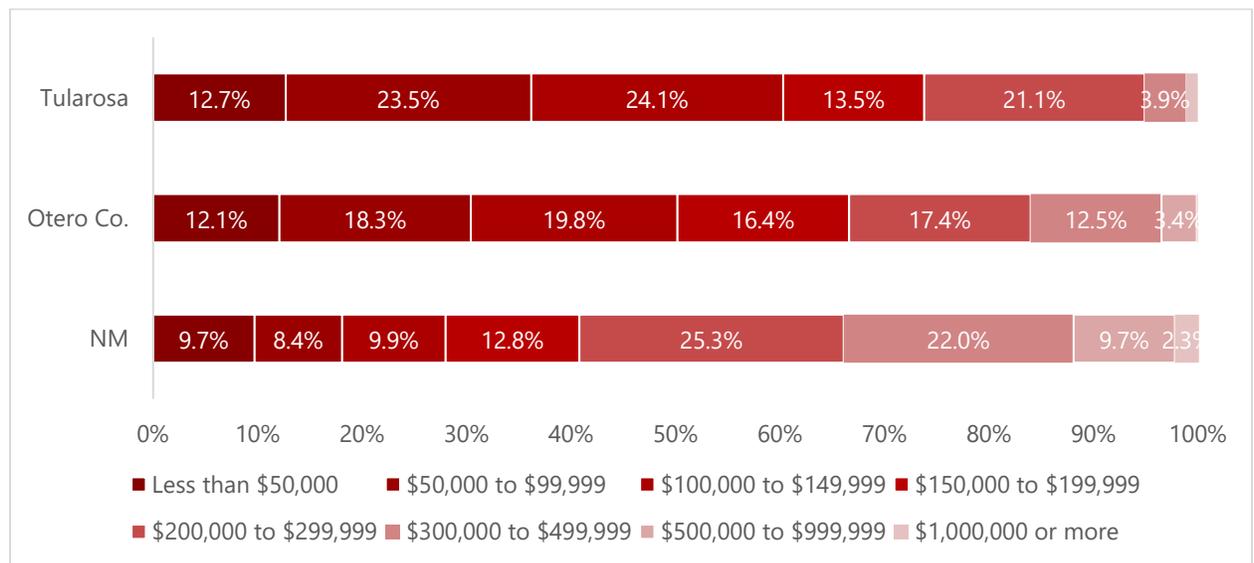
However, the strong rate of homeownership comes with trade-offs: the Village also has a 42.7% vacancy rate, signaling widespread disuse, absentee ownership, or property deterioration. This imbalance, characterized by low rental availability and high vacancy, reflects a housing market where many properties sit unused while options for renters

remain scarce. Vacant and neglected homes are prevalent in outlying areas and even within the historic townsite. Many of these vacant homes are inherited, abandoned, or in disrepair. Without targeted reinvestment or programs to return properties to productive use, vacancy threatens neighborhood health and overall community stability. When asked in which ways their community can improve, Tularosa Middle School students noted vacant and underutilized buildings, suggesting either removal or reuse of vacant buildings, as well as assisting residents in rehabilitating and updating their homes.

“I would also like to see some of the run-down houses rebuilt, the houses with roofs caving in fixed, and any broken windows repaired. I would like to see people living comfortably in those houses again. After remodeling and repairing, the homes could be sold or rented out for reasonable amounts.”

– Annalise G., Tularosa Middle School

Figure 9. Home Values.



Source: U.S. Census, ACS 5YR Estimates, DP04, 2023

The 2023 housing value distribution in Tularosa reveals a housing stock heavily concentrated at the lower end of the market. Nearly 70% of homes in the Village are valued under \$150,000 - more than double the proportion seen statewide in New Mexico (30.7%) and triple the national share (22.6%). This pattern reflects several overlapping conditions, including aging housing stock, limited demand, and economic constraints that have discouraged reinvestment. At the same time, Tularosa has very few

homes valued above \$300,000, suggesting a lack of higher-end inventory and limited diversity in housing options. The absence of mid- and high-value homes may hinder efforts to attract new residents or generate sufficient property tax revenue to support infrastructure and services. However, the affordability of existing housing also represents an opportunity to preserve naturally occurring affordable housing (NOAH) and invest in quality improvements that maintain affordability while supporting neighborhood stability. Addressing this imbalance will require strategies to improve housing conditions, encourage infill development, and expand the range of available housing types and price points.

AFFORDABILITY

While Tularosa’s housing prices are lower than regional averages, rising costs are straining affordability, especially for low-income households.

Table 5. Percent Changes in Housing-related Costs, 2012-2022.

Places	Median HH Income	Median Home Value	Median Rent
Tularosa	67%	17%	73%
Otero County	30%	32%	27%
NM	31%	34%	31%
US	42%	55%	43%

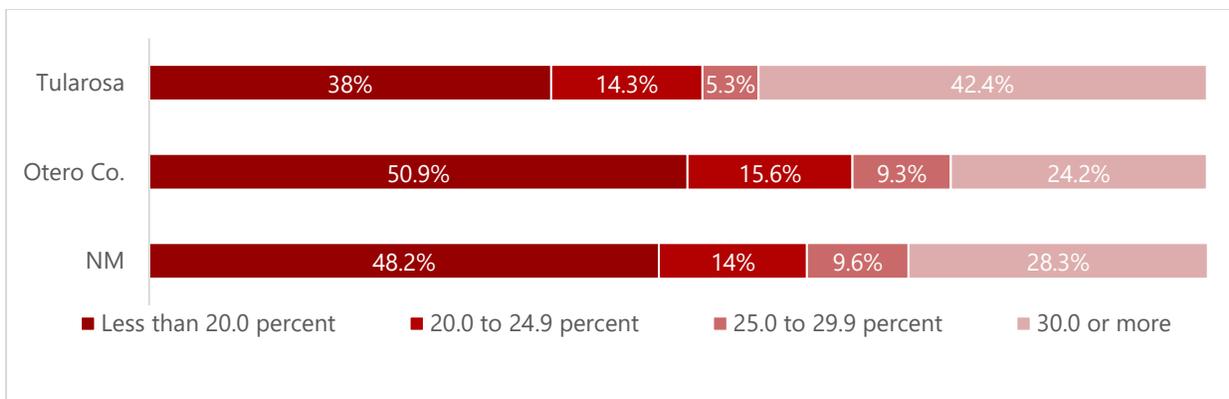
Source: US Census ACS 5YR Estimates, 2022.

From 2012 to 2022, Tularosa’s median household income jumped 67%, yet home values rose only 17% while median rent surged 73%. By comparison, Otero County saw increases of 30% (income), 32% (home value), and 27% (rent); New Mexico rose 31%, 34%, and 31%; and the U.S. climbed 42%, 55%, and 43%, respectively. This unusual split in Tularosa - substantial income gains, minimal home price appreciation, and skyrocketing rents - signals a market where renters are being squeezed by limited supply and rising costs, homeowners are not seeing equity growth typical elsewhere (likely due to aging stock and underinvestment), and overall affordability is eroding despite headline gains in income. Tularosa would benefit from strategic investments in

housing rehabilitation and new rental development, alongside targeted affordability programs for seniors and lower-income households.

Homeowners are facing an increased cost burden due to rising property taxes, higher insurance rates, and costly repairs on older structures. 40.2% of homeowners are cost-burdened, meaning they spend more than 30% of their income on housing, a rate nearly double the national average. This is reflected in local and state-wide trends of homeowner costs, as Tularosa has a higher proportion of residents who are cost-burdened than the county or state.

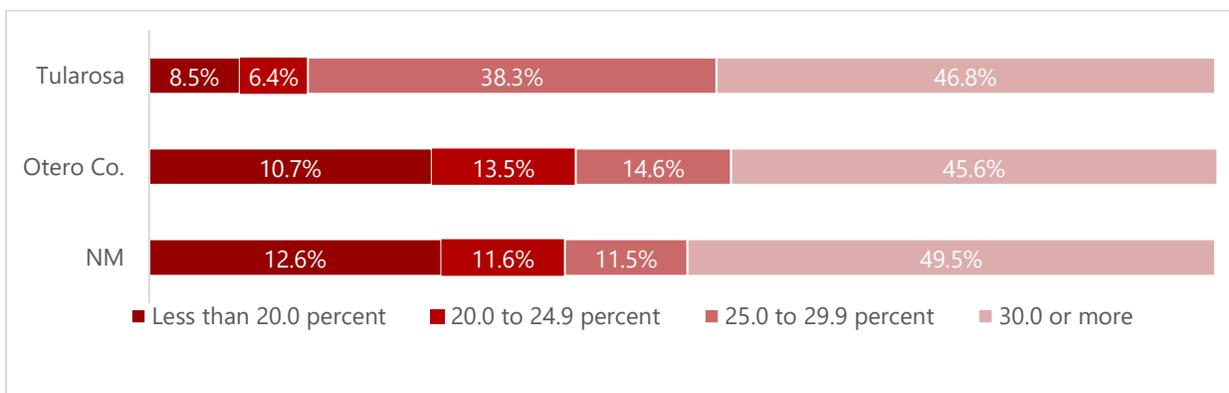
Figure 10. Monthly Owner Costs as Percentage of Income.



Source: U.S. Census, ACS 5YR Estimates, DP04, 2023.

This pressure is particularly acute for seniors living on fixed incomes and those in older homes with deferred maintenance or poor energy efficiency. Utility costs are often high due to outdated heating and cooling systems and porous building envelopes.

Figure 11. Renter Costs as Percentage of Income.



Source: U.S. Census, ACS 5YR Estimates, DP04, 2023.

Renters in Tularosa face fewer options, less housing security, and a greater cost burden. Nearly 30% of renters pay more than 30% of their income on housing, a level of cost burden well above state and national levels. 31.3% of renters pay between 30-34.9% of their income on housing, far more than the county, state, and US. Even though Tularosa has some of the lowest rents in the region, this affordability does not translate into stability, especially for low-income renters with limited rental stock to choose from.

Figure 12. Gross Rent Paid.



Source: U.S. Census, ACS 5YR Estimates, DP04, 2023.

While over 50% of renters pay between \$500–\$999/month, even these relatively low rents are unaffordable for many residents without housing assistance. Tularosa’s lack of diversity in rents also shows a lack of options for renters – there are no units below \$500/month in rent and none above \$1,500/month.

“We also need more apartments for people. It would help bring in more people into our town. Also apartments can help people in Tularosa especially those with low incomes. Apartments can be more affordable than buying a house, especially small areas.” - Nyah A., Student Letter

HOUSING PLANS, POLICIES, PRECEDENT

[CLICK TO READ: REGIONAL HOUSING SNAPSHOT, OTERO COUNTY, 2024](#)

Plan Recommendations:

- Look at ways to increase rental housing in the county.
- Foster small developers to increase supply.
- Look at rehab opportunities and funding streams for vacant properties.
- Adopt climate-resilient permit codes for all new housing units for fire and floods.
- Allow for accessory dwelling units for single family homes.
- Identify land that may provide a suitable location for infill housing within existing towns.

[CLICK TO READ: DOWNTOWN TULAROSA METROPOLITAN REDEVELOPMENT AREA \(MRA\) PLAN, VILLAGE OF TULAROSA, 2021](#)

Plan Recommendations:

- Prioritize housing rehabilitation.
- Increase livable housing supply.
- New housing development along Higuera Avenue.
- Infill opportunities within the downtown core.
- Adaptive reuse of existing structures.

HOUSING GOALS, POLICIES, ACTIONS

HELP RESIDENTS MAINTAIN AND REHABILITATE THEIR HOMES.

- Promote housing rehabilitation resources, from Housing New Mexico (formerly MFA), USDA Rural Development, publicly, on the Village website.
- Connect historic homeowners to resources for historic property renovations and repairs, including NMSU and Santa Fe Community College's Adobe Building program.
- Provide building envelope and energy efficiency improvements to low-income households.

CONTINUE TO INCREASE AFFORDABILITY AND ACCESSIBILITY TO HOUSING FOR RESIDENTS.

- Use state programs and local partnerships to attract housing development for workforce housing, senior housing, low-income housing, and rental units.
- Work with local partners to provide transitional or temporary housing options in Tularosa.
- Advocate for zoning changes that allow additional dwelling units (ADUs)/casitas by-right in residential zones.

WORK WITH REGIONAL HOUSING PARTNERS TO ATTRACT HOUSING DEVELOPERS TO TULAROSA.

- Support regional housing efforts to provide affordable housing (opt-in to future Otero County Affordable Housing Plan).
- Connect with other municipalities to identify potential housing needs and opportunities to develop in Tularosa.
- Work with Holloman Air Force Base to identify potential housing needs and opportunities for development in Tularosa.



Shop Local on Granado Street.

ECONOMIC DEVELOPMENT

Economic development is the process of improving a community's economic well-being and, as a result, quality of life. The local economy highlights what makes a community a great place to live, work, and do business. This chapter assesses the current health of the local economy, including demographic and socioeconomic data of residents and industries. This analysis supports recommended economic development activities and industries to focus on growing for the future economy.

COMMUNITY PRIORITIES

- Supporting local businesses to strengthen the local economy.
- Providing training opportunities for students, connecting local employers with potential employees.
- Attracting new businesses and industries to increase local tax revenue.
- Ensuring the availability of essential businesses, such as pharmacies and grocery stores, in the community.
- Uplifting the work of local organizations and collaborations that contribute significantly to economic development.

