



# Discussion of Lea County's Five Year Strategic Plan



**LEA COUNTY BOARD OF COUNTY COMMISSIONERS  
AGENDA ITEM SUMMARY FORM**

**LCBCC Meeting Date: Thursday, February 3, 2022**

Submit this summary form & all attachments to the Finance Director [clow@leacounty.net](mailto:clow@leacounty.net) & cc the Executive Coordinator [sstout@leacounty.net](mailto:sstout@leacounty.net) by: **Monday, January 24, 2022**

County Manager Approval [mgallagher@leacounty.net](mailto:mgallagher@leacounty.net) required for all time sensitive issues that do not meet the above deadline.

<b>DATE SUBMITTED</b> mm-dd-yyyy:	<b>SUBMITTED BY</b> Name, Title, Dept: Mike Gallagher, County Manager	
<b>SUBJECT:</b> Lea County's Five Year Strategic Plan	<b>ATTACHMENT(S):</b>	
<b>NO. OF ORIGINALS FOR SIGNATURE:</b> N/A	<b>ACTION REQUESTED:</b> Discussion Item	
<b>BUDGET LINE ITEM NUMBER:</b> N/A	<b>FISCAL BUDGET YEAR:</b> N/A	
<b>STRATEGIC PLAN</b> Implementation of 5 Year Strategic Plan: Section 2.6: Transparency and ethical decision making continue to be the framework in which the county operates.		
<b>SUMMARY:</b> Discussion of Lea County's Five Year Strategic Plan		
<b>Requested Items Needed for Presentation</b> Easels/Laptop/Projector/Etc.: Easel <input type="checkbox"/> Laptop <input checked="" type="checkbox"/> Projector <input checked="" type="checkbox"/> Other: _____ <small>If checked, how many:</small>	<b>See Additional Summary Attached</b> <input type="checkbox"/>	
<b>SUBMITTER'S RECOMMENDATION(S):</b>	<b>Submitter's Signature</b> Department Director, Etc.	
<b>FINANCE REVIEW</b> Fiscal Impact/Cost:	<b>Reviewed by Finance Director</b>	
<b>LEGAL REVIEW:</b> (Note: Travel does not need legal review)	<b>Reviewed by County Attorney</b>	
<b>COUNTY MANAGER REVIEW:</b>	<b>Approved by County Manager</b> to be Placed on Agenda 	
<b>Item No.</b> <u>0501</u> <b>RECORDING SECRETARY'S USE ONLY ~ COMMISSION ACTION TAKEN</b>		
Approved: _____	Denied: _____	Other: <u>Discussion</u>
Resolution No. _____	Policy No. _____	Ordinance No. _____
Continued To: _____	Referred To: _____	Comments: _____



Lea County  
Five Year Strategic Plan  
2016 - 2021

STATE OF NEW MEXICO  
COUNTY OF LEA  
RESOLUTION NO. 16-APR-058R

**A RESOLUTION ADOPTING A FIVE-YEAR STRATEGIC PLAN FOR THE COUNTY OF LEA**

**WHEREAS**, strategic planning includes knowing what a county government does, where the organization is going, and how the organization plans to get there; and

**WHEREAS**, a sound strategy that is skillfully implemented identifies the goals and direction that County officials and employees need in order to define their responsibilities in making the County best prepared to serve the needs of the residents and taxpayers; and

**WHEREAS**, the Board of County Commissioners of Lea County sees the value in creating a five-year strategic plan; and

**WHEREAS**, the County has held three town meetings with the residents and taxpayers of Lea County to listen to their ideas and suggestions; and

**WHEREAS**, the County has held three work sessions for staff, elected officials, and the public to provide input for the strategic plan; and

**WHEREAS**, County management has drafted a five-year plan that is consistent with the guidance from this Board and responsive to the needs and concerns of the County's residents and taxpayers.

**NOW, THEREFORE, BE IT HEREBY RESOLVED** by the Board of County Commissioners of Lea County that the attached five-year strategic plan is adopted and directs the County Manager to implement the plan.

