

**Southeastern New Mexico Economic Development District/
Council of Governments
Planning District 6**



**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDs)
2011 – 2015**

A non-profit organization involved in:

- Business Development
- Business Retention
- Community Facilities Planning
- Economic Development
- Grant Assistance
- Human Resources Development
- Land/Water Management Planning
- Legislative Initiatives
- Transportation Planning & Development
- Urban and Regional Planning

MISSION

Our mission is to provide leadership to enhance the quality of life, jobs and services.

One of the most important functions of the SNMEDD/COG involves the optimal utilization of regional capabilities. Projects included are water and wastewater system improvements, business retention, business assistance, business development, solid waste, public buildings, industrial parks improvements, job development and assistance, and transportation related initiatives.

We assist local governments in: (1) planning for major capital improvements, (2) procuring federal and state aid for needed capital improvement projects and (3) assist with capacity building and technical assistance.

The Southeastern New Mexico Economic Development District was formed in 1971, in order to increase local government understanding of federal programs and to provide planning and development management services on a regional basis. The SNMEDD/COG along with the federal Economic Development Administration and the State of New Mexico entered into agreements with the municipal and county governments of Chaves, Eddy,



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Lea, Lincoln and Otero counties. We are an instrument of local government jurisdictions. It is the largest planning district in New Mexico covering over 26,000 square miles.

The Board of Directors consists of elected and appointed representatives from each of the 26 governmental jurisdictions within our boundaries. All 26 member governments are active participants in the District's planning programs.

Sources of funding for the SNMEDD/COG are the U.S. Economic Development Administration, State of New Mexico and our local government members.

COMMITTEE STRUCTURE

The Comprehensive Economic Development Strategy (CEDS) Committee structure for the Southeastern New Mexico Economic Development District/Council of Governments (SNMEDD/COG) is two-tiered. The CEDS Committee for each county is comprised of the mayor of each community and the county commission chairman. They meet to discuss the needs and priorities for their county. The SNMEDD/COG holds a series of public hearing in each County to receive input from other groups and individuals to determine needs, concerns and priorities. The county committee then presents its needs, goals, and priorities to the District CEDS Committee, which is the Executive Committee of the Board of Directors. The Executive Committee has a member representing each county. The District's CEDS Committee reviews the county needs and District goals and strategies and, with staff, develops a plan for the orderly resolution of problems and servicing of identified needs. District staff then works with each member government in identifying sources and resources for the implementation of a tailored project or strategy that will address the economic development needs of the communities and District.

LEGAL STRUCTURE

The Southeastern New Mexico Economic Development District/Council of Governments is a 501 (c) (3) tax exempt non-for-profit organization.

DISTRICT STAFF

Hubert H. Quintana	Executive Director
Dora Batista	Planning/Programs Coordinator
Pansy Moffitt	Financial/Office Administrator
Mary Ann Burr	Transportation Planner
Christine Sisneros	Secretary/Receptionist



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**2011-2015
EXECUTIVE COMMITTEE**

Phil Burch, Mayor City of Artesia—Eddy County	Ray Cordova, Mayor Village of Tularosa—Otero County
Steve Henderson, Councilor City of Roswell—Chaves County	Matt White, Mayor City of Eunice—Lea County
Bill Hignight, Mayor Village of Corona—Lincoln County	

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY COMMITTEE

Bob Donnell	Chaves County Development Foundation
John Waters	Carlsbad Department of Development
Haley Klein	Artesia Chamber of Commerce
Lisa Hardison	Economic Development Corporation of Lea County
Richard Aguilar	Lincoln County Development Corporation
Mike Espiritu	Otero County Economic Development Council
Steve Henderson	City of Roswell
Mayor Cliff Waide	Town of Hagerman
Mayor David White	Town of Dexter
Mayor Ysidro Salazar	Town of Lake Arthur
John Beasley	City of Carlsbad
Aubrey Hobson	City of Artesia
Mayor Pete Estrada	Village of Loving
Lora Crumrine	Village of Hope
Joe Dearing	City of Hobbs
Curtis Schrader	City of Eunice
Pj Parker	City of Jal
Mayor Marilyn Burns	Town of Tatum
Michael Leighton	City of Lovington
Debi Lee	Village of Ruidoso
Carol Virden	City of Ruidoso Downs
Sam Hammons	Village of Capitan
Mayor Dusty Voss	Town of Carrizozo



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Sam Seely
Mark Roath
Mayor Ray Cordova
Mayor David Venable

Village of Corona
City of Alamogordo
Village of Tularosa
Village of Cloudcroft

**BOARD OF DIRECTORS
BY COUNTY**

Chaves County

Chaves County
Town of Dexter
Town of Hagerman
Town of Lake Arthur
City of Roswell
Private Sector

Michael Trujillo, Commissioner
David White, Mayor
Connie Andrews, Councilor
Ysidro Salazar, Mayor
Steve Henderson, Councilor
Phelps Anderson, Sun Valley Energy

Eddy County

Eddy County
City of Artesia
City of Carlsbad
Village of Hope
Village of Loving
Private Sector

Lewis Derrick, Commissioner
Phil Burch, Mayor
Richard Lloyd Graves, Jr., Councilor
Lora Crumrine, Clerk/Treasurer
Pete Estrada, Mayor

Lea County

Lea County
City of Eunice
City of Hobbs
City of Jal
City of Lovington
Town of Tatum
Private Sector

Cecilia Nelson, Grants Administrator
Matt White, Mayor
Joe Dearing, Planning Director
Cheryl Chance, Mayor
Scott Gandy, Commissioner
Marilyn Burns, Mayor



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Lincoln County

Lincoln County	Eileen Sedillo, Commissioner
Village of Capitan	Sam Hammons, Mayor
Town of Carrizozo	Dusty Voss, Mayor
Town of Corona	Sam Seely, Trustee
Village of Ruidoso	Gus Raymond Alborn, Mayor
City of Ruidoso Downs	Gary Williams, Councilor
Private Sector	Brad Treptow, Lincoln County Medical Center

Otero County

Otero County	Pam Heltner, County Manager
City of Alamogordo	Joe Ferguson, Commissioner
Village of Cloudcroft	David Venable, Mayor
Village of Tularosa	Ray Cordova, Mayor
Private Sector	Bill Mershon, Business (Retired)

**BOARD OF DIRECTORS
AT-LARGE AND CORPORATE SPONSORS**

AT-LARGE MEMBER

Felix Chavez
Felix Chavez Real Estate
502 W. Texas Ave., Suite D
Artesia, NM 88210
Tel: 746-2723 (business)

SNMEDD PRIVATE SECTOR BOARD MEMBERS

Chaves County

Phelps Anderson
Sun Valley Energy Corporation
P.O. Box 1000
Roswell, NM 88202
Tel: 575-625-9152
Fax: 575-625-2462
Email: phelpsanderson@dfn.com

Eddy County

Vacant



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Lea County

Gregg Fulfer
Fulfer Oil and Cattle
P.O. Box 1332
Jal, NM 88252

Otero County

Bill Mershon
P. O. Box 54
Mayhill, NM 88339-0054
Tel: 575-687-3300 (home)

Lincoln County

Brad Treptow
Public Relations Manager
Lincoln County Medical Center
211 Sudderth Drive
Ruidoso, NM 88345
Tel: 575-257-8238



SNMEDD/COG BOARD CHARACTERISTICS MATRIX

NAME	FEMALE	MALE	ELECTED OFFICIAL	NON- ELECTED	MINORITY	PUBLIC	PRIVATE	RETIRED	CHAMBER/ED/WFD
Chaves County									
Trujillo, Michael		X	X		X		X		
Henderson, Steve		X	X			X			
White, David		X	X					X	
Andrews, Connie	X		X		X		X	X	
Salazar, Ysidro		X	X		X		X		
Anderson, Phelps		X		X			X		
Eddy County									
Derrick, Lewis		X	X				X		
Burch, Phil		X	X				X	X	
Richard L Graves, Jr		X	X				X		
Crumrine, Lora	X			X	X		X		
Estrada, Pete		X	X		X		X		
Eddy Co. Public Sector (vacant)									
Lea County									
Cecilia Nelson	X			X	X	X			
Dearing, Joe		X		X		X			
White, Matt		X	X				X	X	
Chance, Cheryl	X		X		X		X		
Gandy, Scott		X	X						
Burns, Marilyn	X		X		X			X	
Fulfer, Gregg		X					X		



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Lincoln County

Sedillo, Eileen	X		X		X	X			
Hammons, Sam		X	X					X	
Petty, Mike		X	X			X			
Seely, Sam		X	X				X		

	FEMALE	MALE	ELECTED OFFICIAL	NON- ELECTED	MINORITY	PUBLIC	PRIVATE	RETIRED	CHAMBER/ED/WFD
Alborn, Gus Raymond		X	X				X		
Williams, Gary		X	X			X			
Treptow, Brad		X		X			X		
Otero County									
Backstrom, Ray		X		X					
Ferguson, Joe		X	X				X		
Venable, David		X	X			X			
Cordova, Ray		X	X		X			X	
Mershon, Bill		X		X			X		
Other Members									
Chaves, Felix (At-Large)		X		X	X		X		
TOTAL	6	24	21	8	12	9	17	6	1



Economic Development Administration

Programs and Services through the

Southeastern New Mexico Economic Development District/ Council of Governments

The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965, as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically depressed areas of the United States. EDA's assistance is available to rural and urban areas experiencing high unemployment, low income or other severe economic distress.

In fulfilling its mission, EDA is guided by the basic principle that distressed communities must be empowered to develop and implement their own economic development and revitalization strategies. Based on these locally and regionally developed priorities, EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. EDA helps distressed communities address problems associated with long-term economic distress, as well as sudden and severe economic dislocations including recovering from economic impacts of natural disasters, the closure of military installations and other Federal facilities, changing trade patterns and the depletion of natural resources.

EDA currently has seven investment programs to assist urban and rural localities experiencing economic distress, sudden and severe dislocations, impacts from natural disasters and the other criteria listed above.

Public Works

The program empowers distressed communities to revitalize, expand and upgrade their physical infrastructure to attract new industry, encourage business expansion, diversify local economies and generate or retain long-term, private sector jobs and investments.

Economic Adjustment Assistance Program

The program assists states and local interests to design and implement strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.

Research and National Technical Assistance

The program supports research of leading edge, world class economic development practices as well as funds information dissemination efforts.



Local Technical Assistance

It helps fill the knowledge and information gaps that may prevent leaders in the public and nonprofit sectors in distressed areas from making optimal decisions on local economic development issues.

Partnership Planning

EDA helps support local organizations (Economic Development Districts, Indian Tribes, and other eligible areas) with their long-term planning efforts and their outreach to the economic development community on EDA's programs and policies.

University Centers

The University Center Program is a partnership of federal government and academia that makes the varied and vast resources of universities available to the economic development community.

Trade Adjustment Assistance

EDA uses a national network of twelve Trade Adjustment Assistance Centers to help manufacturers and producers affected by increased imports prepare and implement strategies to guide their economic recovery.

EDA will consider projects for funding on competitive evaluation criteria that requires proposed projects to be (1) market-based and results driven, (2) have strong organizational leadership, (3) advance productivity, innovation and entrepreneurship, (4) look beyond the immediate economic horizon, anticipate economic changes, and diversify the local and regional economy, and (5) demonstrate a high degree of local government and private commitment.