ISSUES AND OPPORTUNITIES

- **Outdated infrastructure constraining economic development.**
- **Need to increase tax revenue to fund essential Village services.**
- + **Vibrant local business community.**
- + **Workforce development, especially for students.**
- + **Potential for new industries to diversify the local economy.**

LOCAL AND REGIONAL ECONOMY

A blend of traditional and emerging industries, including retail, food service, public administration, school and healthcare, arts, and recreation sustains the local economy in Tularosa. Small businesses are the backbone of the local economy, but opportunities for higher-wage employment and professional development are limited. While jobs exist in town, many residents rely on nearby communities for work, goods, and services.

The economic landscape is further shaped by aging infrastructure, constrained access to capital, and a regional reliance on nearby urban centers for goods, services, and employment. A focused effort on workforce development, small business and entrepreneur support, and infrastructure investment is critical for the future economic growth of Tularosa.

WORKFORCE & EMPLOYMENT

According to the American Community Survey, over a third of residents are employed in arts, entertainment, recreation, accommodation, and food services. Essential services like education, healthcare, and social assistance account for nearly 20% of jobs held by residents. While some residents are employed in Tularosa, many residents commute to surrounding communities for their careers.

This is reflected in commuting and employment data presented in the Census On the Map analysis. The largest employers/industries in Tularosa are education, retail trade, and public administration. This confirms the anecdotal experience that the schools and government are the largest employers in the area, as well as the strong presence of local retail businesses.

In 2023, the median income in Tularosa was \$45,147, well below the county and state averages. This is primarily due to the high concentration of lower-wage jobs relative to other economies. For instance, in neighboring Alamogordo, where there is a significant military and defense industry present, the median income in 2023 was \$52,515.

Resident employment data gives more insight into local economic conditions, whereas Tularosa employment data reveals more about the kinds of jobs and opportunities available in town.

Resident Employment

(Primary Job)

1. Retail trade, 18.5%
2. Accommodation and food services, 13.8%
3. Health care and social assistance, 12.9%
4. Construction, 9.4%
5. Educational services, 8.3%

Employment in Tularosa

1. Educational services, 23.6%
2. Retail trade, 19.1%
3. Public administration, 14%
4. Accommodation and food services, 11.9%
5. Information, 10.4%

Source: U.S. Census, On the Map Estimates, 2022.

Figure 13. Commuting Data.



Source: U.S. Census, On the Map Estimates, 2022.

REGIONAL ECONOMIC DEVELOPMENT

BASE INDUSTRIES

In 2020, NMSU's Arrowhead Center reported on Otero County, identifying military, federal and local government, forestry, fishing, utilities, and administrative and waste management service industries as base industries. Base industries are sectors that provide goods and services to customers outside the county, effectively introducing new money into the local economy. Examples include manufacturing, tourism, and agriculture. These industries are crucial as they foster economic growth, support businesses that cater to local needs through the multiplier effect, and enhance a county's economic stability.

[CLICK TO READ: THE ECONOMIC BASE OF OTERO COUNTY, NM, 2020](#)

SOUTHEASTERN NEW MEXICO ECONOMIC DEVELOPMENT DISTRICT (SNMEDD)

SNMEDD supports communities in Chaves, Eddy, Lea, Lincoln, and Otero Counties with regional and economic development. The organization assists public entities with grant writing, management, and monitoring, conducts studies to secure funding, and provides guidance on significant capital improvements.

Its work includes projects such as water and wastewater system improvements, business retention and development, solid waste, public buildings, industrial park upgrades, job creation, and transportation initiatives. SNMEDD assists local governments with planning major capital improvements, securing state and federal funding, and providing capacity building and technical assistance.

PLANNING AND COORDINATION

There are already ongoing efforts to coordinate local and regional economic development across New Mexico. State agencies, non-governmental organizations, and other public entities are tasked with supporting regional planning efforts. The following plans outline strategic regional advantages and recommendations to guide economic development in and around Tularosa.

There is a series of reports related to economic development in Otero County. Click to read the plans for more in-depth information and recommendations.

[CLICK TO READ: SNMEDD REGIONAL ECONOMIC RECOVERY AND RESILIENCY PLAN, 2022](#)

- Describes how the regional counties can collaborate for targeted economic development following the COVID-19 pandemic.

[CLICK TO READ: SNMEDD COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY \(CEDs\), 2017-2022](#)

- *Currently being updated at the time of plan development.*
- Regional economic development strategies, planning for economic prosperity in 5 counties, build capacity and wealth.
- Plan to leverage funding to advance strategies.

[CLICK TO READ: SENM STRONGER TOGETHER ECONOMIES \(SET\) PLAN, 2016](#)

- New Mexico’s Southcentral Mountain Region – Otero and Lincoln Counties
- Part of NMSU Extension Office + USDA rural planning initiatives.

Table 6. Regional Economic Development Strategies.

Focus Area / Strategy	SET	CEDs	Recovery Plan
Agribusiness, Food Processing & Technology	✓	✓	✓
Arts, Entertainment, Recreation & Tourism	✓	✓	✓
Housing / Workforce Housing	✓	✓	
Energy (Fossil and Renewable)	✓	✓	✓
Transportation & Logistics	✓	✓	✓
Entrepreneurial Support		✓	
Educational & Workforce Training		✓	
Public Infrastructure		✓	
Economic Development Capability		✓	
Defense and Security			✓

RECOMMENDATIONS, RESOURCES, STRATEGIES

LAND USE UPDATES

Commercial land plays a key role in economic development in Tularosa. Currently, commercial activity is concentrated along the central highways and in the historic district. These areas capture spending, provide jobs in town, and support local entrepreneurs looking to open a business. Expanding commercial land availability, especially by redeveloping underutilized parcels, is an economic development strategy. Increasing commercial land uses can increase tax revenue and provide key goods and services in accessible parts of town. Similarly, residential areas offer necessary housing for residents, employees, and business owners. Allowing more housing types to be built in existing residential areas and encouraging a mix of commercial and residential are land use strategies that will support economic development and the plan's goals. *See the Land Use Chapter for more information.*

ASSET-BASED ECONOMIC DEVELOPMENT

Asset-based economic development (ABED) is a strategic approach for strengthening a local economy by identifying and building upon existing community assets. Tularosa's many assets, the small businesses, educational institutions, community services, and local organizations, all contribute to the strong sense of place and community that make Tularosa a great place to live, do business, shop, work, and learn.

Community organizations are already contributing to economic development by creating programs that promote local businesses, create jobs, and encourage local entrepreneurship. When the Village, as a public entity, supports and partners with these efforts, it strengthens the local economy. Promoting small business growth, supporting local initiatives, and encouraging collaboration can lead to increased gross receipts tax (GRT) revenue and help keep money circulating within the community.

LOCAL BUSINESS SUPPORT AND COLLABORATION

Tularosa’s local businesses contribute greatly to the local economy and character as a small town. Rather than the big box stores available in Alamogordo, Tularosa vendors offer a unique shopping experience, interesting goods and services, and a homegrown, personalized feel. As the Village seeks ways to diversify and grow the local economy and tax revenue, listening to, collaborating with, and supporting business owners will be critical for success.

TULAROSA MAINSTREET / BUSINESS GROUP

New Mexico MainStreet is a state program that coordinates and supports community-based economic development; municipalities can become designated MainStreet communities and access funding and resources related to project implementation.

A Tularosa MainStreet program could coordinate between the Village, business owners, residents, and other stakeholders to support community-based economic development and carry out many of the recommendations included in this plan.

WORKFORCE DEVELOPMENT

Workforce development is intended to build up the local workforce to participate in and attract high-paying jobs to the area. Youth, local employees, and local employers all noted the need for education and other training opportunities to support the incoming workforce and new industry.

“BUSINESS SUPPORT” FOR BUSINESSES

- Increase Village staff capacity for event coordination, marketing, and community support or offer grants to local organizations doing this work
- Develop and promote a strong community brand and identity (ducks, roses, etc.).
- Repair and improve local infrastructure, including roads and sidewalks.
- Install a Village billboard and create centralized communication channels.
- Update local business directory.
- Grow and diversify local events and provide more gathering spaces.
- Create new attractions to draw visitors and customers.
- Launch a community magazine or platform for local storytelling and outreach.
- Form a grassroots organization to coordinate across businesses.

TULAROSA MUNICIPAL SCHOOLS (TMS)

Workforce development efforts should be coordinated with TMS in an effort to support students' and employers' needs. There is an opportunity to bolster youth employment programs, like internships or apprenticeships, to train students to complete meaningful work in their community. Whether this is hands-on construction or utilities work, or training in local government, retail, or entrepreneurship, build out programs that include skills relevant to local employers. Additionally, academic work that supports youth development, such as college-level classes or AP curriculum, should also be encouraged.

NMSU-ALAMOGORDO

The NMSU satellite campus in Alamogordo is the closest higher education institution. The branch offers over forty different programs, ranging from certificates to 4-year bachelor's degrees. Additionally, the State of New Mexico Opportunity Scholarship is available for New Mexico residents to access any higher education for free. Students can access higher educational opportunities nearby, at NMSU-Alamo, or at any institution in the state.

REDEVELOPMENT AND REVITALIZATION

Redevelopment, or the repurposing of a site for a new purpose, is a way to breathe new life into underutilized buildings in Tularosa. By reusing vacant properties, communities can transform unsightly structures or empty lots into opportunities by reimagining affordable housing, small business storefronts, or community hubs that meet local needs. Activating vacant lots through pop-up markets, green spaces, or cultural programming creates gathering places that foster social connection and economic vitality. Adaptive reuse, which describes when existing buildings are repurposed for new functions, preserves the historic fabric of a village while reducing waste and construction costs. There are several redevelopment opportunities underway in Tularosa.

METROPOLITAN REDEVELOPMENT AREA (MRA)

In 2017, the Village adopted the Downtown Metropolitan Redevelopment Area (MRA) Plan to guide the revitalization of the historic core of downtown Tularosa. An MRA designation means an area needs targeted, strategic interventions to redevelop, opening up the area to additional funding mechanisms to accomplish this.

This plan identified the need for public-private partnerships to spur redevelopment in this area, including partnerships with local businesses, community organizations, and the Village of Tularosa.

Figure 14. MRA Plan Goals.

- **Goal 1:** Downtown Tularosa embraces its sense of place through the preservation and adaptive reuse of historic buildings and the cultural landscape. The acequia system runs adjacent to the new public plaza located on St. Francis Drive and provides irrigation to the trees and wild roses growing along its banks, as well as to yards and gardens within the original 49 blocks.
- **Goal 2:** Downtown Tularosa provides an eclectic mix of small, locally-owned restaurants, retail shops, art galleries, and overnight lodging that cater to visitors and serve local residents.
- **Goal 3:** Downtown Tularosa holds family-oriented, community events that showcase local merchants, music, food, and agricultural products grown in the area.
- **Goal 4:** Downtown Tularosa provides a multitude of opportunities for growing new Downtown businesses by supporting an atmosphere of entrepreneurship and engaging in public-private partnerships for the overall benefit of the community.
- **Goal 5:** Downtown Tularosa showcases the Red Brick Building as its center for educational programs, small business support, and cultural activities.
- **Goal 6:** Downtown Tularosa provides new multi-family and single-family housing options in close proximity to its primary activity area on Granado Street. Residents bring new night time activity to the area.
- **Goal 7:** Downtown Tularosa encourages and balances the safe flow of pedestrian activity in proximity to the highway traffic traveling through the area on St. Francis Drive.

DOWNTOWN METROPOLITAN REDEVELOPMENT AREA (MRA) PLAN, 2017

GREATER GRANADO REDEVELOPMENT PROJECT

The Greater Tularosa Foundation is working in collaboration with Mr. Harvey Yates on a significant redevelopment project on Granado Street and within the historic district. The plan centers on redevelopment to boost local vitality and commerce by activating three nodes or sites in the historic downtown district.

The major renovations include a plaza, visitor center, and walking trail along Granado Street and St. Francis, an indoor/outdoor market space and community theater at “The Walls” site, and the redevelopment of one of the oldest structures in Tularosa into a local cultural museum.



Site tour at the Walls site.

The Greater Tularosa Foundation is currently fundraising to carry out these development plans. If completed, these redevelopment projects will greatly benefit residents by providing space to gather and learn, celebrate their history, and connect to their community.

HISTORY, ARTS, AND CULTURE

RED BRICK SCHOOL FOUNDATION

The Red Brick School Foundation is a local group concerned with the preservation, rehabilitation, and restoration of the original 1917 Red Brick School Building. The group is actively seeking the rehabilitation of the structure to be activated into a shared community space. This type of redevelopment would activate the former school site to serve a pressing community need and draw in visitors and patrons from nearby communities. Redevelopment is a tremendous economic opportunity to revitalize and repurpose a local asset. See Natural and Cultural Resources for more information.

TULAROSA ARTS AND HISTORY COUNCIL (TAHC)

Tularosa Arts and History Council is a local non-profit working to celebrate and uplift the unique arts, culture, and community in Tularosa. TAHC hosts several community events, including Halloween on Granado Street and the Duck Races, which were often mentioned as great experiences for residents and visitors alike.

Council members and students shared an interest in working together to uplift other related community efforts and projects. TAHC has been working on a QR Code-led walking tour that would allow visitors to learn about local history while strolling through town. Projects, programs, and events like the ones TAHC has curated all promote Tularosa as a unique and historic arts town, attracting visitors and patrons.

VALUE-ADDED AGRICULTURE AND CULINARY EXPERIENCES

While it has slowly decreased over time, the agricultural legacy of the region is still present in Tularosa today. There is an opportunity for active growers to strategically incorporate food processing, value-added production, and culinary production to grow their businesses. Entrepreneurs may approach regional agriculture growers, like pistachio and pecan farmers, to gauge interest in expanding local processing efforts.