**PASSED, APPROVED and ADOPTED** by the governing body at its meeting April 14, 2016.

**LEA COUNTY BOARD OF COUNTY COMMISSIONERS**

Ron R. Black

Ron R. Black, Chair

Voted:  Yes No Abstain

James H. Britton

James H. Britton, Member

Voted:  Yes No Abstain



Dale Dunlap

Dale Dunlap, Vice Chair

Voted:  Yes No Abstain

Rebecca Long

Rebecca Long, Member

Voted:  Yes No Abstain

Gregory H. Fulfer  
Gregory H. Fulfer, Member  
Voted: Yes No Abstain

**ATTEST:** Pat Chappelle  
Lea County Clerk

By: Kelli Williams  
Kelli Williams, Deputy

**APPROVED AS TO FORM AND LEGAL  
SUFFICIENCY:**

John W. Caldwell  
John W. Caldwell, County Attorney





**Lea County**  
**Five Year Strategic Plan**  
**2016-2021**

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- 2. Approach & Strategies**
- 3. Goals & Performance Measures**
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  - 3.4. Quality of Life**
  - 3.5. Safety**
- 4. Supplemental Information:**
  - 4.1. Strategic Planning Process & Timeline**
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  - 4.3. About Lea County**

## Section 1

### Lea County Mission Statement:

“Lea County shall be results-oriented, accountable to the public, with professional and regional leadership focused on economic vitality, healthy lifestyles, quality of life, and safety of the community.”



## Section 2

### Approach & Strategies:

1. Collaboration & partnership with local communities, agencies and government entities is essential for success
2. County employees are valued
3. Continuous communication with the public is beneficial and necessary
4. Leverage resources to the fullest extent to maximize the return to the public and minimize cost to tax payer
5. Public and employee involvement and participation is beneficial, needed and valued
6. Transparency and ethical decision making continue to be the framework in which the county operates
7. The responsibility to be good stewards of the public finances
8. Continuous interaction with the State of New Mexico and statewide organizations is required to protect the County's interests

## **Section 3**

### **Goals & Performance Measures**

- 1. Accountability**
- 2. Economic Growth & Vitality**
- 3. Infrastructure & Facilities**
- 4. Quality of Life**
- 5. Safety**

## Section 3.1

### Accountability

**Goal Statement** “Lea County is responsible for the public’s tax dollars in a fiscally conservative and transparent manner”

Performance Measures:

1. County expenditures shall not exceed revenue.
2. Accurate and thoughtful revenue projections: actual revenues are not less than forecasted
3. The County does not incur additional long term debt: pay off existing debt obligation on the County detention center facility prior to adding additional debt obligations.
4. County expenditures are available to the public in a convenient and reader-friendly format: obtain highest possible score regarding government transparency from watchdog groups.
5. Budget adjustments for increasing expenditures are reduced from prior year: reduce the number of adjustments due to expenditure increases from the prior year.
6. County Bond rating: obtain AAA
7. Frequency of and type of audit findings: no recurring findings / no material findings
8. County shall maintain strong reserves: 6 months of personnel and operating
9. Public access to information regarding county contracts, finances: obtain highest possible score regarding transparency from watchdog groups

## Section 3.2

### Economic Growth & Vitality

**Goal Statement: “Lea County is a community that has economic growth & diversification”**

**Performance Measures:**

1. Unemployment rate: a downward trend
2. Diversification of taxes by industry: property taxes represent multiple industries
3. A variety of different housing options available
4. Poverty rate: poverty rate of resident’s decrease
5. Median household income: an increase from year to year
6. Annual population growth: maintain positive growth rates each year

## Section 3.3

### Infrastructure & Facilities

**Goal Statement:** “The County shall provide a safe, reliable, and efficient transportation network, and county facilities shall be maintained and shall meet the changing needs of the public”.

**Performance Measures:**

1. % of chip sealed county roads vs. caliche roads (goal: each year chip seal more roads)
2. Future roads provide connections to reduce emergency response time
3. Airports that are maintained and improved with new facilities (goal: increase capacity for changing commercial aircraft)
4. County facilities are ADA compliant
5. Planned water infrastructure system for use and conservation (goal: a system in place with paying customers)
6. Efficient use of utilities and technology in county facilities

## Section 3.4

### Quality of Life

**Goal Statement: “Lea County shall have a variety of recreational & cultural amenities with access to convenient & quality healthcare”**

**Performance Measures:**

1. Health care study indicators (goal: reach national standards)
2. Health indicators- teen pregnancy, substance abuse changes (goal: reduce each year)
3. Number of general and specialty medicine doctors / health care providers per 1,000 residents (goal: reach national standards)
4. Exposure to entertainment / # of entertainment options at county facilities
5. Miles of trails / health walk / new outdoor exercise space

## Section 3.5

### Safety

**Goal Statement: “Lea County shall be a safe community without crime”**

**Performance Measures:**

1. Prevent intoxicated drivers: tipsy taxi / education / enforcement
2. Alcohol related crashes: decrease from year to year
3. Violent crimes change from year to year
4. Lower IOS ratings for county fire districts: decrease response times, greater access to water resources: target of IOS rating 5
5. Proper care and treatment of domestic animals: less stray domestic animals and reports of abused domestic animals
6. Law enforcement response time
7. Vehicular fatalities change from year to year
8. Employee injuries / fatalities / accidents from year to year