EXECUTIVE SUMMARY

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

SOUTHEASTERN NEW MEXICO ECONOMIC DEVELOPMENT DISTRICT/ COUNCIL OF GOVERNMENTS

Water is the lifeblood of the region and agriculture remains at the heart of our economic well-being. The economy of the region is fortified by the extractive industries of mining and gas and oil production in Lea, Eddy and Chaves counties. Tourism is a major economic contributor in all five counties. National defense investments and installations play a significant role in the Otero County economy. Forestry is a major employer and economic engine in Lincoln County. Solar, wind and nuclear energy investment and development have become major industry and job creation components in the diversification of the entire region. And, aviation with the addition of cluster industries including maintenance, painting, leasing and regional jet transportation to the major air terminal hubs have aided Chaves County and the entire region and its transportation needs.

Agricultural crop production (chile, corn for silage, hay, alfalfa, and pecans) continues to provide a backbone for our economy. The dairy industry (dairy cattle, milk and cheese production and associated spin-offs) continues to grow in prominence throughout the region. Currently there are 57 operating dairies in Chaves (41), Lea (14) and Eddy (2) counties. In addition to the milk produced the dairies sustain cheese production at 2 cheese plants. A cheddar cheese plant in Lea County and a mozzarella cheese plant in Chaves County. The mozzarella plant is the largest mozzarella plant in the United States. It is likely that if you eat pizza anywhere in the United States the cheese on your pizza was produced in Chaves County. Sheep and cattle ranching are also strong components of our agricultural economy as they have been since our very beginning.

The extractive industry's strength continues to make its impression on our region produces nearly 95% of New Mexico's gas and oil revenues. And, Lea County leads all counties with producing almost 94% of the State's gas and oil revenues. New Mexico is experiencing an oil boom of late with the price of oil reaching nearly \$70 per barrel. This has caused a welcome sigh of relief and joy in the oil patch creating new jobs, expanding operations and encouraging new exploration and drilling activity. The success in the oil patch is reflected in the recent drop in unemployment statistics of the region. Potash mines have reopened and are again producing large quantities of the mineral. Potash when coupled with the economic impacts of the Waste Isolation Pilot Plant, a low level nuclear underground storage facility, is powerful economic generators in the Eddy County economy. Lea County has recently opened the National Enrichment Facility owned and operated by Louisiana Energy Services. The facility reprocesses spent nuclear energy rods for reuse by nuclear powered electric generating power plants across the United States. It is the only facility of its kind in the United States. It is also the first nuclear facility licensed in the United States in the last thirty years.



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White Sands Missile Range and Holloman Air Force Base both located in Otero County are the region's national defense economic drivers. White Sands is the second largest overland missile testing facility in the world. It is the site where the first atomic bomb was detonated in 1945 and continues to provide and home for a great deal of research and development work on military defense weapons and systems. Holloman Air Force Base is the home of the 49th Fighter Wing which flies the F-22A Raptor Stealth Fighter, MQ1 Predator and MQ9 Reaper Remotely Piloted Aircraft, F-16 Fighter Jets and the High Speed Test Track. The United States Air Force has "robust plans" to continue the Base's training mission through 2030. The now F-22 Holloman is also the home of the German Air Force Flying Training Center.

Tourism is a common thread that weaves through the economy of the region. The landscape of the region is filled with opportunities and visitors from around the world. The opportunities range for the underground magnificence of Carlsbad Caverns National Park to the wonders of White Sands National Monument. Visitors flock to the region to see and seek answers to UFO phenomena in Roswell to visiting the historical sites where Geronimo, Billy the Kid, and other legends of the old West once lived and roamed. Skiing, horse racing at two tracks, four casinos, fishing, camping, hiking, boating, and the rural solitude of our back roads are major economic forces in our region. Tourism is a major contributor to the region's economy.

The economy of the region is further diversified when light manufacturing, education for homeland security, international law enforcement officials, aviation maintenance and research, and government are added to the mix. The region will soon be adding a new partner to the diversification of economic base. Alternative energy research development and production has arrived. Wind generation farms are beginning to dot the landscape along the mesas and on the caprock. The numbers are expected to grow as the technology is improved. Nuclear energy is coming. The National Enrichment Facility to be located in Lea County will be the first facility of its kind in the United States to produce fuel rods for nuclear power generation. Isotopes International another nuclear based energy business and employer is also locating in Lea County. The effort has begun to create and identify an energy corridor to facilitate the transportation of materials, equipment, and goods from ports in Houston and Galveston, Texas to sites in New Mexico and the western United States. Tres Amigas, an energy transmission consortium is seeking ways to create a three-way interconnection of WECC, Eastern and ERCOT electrical energy grids. The three grids meet in eastern New Mexico and west Texas just a stone's throw from our District boundaries. If successful energy transmission service from the three main electric grid interconnects serving the United States will be located in eastern New Mexico. Many new wind energy farms are already located and scheduled to locate in s southeastern New Mexico. The region has some of the most optimal wind and solar capacity opportunities in the United States.

As the major economic generators are growing so is the population. Nearly all of the communities in the District are growing. The larger communities are seeing a building boom. Housing starts are considerably up and in many of our communities building contractors have as much as a three year backlog on the construction of new homes. The number of building permits is up in all of the major communities in the region. The Value of Building Permits for residential property has increased dramatically from May, 2008 to May, 2010. In the City of Carlsbad the values have nearly tripled and the values have more than doubled for the cities of Alamogordo, Hobbs and Roswell.



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Enrollment numbers are up in schools a very different scenario for just two years ago. The enrollment numbers have increased, but do not truly reflect the number of children in the educational system because the numbers do not include students in private or church based schools and those being home schooled. The area has seen an explosion of new Christian based schools in the past 5 years. The number of private and church based schools is having a major impact on the education of children in the region.

The unemployment figures in the region range from a high of 7.9% in Lea County to a low of 5.9% in Eddy County. These numbers compare with an unemployment rate of 8.7% for the State of New Mexico-April, 2010 New Mexico Department of Labor. The unemployment figures for the remaining Counties during the same period are as follows: Chaves County 7.2%, Lincoln County 6.9%, and Otero County 6.7%. Three of the 15 fastest growing counties in New Mexico are located in our region. The list of fastest growing counties statewide is headed by Lea County. Covered wages and salary employment grew in Lea County by 6.2%. The County saw a gain of nearly 1,500 jobs with more than half of those jobs in the oil and gas segment of the economy. The growth for New Mexico was pegged at 2.2% over the same one year period. Eddy County and Chaves County are also on the list at the 12 and 15 positions respectively. Chaves County growth matched the State's growth rate at 2.2%.

The economy in the region is robust. The outlook for the economy appears to continue to be strong. The community, business, education and government leaders are working closer together. They are taking new initiatives to aggressively seek opportunities to diversify and strengthen the economy. The sense of competition is still great among the communities, but there is a sense of region of working for the good of each other. The importance of regional approaches as a means to sustainability for our communities and the region is strengthening the area we serve. The understanding exists that if new jobs come to region in a community other than "ours", the opportunity exists for those jobs to create opportunities in our community in the near future. We see alliances being formed between communities to explore economic development as teams. The communication and understanding about how our region will fit into a global economy and how our communities need to partner with each other to be competitive in that global economy is taking shape. The old boundaries between communities and counties are continuing to be erased. Cooperation, consensus and the concept of region are basic functions of operation and philosophy the District pursues with vigilance and added vigor.



HOW TO USE THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

The Comprehensive Economic Development Strategy (CEDS) provides the user with background information on the current condition of the infrastructure, the state economy in each of the five counties and 21 municipalities in the District and the overall status of the SNMEDD/COG. The document identifies several areas of potential impact to the region's economy including past economic development trends, goals and objectives for the implementation of the plan and the environment, land use and natural resource advantages and constraints impacting economic development in the region.

Planning Process

The SNMEDD/COG works closely with private and public sector entities and individuals to identify potential projects and programs that will create, encourage or stimulate economic development in the region. Public hearings are held annually to obtain input on economic development, community development, housing, transportation, education and other needs in the region. The District has a strong relationship with area legislators and communication with them also provides essential and informative input on the development needs of the region. The information acquired during the public hearing process coupled with information from area legislators is then used to develop the CEDS and to assist each community in developing their Infrastructure Capital Improvement Plan. The two documents identify economic and community development goals and objectives and set priorities for the communities and the SNMEDD/COG.

Another partner in the CEDS development process is the Small Business Development Center (SBDC) at Eastern New Mexico University-Roswell. We have a joint powers agreement with the University and Small Business Administration for the operation of the Center. We also have good working relationships with three other SBDC programs in the regions. Their insight to the needs of the business, manufacturing and industrial community in the region is invaluable and essential to the development of our CEDS document. The other partnerships we rely upon for information are the local chambers of commerce and local economic development corporations and foundations.

Our newest partners in the CEDS process are the Southeast Regional Planning Organization (SERPO) and South Sacrament Mountain Hydrogeology Study Group. The SERPO is the regional transportation planning organization. Through their development of regional transportation plans and projects we have developed a critical link to the transportation needs of the area. The hydrogeology study group has been organized and funded by the legislature to study the Sacramento Mountains of New Mexico in hope of identifying where aquifers are located, the condition of the aquifers, potential for improvement of the aquifers with good watershed management and the impact of the study on improved water quantities in four of the five counties served by the District. The study will have an immense impact on the CEDS and our ability to plan both economic and community development.



Economic Development Trends

Agriculture continues to be the economic backbone of the region and water is the lifeblood.

The dairy industry continues to grow in southeastern New Mexico. As more dairy cattle are added in the region, more spin-off service and value added businesses are added to the region's economic mix. Two major cheese plants currently operate in the region. A cheddar cheese production plant is located in Lovington and the other, a mozzarella production plant, is in Roswell. The Roswell plant, already the largest mozzarella producing plant in the United States, has recently received approval to expand and the City of Roswell will sell industrial revenue bonds to assist with the expansion. Hi-Pro Feeds recently constructed and placed into operation a second large feed mill in the region. Production of corn, grass, hay and alfalfa crops continue to increase to meet the ever growing needs of the dairy industry. Milk production is a strong component of the economy. Milk production in Chaves County rates seventh among all counties in the United States,

The continued diversification of crops and introduction of high value crops to the region is important. In recent years, farmers have moved from cotton as the staple crop in the area to pecans, pistachios and Chile. Chaves and Eddy counties rank in the top five counties for the number of acres dedicated to Chile production.

Water, both a blessing and a bane, is a critical economic development force and constraint. Many of our communities are struggling with the drought and the impact it is having on growth. New and innovative approaches to water use, water conservation, water banking, and water management have become essential. All of our communities are being urged to adopt Water Conservation and Drought management Plans. The effort to find a resolution to the Lewis Water Case continues, the resolution to the Pecos River Compact with the State of Texas remains an issue, new regulations on domestic wells by the State Engineer, desalination of water for domestic use, more and better use of effluent water supplies will have an impact on future home, business and economic development in the region.

There are four Small Business Development Center programs available to serve the business and economic development needs of the region. The Centers are all partnered with area colleges and universities. Each is located on the branch or home campus of the college or university in the area they serve. SBDCs provide assistance to small businesses seeking to start up, expand or retain their market position in the community or region they serve. The Centers also provide counseling, business planning seminars, financial mentoring, and a variety of educational programs. The SBDC at Eastern New Mexico University-Roswell serves Chaves and Lincoln counties. The Center at New Mexico Junior College serves Lea County. The Center located at New Mexico State University-Carlsbad serves Eddy County. And, the Center which serves Otero County is located at New Mexico State University-Alamogordo.