Tularosa Distillery Sotol.

Local businesses like Tularosa Distillery and Tularosa Vineyard are leading the way in defining Tularosa as a farm-to-table destination by providing high-quality goods that are sourced and processed in the area.



OUTDOOR RECREATION

For smaller towns located near natural landmarks and interesting landscapes, outdoor recreation is a proven economic development strategy. Tularosa's proximity to nearby mountains, rivers, trails, and marks can attract visitors seeking recreational experiences like fishing, hiking, camping, or birdwatching.

Investing in improvements like trail systems, signage, public amenities, and local outfitters and guides could prove to have multiplying economic effects by attracting people to the area. To better accommodate recreational users and attract more customers, nearby businesses may cater to their needs to provide relevant supplies, snacks, and services, or open new businesses altogether.

THREE RIVERS PETROGLYPH SITE

Tularosa is located less than a twenty-minute drive away from the Three Rivers Petroglyph Site, a historic and recreational site managed by BLM. The park allows for day and overnight use, including tent and RV camping, which make up the few lodging options currently available in town. The site also has walking trails, interpretative signage, and an informative gift shop.

Staff described a significant number of birders who seek the site out for its supreme birding conditions, as well as patrons seeking off-highway vehicle (OHV) and all-terrain vehicle (ATV) recreation options.



Walking path at Three Rivers Petroglyph Site.

REGIONAL RECREATION

Tularosa is centrally located between many natural resources, amenities, landmarks, forests, and public lands, including Ruidoso, the Sacramento Mountains, and White Sands National Park. Building on this proximity, the village can market itself as a launching pad between the numerous sites. Work with regional partners at these destinations to ensure marketing materials that promote Tularosa are readily available for visitors.

ATTRACTIONS & TOURISM

Tularosa is located between two larger communities, Ruidoso and Alamogordo, that each have a growing tourism demand. Given its proximity and character, Tularosa is uniquely situated to grow into a reputation as a “bedroom community” and service visitors from Alamogordo, Ruidoso, and other regional destinations.

The central location of Tularosa is ideal for a day trip to any of the area’s many attractions; however, there are few reliable lodging options available in town. To supplement this, consider the potential for short-term rentals as opportunities for residents with additional units or large lots. Anticipating the desired interest for short-term housing rentals before tourism efforts can help alleviate any potential strain on housing for existing residents. Additionally, consider trying to attract a small to medium-sized hotel chain to the area, given Tularosa’s unique proposition.

ECONOMIC DEVELOPMENT GOALS, POLICIES, ACTIONS

CONTINUE TO SUPPORT SMALL BUSINESSES IN TULAROSA.

- Support/initiate development of a Tularosa Chamber of Commerce to organize local businesses.
- Connect businesses to organizations like NMSU Alamogordo and the Small Business Development Center, which offer targeted training, support, etc.

DIVERSIFY AND EXPAND THE LOCAL ECONOMY TO INCREASE TAX REVENUE.

- Consider land use and zoning code updates to encourage residential and commercial development.
- Support the development of a QR code walking tour of Tularosa's historic assets.
- Promote Tularosa as a destination for arts and culture, given its many local/regional museums.
- Work with community partners to reopen and staff the Tularosa Historical Museum.
- Work with marketing professionals to promote Tularosa as a gateway to local and regional outdoor recreational assets.
- Continue to work with Three Rivers Petroglyph staff to host events and programs for students and families.
- Adopt a Local Economic Development Act (LEDA) Ordinance to support development efforts.

BUILD UP THE LOCAL WORKFORCE TO PROVIDE JOBS IN TOWN AND VITAL COMMUNITY SERVICES.

- Work with local businesses to identify potential training and internship opportunities for youth, students, and early-career professionals.
- Continue to collaborate with the Tularosa Municipal School District to attract/provide internship opportunities for students.

- Establish an internship program through the Village that hires local youth to learn about government jobs and help their community.
- Collaborate with community partners (NMSU, SENMCOG, etc.) to promote entrepreneurship and business ownership training opportunities to students, owners, etc.

UPLIFT AND REVITALIZE COMMUNITY ASSETS TO ENHANCE THE QUALITY OF LIFE AND DRIVE ECONOMIC ACTIVITY.

- Support the development of a MainStreet program to provide local business support and support community-based economic development projects/events.
- Support the existing efforts to redevelop Granado Street by seeking public and board approval of redevelopment projects and utilizing MRA incentives as a public entity.
- Work with the Red Brick School Foundation to revive and activate the Red Brick School Building.
- Work with community partners and developers to implement the Downtown MRA Plan, promoting and utilizing the MRA tools to execute catalytic projects.



Halloween on Granado Street, photo courtesy of Kendra King.

QUALITY OF LIFE

This chapter focuses on the parts of a community that contribute to a high quality of life for all residents, including parks and recreation, local government services, healthcare, and education.

It assesses the current conditions of facilities, services, and programs and identifies gaps or needs to be addressed to improve the quality of life.

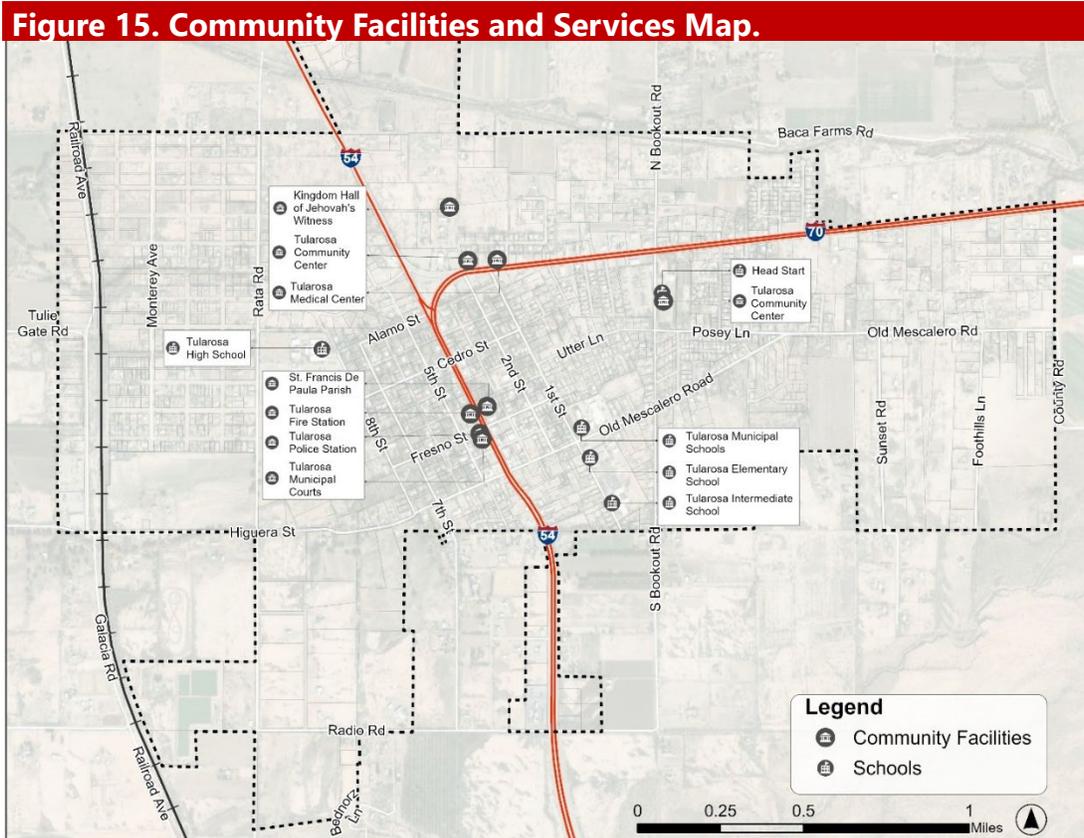
COMMUNITY PRIORITIES

- Focus on targeting community needs, especially related to healthcare and behavioral healthcare services.
- Improve social inclusion, sense of belonging, feelings of welcome.
- Build on local volunteer spirit to increase community pride.
- More programming, activities, and events for youth and families to do.
- Clean up parks to make space for people and children to gather and play.

ISSUES AND OPPORTUNITIES

- **Need to expand access to vital community services.**
- **Need to enhance and activate public spaces.**
- + **Involved community groups.**
- + **Park improvements and public events.**
- + **Multi-generational public spaces, community programs.**

COMMUNITY FACILITIES AND SERVICES



PUBLIC SERVICES

VILLAGE OF TULAROSA STAFF & ADMINISTRATION

The Village of Tularosa is governed by a mayor and an elected Board of Trustees. The Village facilitates administrative services including record-keeping, utility payments, and building maintenance.



Tularosa Village Hall.

PUBLIC SAFETY

The Tularosa Police Department has been understaffed and faces some challenges in recruiting new officers, resulting from the village's inability to compete with bigger communities by providing incentives for recruited officers. The department receives assistance from the all-volunteer New Mexico Mounted Patrol (NMMP) for traffic patrols and regular calls.

VOLUNTEER FIRE DEPARTMENT

Tularosa's Fire Department is run by local volunteers who manage fire response in the village. The Fire Department works closely with neighboring communities and regional partners for coordinated responses. There are two dedicated fire department facilities, including a station that was built in 2016 to cover the east of town.



Tularosa Fire Station 5.

They do not currently provide Emergency Management Services (EMS), which is a gap in local service.

COMMUNITY FACILITIES

TULAROSA SENIOR CENTER

The Tularosa Senior Center provides critical services to local seniors, including meal service and delivery, activities and programming, and as-needed transportation services.



Dining hall where meals are held.

The Senior Center was recently moved into a brand-new facility, which provides ample room for meals, services, and programs. While the facility upgrade is appreciated, some seniors noted that the new location of the center can be hard for people to get to, especially if they cannot drive.

Staff, seniors, and students all expressed support for the expansion of senior programming into the community. Intergenerational programs, senior-centered community events, and collaborations with student groups are all ways to integrate senior programming into community spaces.

TULAROSA PUBLIC LIBRARY

The Tularosa Public Library serves the entire community of Tularosa as a public facility to access information, technology, and creative programming. With free Wi-Fi available inside and outside, public computers, printing and copying services, and a range of media, the library is a central hub for locals, students, and families.

Beyond traditional library services, the library offers engaging programs like toddler story time, after-school arts, and game nights. Teen programming is more focused on technology and computer access, while adults and seniors can participate in book clubs, computer classes, and smartphone assistance.

“The last thing I think will help Tularosa is to make a big library. You might ask why we need a bigger library? Well, I think that people here in Tularosa like to read so maybe if we make a bigger library then there will be more books to read. People can read different kinds of books and they will never run out of books to read.”

Emma S., Student Letters

TULAROSA COMMUNITY CENTER

The Tularosa Community Center, located at Veteran Park, is owned and maintained by the Village of Tularosa. However, most of the building is leased to Tularosa Municipal Schools for their Pre-K/Headstart program.

Local organizations and individuals expressed interest in accessing the facility space for meetings, events, etc. It is worth considering how this valuable public space could be activated to engage more people.

PARKS, PUBLIC SPACE, AND OUTDOOR RECREATION

Although there are public parks in town for residents, many people reported feeling unsafe or uncomfortable in them. Several students reported seeing litter and unmaintained park equipment, which they found unsightly, while others have complained about loitering and suspicious activity that deters park use.

A site tour of these parks revealed their potential for improvement. These parks are relatively spread out throughout Tularosa, providing access nearby for many residents. Also, the preserved space in the parks is large enough to host larger events, sports matches, or other gatherings that may need more outdoor space.



Tularosa Childrens Park.

At the same time, many students and families expressed a desire for places to gather, play, and hang out beyond their homes. Shade structures and picnic areas are examples of park infrastructure that make spaces more comfortable and inviting to patrons. Some participants expressed that Tularosa has the park infrastructure it needs, but requires basic maintenance and upkeep of most of the parks and courts to be functional.



Run down tennis courts.



Old handball court.

As shown through many discussions, it is important to dedicate the time and resources to cleaning up the parks so they can functionally serve the community again. Enhancing park infrastructure and activating new spaces will invite people to revisit and use their local parks to meet their needs.

“I also think we need some family activities because we all get bored and there's barely anything to do here...We don't want to travel long distances to do something fun with our family. I was thinking about something along the lines of monthly scheduled events at the park or somewhere in the village.”

Azris R., Student Letters

HEALTHCARE, MEDICAL FACILITIES, PUBLIC HEALTH

Many residents mentioned a lack of consistent, accessible healthcare options in Tularosa. While more facilities existed in Alamogordo, people reported they did not have reliable access to the services, procedures, and providers they needed. This is not uncommon for rural communities to experience; however, the solutions tend to be more regional than local in order to serve a larger population. This means that the Village of Tularosa is not solely responsible for medical services (provision or recruitment) but may find that general improvements to the quality of life make the area more attractive for potential providers.

TULAROSA MEDICAL CENTER, PMS

Tularosa Medical Center, a Presbyterian Medical Services clinic, operates within Village limits. The clinic offers primary medical care, family and women's health, vaccinations, referrals, and more to local and regional patients. Some residents expressed frustration with the understaffing of the clinic but acknowledged the healthcare resources available in Alamogordo, including Otero County Healthcare Services and Alamogordo Family Health Center.

The continued presence of the clinic is critical for all residents to access healthcare services in Tularosa.