## Section 4: Supplemental Information

### Section 4.1: Process & Timeline:

- Jan 14: 1<sup>st</sup> Commission meeting – introduction
- Feb 04: 1<sup>st</sup> work session – first discussion with sample plan content & first reaction from Board
- **March 3: 2<sup>nd</sup> work session meeting** – presentation of first draft of mission statement & goals with discussion of Action statements and measures / indicators
- **March 3:** –an opportunity for public input
- **Third week in March: 1<sup>st</sup> town hall meeting for public input**
- **March 31: 3<sup>rd</sup> commission meeting** – report back on public input and first draft of action statements and measures / indicators
- Second / **Second week in April 2<sup>nd</sup> town hall meeting**
- **April 14: 3<sup>rd</sup> work session** – discussion of proposed final Five Year Strategic Plan
- **April 14 3<sup>rd</sup> Commission meeting**—adoption of final Five Year Strategic Plan
- April: Final town hall meeting to present adopted plan to the public. Plan published on website and distributed to county partners

### Section 4.2: Public Input:

- **March 17, 2016: 1<sup>st</sup> Town Hall Meeting (1<sup>st</sup> round)- Public Input**
- Lovington: Courthouse
- Approximately 10 attendees
- No negative comments on mission statements / planning process / goals

#### Comments / public input:

1. Public awareness campaign regarding the proper treatment of animals
2. Need to educate the public on how to treat and care for animals—provide the basic needs: food, shelter, etc.
3. Quality of life—what is included in this?
4. Need proactive safety plans – to protect against from acts of terror
5. Need proactive plans to prevent to crime in the oilfield

### March 24, 2016: 2<sup>nd</sup> Town Hall Meeting (1<sup>st</sup> Round)—Public Input

- Hobbs: Lea County Event Center
- Approximately 15 attendees
- No negative comments on mission statements / planning process / goals

#### Comments / public input:

1. Public awareness campaign regarding the proper treatment of animals
2. The County needs laws that are easily understood and that are tough on the cruel / improper of animals
3. The County should replicate the City of Hobbs laws on the proper treatment of animals
4. Economic diversification needs to remain a priority of the county—continue New Horizons—pursue more business start ups
5. More marketing and creating a tourist atmosphere: continue commercial air service, event center, NMJC events—more “head in beds” events –more conferences and industry shows
6. Increase investments in land, labor, training programs, spec buildings, etc.
7. Expand the Arts Industry—county wide arts resource center- tourism—Art District, partnerships to promote the Arts Industry
8. Expand major roads to reduce traffic congestion—add lanes—City of Hobbs and County need to partner on roads expansions
9. Reduce the speeding – more law enforcement is needed



**April 11, 2016: 3<sup>rd</sup> Town Hall Meeting (2<sup>nd</sup> Round)—Public Input**

- Hobbs: Lea County Event Center
- Approximately 8 attendees
- No negative comments on mission statements / planning process / goals

Comments / public input:

1. What is the county's concern regarding building the new Health & Wellness Center, building the equine facility, and having the Event Center and the ongoing cost to maintain these buildings?
2. Why are my property taxes going up to pay for the Wellness Center and the equine facility?
3. The County and City should look having something that will draw people here, some tourism. Something like what is in San Antonio – a large water park or a large amusement park with rides, offer incentives to get those type of things here.
4. What is the County's position on Spectra? How long has Spectra been here? What is Spectra doing to make the Event Center a Cadillac facility?
5. A public transit service between Lovington and Hobbs would be helpful

**Section 4.3: About Lea County**

- **Founded:** March 17, 1917
- **Location:** Southeast corner of New Mexico bordered by Texas state line on East and South Bordered by Eddy and Chaves County on the West and Curry County on the North
- **Population:** 64,727 (2010), a 16.6 % growth from 2000 Census, 4th highest population growth in state with culturally diverse residents. Considered one of the fastest growing counties in New Mexico
- **Size:** 108 miles long North to South and 44 miles wide at widest point, approximately 4,400 square miles.
- **Communities:** 5 municipalities to include Tatum, Lovington (county seat), Hobbs, Eunice, and Jal
- **Industry:** "EnergyPlex" with oil & gas, renewable energy, nuclear enrichment, and supporting ancillary companies like banking, retail, hospitality, with continuously expanding healthcare industry.
- **Transportation:** the county owns and operates an airport in Jal, and in Lovington and a commercial airport outside of Hobbs, and maintains 1220 miles of county roads with connections to state and federal highways.