The SNMEDD is the only planning district in New Mexico to have at least one vocation community college, junior college, university branch or college located in each county of the planning district. The institutions provide essential educational and vocational opportunities to the citizens of each county.



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The extractive industries of New Mexico continue to serve as the backbone for much of the economic growth in the State. Lea, Eddy and Chaves counties continue to be leaders in the production of oil and natural gas in New Mexico. The recent increase in the cost of oil has had a major impact on the oil fields in Lea and Eddy counties. Potash production continues to be strong. New Mexico has accounted for nearly 82% of potash production in the United States for many years. Eddy County continues to be the area's leading producer of potash in the region.

Health care has been a focal point in the region's ability to attract new business and industry. Hospital expansions are taking place at virtually every hospital in the region. New hospitals are being built, existing hospitals are being expanded to provide additional beds, new services, new physicians and new equipment are on the agenda of each hospital.

Southeastern New Mexico is at last connected to the rest of the world via Interstates 10 and 40 by way of four lane highways. US Highway 70 the east-west corridor links the two interstate highways. US Highway 285 (the WIPP Route) links Carlsbad, the District's southern most city with Interstate 40 by means of four lane divided highway. Air service, though still problematic, is good through out the region. The expansion of the Federal Law Enforcement Training Facility in Artesia, the almost certain construction of the National Enrichment Facility, to produce nuclear fuel rods for power plants and the development of the International Law Enforcement Academy in Roswell have encouraged major air carriers to take another look at the air transportation needs of the region.

Gaming has produced a new element on the landscape for economic development. The Mescalero Apache Tribe has opened two new casinos in Otero County adjacent to the Village of Ruidoso. The race track in the City of Ruidoso Downs, historically, the only gaming facility in the region for nearly 60 years has added a casino to its horse racing operation. The Black Gold Casino and Race Track in Hobbs has recently opened. The combined facilities attract thousands of new tourists and new dollars to the region.

The Environment, Land Use and Natural Resources

The environment of the regions ranges from the Llano Estacado and Chihuahuan Desert to farm lands and rolling hills along river valleys to forested mountains covered in a variety of pines and aspens. The region covers nearly a quarter million square miles in southeastern New Mexico.

The air is clean and snow and rain level are as varied as the terrain of the region. District wide we enjoy nearly 300 days of sunshine annually. Rowell is the hub city of the District. The northernmost community and southernmost communities in the District are each nearly a two hour drive from Roswell.

And as diverse as our land is so are our communities, their needs and their residents.

The need to identify new industrial development lands is becoming more critical. The Town of Hagerman is looking to develop a new 80 acre industrial park. The City of Artesia is looking to expand their industrial park



by an additional 40 acres. The City of Roswell is developing new industrial lands to the north of the city. As other communities begin to identify industrial lands particular attention is being given to land use history. Has the land hosted hazardous materials, does it have an oil field use history, or was the service constrains on future development. They are taking note of the maximum capacities of the existing water and wastewater systems. They are now more and more cognizant of the service limits for the water distribution system and wastewater collection systems. A new land use question in several communities deals with annexation and whether or not it is a solution or merely compounds problems faced by a community. And, although they may not sound like land use issues, the answers dictate land use, land use densities, and matters of zoning.

Water, oil, gas, potash, lumber are the major natural resources essential to the economic development and well-being of the region.

Our region will fit into a global economy and how our communities need to partner with each other to be competitive in that global economy is taking shape. The boundaries of old between communities and counties are beginning to fade.

Chaves County

History

Chaves County was named after Colonel Jose Francisco Chaves, a military leader during the U.S. Civil War and then later during the Navajo campaigns. The County Seat is Roswell, home of the New Mexico Military Institute, the country's first oil field training center (an EDA funded project), the nation's largest mozzarella cheese factory, and the infamous "Roswell Incident". The 1947 event allegedly involving the discovery of remains of a crashed flying saucer outside the town has generated millions of dollars in revenue through tourism and an annual festival commemorating the event. The county is also a highly productive farming area since irrigation from Artesian wells makes the land arable. The dairy industry plays an important role in the agriculture economy of the region—the county ranks 7th in the nation for dairy production. Oil and gas is produced from several fields in the area. The Victorian architecture of the Courthouse, built in 1911, replaced the earlier 1890 building used after the county was first established in 1889. It is one of two courthouses in New Mexico that has a dome on the top of the structure. The courthouse was remodeled and expanded using the same Victorian motif with completion of the project coming in 2004.

Chaves County population as of 2000 was 61,382.

Population and Communities

City of Roswell— The first non native settlers around Roswell were from Missouri. They attempted to start a settlement in 1865 approximately 15 miles southwest of what is now Roswell. They were forced to abandon the site due to lack of water. It was known as Missouri Plaza. Roswell started as crossroads where several



springs provided cattle herds with water. This is where the Chisum Trail began and was used by cowboys driving longhorn cattle to the railhead at Las Cruces.

In 1869 Van C. Smith, a professional gambler and his partner Aaron Wilburn constructed two adobe buildings and this became the beginning of Roswell. These two buildings became the settlement's general store, post office, and sleeping quarters for paying guests. In the spring of 1871, Mr. Smith filed his claim and changed the settlement's name to honor his father, Roswell Smith.

Originally, Roswell was a part of Lincoln County, but in 1889, Chaves County was created out of the larger county and Roswell became the county seat.

It wasn't until Capitan Joseph C. Lea took hold of the little cowtown that Roswell became a community. He bought out Smith and Wilburn and became owner of most of the land around Roswell. Many consider Captain Lea to the true "Father of Roswell". Under his control and influence, Roswell began an era of stability and growth that has continued over a hundred years.

In 1890, a vast artesian water supply was discovered beneath Roswell and ditches were dug to divert the water into vegetable fields. That same year the First National Bank was established. And in 1891, the town of Roswell was incorporated. Also in 1891, the Roswell Dispatch, now known as the Roswell Daily Record, began its long history of providing the news to the Roswell area, as well as the establishment of the Goss Military Institute, later to be known as the New Mexico Military Institute.

Roswell has continued to prosper, and even during the depression, economic growth was maintained with the help of WPA projects which strengthened the community and planted seeds for cultural growth. In 1967, the community and economy were nearly devastated with the closure of Walker Air Force Base the community's major employer. However, the resiliency of Roswell rose to the forefront and economic diversity became a rallying cry for its leaders. Today, the economy of the community is built on agriculture, education, dairies, oil and gas, aviation technology, manufacturing and tourism. The tourism industry in Roswell is built around the "Roswell UFO Incident of 1947".

Roswell's population is approximately 45,293.

Town of Dexter—The section was little more than barren range before the discovery of Artesian water in the late 1890's. Around 1893 a stage stop for the Carlsbad to Roswell stage was located at an area homesteader's farm. The stage drive would normally allow the passengers to stretch and observe the sunset while the teams were changed.

In 1902, the townsite was surveyed and articles of incorporation for the Dexter Townsite Company were filed in Santa Fe. On January 9, 1903, Theodore Burr, A.E. Macy and Milton Elford were listed as members of the company. Macy, the only married man in the group, was given the privilege of naming the town. He called it



Dexter after his hometown in Iowa. The incorporation became official and the first elections were held in 1910. Mr. Jerry Cazier was elected the first Mayor.

Mr. Hagerman and Mr. Eddy bought water rights from the Jingle Bob Ranch and then built the Hagerman Canal. The purpose of the canal was to provide irrigation water to their farms. Later the two men built a railroad to Carlsbad in order to haul sugar beets to a mill located there.

Lake Van, at the time, was called Horseshoe Lake and was little more than a dry basin in dry weather. In wetter seasons and later in time, the lake was spring fed and became a recreational center for the community.

Today, Dexter's population is estimated to be 1,235.

Town of Hagerman—On March 9, 1893, the Pecos Valley Company was formed. The Town's incorporators Joseph C. Lea, Charles B. Eddy, Arthur A. Mermod, Patrick F. Garrett and Edgar B. Bronson purchased the land upon which the future town of Hagerman would be founded.

In 1894, J.J. (James John) Hagerman, who was building the railroad from Eddy (Carlsbad) to Roswell, had become president of the Pecos Valley Town Company and had decided on the location of the town. The site is situated on junction of the Rio Felix and the Pecos River, about half-way between Roswell and Artesia. Mr. Hagerman had the land surveyed and platted—it contains 67.02 acres.

The Post Office was established in 1894, as Felix, New Mexico. The name was changed to Hagerman on February 27, 1905. In 1905, the residents petitioned the Chaves County Commissioners for the incorporation of the Town of Hagerman. On July 5, 1905, Hagerman was declared an incorporated town. An election was held and N.J. Fritz was elected the first Mayor, Edward C. Miller, M.C. Moore, J.W. Langford and O.R. Tanner were elected to be the Town's first Trustees. Hagerman has always been an agricultural community and was once known as the "Alfalfa Capital of the World". Alfalfa, dairies and agriculture in general remain the economic backbone of the community.

Hagerman's population is estimated to be 1,168.

Town of Lake Arthur—Lake Arthur was established in 1885 when Arthur V. Russell, a sheep rancher, homesteaded three miles north of the present-day townsite of Lake Arthur. At shearing time each year Mr. Russell would gather his sheep at the lake located south of Lake Arthur. Over time his name became associated with the small lake and eventually with the Town.

Lake Arthur was incorporated in 1907 while New Mexico was still a territory. At one time Lake Arthur was a thriving town, but after a disastrous fire, the town was never able to fully recover.

At the center of Lake Arthur next to the Town Hall is a 20 foot tall concrete obelisk. The obelisk, mounted on a concrete base surrounded by a gravel filled curb, is one of the few remaining artifacts denoting that Lake Arthur was once located on the Ozark Trail to the West. Main Street in Lake Arthur was once the main road along the



Pecos Valley Route on the Ozark Trails highway. Though missing its red top light, the marker has retained its integrity of location, design, workmanship and setting.

Estimated population of Lake Arthur is 432.

Education

Each city, town, and village has their own municipal public school system.

A branch of Eastern New Mexico University is located in Roswell. The mission and purposes include:

1. Lower level course work applicable to baccalaureate degrees at ENMU and other institutions of higher education;
2. Career-technical education and training in selected occupations;
3. Continuing education opportunities for social, cultural, and occupational advancement;
4. Customized training programs to enhance economic development in the region; and
5. Developmental/basic programs to complement student growth, including advisement and placement services.

Undergraduate and graduate course work completed at the branch is fully transferable to ENMU-Portales, the University's main campus.

Areas of study include: Associate of Applied Science Degree, Certificate of Completion, Associate of Science Degree, Associate of Arts Degree, Certificate of Occupational Training, Emergency Medical Technician-Intermediate I, Emergency Medical Technician-Intermediate II, and Pre-Engineering.

Special Service Programs/Certificate of Occupational Training include: Auto Body/Detail Program, Auto Mechanics, Child Care Attendant Program, Floral Design Program, Refrigeration and Air Conditioning Tech, Nursing Assistant Program, Office Skills Program, Sanitation/Groundskeeping Program, Veterinary Assistant Program, Welding Program and Special Topics Program.

Customized Training includes: Strategic Learning Blueprint, Leadership Development Strategies & Programs, Organizational Diagnostics, Learning Programs Development & Delivery, Learning Programs Evaluation Systems, Knowledge Management Automation, and Customer Satisfaction Assessment & Analysis.