TULAROSA BASIN DOWNWINDERS CONSORTIUM

Tularosa is located sixty-five miles south of the site of the first atomic bomb detonation, the Trinity Test in 1945. As a consequence of nuclear fallout, many families in the Basin have reported medical anomalies, including radiation poisoning, birth defects, and rare cancers. An advocacy group, TBDC, represents this cause by seeking federal compensation for families under the Radiation Exposure Compensation Act (RECA). In July 2025, eighty years after the initial detonation, it was announced that the Trinity Test victims were eligible for RECA funds.



The local legacy and impacts of the Trinity Tests have created a need for specialized healthcare services related to generational radiation poisoning and trauma.

100% OTERO COUNTY

100% Otero County is an organization focused on ensuring all families in Otero County have access to ten vital community services related to surviving and thriving. The group compiles verified resources and service providers on their website and is looking to develop a 100% Family Center or one-stop shop for services, based in the county.

TULAROSA MUNICIPAL SCHOOLS

The Tularosa Municipal School District is known for being a significant community asset, serving nearly 900 students, from pre-kindergarten through twelfth grade, and as one of the largest employers of Tularosa residents.

In 2024, nearly 200 students attended elementary school, from Pre-K to 2nd grade. TIS hosted roughly 300 students in grades 3-6 in 2023. In 2023, roughly 120 students attended the middle school. Because it only serves 7th and 8th-grade students, Tularosa Middle School has the smallest school enrollment in the district. The middle school currently supports students through the transition between elementary school and high school.

Tularosa High School

The THS student enrollment in 2024 was around 300 students. Between 2024 and 2025, the graduation rate increased to 91.8%, a nearly 20% growth rate from previous years.

The high school offers a variety of academic and athletic programs to help students succeed in many disciplines. There are career-focused resources, such as career and technical education (CTE) classes, professional development events, and job festivals.

LOCAL ORGANIZATIONS

Local organizations play a huge role in the quality of life for residents by providing assistance, support, programs, and events to strengthen and connect the community. These groups can be responsive to local issues, often with a deep understanding of the issues facing residents.

Their work, often unpaid or volunteered, tangibly improves the lives of residents every day by offering essential community services and programs. It is critical to uplift their efforts as they contribute to the sense of community and quality of life in Tularosa.

KEEP TULAROSA BEAUTIFUL

Keep Tularosa Beautiful is a new organization focused on cleaning and beautifying the community. The group works with local students and volunteers to clean up trash, plant and care for flowers, and other beautification enhancements around town.

TULAROSA KIWANIS CLUB

The local Kiwanis Club is centered around improving the lives of children and families through service, leadership, and community engagement. The group hosts different service opportunities and events, including the notable Tularosa Winter Festival, which features local vendors and cultural performances.

LULAC

Otero County LULAC (League of United Latin American Citizens) is a local council of the national organization. The local group has tackled several pressing community needs, including food and housing security.

The group is working with the Alamogordo Library to access culturally relevant programming to support extracurricular learning in local youth. Over the summer, the group hosted ice cream socials, distributed food to seniors, and hosted cultural recreation programs.

TULAROSA ROTARY CLUB

The Tularosa Rotary Club is a local chapter of Rotary International, dedicated to serving Tularosa through volunteerism, civic engagement, and charity efforts. The group hosts programs and events that are open to the public, including financial literacy programs, scholarships for local students, and the popular Tularosa Wine and Music Festival.

QUALITY OF LIFE GOALS, POLICIES, ACTIONS

PROVIDE HIGH-QUALITY COMMUNITY SERVICES.

- Seek state support to address funding and capital needs for fire, EMS, and police services, including regional partnerships that expand services.
- Support local organizations that provide vital community services (programs, events, clean-ups, etc.) with letters of support, event sponsorships, or food/event donations.
- Continue to provide high-quality library services that are accessible, welcoming, and comfortable for all patrons.
- Continue to provide high-quality senior services and programs that are accessible, welcoming, and comfortable for all patrons.

EXPAND, UPGRADE, AND MAINTAIN PUBLIC FACILITIES TO INCREASE SERVICE AND CAPACITY.

- Conduct a feasibility study to determine where to build/expand a cemetery.
- Work with Tularosa Municipal School District to expand parks and recreation programs, through partnerships like field and court sharing.
- Conduct a parks and recreation master planning process to conduct inventory and analysis on all public parks and recreation facilities.
- Upgrade and maintain existing park facilities to include more amenities, resurfaced courts, etc.
- Assess the feasibility of a community recreation facility to serve multigenerational and recreational needs.
- Support future library expansion.

INCREASE ACCESS TO ESSENTIAL HEALTH, WELLNESS, AND COMMUNITY SERVICES.

- Support efforts to expand healthcare facilities, including mental health and substance use facilities, in/near Tularosa.
- Continue to support the Senior Center programs.

- Work with local and regional providers to offer transportation services to key destinations, essential businesses, and public institutions.
- Continue to support Tularosa Municipal Schools, work together to find resources, opportunities for partnerships in youth services and programs.

CREATE/PROMOTE OPPORTUNITIES FOR RESIDENTS TO GATHER AND CONNECT.

- Support/initiate the establishment of a community recreation program; coordinate with volunteers to support programming.
- Promote clean and beautiful initiatives that bring people together, give kids something to do, and improve the community.
- Continue to host/sponsor annual community events.



A storm blowing over Tularosa.

HAZARD MITIGATION

This chapter briefly outlines various hazards, potential threats, and strategies to minimize potential impacts. This can include natural disasters and weather events, as well as man-made disasters.

ISSUES AND OPPORTUNITIES

- **Potential for increasingly destructive hazards.**
- **Drought conditions affect water supply and local agriculture.**
- + **Proactive regional coordination for hazard mitigation.**

EXISTING HAZARDS

DROUGHTS

The whole state is facing more droughts in the future. Drought affects not just people but also many parts of the economy, especially agriculture, tourism, and recreation. Otero County is experiencing severe drought, which increases the risk of dangerous wildfires and flooding. This can hurt local economies that rely heavily on farming. According to the SNMHMP, "In every drought, agriculture is negatively affected, especially in areas that don't have irrigation like dry land farms and rangelands." In Tularosa, drought conditions are made worse because the economy is mainly agricultural, which uses about 78% of the available water in the state. (Office of the State Engineer, page 6-53).

FLOODS

Flash floods are increasingly common in New Mexico and are the result of excessive precipitation, rapid snowmelt, extensive impervious surfaces, and burn scar runoff. In fact, according to the NM Hazard Mitigation plan, "New Mexico has the 10th highest flash flood fatality rate in the nation," (SNMHMP, p 6-136).

FEMA's flood mapping hazard program identifies flooding hazards, assesses flood risks and partners with communities statewide to provide risk data, guiding them in appropriate mitigation actions.



Rural land in Tularosa. Photo courtesy of New Mexico True.

HAZARD MITIGATION PLANS AND POLICIES

OTERO COUNTY COMMUNITY WILDFIRE PROTECTION PLAN

The Otero County Community Wildfire Protection Plan guides future catastrophic fire mitigation efforts. The plan was developed in 2014 and updated in 2020. Through the plan, the county has conducted fuel mitigation projects, removing as much flammable plant material as possible to reduce catastrophic wildfires. The County has treated over 129,406 acres of public and private land, focusing on the Wildland Urban Interface zones (WUI).

The plan focuses on five main goals to reduce both risk and negative impacts of wildfires to residents, property, and natural resources.

- | |
|---|
| <p>2020 Plan Goals</p> <ol style="list-style-type: none">1. Educate residents about wildfire risk.2. Reduce fuel loads around homes, businesses, and other structures.3. Decrease the ignitability of structures.4. Manage forests to protect forest health.5. Identify areas of possible landowner and agency collaboration. |
|---|

[CLICK HERE TO VIEW: OTERO COUNTY COMMUNITY WILDFIRE PROTECTION PLAN, 2020](#)

STATE OF NEW MEXICO HAZARD MITIGATION PLAN

The State of New Mexico created a hazard mitigation plan to reduce and eliminate long-term risks to communities and property throughout the state of New Mexico during catastrophic events in 2023. The plan identifies and assesses natural disasters in New Mexico and pinpoints actions that can mitigate these hazards. Grant funding is delivered through FEMA’s Hazard Mitigation Assistance programs. This updated plan includes varying conditions due to climate change and a focus on social equity in the delivery of resources. The State of NM Hazard Mitigation Plan includes the following goals:

1. Reduce the number of injuries and fatalities from natural hazards.
2. Reduce the amount of property damage, both public and private, from natural hazards.

3. Reduce the number of necessary evacuations.
4. Shorten recovery time for community functions and the natural environment after natural hazard events.
5. Improve communication, collaboration, and integration among State, Tribal, and Local emergency management agencies.
6. Increase awareness and understanding of risks and opportunities for mitigation among the citizens and elected officials of New Mexico.
7. Mitigate repetitive loss and severe repetitive loss structures in the state to reduce the impacts of flooding.
8. Promote equity by ensuring vulnerable populations and underserved communities are included in mitigation planning and activities.

[STATE OF NEW MEXICO HAZARD MITIGATION PLAN, 2023-2028](#)

HAZARD MITIGATION GOALS, POLICIES, ACTIONS

UPDATE HAZARD MITIGATION PLANS TO FULLY COMPLY WITH STATE AND FEDERAL REQUIREMENTS.

- Align local hazard mitigation efforts with the Otero County hazard mitigation planning to ensure consistency, efficiency, and eligibility for federal funding.



A group of student volunteers, photo courtesy of Rusty Helton.

IMPLEMENTATION

The implementation chapter explains how to put our goals, rules, and actions into action. It covers the necessary steps for planning and where to find funding available for implementation. A detailed implementation matrix lists plan goals, actions, and resources available for anyone who is willing to take the time to help improve the community.

It takes a village – a group of community champions, volunteers, students, residents, and neighbors – to turn project ideas into reality.

PLAN ADMINISTRATION

Upon adoption by the Board of Trustees, the 2025 Comprehensive Plan will be the guiding policy document for the Village of Tularosa’s public investments, policies, and procedures.

RELATIONSHIP TO ZONING ORDINANCE

It is important that the Village prioritizes a zoning code and land use ordinance update to guide future development and community development. Both ordinances should be rewritten to reflect the vision, goals, and policies presented in the plan.

AMENDMENTS

This Comprehensive Plan may be amended by the same procedure as it was initially adopted. Each amendment shall include all sections or portions of the Comprehensive Plan that are affected by the change. An amendment may be initiated by the Board of Trustees, Planning and Zoning, or a private property owner (or owner’s authorized agent).

COMPREHENSIVE PLAN REVIEW/UPDATE

The State of New Mexico advises a 5-year review and update of the Comprehensive Plan to remain relevant for funding.

ROLE OF THE VILLAGE OF TULAROSA

The Village of Tularosa plays a critical role in implementing the Comprehensive Plan by initiating key actions, seeking funding, and organizing efforts across departments and projects. The Village is also a lead coordinator, aligning staff, residents, and community partners with the plan’s vision. It is also important that the Village maintain transparency and communicate updates about ongoing efforts and successes.

CAPACITY

The Village of Tularosa will need to continue strengthening its administrative capacity to effectively implement this plan. Continue to build this capacity to ensure high-quality provision of government services.

- Present the Comprehensive Plan to key Village staff, elected officials, and advisory boards and explain the role of decision-making and planning.
- Continue to train and support skill development for staff related to grant writing, project management, and leadership.
- Develop a standard work plan for all grant/contracted projects.
- Fund additional staff to support project implementation, partnerships, and programs.
- Work with each Village department to identify key priorities and projects.

Staff

- Carrying out department work
- Coordination across departments for maximum impact
- Aligned along purpose to serve the public

Mayor & Board of Trustees

- Advocate for and support projects that advance plan goals
- Seek out working partnerships with local groups
- Work to attract new businesses/opportunities to the Village

Planning and Zoning Board

- Initiate land use and zoning code update
- Clarify undetermined zoning areas to guide future development

Commissions, Working Groups, Citizens Groups

- Formal and informal groups can concentrate efforts, focus on key issues, and provide valuable information for various community topics

- Apply for the NM DFA's New Mexico Match Fund to reduce costs related to grant matching.

Capital Investments

- Public infrastructure upgrades (sewer, water system, roads, sidewalks, etc.);

Organizational Policies & Procedures

Departmental coordination, employee training, project management system

Community Projects

- Park improvements, beautification projects, etc.

Community Programs

- MainStreet, public events, Library and Senior Center programming

Development Regulations

- Updating zoning and land use regulations

Reports and Research

- Working group, citizens group, committee, or subcommittee

As a municipality, the Village of Tularosa has a range of tools, mechanisms, and policies that can support plan implementation. These tools, along with project support from community partners, will be necessary to implement the actions described in this plan.

PARTNERSHIPS

Community partnerships are critical for plan implementation to build capacity for projects and programs, bring stakeholders together, and build shared ownership for the well-being of the community. The Village can work closely with the ongoing efforts of local organizations to further support the plan being carried out.

The Village can act as a stand-up partner by actively participating in the ongoing work that is being carried out every day whether it is writing a letter of support for a group seeking grant funding, sharing project costs for park enhancements, or buying pizza for volunteers working on public landscaping, acknowledging and appreciating the community service provided by residents and

organizations.

IMPLEMENTATION TIMELINE

Before Tularosa can accommodate growth and land use changes, critical infrastructure improvements must come first. As identified in the plan, the urgent infrastructure needs related to the water system are the highest priority of the Village at this time. These significant, costly projects are necessary, though, for the community to be able to grow and sustain itself on local resources.