New Mexico Military Institute founded in 1891 in Roswell enrolls approximately 1,000 students from 43 states, District of Columbia and 13 foreign nations. NMMI is the only state supported military institute in the United States. It is a co-educational, residential college preparatory high school and 2 year junior college. It maintains strict admission standards and is known as "The West Point of the West".



International Law Enforcement Academy (ILEA) is located in Roswell. Their mission is “To provide advanced criminal justice management instruction to mid-to senior law enforcement officials from around the world and expose them to American society institutions. ILEA-R is a program of the U.S. Department of State Bureau for Narcotics and Law Enforcement affairs.

Economic Generators

Chaves County consists of 6,095 square miles or 3,900,800 acres. There are 1,895,800 acres, 47% in private or deeded land; 723,800 acres, 20% state land; and 1,281,200 acres, 33% of federal land. Approximately 100,000 acres are under cultivation. There are 562 farm and ranch units.

There are eight contributing factors for Chaves County’s economic development:

1. **Government** - is the largest industry with 4,504 employed in Federal, State, and local governments including the Roswell Independent School District and New Mexico Military Institute.
2. **Healthcare** – the second largest and most stable industry employing 2,917 people with Eastern New Mexico Medical Center the third largest employer.
3. **Commercial** – retail and service industry has increased with more than 40 new commercial retail businesses since January 2005. Many national chain suppliers have opened their businesses due to the fact that Roswell is over 175 miles from any major city, thus making it a prime shopping location.
4. **Tourism and Hospitality** – the infamous alien crash of 1947 has increased the number of visitors to Roswell from all over the world. Another summer attraction is the annual Volkswagen Beetle Mania Convention, bringing in Volkswagen owners from all walks of life.
5. **Agriculture** – represents a \$922.49 million impact on Chaves County. Making Chaves County first in New Mexico in the following segments:

- Total value of agricultural products sold
- Total value of livestock and their products
- Total volume of milk products sold
- Total sheep and their products
- Total number of sheep and lamb

Chaves County ranked second in the following:

- Total quantity of other crops and hay
- Total number of cattle
- Total acres used for pecan orchards
- Total acres used for hay products



Chaves County ranked third in the following:

- Value of all crops
- Total acres for corn for silage
- Pecan production
- Total acres for sorghum for silage

Chaves County ranked seventh nationally for milk and other dairy production.

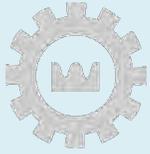
Agricultural is a multi-million dollar income producer for Chaves County. There is an estimated 176,000 cattle & calves (\$99.00 million/year), 86,000 milk cows (272.78 million/year) and 36,000 sheep (1.91 million/year), making the yearly income total estimated \$374.63 million per year. Crops bring in an approximate income of \$48.90 million/year. There are approximately 67,300 acres of hay at \$21.33 million per year; 18,100 acres of corn & sorghums silage at \$13.58 million per year; 2,600 acres of cotton at \$1.2 million per year; 1,100 acres of Chile at \$1.64 million per year; 7,200 acres of pecans \$10.03 million per year; and other crops \$1,12 million per year. This is a grand total of \$423.53 million per year an estimated income for Chaves County.

6. **Manufacturing/Industrial** – Millennium Transit Services (bus manufacturing), New Mexico Manufacturing (industrial tubing) relocated to the Roswell International Air Center, McGuire Research Outbound Research Space Center, AAR Corp (Aircraft maintenance and storage), Dean Baldwin Painting (aircraft painting), Mystic (homeland security training), Leprino Foods (cheese processing) and Select Milk Producers (milk processing) are all examples of the many industries in Chaves County.
7. **Oil and Gas Mining** – Chaves County is fifth in overall oil and gas production in New Mexico. As a result, Roswell has become a professional hub for the industry by providing a large portion of necessary professional services.
8. **Finance (Banking)** – Roswell’s ninth largest employer employees 749 people with 29 local banks and credit unions; the finance industry, insurance and real estate.

Workforce

Chaves County

Radius of labor drawing area	60 miles
Right to work law	no
In-Plant training funds available	yes



Labor Availability

The Civilian Labor Force made up 26,630 in the work force in 2005, with employment making up 25,034 of the work force. Unemployment in 2005 was 1,596. Unemployment rate is the lowest since 1966 at 4.2%.

Average Hourly Wages

Retail	\$ 9.80	
Construction	\$ 13.23	
Communications	\$ 13.83	
Wholesale	\$ 13.85	
Manufacturing		\$ 14.73
Financial, insurance, real estate		\$ 16.98
Utilities		\$ 21.83

Chaves County per Capita Personal Income

There has been an increase in personal income each year from \$22,727 in 2002; \$23,556 in 2003; \$26,184 in 2004; to \$27,644 in 2005.

Housing

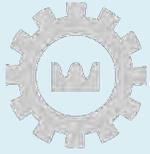
Property taxes

Roswell		
Residential	30.380 mill	
Non-residential	34.383 mill	
Chaves County-Roswell		
Residential	22.037 mill	
Non-Residential	25.768 mill	

Roswell		
City Tax Rate	1.4375%	
County Tax Rate	0.5625%	
State Tax Rate	5.0%	
Total Gross Receipts Rate	7.00%	

Utilities and Telecommunications

Qwest and Leaco are the two major companies that provide telephone service to Chaves County residents. Excel and Central Valley are the electric companies and PNM provides natural gas, or contractor. Each municipality has their own water provider. Each also has its own sewage and garbage disposal system.



Transportation

Roswell is located at the industrial crossroads of Eastern New Mexico with 3 four lane highways (US 70, US 285 and US 380) leading into and out of the city. It is an ideal connection between I-40 at Amarillo, I-10 at Las Cruces/El Paso, and I-25 to Denver/Canada and South to El Paso/Mexico. It offers southern connection to Phoenix, San Antonio and the country of Mexico and is easy transit to major cities: Dallas, Phoenix, Oklahoma City, Denver, and San Antonio.

American Airlines (American Eagle) provides daily jet air service to Dallas/Ft. Worth from the Roswell International Air Center. RIAC has the region's longest runways, 10,000 feet, and 13,000 with precision approaches. The pavement strength is designed for up to 400,000 lbs (dual tandem). It is a full service airport and has a fire-fighting department. RIAC is a major center for aviation-related testing, training, and development and is a major industrial center. It is a FAA approved 139-certified airport. Great West Aviation provides aviation instruction and is a lease, rental, and charter service.

Rail service is provided by Southwestern Railroad Company. The RIAC has a direct spur off the main line offering direct dock loading at several locations and has a tie-in to the national BNSF network providing direct access to the national railroad grid. A spur is designed to be extended to fit the needs of the RIAC customers and service is provided daily. The commercial bus line is Texas New Mexico and Oklahoma (TNM&O). It offers passenger, package, and charter service.

Goal and Priorities

Chaves County

Road and Street Improvement Program
New Penasco Volunteer Fire Department Repeater Tower
Complete Cumberland Water Association System Improvements
West McGaffey Pavement Preservation Project
Storm and Surface Water Infrastructure Improvements
East Brasher Road Pavement Preservation Project
Housing Rehabilitation Project
Chaves County West Relief Route (US 70/285) Four-Lane Project
Chaves County *El Camino de la Salud* Walking Trail

City of Roswell

College Boulevard Street Improvements
Infrastructure Improvements at the Roswell International Air Center
Spring River Channel Beautification
Commuter Air Service Improvements
Continued Development of the Free Trade Zone
Sewer Line Manhole Renovation Program



New Spec Building for the Roswell International Air Center
Water Valve Replacement and Main Line Extension Program
Cielo Grande Recreation Area Improvements
Storm Drain and Street Improvement Program
Aquatic Center Construction
Street Improvement Program
North Main Pavement Rehabilitation & ADA Improvements
North Main ADA Improvements
US 285 (S. Main Street) & McGaffey Street Intersection Project Development
Virginia & Richardson Avenue Reconstruction Project

Town of Dexter

Lincoln Road Improvements
Sports Complex Lighting/Equipment Phase II
Water Supply Improvements
Lake Van Road Improvements
New Lake Van Park Restrooms
Sidewalk Improvements SW Quadrant
Maintenance Truck
Tractor and Mower
Sports Complex Improvements
Wastewater Delivery Improvements
Playground Equipment
Emergency Generators Well Sites/Sewer Plant

Town of Hagerman

Construct new Industrial Park
Adopt Local Economic Development Act Ordinance
Construct a new Fire Station
Repair Water Storage Tank and Valves
Wastewater Collection System Improvements
Acquire Water Rights
Develop a new Water Well and Trunk Line
Sports Complex Improvements
Street and Sidewalk Improvement Program
Walking Track – Sports Complex Project

Town of Lake Arthur

Develop and Install a Wastewater System to service the community
Street Rehabilitation Program
Acquire Water System from local water association



Eddy County

History

Eddy County was named for Charles B. Eddy, a rancher in southeastern New Mexico during the last decades of the 19th century. He also was the promoter of the Carlsbad Irrigation Project, which turned formerly arid land to fertile farms. Carlsbad, the county seat, is home of the famous Carlsbad Caverns. The Waste Isolation Pilot Project (WIPP) a massive underground facility nearly a half-mile underground in a salt bed provides storage for much of the nation's low-level radioactive waste. The county is also the site of large oil deposits (the first strike was at Dayton, NM in 1909) and the largest potash deposits in the United States. Potash is an important component of fertilizer. Potash was discovered near Carlsbad in 1925. Today the industry employs over 1200 people in the Carlsbad-Loving area. The original courthouse built a few years after the creation of the county was a Victorian structure built for \$21,000 with a steeple and dark colored brick made locally and additions are similar. When New Deal funds (\$185,000) became available in 1939, the architecture of the building was drastically changed to an early Spanish style as it appears today.

Eddy County's population as of 2000 was 51,658.

Population and Communities

City of Carlsbad -- located on the banks of the Pecos River, was originally named the Town of Eddy on September 15, 1888 and was organized as a municipal corporation in 1893. With the improvement of the mineral springs with their medicinal qualities north of town, the town's name was changed to Carlsbad, after the European spa, Karlsbad.

The Governor proclaimed Carlsbad a city on March 25, 1918. The discovery of the "Bat Cave" in 1901 and of Carlsbad Caverns National Park on May 14, 1930 gained international recognition for Carlsbad.

Potash was discovered near Carlsbad in 1925 and Carlsbad dominated the U.S. production of potash for many years. The potash market declined in the 1960's, and residents and leaders of Carlsbad lobbied for the Waste Isolation Pilot Plant (WIPP). The WIPP project was authorized by Congress in 1979 and construction for the project began in 1980. The DOE Carlsbad Area Office opened in 1993 and the first waste shipment arrived in 1999.

The greater Carlsbad area's population, which includes adjacent unincorporated areas receiving city utilities, is approximately 35,193.

City of Artesia—Artesia has had three different names. The first name was "Miller" named after a railroad employee. The second name was "Stegman" named after the first postmistress, Sallie Chisum Robert Stegman. Sallie dropped "Stegman" from her name after her divorce, and after artesian wells were discovered around the area the town was renamed "Artesia" in 1903 and was officially incorporated in 1905.



Until the early 1920s, Artesia was an agricultural oasis until the artesian wells began to dwindle. In 1924 another kind of well was discovered when the Illinois #3 oil well came in.

Artesia's population today is approximately 12,000.