While large projects of this scale often take time and resources to complete, smaller projects that happen in the background are just as important in carrying out the plan. These small efforts can often respond to needs more quickly, demonstrate action on behalf of the Village, and support the larger vision. The process of implementing small projects also allows for trial-and-error to test new ideas and can be more approachable for residents looking to get involved for the first time.

Celebrating each victory, no matter how big or small, helps to build momentum, boost morale, and show visible progress. It will be just as important to share updates and successes to inform and excite residents about the plan's progress.

FUNDING AND IMPLEMENTATION RESOURCES

A detailed list of funding and implementation resources can be found in the Appendix.

IMPLEMENTATION MATRIX

This is an abridged version that includes implementation matrix highlights.

LAND USE		
	Project Lead	Partners/Resources
1. Implement policies that encourage strategic, targeted growth.		
1.1. Work with the Planning and Zoning Board to identify previously unidentifiable zones/gaps on the zoning map.	Planning and Zoning Board (P&Z)	
1.2. Update the zoning code to allow for more housing and commercial flexibility, including allowing for casitas (accessory residential dwelling units) in all/most residential zones and including mixed residential-commercial uses in strategic areas.	P&Z, Board of Trustees (BoT)	
1.3. Consider annexing land along the highway to add commercial land inventory in the future.	P&Z, BoT	
2. Update and enforce land use policies.		
2.1. Consider a zoning code update/amendment process to address necessary changes to allow for strategic, desired growth	P&Z, BoT	
2.2. Continue to enforce the municipal and zoning codes, which regulate land use.	Code Enforcement	
INFRASTRUCTURE & TRANSPORTATION		
3. Upgrade public infrastructure to increase the quantity and availability of services.		

3.1.	Upgrade existing sewer plant infrastructure to expand system capacity.	Village of Tularosa	
3.2.	Continue to secure a supplementary water source and storage infrastructure, including wells and storage tanks.	Village of Tularosa	
3.3.	Implement green stormwater infrastructure (GSI) projects, like a drainage pond, to mitigate flooding and help in stormwater management.	Village of Tularosa	
4. Maintain transportation infrastructure to provide safety and ease for all roadway users.			
4.1.	Continue to maintain and improve roads to ensure functional road networks exist.	Village of Tularosa	NMDOT
4.2.	Work with NMDOT to install a stoplight at the intersection of Bookout and St. Francis	Village of Tularosa	NMDOT
4.3.	Improve active transportation infrastructure, like trails, sidewalks, and connections to key assets.	Village of Tularosa	NMDOT
5. Maintain public infrastructure to ensure the quality and availability of services.			
5.1.	Identify and carry out the necessary maintenance and repair to ensure utility systems remain fully operational.	Village of Tularosa	Asset Management Planning
WATER, LAND, AND CULTURAL RESOURCES			
6. Conserve and protect natural and cultural resources in Tularosa.			
6.1.	Continue to promote water conservation in Village	Village of Tularosa	TMS, Community Partners, NMED

	practices and community outreach, like education campaigns.		
6.2.	Sponsor/support youth and community events for restoration, clean ups, educational programs, etc.	Village of Tularosa	KTB, TMS
6.3.	Continue leveraging funding from NM Senate Bill 425 and federal sources to upgrade acequia infrastructure while maintaining historic character.	TCDC	
6.4.	Provide incentives for the continued use of irrigated lots in the historic village for gardens, orchards, and crops.	Village of Tularosa	
6.5.	Establish a local grower's network to facilitate the exchange of seeds, tools, and knowledge.	Community Partners	NMSU
7. Protect and enhance Tularosa's oasis-like qualities.			
7.1.	Support the Desert Fish Habitat Partnership and similar efforts to restore native vegetation along Tularosa Creek.	Community Partners	
7.2.	Prioritize tree maintenance on public properties and parks.	Village of Tularosa	
7.3.	Promote local agriculture at varying scales, including	Village of Tularosa, Community Partners	

	home gardens, community gardens, etc.		
7.4.	Monitor Tularosa Basin Aquifer conditions and engage in regional groundwater management initiatives.	Village of Tularosa	
7.5.	Develop a local climate adaptation and water planning framework in collaboration with acequia associations and the Village.	Village of Tularosa	TCDC
8. Recognize, protect, and celebrate historic and cultural assets.			
8.1.	Create an updated inventory of historic properties and prioritize structures in need of stabilization.	Village of Tularosa, TAHC	
8.2.	Seek Certified Local Government (CLG) status to access preservation funding and training opportunities.	Village of Tularosa	NM Historic Preservation Division
8.3.	Support efforts by the Red Brick Building Foundation and TAHC to rehabilitate cultural landmarks.	Village of Tularosa	Village of Tularosa
8.4.	Expand education and outreach on adobe repair, historic maintenance, and preservation incentives.	Community Partners	NMSU, SFCC
8.5.	Highlight state incentives for historic preservation,	Village of Tularosa	

	like tax credits for home renovations and repairs.		
8.6.	Sponsor local historic events by providing marketing or material donations.	Village of Tularosa	Community Partners
8.7.	Work with local and regional partners to provide more historic programming.	TAHC, TMS, Community Partners, Three Rivers Petroglyph Site	
9. Promote cultural continuity and environmental stewardship			
9.1.	Uplift acequia and land-based traditions.	Community Partners	
9.2.	Celebrate acequia and agricultural heritage through festivals, oral history projects, and interpretive signage.	Community Partners	
9.3.	Document local stories and practices to preserve intergenerational knowledge and cultural memory.	Community Partners	
9.4.	Support local initiatives to reintroduce pollinator habitats and native species in riparian and agricultural areas.	Community Partners	
HOUSING			
10. Help residents maintain and rehabilitate their homes.			
10.1.	Identify and promote housing rehabilitation resources, from Housing	Village of Tularosa	SNMEDD, Otero County, Community Partners

New Mexico (formerly MFA), USDA Rural Development		
10.2. Identify and promote housing rehabilitation resources, especially targeting seniors, low-income families, and owners of historic homes.	Community Partners	Historic Homeowners, Business Owners
10.3. Partner with state and federal programs like Housing New Mexico (formerly MFA) and USDA Rural Development to secure funding and technical support.	Village of Tularosa, SNMEDD	
10.4. Connect historic homeowners to resources for historic property renovations and repairs, including NMSU and Santa Fe Community College’s Adobe Building program.	Village of Tularosa, Community Partners	NMSU, SFCC
11. Address vacancy and abandoned properties.		
11.1. Create a database of vacant and deteriorated homes to prioritize reinvestment.	Village of Tularosa, Tularosa MainStreet	
11.2. Develop incentives for the rehabilitation or adaptive reuse of vacant properties, including fee waivers or expedited permitting.	Village of Tularosa, P&Z, BoT	

11.3. Explore land trust models to acquire and redevelop abandoned homes into workforce or senior housing.	Village of Tularosa	SNMEDD, Community Partners
12. Continue to increase affordability and accessibility to housing for residents.		
12.1. Use state programs and local partnerships to attract housing development for workforce housing, senior housing, low-income housing, and rental units.	Village of Tularosa	
12.2. Develop a centralized resource guide for homeowners, renters, and landlords outlining assistance programs and contacts.	Community Partners	
12.3. Facilitate partnerships between residents, local businesses, and service organizations for shared labor and materials in home rehabilitation.	P&Z, BoT, Village of Tularosa	Housing NM, Carpenters, Electricians, Developers
12.4. Advocate for zoning changes that allow additional dwelling units (ADUs)/casitas by-right in residential zones, as well as missing-middle housing such as duplexes and courtyard developments.	P&Z, BoT	
13. Work with regional housing partners to attract housing developers to Tularosa.		

13.1.	Support regional housing efforts to provide affordable housing (opt-in to future Otero County Affordable Housing Plan).	Village of Tularosa	SNMEDD, Otero County
13.2.	Connect with other municipalities to identify potential housing needs and opportunities to develop in Tularosa.	Village of Tularosa	SNMEDD, Otero County
13.3.	Work with Holloman Air Force Base to identify potential housing needs and opportunities for development in Tularosa.	Community Partners, SNMEDD, Village of Tularosa	Holloman AFB
13.4.	Prioritize infill development near the village core to reduce infrastructure costs and support walkability.	Village of Tularosa	

ECONOMIC DEVELOPMENT

14. Continue to support small, local businesses in Tularosa.

14.1.	Support the development of a MainStreet program to provide local business support and support community-based economic development projects/events.	Tularosa MainStreet	NMEDD, New Mexico MainStreet
14.2.	Connect businesses to organizations like NMSU Alamogordo and the Small Business Development Center, which offer targeted training, support, etc.	Community Partners, Business Owners	NMSU-Alamogordo, SBDC, WESST

15. Diversify and expand the local economy to increase GRT.

15.1.	Consider land use strategies like zoning changes and annexation to increase the amount of commercial land available.	P&Z, BoT	NMML
15.2.	Pass a Local Economic Development Act (LEDA) Ordinance to support industry development and attraction in Tularosa.	Village of Tularosa, BoT	NMEDD Regional Representative
15.3.	Support the development of a QR code walking tour of Tularosa’s historic assets.	Community Partners (TAHC)	
15.4.	Promote Tularosa as a destination for arts and culture, given its many local/regional museums.	Community Partners	Village of Tularosa
15.5.	Work with community partners to reopen and staff the Tularosa Historical Museum.	Community Partners	Village of Tularosa, TAHC
15.6.	Work with marketing professionals to promote Tularosa as a gateway to local and regional outdoor recreational assets.	Tularosa MainStreet	NMORD
15.7.	Continue to work with Three Rivers Petroglyph staff to host events and programs for students and families.	Village of Tularosa, TMS, Tularosa Library	Three Rivers Petroglyph Site
16. Build up the local workforce to provide vital community services.			
16.1.	Work with local businesses to identify potential training and internship opportunities for youth,	Business Owners, TMS	Village of Tularosa, SNMEDD, NMSU-Alamogordo,

	students, and early-career professionals.		
16.2.	Continue to collaborate with Tularosa Municipal School District to attract/provide internship opportunities for students.	Village of Tularosa	TMS
16.3.	Establish an internship program through the Village that hires local youth to learn about government jobs and help their community.	Village of Tularosa	TMS, NMSU-Alamogordo
16.4.	Collaborate with local schools and organizations to promote entrepreneurship and business ownership training opportunities to students, owners, etc.	Village of Tularosa, TMS	NMSU, SNMCOG
17. Redevelop and revitalize existing community assets to spur local economic activity.			
17.1.	Support the development of a MainStreet program to provide local business support and support community-based economic development projects/events.	Village of Tularosa	Community Partners
17.2.	Support the existing efforts to redevelop Granado Street by seeking public and board approval of redevelopment projects	Greater Tularosa Foundation	Village of Tularosa, Community Partners, TAHC

	and utilizing MRA incentives as a public entity.		
17.3.	Work with the Red Brick School Foundation to determine best way to revive and activate the Red Brick School Building.	Red Brick School Foundation	Village of Tularosa, NM Historic Preservation Division, SHPO
17.4.	Work with community partners and developers to implement the Downtown MRA Plan, promoting and utilizing the MRA tools to execute catalytic projects.	Village of Tularosa	Community Partners
17.5.	Encourage community-based economic development and revitalization in projects.	Village of Tularosa	Tularosa MainStreet
QUALITY OF LIFE			
18. Provide high-quality community services.			
18.1.	Seek state support to address funding and capital needs for fire, EMS, and police services, including regional partnerships that expand services.	Village of Tularosa	
18.2.	Support local organizations that provide vital community services (programs, events, clean ups, etc.) with letters of support, event sponsorships, or food/event donations.	Village of Tularosa	Community Partners, TMS, Tularosa MainStreet, RBSF, KTB,
18.3.	Continue to provide high quality library services that are accessible, welcoming, and comfortable for all patrons.	Village of Tularosa	Tularosa Library

18.4.	Continue to provide high quality senior services and programs that are accessible, welcoming, and comfortable for all patrons.	Village of Tularosa	Senior Center
19. Expand, upgrade, and maintain public facilities to increase service and capacity.			
19.1.	Conduct a feasibility study to determine where to build/expand a cemetery.	Village of Tularosa	
19.2.	Work with Tularosa Municipal School District to expand parks and recreation programs, though partnerships like field and court sharing.	Village of Tularosa	TMS
19.3.	Conduct a parks and recreation master planning process to conduct an inventory and analysis on all public parks and recreation facilities.	Village of Tularosa	NMORD
19.4.	Upgrade and maintain existing park facilities to include more amenities, resurfaced courts, etc.	Village of Tularosa	
19.5.	Assess feasibility of a community recreation facility to serve multigenerational and recreational needs in the long term.	Village of Tularosa	
19.6.	Support future library expansion.	Village of Tularosa	Tularosa Library
20. Increase access to essential health, wellness, and community services.			
20.1.	Support efforts to expand healthcare facilities, including mental health and substance use facilities, in/near Tularosa.	Community Partners	Village of Tularosa

20.2.	Continue to support the Senior Center programs, expansion, collaborations with schools, etc.	Village of Tularosa, Senior Center	TMS, Tularosa Library, community partners
20.3.	Work with local and regional providers to offer transportation services to key destinations	Village of Tularosa	Otero County, ZTrans
20.4.	Continue to support Tularosa Municipal Schools, work together to find resources, opportunities for partnerships in youth services and programs.	Village of Tularosa	
21. Create/promote opportunities for residents to gather and connect.			
21.1.	Support/initiate the establishment of a community recreation program; coordinate with volunteers to support programming.	Village of Tularosa, Community Partners	TMS
21.2.	Promote clean and beautiful initiatives that	Village of Tularosa	KTB
21.3.	Continue to host/sponsor annual community events.	Village of Tularosa, Community Partners	
HAZARD MITIGATION			
22. Update hazard mitigation plans to fully comply with state and federal requirements.			
22.1.	Align local hazard mitigation efforts with the Otero County hazard mitigation planning to ensure consistency, efficiency, and eligibility for federal funding.	Village of Tularosa	Otero County, regional communities



Beautiful red roses, photo courtesy of Greg Gutierrez.