Village of Hope—before Anglos settled in southeastern New Mexico, the area surrounding the Village of Hope was part of the Mescalero homeland. New Mexico became a territory in 1847 and the interest in settling in New Mexico increased. The first Anglo trail was blazed in 1849 connecting Fort Bliss at El Paso to northwestern Texas. Because of the presence of American military forces, settlers and investors were more confident about settling in New Mexico. The Butterfield Trail from 1858 to 1880 was developed as a stagecoach route to connect St. Louis to Stockton, California. It carried mail and travelers who could afford to travel in “luxury”. The Emigrant Route connected El Paso and Amarillo was used between 1865 and 1881. This route probably brought the first farmers and ranchers to the area and traveled through the area where Hope stands today.

The Village of Hope was settled around 1886 and was originally known as Badgerville or Badger because the settlers lived in dugouts. It was first located on the banks of the Penasco River, but moved to higher ground to the north and west. When the post office was established in 1890 it was called Hope. There are different legends as to how the village got its name. One legend is that a store owner, Jasper Gerald “hoped” for a post office and the mail carrier, Tom Tillotson “hoped” to increase his mail route and income. The other legend is that two early settlers, Elder Miller and Joe Richards, decided by tossing a dime in the air and shooting it with pistols. Richards is reported to have said “I hope you lose,” and Miller did, hence the name Hope.

Early twentieth century railroad lines were extended into southeastern New Mexico including a Santa Fe Pacific route that connected Clovis to Roswell, Artesia, Carlsbad, (then called Eddy), and southward. A spur line was proposed to Hope around 1908, with part of a road bed completed. Legend is that a British financier was to have supplied the funds to extend the line; he was one of the victims of the Titanic in 1912, so Hope did not become part of the railroad route.

In the first part of the twentieth century the village had over 400 residents and in 1920 there were 420.

Hope did not meet the early settlers' expectations, it became a farming and ranching center. Hope's post office serves other small rural communities in the area.

With the scarcity of water in the Penasco River the farming community diminished, leading to a “ghost town” image and a shrinking population. The new residents that have moved to Hope have done so because of the tranquility and affordability. They commute to jobs in the Artesia area.

Hope's population is estimated to be 107.



Village of Loving—is located 12 miles southeast of Carlsbad. The village was first settled by a group of 54 Swiss settlers who arrived in November 1891. They named their settlement Vaud (pronounced Voe) for their canton in Switzerland. It became a U.S. Post Office on May 29, 1893. The Swiss invested substantial amount of money on farm acreage within a four mile radius of Vaud. They lost all their crops in 1893 when the dams of the Pecos Irrigation Company washed out in a devastating flood. With the flood and the Panic of 1893-94 many of the Swiss relocated elsewhere.

In 1984, because of the confusion between the name of Vaud and Vaughn, postal authorities convinced residents to change the village's name, it was changed to Florence. It is believed that the name Florence was in recognition of the 65 settlers who migrated from Italy after the Swiss settlers had left. It is also believed that it was named Florence in honor of Oliver Loving's daughter.

On June 1, 1908, once again the village's name changed to Loving, honoring Oliver Loving, a Texas cowman and trail driver.

January 18, 1945 an election was held and the Village of Loving became incorporated.

Today the population of the Village of Loving is approximately 1,326 and the village has a total area of 1.1 square miles of land.

As of 2000, Loving's population was 1,326.

Education

Each city, town and village has their own municipal school district.

A branch of Eastern New Mexico University is located in Artesia. The mission and purposes include:

1. Lower level course work applicable to baccalaureate degrees at ENMU and other institutions of higher education;
2. Career-technical education and training in selected occupations;
3. Continuing education opportunities for social, cultural, and occupational advancement;
4. Customized training programs to enhance economic development in the region; and
5. Developmental/basic programs to complement student growth, including advisement and placement services.

Undergraduate and graduate course work completed at the branches is fully transferable to ENMU-Portales.

Areas of study include: Associate of Applied Science Degree, Certificate of Completion, Associate of Science Degree, Associate of Arts Degree, Certificate of Occupational Training, Emergency Medical Technician-Intermediate I, Emergency Medical Technician-Intermediate II, and Pre-Engineering.



**Southeastern New Mexico Economic Development District/
Council of Governments**

*Comprehensive Economic Development Strategy (CEDS)
2011-2015*

Special Service Programs/Certificate of Occupational Training include: Auto Body/Detail Program, Auto Mechanics, Child Care Attendant Program, Floral Design Program, Refrigeration and Air Conditioning Tech, Nursing Assistant Program, Office Skills Program, Sanitation/Groundskeeping Program, Veterinary Assistant Program, Welding Program and Special Topics Program.

Customized Training includes: Strategic Learning Blueprint, Leadership Development Strategies & Programs, Organizational Diagnostics, Learning Programs Development & Delivery, Learning Programs Evaluation Systems, Knowledge Management Automation, and Customer Satisfaction Assessment & Analysis.

New Mexico State University is a two year branch in Carlsbad with an enrollment of approximately 1,200. It is independently accredited by the North Central Association. It offers associates degrees in arts and sciences as well as vocational and technical studies and a four year nursing program. The nursing program is a growing part of this campus and provides nurses to the healthcare industry across west Texas and New Mexico.

NMSU-Carlsbad offers a variety of quality educational opportunities. It is the Adult Basic Education provider for Eddy County. It offers Certificate Programs of 30-36 credit hours to provide students with marketable and employable skills. An Associate of Arts program is also offered for individuals who plan to continue their educational goals towards a baccalaureate degree. An Associate of Applied Science degree is available for those who want to enter the work force after graduation. Transfer programs are for those freshmen and sophomores who are planning to transfer to other colleges that offer baccalaureate degrees. It offers non-credit programs through Community Services and continuing Education that provides a variety of educational, personal interest, and enrichment programs for all ages. The Manufacturing Sector Development Program (MSDP) serves business and industry training needs through customized programs.

NMSU-Carlsbad's mission statement is "The mission of New Mexico State University at Carlsbad is to provide quality learning opportunities for individuals in the diverse communities we serve".

The Artesia Training Academy is also located in Artesia. It is New Mexico owned and operated offering classes in defensive driving, truck driving safety and management, and motorcycle safety.

The Federal Law Enforcement Training Center has a branch located in Artesia. The center also provides services to state, local, and international law enforcement agencies. Their mission is "We train and protect our homeland". Their parent agency is the Department of Homeland Security (DHS) who supervises its administrative and financial activities.

The FLETC offers the following:

Flagship basic training programs

Criminal Investigator Training Program – for special agents from 50+ agencies
Uniformed Police Training Program (UPTP) for uniformed officers



Land Management Police Training (LMPT) for land management agencies

Advanced training programs

Cyber Terrorism Training, such as Internet Forensics and Investigations; Financial Forensics, and International Banking and Money Laundering Training
Critical Infrastructure Protection; Land Transportation Anti-terrorism; Weapons of Mass Destruction; Seaport Security
Anti-terrorism Intelligence Awareness Training – for state and local agencies
Plus over 150 other FLETC and agency-specific basic and advanced programs taught.

Economic Generators

Eddy County covers an area of 4,198 square miles, 4,182 square miles is land and 16 square miles is water.

Eddy County's economy consists mainly of oil and gas industry, potash mining, farming, ranching, dairies, Waste Isolation Pilot Plant (WIPP), small businesses, education, and the Federal Law Enforcement Training Center.

Workforce

Labor Availability--Eddy County's workforce is made up of 20,591 workers. This figure consisted of 15,310 private wage and salary workers, 3,473 government workers, 1,702 self-employed workers in own not incorporated business and 106 unpaid family workers.

Average Hourly Wages NM DOL 10/05

Retail	\$ 9.83
Construction	\$ 14.43
Communications	\$ 19.67
Wholesale	\$ 18.77
Extraction	\$ 12.62
Gas/oil drilling	\$ 18.08
Finance, Insurance, Real Estate	\$ 17.08
Utilities	\$ 19.92

Housing

As of 2000 there were 22,249 housing units, 19,379 were occupied, 2,870 were vacant, and 284 were used for seasonal, recreational or occasional use.



Utilities and Telecommunications

The natural gas provider for Eddy County is New Mexico Gas Company. Electricity is provided by Xcel. Telephone and high speed internet service is provided by PVT and telecommunication. Water, sewage and garbage are provided by each municipality or private contractor.

Transportation

Cavern City Air Terminal Airport in Carlsbad is the municipal airport for Eddy County. New Mexico Airlines is the commercial airline that flies into Carlsbad. It has two flights daily to Albuquerque and El Paso, Texas provides quick transportation to regional hubs.

The commercial bus line is Texas New Mexico and Oklahoma (TNM&O). It offers passenger, package, and charter service.

Carlsbad Municipal Transit system provides public transportation within the City of Carlsbad and portions of Eddy Count immediately adjacent to the city.

Goal and Priorities

Eddy County

- Loop Road Construction, West and Southeast Corridors
- Expansion of the Detention Center
- Construction of a “Satellite” Office in Artesia
- Remodel of the Administration Building on Greene Street
- Support for Capital Improvement Projects Various Water Providers
- Support for Capital Improvement Projects for Various “Colonias”
- Opening a New Cell at the Landfill

City of Carlsbad

- Double Eagle Water System Improvements
- Municipal Golf Course Effluent Water Project Phase III
- Youth Sports Complex Improvements Project
- Construct Battered Family Shelter
- National Cave/Karst Institute Project
- Undertake an Energy Corridor Transportation Study
- Completion of the Cascades Project
- Construction of an Animal Shelter
- Lake Carlsbad Improvements Program
- Cemetery Well and Irrigation System Development
- Street Improvements Program for South Carlsbad



South Y Roadway Improvements
Pierce Street Enhancements

City of Artesia

Sewer Interceptor Improvements and Man Hole Renovation Program
Rehabilitation of Texas Street and Second Street
Quay Avenue Reconstruction
Local Concrete Streets Rehabilitation Program
Construct new Water Well and Storage Tank
Second Street Storm Drainage System Improvement
Rehabilitation of Animal Shelter
Housing Rehabilitation Program
Wastewater Improvements Phase II
Martin Luther King Park Complex Improvements Phase II
US 285 & Hermosa Traffic Signal Lights
Eagle Draw Bridge

Village of Hope

Construction of a new Community Center and Improvements to Hope Gym
Addition of Fire Station
Sidewalk Improvement Program
Construction of Public Restroom Park
Construction of a Solid Waste Transfer Station
Firefighter Tribute and Park Enhancements

Village of Loving

Wastewater Treatment Plant Improvements
Construction of a Baseball/Sports Complex
Community Center Renovation
Develop Shelters and Bathrooms for Loving Parks
Street Improvement Program
Wastewater Collection System Improvements



Lea County

History

Lea County was created in 1917 from Chaves and Eddy counties and named after Capitan Joseph Calloway Lea. The county seat was established in Lovington when the county was founded and a courthouse was built for \$25,000. In the 1930's during the oil boom, a new courthouse was desired and various interesting plays were made to move the county seat to Hobbs. After failing because the site was eighty-nine feet short of the state law that required twenty miles from the existing building, a New Deal funded building was built in 1937 for \$179,000 and remains in use in Lovington. The County's 4,393 square miles of wide open space continues to be the base for the county being one of the states's leading producers of oil and gas, but ranching, farming and the newer dairy industry also contribute to the economy of the county. Both state and private higher education institutions (New Mexico Junior College and College of the Southwest) are located in the county.