APPENDIX

NEXT STEPS

This is just the beginning! These ideas will help shape the community vision statement. From here, Allie and Allison will take your ideas and visions and think about how Tularosa can start to work toward this future.

We'll be back to review the plan vision and strategy. Stay tuned for updates in the spring!

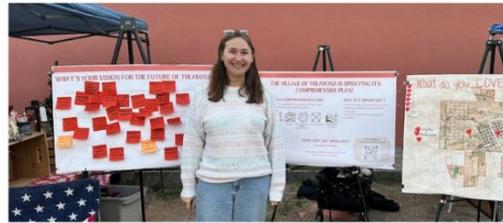
NOV-DEC 2024	JAN-MAR 2025	APRIL-MAY 2025
EXISTING CONDITIONS *FIRST VISIT + WINTER FEST*	VISIONING AND STRATEGIZING *SECOND VISIT + WORKSHOP*	PLAN REVIEW AND ADOPTION!

GET INVOLVED

VISIT THE PROJECT WEBSITE:
TULAROSACOMPPLAN.COM

REACH OUT TO ALLIE WITH
 QUESTIONS, COMMENTS, OR IDEAS:
 EMAIL - ACASKEY@SITES-SW.COM

[CLICK THIS LINK TO JOIN THE MAILING LIST FOR PROJECT UPDATE](#)



THANK YOU FOR A WARM WELCOME, TULIE! I'M EXCITED TO WORK TOGETHER TO DEVELOP THE ROADMAP FOR THE FUTURE OF THIS BEAUTIFUL COMMUNITY. - ALLIE



WHAT WE HEARD – SITE VISIT 2 SUMMARY.

MARCH 2025. 200+ PARTICIPANTS.

THANKS FOR TALKING, AGAIN, TULAROSA!



COMMUNITY CELEBRATION SUCCESS!

Nearly 50 neighbors, students, and business owners gathered together at the new Keep Tularosa Beautiful workshop and classroom. Middle schoolers showed off their presentation skills and shared their ideas for the future of Tulie with the crowd of family members, neighbors, and Village trustees. The Senior Center shared arts and crafts from local seniors and Linda the Librarian was there to answer all of your questions about the summer reading program. The “Oasis de Tularosa” exhibit revealed the little-known history of Tularosa’s wetlands and the Comprehensive Plan team presented the community vision for the plan. It was a great way to visit with neighbors and learn about all of the exciting momentum building in Tularosa.

A special thanks goes out to Keep Tularosa Beautiful for hosting, as well as Ms. Armijo and her middle schoolers, Tularosa Library, Tularosa Senior Center, Joan Price, Granado St businesses, Tularosa Taco Company, and Ashley Helton, and those who joined us in celebration.



The storm that came through the celebration must be a good omen for the future of Tularosa...



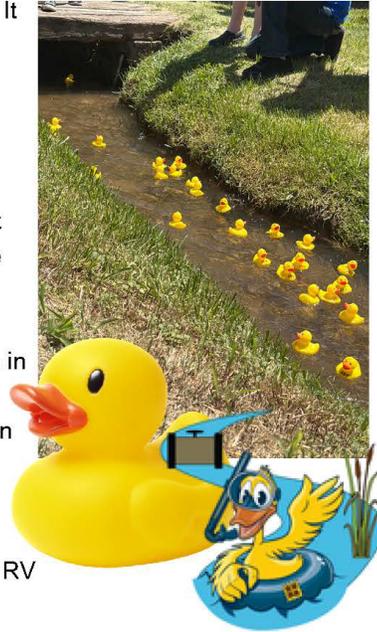
HEAR FROM TMS STUDENTS ABOUT THE FUTURE OF TULIE

[Click this link to read from 60+ Tularosa Middle School students about what they hope to see in their community in the future.](#)

DUCK RACE FUN

We had so much fun attending the 3rd annual Duck Race. It was great to hear from 100+ people on ideas to make Tularosa a great place to live. The ideas we heard most often:

- Have “more things to do” in Tularosa - events, recreation, activities, sports, and programs
- Beautification around town - clean up trash/litter, plant more flowers and trees, take care of buildings that are falling apart
- Improve public health and safety - clean up parks to make them feel safe and comfortable, connect people in need to services that will help them
- More businesses - support local businesses, stay open later, more variety, places for kids
- More housing - affordable, apartments, townhomes, rental units, smaller homes, senior housing
- Enhance recreation amenities - build trails and paths, RV park, host sports events/races



NEXT STEPS & PROJECT TIMELINE

The Comprehensive Plan team will be taking the community vision and creating goals, actions, and recommendations based on these ideas. We are working on a draft plan that will be shared in the coming weeks. After we get feedback from staff, elected officials, and you - the public - we'll be seeking plan adoption in the summer. Stay tuned!

NOV-DEC 2024	JAN-MAY	JUN-JULY
EXISTING CONDITIONS *FIRST VISIT + WINTER FEST*	VISIONING AND STRATEGIZING *SECOND VISIT + WORKSHOP*	PLAN REVIEW AND ADOPTION!

CLICK THESE LINKS TO LEARN MORE

[LEARN MORE AT THE PROJECT WEBSITE](#)

[REACH OUT TO ALLIE WITH ANY QUESTIONS OR IDEAS](#)

[TAKE THE 3-MINUTE COMMUNITY SURVEY](#)

VILLAGE OF TULAROSA COMPREHENSIVE PLAN: IT TAKES A VILLAGE

COMMUNITY PREFERENCE SURVEY

RESULTS.

JANUARY – JUNE 2025. 31 RESPONDENTS.

1. What are your top three priorities for the future of Tularosa?

- Continuing to protect and conserve natural resources (water) – 18%.
- Improving the local economy (jobs, training, small businesses, etc.) – 18%
- Historic preservation, protection, and restoration – 17%
- Supporting more housing development – 14%
- Protecting the character of the Village – 14%

2. What are your top three priorities for economic development?

- Small business support for existing businesses – 19%
- Entrepreneurship support to start new businesses – 18%
- Internships for youth, students – 18%
- Tourism – 15%
- More outdoor recreation opportunities – 13%
- Supporting local agriculture and value-added agriculture – 10%
- Placemaking, community identity, marketing – 8%

3. What are your top three priorities for community facilities and services?

- Programs/classes/activities for youth, students – 29%
- Park improvements – 24%
- More public events – 23%
- Programs/classes/activities for adults, seniors – 18%
- Public facility improvements (Senior Center, Library, etc.) – 8%

4. What are your top three priorities for housing?

- Home rehabilitation/repair assistance – 29%
- Affordable housing – 27%
- More housing types (single-family, apartments, duplexes, etc.) – 23%
- Senior housing, aging in place – 15%
- New housing development – 5%

5. What are your top three priorities for historic preservation?

- Restoring historic properties – 25%
- Cultural, historic tourism – 19%
- Revitalizing historic buildings – 15%
- Historic events, programs – 15%
- Preserving more historic properties – 14%
- Historic walking tour – 14%

6. What are your top three priorities for transportation?

- More walking trails, bike paths – 21%
- Improving roads – 19%
- Improving overall safety for road users – 19%
- Safer intersections for cars, pedestrians – 18%
- Improve, expand sidewalks – 14%
- Safer crosswalks – 8%

STUDENT VISIONING LETTERS.

MARCH 2025. 62 LETTERS FROM STUDENTS.

We asked Tularosa Middle School students what would make Tularosa better in the future. Here's what they had to say...

If there were more essential community services to help community members in need.

- Emergency or urgent healthcare options
 - Healthcare opportunities for youth wanting to go into the medical field
- Homeless shelter
- Rehabilitation services
- More essential businesses/stores
 - Walmart/Albertsons, grocery store, mechanic
- More housing
 - More apartments, multi-family housing, and rental housing
- Services for local veterans
 - Healthcare, programs, statues, events, and celebrations

If Tulie was a beautiful place where people work together to clean up litter.

- Deal with litter
 - Add more trash cans, host community clean up days, punish people who litter, clean up graffiti
- Make Tularosa beautiful

Plant more flowers and trees to improve landscaping, add watering systems to keep plants health

If there were safe, comfortable, public spaces to hang out.

- Clean up the parks, make them fun places to be
 - Create more parks, add new playground equipment, add picnic areas, shade, and water fountains.
- Add streetlights along sidewalks and in parks.

If we address the unsightly, vacant, and rundown houses/buildings to make room for nicer, newer houses/buildings.

- Tear down vacant, rundown homes and buildings

- Redevelop and reuse old land/buildings to serve different purposes
 - The old gas station at the Y could be a good project
- Help people rehabilitate or update their homes
- Volunteer events for house painting, improvements

If there are stores to eat, shop, visit, and work at in Tularosa.

- More fast food options
- More restaurants, places to eat
- Things for people to do in Tularosa, not Alamogordo
 - Trampoline park, arcade, karaoke, gyms
- Different stores and retail options
 - Sporting goods, recreation stores, especially outfitters
- More jobs, job training

If there are a lot of fun events and programs that encourage people to come together.

- Create volunteer opportunities for students and residents who want to help their community.
 - Specifically focused on helping people in need, beautification, or youth-centered volunteering.
- Host more community events and programs
 - Work with students to help carry out additional events like a community BBQ, picnic, or party in the park; students are interested in cooking and skills-based classes, as well as a community garden, and other non-sports focused extracurriculars.

If the Village of Tularosa continues to provide excellent public services and is a good place to live.

- Improve the sense of safety.
 - More police for quicker response times if needed, make parks feel safer, add street lights and crosswalks
- Fix public infrastructure
 - Cracked roads and sidewalks
- Expand existing community facilities, like the library and schools to accommodate more students, expand senior center programs to include field trips
- Build new community facilities

- Town center
- Animal shelter
- Fundraise with people to host more events, programs

If Tularosa had more sports and recreation programs/facilities.

- Indoor recreation center
- Community pool, water park, or splashpad.
- More sports facilities and programs
 - Basketball courts, volleyball courts, baseball and softball fields, skate parks, etc.

“LET’S TALK TULIE” BUSINESS OWNERS SWOT AND SUPPORT CONVERSATIONS.

TUESDAY, JUNE 24TH. 14 PARTICIPANTS.

SWOT Analysis: “Being a business owner in Tularosa”

<p>Strengths</p> <ul style="list-style-type: none"> • Climate, desirable, good for agribusiness • Fewer restrictions, easier processes than other places • Relatively affordable, cheap land • People, other business owners • Small town feel • Less traffic, ample parking • Good traffic along commercial corridors, steady flow of people passing by • Tularosa is home, familial connections • Community appetite for growth • Historic community • Village services • Quieter than a big city 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Strained water resources • No anchor business, institution to draw people in • Coordination with Village • Poor infrastructure, crumbling sidewalks where not updated • Coordination with State to get things done • Communications, promotions, event marketing • Hard to get people from Alamogordo to come to Tulie for services, since they have a lot nearby • Need more customers to stop, explore • Not many physical businesses beyond Granado St. • No place to stay overnight • Business hours of operations, close early
<p>Opportunities</p> <ul style="list-style-type: none"> • People are always passing through, • Create a map, directory of Tulie businesses • Workforce housing • Community bulletin board, centralized page for events, meetings, etc. • Better communication via Village social media page 	<p>Threats</p> <ul style="list-style-type: none"> • Uncertain future of water supply • Vacant lots • Small town can’t compete with big cities • No places to live (customers, employees, entrepreneurs, etc.) • Quality of life to attract people, businesses

<ul style="list-style-type: none"> • Beautification, creating places people want to stop, can rest and gather • Business promotions, “business of the month” • Flexible, moldable business environment (versus feast-or-famine tourist economies) • Natural landscapes, the Creek, mountains, etc. • Restore the Red Brick Building to activate Granado St. • Connection with local business community; coordination with other businesses to promote, uplift • Figure out how to get people to stop, slow people down throughout Tularosa • Tourism • More signage, local wayfinding • Farmers or Arts Market 	<ul style="list-style-type: none"> • Change, “this is the way it’s always been done” • Getting stuck as a “bedroom community” • Changing administrations, staff, agendas • Costs associated with events, insurance
--	--

What kind of “Business Support” is needed in Tularosa?

- Additional Village staffing for support, capacity
- Community branding, identity
 - Ducks, roses, etc.
- Fix the roads, sidewalks, and infrastructure repair
- Village billboard for communications
- Public business directory
- Create other attractions to attract more customers
 - Historic attractions, “underground tunnels”, etc.
- Help grow local events, provide spaces for gathering
- Host more community events
- Storefront displays
- Community magazine, local marketing
- Local business support, “supporting each other”
- Communication across Tularosa

- One centralized group/place to share info
- Some kind of organization

What kind of “Business Organization” would work well in Tularosa?