Lea County's population is estimated to be 55,511 residents.

Population and Communities

City of Lovington—Lovington was established at the turn of the century. The first store was built in 1900 and named the "Jim B. Love Grocery Store". The first post office was also housed in the grocery store and Jim Love was appointed the first post master. In 1912 Lea County was formed from parts of Chaves and Eddy counties and Lovington was designated as the county seat.

From the time of its establishment, Lovington was primarily a ranching and farming center. Oil was discovered in 1928 but did not have a significant impact upon the economy until 1950 when the Denton pool, located nine miles northeast of Lovington, was discovered. In a short time the Denton pool had 92 flowing wells and, along with subsequent oil development shaped the economy, labor force, and life style of present day Lovington.

Lovington's population is estimated, locally, at approximately 10,000. With the 2010 Census count, Lovington expects that a major shift in the eth population. It is anticipated that the percentage split in ethnicity will be approximately 51% Hispanic, 48% Anglo and 1% other. This may have some impact upon the low to moderate income status of the City. The change in ethnic breakdown may have some positive impact upon garnering federal funding for various public projects in the future.

The Lovington School District is known for excellence in public education at the secondary level. It has a total enrollment of approximately 3,171 students. It also fields excellent sports teams who compete and win State of New Mexico State Championships on a fairly regular basis. The School District expends around \$7,400 per pupil per annum, depending upon local and state funding.

Lovington also has access to the curriculums of New Mexico Junior College (NMJC) and University of the Southwest (USW), both located in nearby Hobbs. NMJC offer pertinent vocational training, liberal arts



professional fields of study to the students in the area. USW offers both bachelors and masters programs in arts and sciences, business administration, and education.

The City of Lovington offers educational support through its Youth Activity Center's tutoring programs along with the Lovington Public Library and its various adult and children programs.

The City of Lovington also offers a wide range of recreational activities through its Recreation Department. It has a new aqua center for summer swimming, various sports recreational fields for team and individual sports and several parks including the 80 acre Chaparral Park.

The City of Lovington, as the County Seat of Lea County, also hosts the Lea County Fair, the largest county fair in the State of New Mexico. The fairgrounds have undergone, and continue to undergo, extensive upgrades and improvements and provides a venue for many events.

The Lea County Museum is located in Lovington and is a well-respected museum offering learning, recreational and historical events and presentations interesting to everyone.

The City of Lovington also has an active and progressive Main Street Program. This program has developed a Downtown Development Plan to re-create the mid-town area into a recreational and economic center for the City. It has recently been awarded design funds to begin its projects.

Economic Generators

Population changes in Lovington during the first half of the 20th Century reflected the steady growth in farming and ranching, while change since 1950 have been related to the oil and gas industry. Some sporadic changes in the dairy industry have also occurred recently.

Lovington is a part of the southeast New Mexico "EnergyPlex". Lovington continues to have several oil and gas servicing companies. Lovington experiences the uncertainties of the oil and gas industry but is working on several fronts to not only maintain that economic arm but to also diversify its base. Lovington has recently had a new and exciting nano-technology business; Corrosion Management Systems, locate within its city limits. Lovington is also busy recruiting various businesses. It also has participated in the location of International Isotopes, a nuclear energy company, nearby.

Major employers in Lovington are as follows:

Lovington School District	Education
Ferguson Construction	Pipeline Construction
Nor-Lea Hospital and Affiliates	Health Care
Lea County Electric Co-op.	Electric Utility
City of Lovington	Municipal Government
Lovington Good Samaritan	Long-Term Care
Gandy Corporation	Oil Field



Bob's Thriftway	Grocery
Cobra	Oil Field
Leaco Telephone/Internet	Telecommunications
Corrosion Management Systems	Materials Preservation

One negative impact upon the oil and gas industry has been New Mexico's singular regulation of oil and gas well preparation and operation known as the pit rule. The other oil and gas producing states do not regulate oil and gas production in this manner and continue to develop its industry while New Mexico lags behind.

Workforce

The average weekly wages for the Lovington area are as follows:

Avg. of all industries	\$ 880
Utilities	\$2,034
Manufacturing	\$1,108
Trans/housing	\$1,048
Construction	\$1,084
Mgmt of Companies	\$ 739
Adm. & Waste Svcs	\$ 684
Information	\$ 755
Health Care & Soc Svcs	\$ 591
Retail	\$ 494
Agriculture	\$ 436

The unemployment rate for Lovington basically follows the rest of Lea County and is at approximately 8% at this writing. This high rate is due to the overall, national economic downturn and the lack of activity in the oil patch. When the oil patch is in full production, with related activities, hovers around 3%.

Lovington generally has an excellent workforce of people with a high work ethic.

Housing

Lovington's housing is generally older and in need of in-fill replacement and rehabilitation. Demand for rentals and owned homes are extremely high with generally low quality rentals available. There are some exceptions to this rule, but low to moderate cost housing is at a premium. Rental costs are higher than the quality of the housing would dictate. Very little new housing construction is underway due to the economy.

Telecommunications & Infrastructure

Telecommunications in the City of Lovington lies with the private sector. The City does have access to fiber, through Leaco Telecommunications and Windstream both telephone and high speed internet service.



**Southeastern New Mexico Economic Development District/
Council of Governments**

*Comprehensive Economic Development Strategy (CEDS)
2011-2015*

The City's infrastructure, like most cities in the United States, is in need of constant upgrade. The City keeps a current capital improvement plan that includes infrastructure repair and replacement but funding limitations makes it so that the City will never catch up with the need to replace.

Currently, the City rehabilitates some 1.5 miles of roadway each year. It replaces approximately ½ mile of water and wastewater lines and appurtenances, each year. It is in the process of adding 3 new water wells to provide for its drinking water needs for the future. It has a new, state of the art, waste water treatment plant that will handle the City's sewerage needs into the future.

City's across the nation, are becoming more and more reliant upon funding from state and federal sources in lieu of local tax dollars because of the inability to raise local taxes and fees to support more than just the basic maintenance efforts. The need for dollars in an increasingly expensive environment has affected the whole of infrastructure in the United States, not just Lovington.

Electricity and natural gas utilities lie with the private sector and the City's solid waste disposal is contracted to the private sector as well.

Lovington's population today is estimated to be 9,471.

City of Eunice—The City of Eunice was incorporated in 1935 with eight (8) council members and a Mayor. The City remains in this form and has added a City Manager. The City owns and operates a water/waste water system with large enough projected growth to meet needs for many years. The City also has a full time Police/EMS/Fire Department with plans to expand to full time and volunteer corps. A large Library, Senior Citizen Center, and Youth Center are intricate parts of the City. Cattlemen, homesteaders and oilmen have all had a part in the economic development of the City of Eunice. Surrounding land was free range for the cattlemen in the early 1870's and patent free land for those who came as homesteaders in the early 1890's. Ranching sheep and cattle was the only industry in the Eunice area until the discovery of oil in 1929. A railroad was built through the area in the same year.

Recreation Facilities of Eunice consist of a City Park, rodeo grounds, baseball park, Little League Park, Gun Range, and tennis and basketball courts. There is a nine-hole grass greens golf course and fishing at Stephen's Lake. A large skate park and aquatic center will be complete by the summer of 2008. Eunice growth has been along cultural, religious, and recreational lines as well as its educational and industrial development. One outstanding accomplishment is the Eunice Community Center which provides modern facility for civic affairs, clubs, society meetings, conferences and community functions.

The Town was named after Eunice Carson King, the eldest daughter of N.N. Carson who plowed a furrow around his homestead in 1908. The family, including seven children, came to live in Eunice in the spring of 1909. A school was begun in January, 1910 and in 1915, a teacher was added offering grade and high school.

Eunice has recently entered the nuclear age by becoming home to the National Enrichment Facility. The fuel enrichment facility began construction in the summer of 2007 and will be complete in 2012. It will employ 350 permanent employees with many supplemental jobs. This facility will be the first of its kind in the United States and the first nuclear project in 30 years.



In addition, the oil industry has been in a major boom and is the backbone and major employer of the City.

Today Eunice's population is approximately 2,771.

City of Hobbs—Hobbs was established in 1907 and was actually three “towns”—Hobbs, New Hobbs and All Hobbs. James Isaac Hobbs settled his family in Hobbs around 1907 and by 1908 had established a grocery store, post office and school. Hobbs sometimes called “Old Hobbs” was bounded by Sanger Pasture (now Sanger Street) on the north, Marland Boulevard on the south, present-day Grimes Street on the west and what is now Del Paso Street on the east. Both New Hobbs and All Hobbs were south of Marland, with present-day Del Paso serving as the boundary between New Hobbs to the west and All Hobbs to the west. The fact that there is a east-west “Main Street” to the south of Marland Boulevard points to Hobbs’ past development pattern (and this Main Street at one time had a five story hotel, upscale movie theater, and other stores). A fourth town site plotted to the north of Del Paso was not as successful.

Hobbs economy originally was agrarian centered on cotton and ranching. In 1928 an oil boom began and many newcomers were drawn to the new Black Gold Rush in the area. The early 1930's saw highly productive oil wells intensify the oil boom, the railroad came to town and the first brick buildings were constructed, one even had an elevator. In 1937 an election was held in the three towns which lead to the unification of Hobbs into one municipality.

Growth continued through the 1940s with the development of the Hobbs Army Air Base. The facility built north of the City was used to train personnel assigned to the B-17 and B-24 Bombers. The first institution of higher learning, First Baptist College, offered a four year liberal arts degree program. In 1962, First Baptist College became College of the Southwest and shortly thereafter New Mexico Junior College was established.

Hobbs has evolved as the commercial center for the region diversifying its economy to help stabilize its growth through boom-bust oil industry cycles.

Estimated population is 30,476.

City of Jal—the town of Jal derived its name form the JAL ranch established by Texas ranchers named Cowden. They decided to keep the original JAL brand, hence the name JAL ranch.

Tradition says the JAL brand came from rancher John A. Lynch. Another source says it was John A. Lawrence and still another says it came from the names of the Cowden brothers: James, Amos and Liddon.

What ever the truth may be, Jal's community heritage was established from the natural resources of the region. It offers a wide range of facilities and services for tourists and anyone looking for a place to call home.

The town lake located in the City's recreational area is in the shape of the JAL brand and City logo.



Jal has an estimated population of 2,045.

Town of Tatum—James G. Tatum arrived in the Tatum area sometime in August 1909. He and a friend from Ranger Lake built a combination house and store located at the intersection of present-day Hwy 380 and Hwy 206. He applied for a post office in December 1909.

Tatum’s population is approximately 757.

Education

Each city, town, and village has their own municipal public school system.

New Mexico Junior College—is located in Hobbs and on 243 acres. It offers associate degrees in science and arts and several certificate programs in vocational trade areas. There are over 640 courses of study offered annually through two instructional sectors: Arts and Sciences and Business and Technology. NMJC’s enrollment is estimated to be 3,342.

Their Mission Statement is “New Mexico Junior College, as a comprehensive community college, promotes success through learning”.

University of the Southwest—is located in Hobbs. The CSW curriculum has its foundation in the study of literature, philosophy, history, mathematics, and science. It offers Graduate and Undergraduate courses and has a current enrollment of approximately 557 students.

Their Mission Statement is “University of the Southwest is a Christ-centered educational community dedicated to developing men and women for a lifetime of servant leadership by emphasizing individual faith, responsibility, and initiative”.

A **Small Business Development Center** is also located in Lea County and provides services consisting of counseling and resources to the business community. A one-on-one counseling service is offered to the business community with the information and guidance needed in order to either run a successful business or to open a new business.

New Mexico Junior College Training and Outreach Facility provides a variety of training opportunities to develop the workforce. NMJC has open enrollment workforce courses in computer training, CDL training, oilfield training, and many other areas. Work Keys testing is also available through NMJC to better understand the skills of the available and existing workforce and to remediate skill deficiencies.

In addition, NMJC provides company specific training to meet the needs of business and industry. They can organize customized training to meet the needs of Project Global. They have a current partnership that will



allow them to quickly create courses in warehouse management, logistics, and supply chain management. Additional courses can be designed as needed. Training can take place on site, or at the Training and Outreach Facility located on New Mexico Junior College's campus.

Economic Generators

Lea County covers an area of 4,393 square miles (approximately 2,822,522 acres). Lea County, on an average, ranks 1st in oil production and 4th in natural gas production. Additionally, Lea County's economic base is composed of agriculture, ranching, the dairy industry, corrections, racing and gaming and the nuclear industry.

Workforce

Civilian Labor Force makes up 30,777 in the work force, with employment making up 28,316 of the work force. Unemployment was 2,461 in Lea County.

The median income for a household was \$43,012 and median for a family was \$48,940.

Average Hourly Wages

Agriculture	\$ 534
Mining	\$ 1,130
Utilities	\$ 1,175
Manufacturing	\$ 1,499
Wholesale	\$ 917
Retail	\$ 463
Transportation/Warehouse	\$ 952
Real Estate	\$ 901
Management	\$ 785
Administrative & Waste Services	\$ 688
Educational Services	\$ 658
Health Care & Social Services	\$ 553
Arts & Entertainment	\$ 388
Accommodations & Food Services	\$ 253

Utilities and Telecommunications

Lea County has two electricity providers they are Lea County Cooperative and Xcel Energy. New Mexico Gas Company and Zia Gas Company are the suppliers of natural gas.

Each municipality has their own water supplier.



Transportation

Lea County owns and operates one airport located in Hobbs and two general aviation facilities located adjacent to the communities of Lovington and Jal. The Lea County Airport located in Hobbs is FAA certified and is operational from 6am to 10pm daily. The designated air carrier is New Mexico Airlines, who flies to area destinations.

In Lea County, there is a short-line rail road run by the Texas and New Mexico Railroad (TNMR). TNMR operates this freight service from a connection with UP at Monahans, TX to Lovington, NM, 107 miles away. The rail is 85 pound. Traffic includes LPG, liquid asphalt, aggregate, cotton, scrap metal, salt cake, sand, sulfuric acid, and hazardous waste—about 3,900 cars per year.

The commercial bus line is Texas New Mexico and Oklahoma (TNM&O). It offers passenger, package, and charter service. Inter-city service to Hobbs is provided by Greyhound.

Public transit service within Hobbs is provided by the City's transportation department, which operates both fixed bus routes as well as a shuttle service within the Hobbs city limits. The bus service operates Monday through Saturday, 7:00 am to 5:00 pm.

Goal and Priorities

Lea County

- Construction of Emergency Operations Center
- Road Chip Seal Projects
- Fairgrounds Improvements
- Event Center Expansion
- ADA Upgrades for the Lea County Courthouse
- Energy Efficiency Upgrades for the Lea County Courthouse
- Upgrade Airport to FAA Regulations to Obtain Jet Air Service for Lea County
- Reclaim Produced Water Program

City of Hobbs

- Emergency Operations Center
- Sewer Improvement Program
- Southeast Bypass
- WWTP Effluent Discharge/Distribution System
- Community Recreation Center & Indoor Aquatic Center
- Hobbs Community Tennis Center
- Community Drainage Improvements
- Phase 2 of Del Norte & Jefferson Parks
- Golf Course Improvements



Joe Harvey Boulevard Improvements
Sanger Street Improvements
Recreation/Aquatic Center
Turner Street Improvements
Grimes Roadway Reconstruction Improvements
SR 18 Safety Improvements

City of Lovington

Develop and Install Infrastructure in City Industrial Park
Major Arterial Project Commercial Street Rehabilitation
Main Street Enhancement Project
Finish Renovation of Senior Center
New Motor Vehicle Department Facility
Continue Rehabilitation and Replacement of Streets and Utilities Infrastructure
Development of an Asset Management Plan
Annexation of Contiguous Areas
Active and Accurate Census Count
Water/Waste Water Rate Study

City of Eunice

EMT Addition to the Fire Station
New Public Safety Complex
Downtown Beautification Project
Senior Center Expansion
New Cemetery Development

City of Jal

Waste Water Treatment Improvement Project
Distribution Line Replacement.
General Camp Water Lines Replaced
Westfield Booster Station Upgrade
City Hall Improvements
Downtown Renovations
Convenience Center Upgrade
NM 18 Walking & Biking Trail
Removal of Dilapidated Buildings
Street Maintenance and Repair/Replacement



Town of Tatum

Town Hall Renovations
Sewer Plant Renovation
Paved or Resurface Streets
Water System Improvements
Overhead Water Storage Tank Improvements
Dilapidated Buildings Disposal
Senior Center Paving and Heating System
Library Upgrades



Lincoln County

History

Lincoln County's rugged natural beauty, cowboys, vast ranch lands and exquisite orchards are all part of the varied setting of this county. Named after the martyred President, it was at one time the largest county in the United States, encompassing almost one-fourth of the state. The village of Lincoln, (first called Las Placitas and then Bonita) was the first county seat but in 1909 it was moved to its current location in Carrizozo, because the railroad had moved there and Lincoln was on the decline. The area was noted for the famed 1870's Lincoln County War and for their first courthouse which is famous for being the site where Billy the Kid was jailed and later escaping from Sheriff Pat Garrett. New Deal funds made it possible to build a new courthouse in Carrizozo in 1940 and that structure is the annex to the current courthouse created in 1964. Mescalero Apache and Hispanic history plus great fishing, hunting, skiing, quarter horse racing, casinos, museums, the Valley of Fires Recreation Area, Smokey Bear Museum and State Park and gorgeous mountain vistas make the county a year round recreational haven and the basis of the economy.

County population as of 2000 was 19,411.

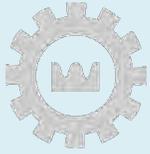
Population and Communities

Town of Carrizozo—began as a railroad town in the late 1800's. Its name came from a Spanish word "carrizo" meaning a reed-like grass, an extra "zo" was added to proclaim the abundance of the grass in the area. Before the railroad reached Carrizozo in August 1899, there were few signs of human habitation in the upper end of the Tularosa Basin. There were a few scattered cattle ranches in the 1870's and a stagecoach road crossing from the gold mining town of White Oaks 12 miles to the northeast.

The railroad tracks coming from El Paso were a dream of promoter Charles B. Eddy to establish a railroad from El Paso to connect with the East-west Rock Island Line at Santa Rosa. The El Paso and Northeastern Line bypassed White Oaks and the Eddy Brothers started a new town on the flats instead, running a branch line from Carrizozo east to the coal fields near Capitan.

As Carrizozo flourished, White Oaks began to decline. Many of White Oaks residents moved their homes and businesses to the new town. Railroad employees also moved to Carrizozo and the land was opened for homesteading. In 1905, Eddy sold his railroad to Phelps Dodge Company, it was then renamed the El Paso and Southwestern. Then in 1906 a developer named Ira Wetmore acquired the Eddy Brothers' development company and platted the town. There were big dreams for Carrizozo. As a railroad and a trading center its limits were endless. The buildings were built to last.

In 1909 Lincoln County voted to move the county seat from Lincoln to Carrizozo because of its location to the railroad. After a four year court battle, with the U.S. Supreme court, the move took place. A large impressive court house was built, but unfortunately was torn down in the 1960's.



With the rise of the automobile and the decline of the railroad, Carrizozo itself began to decline. Ranchers could now drive their own cars or pickups to larger towns like Alamogordo, Albuquerque, and Las Cruces.

In 1955, the mainstay of Carrizozo's economy began to decline when the railroads turned to diesel engines replacing the steam engines. The diesel engines did not require the manpower to service them, the water, nor the pumping stations, and the railroad employees. The economy fell drastically. Freight trains travel through Carrizozo, but do not stop.

In 2000, Carrizozo's population was 1,036.

Village of Capitan—was homesteaded in 1884 by Seaborn T. Gray and the town was known as Gray until 1900 when it was renamed Capitan after Captain Baca. It is located between two mountain ranges, the Sacramento and the Capitan. It has a population of approximately 1400.

At the close of the 19th century, the Phelps Dodge Corp built a railroad from the Tularosa Basin to Capitan in order to freight the deposit of coal they claimed existed near Salado Creek. The coal was inferior and not as plentiful as originally thought. The railroad was a source of supply for Fort Stanton and for all the ranchers in the area; otherwise Capitan would not have survived. It was discontinued in 1913 when paved highways and trucking became the means of shipment.

Today, Capitan is well known for the legend of Smokey Bear. He was born in Capitan. After a disastrous fire in the Capitan Mountains, he was discovered clinging to a burnt tree on May 19, 1950. The four pound black bear was named Smokey and was taken to the National Zoo in Washington, D.C. and in June 1950 he became the living symbol of Smokey Bear. He died in 1976 and was returned to Capitan and buried at Smokey Bear Historical Park.

Population of Capitan is estimated to be 1,443.

Village of Corona—has a population of 215. It is located on the Lincoln County and Torrance County line and is at the geographic center of New Mexico. Corona began as a cowtown in 1899 as a regional trade center for miners and ranchers.

The original plat of the town site was made by Colonel Frank A. DuBois Sr. He obtained title to the land under the Preemption Law by remaining on the land for 6 months and paying \$1.25 per acre. The town site was dedicated to the public on May 25, 1903 by Colonel DuBois, but did not become incorporated until 1947.

Today, Corona's business district located along U.S. Highway 54 consists of one full service gasoline station, one self service gas station/mini mart, one grocery store, one cafe, one food grill, a laundry, a bar, one auto repair service, one hardware store, and one gift shop.



Corona's population is estimated to be 165.

Village of Ruidoso—in January 1855, Captain Henry Stanton was one of the first to arrive in Ruidoso country. His orders were to come up from Fort Fillmore (an outpost near the Las Cruces area) to join forces with Captain R.E. Ewell. The mission was to locate the bands of Apaches that stole 2,500 sheep. Captain Stanton is believed to be the first Anglo to come upon the “Noisy River” (translated: Ruidoso). The Spaniards are believed to be the first to discover the Ruidoso Valley, then the Mescalero Apache having settlements throughout the valley. Captain Stanton was killed in 1855 during his mission, which led to the establishment of Fort Stanton. The Fort played an important role in settling the Ruidoso Valley by providing protection and enforcing law and order.

Paul Dowlin, a Civil War veteran a member of the New Mexico Volunteers worked as a post trader for Fort Stanton (located between Lincoln and Ruidoso). He received a homestead of 160 acres after his term with the NMV. Through a land purchase grant he received another 600 acres, which is most of Ruidoso village today. He intended to start a planning mill (for wood) by channeling the river's force from Carrizo Creek and the “Noisy River”. The water's force fell short to power up for the wood mill so he converted the mill for grinding grain to match the river's energy. Ruidoso was once known as “Dowlins Mill”. On May 5, 1877, Dowlin, unarmed, was shot by a former employee, Jerry Dillon. No one knows why. Dillon fled to Texas and was never heard from again.