- Tularosa MainStreet
- Informal, communal meetings, DIY, grassroots
- Issue of scale
 - Chamber might be too big

ABBREVIATED ZONING CODE

ZONE	PERMITTED USES
<p>RA. RESIDENTIAL/AGRICULTURAL</p> <p>This zone is intended to encourage a suitable environment for single family residential use in large parcels of land on the periphery of the built-up portions of the village and to provide a low density of population.</p>	<ul style="list-style-type: none"> • One single-family dwelling unit per lot • Farming; structures, animal raising • Truck and flower gardening, nurseries, greenhouses • Churches and temples • Public/private schools • Public/private conservation projects • Temporary roadside stands for selling produce • Educational, religious, charitable, philanthropic, etc. Institutions • Home occupations • Accessory buildings needed for any of the above uses • Bulletin boards for churches, institutions, or public buildings
<p>R-1. SINGLE FAMILY RESIDENTIAL</p> <p>This zone is established to guide single-family residential development.</p>	<ul style="list-style-type: none"> • One single-family dwelling unit per lot • Public parks, playgrounds, and community buildings • Public libraries and museums • Public/private schools • Private recreational uses, not for commercial use • Churches and temples • Home occupations • Accessory buildings, including garages, needed for any of the above uses
<p>R-2. MULTIPLE FAMILY RESIDENTIAL</p>	<ul style="list-style-type: none"> • Any permitted use in R-1 zones. • Boarding and lodging houses • Home occupations with less than 2 employees • Educational, religious, charitable, philanthropic, etc. institutions

ZONE	PERMITTED USES
<p>This zone is established to guide multi-family residential development.</p>	<ul style="list-style-type: none"> • Multiple family dwellings • Private clubs and lodges • Private schools that do not teach dancing, music, or trades • Nursing or convalescent homes • Tourist homes • Accessory buildings, including garages, needed for any of the above uses except for commercial uses or on lots where multiple dwelling units (apartments, hotels, hospital, etc.)
<p>R-MH. MOBILE HOME RESIDENTIAL</p> <p>This zone is established to guide commercial development.</p>	<ul style="list-style-type: none"> • Any permitted uses in R-1 zones. • Permanently placed mobile homes • Mobile home parks
<p>HR. HISTORICAL RESIDENTIAL</p> <p>This zone and the Historical Commercial Zone are established to encompass the Forty Nine Blocks Historical District.</p>	<ul style="list-style-type: none"> • Any permitted uses in R-1 zones.
<p>C. COMMERCIAL</p> <p>This zone is established to guide commercial development.</p>	<ul style="list-style-type: none"> • Any permitted uses in R-2 zones. • Businesses and industries listed in the zoning code (Tularosa Land Use Code § 154.20.B)
<p>HC. HISTORICAL COMMERCIAL</p>	<ul style="list-style-type: none"> • Any permitted uses in C zones, provided that any outdoor display of inventory or merchandise, other

ZONE	PERMITTED USES
<p>This zone is established to recognize the commercial section of the Forty Nine Blocks Historical District.</p>	<p>than motor vehicles or trailers are only permitted between 8:00 a.m. and 8:00 p.m. daily.</p>
<p>D. INDUSTRIAL</p> <p>This zone is established to guide light, medium, and heavy industrial development.</p>	<ul style="list-style-type: none"> • All uses must be approved by the Board of Village Trustees • Acid, fertilizer, gas manufacturing • Fireworks and explosives manufacturing and storage • Garbage reduction or dumping • Petroleum refining and storage • Stock yards; tanning, curing of raw hides and skins • Automobile junking or wrecking to store or sell parts

FUNDING RESOURCES

LOCAL FUNDING SOURCES

GENERAL OBLIGATION (GO) BONDS

Agency: Village of Tularosa and/or Otero County (through State)

Type: Capital Outlay

Description: The Village or County may seek GO Bond money or a direct appropriation for infrastructure costs using the County's existing general fund or by issuing new bonds to pay for capital improvements.

LOCAL GROSS RECEIPTS TAX OPTION (LOGRT)

Agency: Village of Tularosa

Type: Tax Funds

Description: As part of the Local Economic Development Act (LEDA), Tularosa residents may vote to raise the local gross receipts tax to help fund additional economic development projects within the Village. The state collects the tax as part of the statewide gross receipts tax and redistributes it to the community for local projects. In general, LOGRT provides the community with revenue to fund services or projects related to arts and cultural activities or revitalization projects.

LODGERS TAX

Agency: Village of Tularosa

Type: Tax Funds

Description: As lodging options expand and local and regional tourism are promoted, the Village may establish a lodgers' tax to promote the area's attractions and events for visitors. The tax may also be used to acquire, establish, and operate tourist-related facilities.

STATE AND FEDERAL FUNDING

MATCH FUND

Agency: NMDFA

Type: Grant

Website: <https://www.nmdfa.state.nm.us/nmmatchfund/>

Description: Provides state funds to meet matching requirements for federal grants or other programs. This allows local governments to leverage outside funding sources (such as federal dollars) by fulfilling the match obligation.

INFRASTRUCTURE CAPITAL IMPROVEMENT PLAN (ICIP)

Agency: Village of Tularosa and/or Otero County (through State)

Type: Capital Outlay

Description: The Village and County may also seek to fund infrastructure projects through their infrastructure capital improvement plans. Although funds are limited, these funds may be used as matching funds to secure larger grants and/or loans by outside agencies (e.g. matching road funds for a street reconfiguration on a state highway).

LOCAL GOVERNMENT PLANNING GRANT

Agency: NMFA

Type: Grant

Website: <https://www.nmfinance.com/local-government-planning-fund/>

Description: Supports local governments in preparing plans, feasibility studies, asset management plans, or other technical documents. The purpose is to strengthen applications for larger capital outlay, federal, or state funding.

DRINKING WATER STATE REVOLVING FUND (DWSRF)

Agency: NMED and U.S. EPA

Type: Low-interest loan (sometimes with principal forgiveness for financially constrained communities)

Website: https://www.env.nm.gov/drinking_water/infrastructure-projects-and-funding/

Description: Provides financing for wastewater, stormwater, and nonpoint source pollution control projects. Helps communities improve water quality infrastructure and comply with environmental standards.

TRANSPORTATION PROJECT FUND

Agency: NMDOT

Type: Grant

Website: <https://www.dot.nm.gov/business-support/project-oversight-division/>

Description: Allocates funding to local governments for priority transportation projects, such as roadway improvements, safety upgrades, and system maintenance. Typically requires local match and is intended for shovel-ready projects.

LOCAL GOVERNMENT ROAD FUND

Agency: NMDOT

Type: Cost-share grant (state-local match)

Website: <https://www.dot.nm.gov/business-support/project-oversight-division/>

Description: Provides state funding to municipalities and counties for road construction, repair, and maintenance. Local governments contribute a matching portion to complete the projects.

COOPERATIVE AGREEMENT PROGRAM

Agency: NMDOT

Type: Cooperative cost-share agreement

Website: <https://www.dot.nm.gov/business-support/project-oversight-division/>

Description: Funds roadway projects of mutual interest to the state and local governments. Typically used for roadways not fully eligible for federal aid but still important for connectivity, safety, and economic development

TRANSPORTATION ALTERNATIVE PROGRAM (TAP) AND RECREATION TRAILS PROGRAM

Agency: MPO/NMDOT

Type: Capital Outlay

Website: <https://www.dot.nm.gov/planning-research-multimodal-and-safety/planning-division/multimodal-planning-and-programs-bureau/active-transportation-and-recreational-programs/>

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

COOPERATIVE AGREEMENTS PROGRAM (COOP) AND LOCAL GOVERNMENT ROAD FUND

Agency: NMDOT

Type: Capital Outlay

Website: <https://www.thegrantplantnm.com/opportunity/cooperative-agreement-program-coop/>

Description: The New Mexico Department of Transportation sets aside money yearly for local government road improvements. This program assists local governments in improving, constructing, maintaining, repairing, and paving highways and streets with matching funds from NMDOT.

OUTDOOR EQUITY FUND

Agency: New Mexico Outdoor Recreation Department

Type: Community Grant

Website: <https://nmoutside.com/grants/outdoor-equity-fund/>

Description: The first-of-its-kind Outdoor Equity Fund, established in 2019, aims to break down these barriers and ensure equitable access to the outdoors for all youth in New Mexico. This grant supports transformative outdoor experiences that foster stewardship and respect for New Mexico's lands, waters, and cultural heritage while connecting youth to outdoor recreation career pathways.

OUTDOOR RECREATION TRAILS+ GRANT

Agency: New Mexico Outdoor Recreation Department

Type: Community Grant

Website: <https://nmoutside.com/grants/trails-plus/>

Description: The New Mexico Outdoor Recreation Trails+ Grant program empowers communities to enhance outdoor recreation opportunities by funding the planning, development, and improvement of trails and related infrastructure. Designed to boost local economies, strengthen outdoor industries, and foster community well-being, this grant program supports projects that connect people to nature, promote equitable access, and inspire stewardship of New Mexico's landscapes. By investing in outdoor recreation, this grant drives economic growth, enhances quality of life, and ensures lasting benefits for residents and visitors alike.

NEW MEXICO TRUE COMMUNITY BRANDING

Agency: New Mexico Tourism Department

Type: Community Grant and Cost-share program

Website: <https://nmoutside.com/grants/trails-plus/>

Description: Provides funding support for local governments, tribal entities, and nonprofits to promote destinations under the New Mexico True brand. The program helps communities align with statewide tourism marketing campaigns by cost-sharing advertising, promotional materials, and outreach. Funding is generally competitive and

requires a local match, ensuring collaborative investment in boosting tourism and visitor spending across New Mexico.

¡QUE LINDA!

Agency: NMDOT

Type: Grant

Website: <https://www.dot.nm.gov/que-linda/>

Description: The *Que Linda Program* provides funding to municipalities, counties, tribal governments, and nonprofit organizations for projects that enhance the beauty, cleanliness, and overall appeal of New Mexico communities. It supports initiatives such as landscaping, litter prevention, public space improvements, recycling, and community clean-up events.

PRIVATE & NON-PROFIT FUNDING

THE LOAN FUND

Type: Community Loans

Description: The Loan Fund funds projects, programs, and businesses to improve New Mexicans' economic and social conditions. They offer small business and micro-loans to aspiring small business owners at an affordable rate. The fund also grants loans for real estate and equipment for certified development companies (CDC/504) and non-profits looking to finance equipment, inventory, building renovations, operating capital, and business expansions.

DREAMSPRING NEW MEXICO

Type: Community Loans and Business Support

Description: DreamSpring provides small businesses with various low-interest loan options, ranging from \$1,000 to \$2,000,000 for multiple needs. The organization's mission is "to increase access to business credit, make loans, and provide training and support that enables entrepreneurs to realize their dreams and be catalysts for positive economic and social change." These loans can support small businesses looking to launch or expand, helping to further support economic vitality in the MRA.

W.K. KELLOGG FOUNDATION

Type: Community Grants

Description: The W.K. Kellogg Foundation (WKKF) is a philanthropic organization that supports children, families, and equitable communities. Through its grants, the

foundation seeks to create lasting change and improve the quality of life for vulnerable populations, especially children of color and low-income communities. They fund projects and programs to enhance education, health and well-being outcomes, racial equity, and economic security.

MCCUNE FOUNDATION

Type: Community Grants

Description: The McCune Foundation is a private philanthropic organization that provides grants to nonprofit organizations working to improve the quality of life for individuals and communities, with particular emphasis on education, health, and social services. It supports projects that address critical social issues, promote community engagement, and foster systemic change across New Mexico. Grants are typically awarded to organizations and initiatives demonstrating a clear and measurable impact on their communities. The foundation prioritizes proposals that align with its core values, including equity, inclusion, and sustainability. Funding is offered in the form of programmatic and operational grants to support projects at various stages of development.

COMMUNITY FOUNDATION OF SOUTHERN NEW MEXICO

Type: Community Grants

Description: The Community Foundation of Southern New Mexico (CFSNM) is a nonprofit organization dedicated to enhancing the quality of life for individuals and communities in southern New Mexico. CFSNM administers a wide range of grant programs that support initiatives in various sectors, including education, healthcare, arts and culture, social services, and environmental sustainability. The foundation serves as a resource for individuals and organizations seeking to make a difference, fostering collaboration and leveraging charitable giving to address the region's most critical issues. The foundation prioritizes projects and organizations that work toward creating positive change in southern New Mexico, focusing on addressing the region's unique challenges and opportunities.

New Mexico Foundation

Type: Community Grants

Description: The New Mexico Foundation is a nonprofit organization that works to improve the lives of residents across the state by supporting initiatives that promote economic development, education, healthcare, the arts, and social justice. Grants are

focused on educational programs, community-based initiatives, health and wellness services, and efforts that promote equity and social inclusion. The foundation seeks to invest in initiatives that help build stronger, more resilient communities, and support the state's continued growth and development.

United Way of SW NM

Type: Community Grants and Scholarships

Description: The United Way of Southwest New Mexico (UWSWNM) is a nonprofit organization dedicated to improving lives and building stronger communities in the region. Through its funding initiatives, the organization provides grants to local nonprofits, community groups, and initiatives that align with its mission of creating lasting positive change in the region, especially for projects and programs related to education, financial stability, and health and well-being.

IMPLEMENTATION MATRIX

	WHO	WHEN	PARTNERS	RESOURCES
LAND USE				
Implement policies that encourage strategic, targeted growth.				
Work with the Planning and Zoning Board to identify previously unidentifiable zones/gaps on the zoning map.	P&Z	1-3 years		
Update the zoning code to allow for more housing and commercial flexibility, including allowing for casitas (accessory residential dwelling units) in all/most residential zones and including mixed residential-commercial uses in strategic areas.	P&Z, BoT	1-3 years		
Consider annexing land along the highway to add commercial land to increase GRT.	P&Z, BOT	5-10 years	Private property owners	
Update and enforce land use policies.				
Update the Village zoning code to align with the land use	P&Z, BoT	1-3 years		

recommendations of the comprehensive plan.				
Enforce municipal codes and ordinances related to land use and development.	Code Enforcement	1-3 years		
INFRASTRUCTURE & TRANSPORTATION				
Upgrade public infrastructure to increase the quantity and availability of services.				
Upgrade existing sewer plant infrastructure to expand system capacity.	Village of Tularosa	1-5 years		NMFA Water Project Fund, Technical Assistance Program; RCAC, USDA Rural Communities infrastructure grants
Continue to secure a supplementary water source and storage infrastructure, including wells and storage tanks.	Village of Tularosa	1-3 years		
Implement green stormwater infrastructure (GSI) projects, like a drainage pond, to mitigate flooding and help in stormwater management.	Village of Tularosa	1-3 years		
Maintain transportation infrastructure to provide safety and ease for all roadway users.				

Continue to maintain and improve roads to ensure functional road networks exist.	Village of Tularosa	1-3 years	NMDOT	
Work with NMDOT to install a stoplight at the intersection of Bookout and St. Francis	Village of Tularosa	1-3 years	NMDOT	
Improve active transportation infrastructure, like trails, sidewalks, and connections to key assets.	Village of Tularosa	3-5 years	NMDOT	
Maintain public infrastructure to ensure the quality and availability of services.				
Identify and carry out the necessary maintenance and repair to ensure utility systems remain fully operational.	Village of Tularosa	1-5 years		Asset management planning
NATURAL AND CULTURAL RESOURCES				
Conserve and protect natural and cultural resources in Tularosa.				
Continue to promote water conservation in Village practices and community outreach, like education campaigns.	Village of Tularosa	ongoing		
Sponsor/support youth and community events	Village of Tularosa	ongoing	KTB, TMS	NMDOT Que Linda, Clean and Beautiful

for restoration, clean ups, educational programs, etc.				
Continue leveraging funding from NM Senate Bill 425 and federal sources to upgrade acequia infrastructure while maintaining historic character.	TCDC	1-3 years		
Provide incentives for the continued use of irrigated lots in the historic village for gardens, orchards, and crops.	Village of Tularosa	1-3 years		
Establish a local grower's network to facilitate the exchange of seeds, tools, and knowledge.	Community Partners	1-3 years		
Protect and enhance Tularosa's oasis-like qualities.				
Support the Desert Fish Habitat Partnership and similar efforts to restore native vegetation along Tularosa Creek.	Community Partners	ongoing		
Prioritize tree maintenance on public properties and parks.	Village of Tularosa	1-3 years		
Promote local agriculture at varying scales, including home	Village of Tularosa, Community Partners	1-3 years		

gardens, community gardens, etc.				
Monitor Tularosa Basin Aquifer conditions and engage in regional groundwater management initiatives.	Village of Tularosa	ongoing		
Develop a local climate adaptation and water planning framework in collaboration with acequia associations and the Village.	Village of Tularosa	3-5 years	TCDC	
Recognize, protect, and celebrate historic and cultural assets.				
Create an updated inventory of historic properties and prioritize structures in need of stabilization.	Village of Tularosa, TAHC	1-3 years		
Seek Certified Local Government (CLG) status to access preservation funding and training opportunities.	Village of Tularosa	1-3 years	NM Historic Preservation Division	
Support efforts by the Red Brick Building Foundation and TAHC to rehabilitate cultural landmarks.	Village of Tularosa	ongoing	Village of Tularosa	
Expand education and outreach on adobe repair, historic	Community Partners	1-3 years	NMSU, SFCC	

maintenance, and preservation incentives.				
Highlight state incentives for historic preservation, like tax credits for home renovations and repairs.	Village of Tularosa	1-3 years		
Sponsor local historic events by providing marketing or material donations.	Village of Tularosa	1-3 years	Community Partners	
Work with local and regional partners to provide more historic programming.	TAHC, TMS, Community Partners, Three Rivers Petroglyph Site	1-3 years		
Promote cultural continuity and environmental stewardship				
Uplift acequia and land-based traditions.	Community Partners	ongoing		
Celebrate acequia and agricultural heritage through festivals, oral history projects, and interpretive signage.	Community Partners	ongoing		
Document local stories and practices to preserve intergenerational knowledge and cultural memory.	Community Partners	ongoing		
Support local initiatives to reintroduce	Community Partners	ongoing		

pollinator habitats and native species in riparian and agricultural areas.				
HOUSING				
Help residents maintain and rehabilitate their homes.				
Identify and promote housing rehabilitation resources, from Housing New Mexico (formerly MFA), USDA Rural Development	Village of Tularosa	1-3 years	SNMEDD, Otero County, Community Partners	USDA Rural Development rural repair and rehabilitation loans, Section 504 grants for low-income and senior support.
Identify and promote housing rehabilitation resources, especially targeting seniors, low-income families, and owners of historic homes.	Community Partners	1-3 years	Historic Homeowners, Business Owners	SFCC Adobe Building program
Partner with state and federal programs like Housing New Mexico (formerly MFA) and USDA Rural Development to secure funding and technical support.	Village of Tularosa, SNMEDD	1-3 years		
Connect historic homeowners to resources for historic property	Village of Tularosa, Community Partners	1-3 years	NMSU, SFCC	

renovations and repairs, including NMSU and Santa Fe Community College's Adobe Building program.				
Address vacancy and abandoned properties.				
Create a database of vacant and deteriorated homes to prioritize reinvestment.	Village of Tularosa, Tularosa MainStreet	1-3 years		
Develop incentives for the rehabilitation or adaptive reuse of vacant properties, including fee waivers or expedited permitting.	Village of Tularosa, P&Z, BoT	3-5 years		
Explore land trust models to acquire and redevelop abandoned homes into workforce or senior housing.	Village of Tularosa	3-5 years	SNMEDD, Community Partners	
Continue to increase affordability and accessibility to housing for residents.				
Use state programs and local partnerships to attract housing development for workforce housing, senior housing, low-income housing, and rental units.	Village of Tularosa	ongoing		
Develop a centralized resource guide for homeowners,	Community Partners	1-3 years	SNMEDD	

renters, and landlords outlining assistance programs and contacts.				
Facilitate partnerships between residents, local businesses, and service organizations for shared labor and materials in home rehabilitation.	P&Z, BoT, Village of Tularosa	ongoing	Housing NM, Carpenters, Electricians, Developers	
Advocate for zoning changes that allow additional dwelling units (ADUs)/casitas by-right in residential zones, as well as missing-middle housing such as duplexes and courtyard developments.	Planning and Zoning Board	1-3 years		
Work with regional housing partners to attract housing developers to Tularosa.				
Support regional housing efforts to provide affordable housing (opt-in to future Otero County Affordable Housing Plan).	Village of Tularosa	ongoing	SNMEDD, Otero County	
Connect with other municipalities to identify potential housing needs and opportunities to develop in Tularosa.	Village of Tularosa	ongoing	SNMEDD, Otero County	
Work with Holloman Air Force Base to	Village of Tularosa,	1-3 years	Holloman AFB Housing	

identify potential housing needs and opportunities for development in Tularosa.	Community Partners, SNMEDD			
Prioritize infill development near the village core to reduce infrastructure costs and support walkability.	Village of Tularosa	1-3 years		
ECONOMIC DEVELOPMENT				
Continue to support small, local businesses in Tularosa.				
Support the development of a MainStreet program to provide local business support and support community-based economic development projects/events.	Tularosa MainStreet	1-3 years		NMEDD, New Mexico MainStreet
Connect businesses to organizations like NMSU Alamogordo and the Small Business Development Center, which offer targeted training, support, etc.	Community Partners, Business Owners	ongoing		NMSU-Alamogordo, SBDC, WESST
Diversify and expand the local economy to increase tax revenue.				
Consider land use strategies like zoning changes and annexation to	P&Z, BoT, Village of Tularosa	5-10 years		

increase the number of businesses.				
Pass a Local Economic Development Act (LEDA) Ordinance to support industry development and attraction in Tularosa.	BoT	1-3 years		
Support the development of a QR code walking tour of Tularosa's historic assets.	TAHC	1-3 years	NM MainStreet	
Promote Tularosa as a destination for arts and culture, given its many local/regional museums.	TAHC	1-3 years	NM Tourism	
Work with community partners to reopen and staff the Tularosa Historical Museum.	TAHC	3-5 years		
Work with marketing professionals to promote Tularosa as a gateway to local and regional outdoor recreational assets.	NM ORD, True New Mexico, Three Rivers Petroglyph Site	1-3 years	NM Tourism	
Continue to work with Three Rivers Petroglyph staff to host events and programs for	Village of Tularosa, TMS, Tularosa Library	1-3 years		

students and families.				
Build up the local workforce to provide vital community services.				
Work with local businesses to identify potential training and internship opportunities for youth, students, and early-career professionals.	TMS, Local Businesses	1-3 years	NMSU Alamogordo	
Continue to collaborate with Tularosa Municipal School District to attract/provide internship opportunities for students.	Village of Tularosa	ongoing	TMS	
Establish an internship program through the Village that hires local youth to learn about government jobs and help their community.	Village of Tularosa	3-5 years		
Collaborate with community partners (NMSU, SENMCOG, etc.) to promote entrepreneurship and business ownership training opportunities to students, owners, etc.	Village of Tularosa, TMS, Tularosa Library	1-3 years	NMSU Alamogordo, SNMCOG	NMEDD

Redevelop and revitalize existing community assets to spur local economic activity.

Support the development of a MainStreet program to provide local business support and support community-based economic development projects/events.	Village of Tularosa, Tularosa MainStreet	1-3 years	Community Partners	NMEDD
Support the existing efforts to redevelop Granado Street by seeking public and board approval of redevelopment projects and utilizing MRA incentives as a public entity.	Greater Tularosa Foundation	1-3 years	Village of Tularosa, Community Partners, TAHC	
Work with the Red Brick School Foundation to determine best way to revive and activate the Red Brick School Building.	Red Brick School Foundation	1-5 years	Village of Tularosa, NM Historic Preservation Division, SHPO	
Work with community partners and developers to implement the Downtown MRA Plan, promoting and utilizing the MRA tools to execute catalytic projects.	Village of Tularosa	1-5 years	Community Partners	MRA financing tools, public-private partnerships

Encourage community-based economic development and revitalization in projects.	Village of Tularosa	ongoing	Tularosa MainStreet	
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QUALITY OF LIFE

Provide high-quality community services.

Seek state support to address funding and capital needs for fire, EMS, and police services, including regional partnerships that expand services.	Village of Tularosa	1-3 years		
Support local organizations that provide vital community services (programs, events, clean ups, etc.) with letters of support, event sponsorships, or food/event donations.	Village of Tularosa	ongoing	Community Partners, TMS, Tularosa MainStreet, RBSF, KTB,	
Continue to provide high quality library services that are accessible, welcoming, and comfortable for all patrons.	Tularosa Library	ongoing	Village of Tularosa	NM State Library Rural Libraries Endowment
Continue to provide high quality senior services and programs that are accessible, welcoming, and	Senior Center	ongoing	Village of Tularosa	Community Development Block Grant, Older Americans Act

comfortable for all patrons.				funding, Letters of support
Expand, upgrade, and maintain public facilities to increase service and capacity.				
Conduct a feasibility study to determine where to build/expand a cemetery.	Village of Tularosa	1-3 years		
Work with Tularosa Municipal Schools to expand parks and recreation programs, through partnerships like field and court sharing.	Village of Tularosa	1-3 years	TMS	
Conduct a parks and recreation master planning process to conduct and inventory and analysis on all public parks and recreation facilities	Village of Tularosa	3-5 years	NMORD	
Upgrade and maintain existing park facilities to include more amenities, resurfaced courts, etc.	Village of Tularosa	3-5 years		
Assess feasibility of a community recreation facility to serve multigenerational and recreational needs.	Village of Tularosa	10+ years		ICIP,
Support future library expansion.	Village of Tularosa	3-5 years	Tularosa Library	ICIP

Increase access to essential health, wellness, and community services.				
Support efforts to expand healthcare facilities, including mental health and substance use facilities, in/near Tularosa.	Village of Tularosa	3-5 years		Rural Health Care Delivery Fund
Continue to support the Senior Center programs, expansion, collaborations with schools, etc.	Village of Tularosa, Senior Center	1-3 years	TMS, Tularosa Library, Local organizations	Letters of support
Work with local and regional providers to offer transportation services to key destinations	Village of Tularosa	3-5 years	Otero County, Ztrans	
Continue to support Tularosa Municipal Schools, work together to find resources, opportunities for partnerships in youth services and programs.	Village of Tularosa	1-3 years	TMS	
Create/promote opportunities for residents to gather and connect.				
Support/initiate the establishment of a community recreation program; coordinate with volunteers to support programming.	Village of Tularosa, Community Partners	1-3 years	KTB	

Promote clean and beautiful initiatives that	Village of Tularosa	1-3 years	KTB	
Continue to host/sponsor annual community events.	Village of Tularosa, Community Partners	1-3 years		
HAZARD MITIGATION				
Update hazard mitigation plans to fully comply with state and federal requirements.				
Align local hazard mitigation efforts with the Otero County Hazard Mitigation Plan to ensure consistency, efficiency, and eligibility for federal funding.	Village of Tularosa	1-3 years	Otero County, regional communities	Pre-Disaster Mitigation Program, FEMA NM Mitigation Assistance Resource Guide