Population as of 2004 was 8,691.

City of Ruidoso Downs—was a major stop for the stage lines along the route from Roswell to Tularosa. Lowry Hale built the first house and owned most of the land in the 1880's. He eventually acquired about 800 acres to be known as Hale Springs. He also purchased a tract of land from Doc Scurlock for \$400 that became the site for the White Mountain Inn on the banks of the Rio Ruidoso. A senator, J.V. Johnson, built the two story structure in the early 1900's. It was the only thing in what was to be known as the Village of Ruidoso Downs. The Johnson's sponsored a big Fourth of July celebration with rodeos on a flat piece of land around the inn. There were rooms for overnight guests, meals were served, and the bus stopped there. It was the only business in the area originally. Before busses, the stagecoach would stop there; it had barns for the driver to change horses or to keep his overnight.

The Johnson's also operated a general store, a post office, and a dance hall. In 1935 Turner's Tavern, a saloon, and filling station opened. In 1936, a garage and a general merchandise store, that later became Fox Merchandise, and the first sawmill was started.

Timber cutting and lumber mills were a big part of the economic development until the heavy timber cutting played out in the area. Ruidoso Downs was known as the Palo Verde and was the center of activity because of U.S. 70.

One of the major reasons Ruidoso Downs was incorporated is because the property owned by Johnson contained the right to the spring that is still a source of water for the community. He divided the land into two



plats for his sons, Henry Johnson received the Palo Verde area, that became Green Tree and later Ruidoso Downs, and his son Rod Johnson received the land that became the Agua Fria development.

First laid out as a town in 1933 it was called Palo Verde, the federal government opened a post office in January 1947 and designated it as Green Tree. Later that same year, the community incorporated as the Village of Green Tree. A special election was held in February 1958 and town residents voted 88-27 to change its name to Ruidoso Downs, but it did not officially become Ruidoso Downs until 1961 when a new post office was opened.

May 28, 2002 “City of Ruidoso Downs” designation replaced “Village of Ruidoso Downs”.

The race track opened 1947 and the first All American Futurity took place in 1959. Slot machine casinos were legalized for race tracks in 1999 and The Billy the Kid Casino opened in May 1999. The Hubbard Museum of the American West was built in 1991.

Population is estimated to be 2,560 in 2004.

Education

Each city, town, and village has its own municipal school system with the exception of the City of Ruidoso Downs and the Village of Ruidoso who share a unified school district.

A branch of Eastern New Mexico University is located in Ruidoso. The mission and purposes include:

1. Lower level course work applicable to baccalaureate degrees at ENMU and other institutions of higher education;
2. Career-technical education and training in selected occupations;
3. Continuing education opportunities for social, cultural, and occupational advancement;
4. Customized training programs to enhance economic development in the region; and
5. Developmental/basic programs to complement student growth, including advisement and placement services.

Undergraduate and graduate course work completed at the branches is fully transferable to ENMU-Portales.

Areas of study include: Associate of Applied Science Degree, Certificate of Completion, Associate of Science Degree, Associate of Arts Degree, Certificate of Occupational Training, Emergency Medical Technician-Intermediate I, Emergency Medical Technician-Intermediate II, and Pre-Engineering.

Special Service Programs/Certificate of Occupational Training include: Auto Body/Detail Program, Auto Mechanics, Child Care Attendant Program, Floral Design Program, Refrigeration and Air Conditioning Tech,



Nursing Assistant Program, Office Skills Program, Sanitation/Grounds keeping Program, Veterinary Assistant Program, Welding Program and Special Topics Program.

Customized Training includes: Strategic Learning Blueprint, Leadership Development Strategies & Programs, Organizational Diagnostics, Learning Programs Development & Delivery, Learning Programs Evaluation Systems, Knowledge Management Automation, and Customer Satisfaction Assessment & Analysis.

Economic Generators

The Hubbard Museum of the American West, a Smithsonian affiliate museum, is owned and operated by the City of Ruidoso Downs. Its exhibits consist of art and artifacts of the American West.

Tourism is a large contributor to the economic development of Lincoln County. Horse racing from Memorial Day to Labor Day, snow skiing in the winter, and casinos bring in much of the counties income. Educational, health and social services; arts, entertainment, recreation, accommodation and food services; retail trade, and construction all are contributing economic factors.

Workforce

The types of workers in Lincoln County that make up the workforce are:

Private wage or salary	66%
Government	17%
Self-employed, not incorporated.	16%
Unpaid family work	1%

Average Hourly Wage

Retail	\$ 9.00
Construction	\$ 11.75
Communications	\$ 9.98
Wholesale	\$ 11.08
Finance (Insurance, Real Estate)	\$ 11.79
Utilities	\$ 18.10
Forestry/Agriculture	\$ 10.73

The total labor force in 2004 was 11,223 and unemployment rate was 4.1%.



Small Business Assistance

A small business development center (SBDC) is located in Lincoln County at the Ruidoso Valley Chamber of Commerce, providing free services consisting of business client counseling and other resources to the business community. One-on-one counseling is offered to business clients with information and guidance in order to start-up a new business or run/expand an existing business. The Lincoln County SBDC is a leading element of the New Mexico Small Business Development Network. The communities of Carrizozo and Ruidoso have industrial park space available for prospective businesses.

Housing

Rent in Lincoln County for a 1 bedroom apartment in Lincoln County is approximately \$446 a month. Rent for a 2 bedroom apartment is \$543 a month and rent for a 3 bedroom is \$684 a month. The average cost of a single family house in 2006 is \$171,500.

Utilities and Telecommunications

The two electricity providers for Lincoln County are Otero County Electric Co-Op and Public Service Company of New Mexico (PNM). The natural gas provider is Zia Natural Gas Company. Each municipality has its own water supply systems. The Lincoln County Solid Waste Authority provides solid waste disposal and recycling services for all county residents except solid waste services for the Village of Ruidoso.

Telecommunications services are provided as follows: 1) cellular service by Verizon, Alltel, Plateau Wireless and Mescalero Apache Telecom (MATI); 2) landline services by Windstream Communications (Ruidoso, Ruidoso Downs, Alto, and Capitan), MATI, Tularosa Basin Telephone (Carrizozo), ENMR (Corona) and PVT Networks (Hondo Valley); and 3) ISP services by Zianet, Trailnet, ComCast Cable, MATI, Plateau, Tularosa Basin Telecom and ENMR. These services include dial-up, cable modem, DSL, T-1 and T-3. Similar services delivered by satellite are also increasingly available every where in the county.

Transportation

Rail freight service is available through the Union Pacific Railroad in Corona and Carrizozo, including flat car and 'piggyback' service.

Carrizozo has a municipal airport located 1 mile SW of the town. It offers aircraft service, maintenance and repair, aircraft rental and hangar rentals. No commercial airlines fly into the airport.

Sierra Blanca Regional Airport is located fifteen miles north of Ruidoso. The airport is open 24 hours a day. It offers aircraft service, maintenance and repair, aircraft rental and hangar rentals. No commercial airlines fly into the airport, but small aircraft passenger service is in the process of being established. Enterprise Rental Car supplied car rentals at the airport terminal and on Sudderth Drive in Ruidoso.



Package Delivery Service

Package delivery service is supplied by DHL, Federal Express and United Parcel Service.

Long Haul Trucking

US 70 is now four-lanes throughout Lincoln County (east/west) and US 54 is in the process of being upgraded to four lanes (north/south) throughout the entire county, with completion anticipated by the end of 2008.

Shuttle Service

Shuttle service throughout the region is supplied by Shuttle Ruidoso for local residents, medical patients and tourists. Shuttle Ruidoso also supplies passenger service out of Lincoln and Otero Counties to the International Airports at El Paso and Albuquerque. No other public transportation is currently available in Lincoln County.

Goal and Priorities

Lincoln County

Water Plan for Rio Hondo Basin
New Fort Stanton Fire Station
New Loma Grande Fire Station
Nogal Fire Expansion
White Oaks Fire Expansion
New District Court Complex
Renovate Old Detention Center
Vehicle Replace Sheriff
Courthouse Improvements/Maintenance
Forsythe (Nogal) Hall Fire Station
Road Arterial
Road Maintenance/Flood Control Hondo District

Town of Carrizozo

Water System and Storage Improvements
Wastewater System Improvements
Street Improvement Program
Downtown Beautification Project
Spencer Beautification Project

Village of Capitan

Senior Citizens Center Building
14 Yard Dump Truck
Comprehensive Plan
Community Center



Equipment Maintenance Building
Water System Improvements
Street Improvements
Sidewalks/Streetlights
Skateboard and Basketball Park
Capitan Alternative Trails
US 380 Sidewalks & Street Lighting Project

Village of Corona

Construct a Managed Septic System for the Village
Improvements to Water Distribution Lines
Conduct Geographic Survey
Street Improvements Program
Construct Public Works Facility
Construct Youth/Community Center
Downtown Enhancement Project

Village of Ruidoso

Alto Dam Waterline Repair
Eagle Creek Bypass Line
Alto Dam Improvements
Grindstone Dam Repair
Airport Well/Pump Station/Water Line
A-1 Well Deepening and Equipment
River Well Deepening and Equipment

City of Ruidoso Downs

Agua Fria Water System Phase I
Agua Fria Wastewater Collection System Phase I
New DiPaolo Hill Fire Station
Agua Fria Water System Phase 2
Agua Fria Wastewater Collection System Phase 3



Otero County

History

Otero County is located midway along New Mexico's southern border with Texas. Established in 1899, it was carved out of the adjacent counties of Lincoln and Dona Ana. The county is named for Miguel A. Otero a Territorial Representative to Congress from 1856 to 1861. President McKinley, in 1897, appointed Otero as Territorial Governor; he was the first Hispanic to serve as Governor. Alamogordo, the county seat, in addition to being an important rocket and missile-testing site, is the next door neighbor to Holloman Air Force Base. White Sands Missile Range, White Sands National Monument, the mountain resort village of Cloudcroft and the Mescalero Apache Reservation are in Otero County. Alamogordo is also the home of the New Mexico School for the Blind and Visually Impaired and the New Mexico Museum of Space History and the International Space Hall of Fame. A new courthouse was built in 1955-56 to replace the earlier structure built in 1901-03.

Otero County's population in the 2000 census was 62,298.

Population and Communities

City of Alamogordo—the word "Alamogordo" literally means fat cottonwood tree. The City is named after the Alamo Gordo Spring in Alamo Canyon.

The Eddy brothers established Alamogordo in 1898 as a base for their El Paso and Northeastern Railroad. Alamogordo's economy revolved around the railroad, and expanded with logging, tourism and a tuberculosis sanitarium. The Eddy's planned community layout was visionary and innovative; utilizing a grid system like in the east, but the model offset the main avenues from the central street to slow traffic. Water was carried into town through acequias (ditches) from two canyons—La Luz and Alamo, still an integral part of today's water supply. Trees planted along the acequia banks provided shade. Early photos depict a lush green oasis. There was an anti-alcohol sentiment an anomaly for a railroad town. Only one location was allowed to dispense alcohol. Businesses were encouraged to establish policies against employees gambling and drinking. Town boomed from 1898 through 1905. However, several downfalls occurred from 1905 until 1912. The railroad company was sold and its offices relocated to El Paso. Timber cutting in the nearby Sacramento Mountains was federally restricted. The sanitarium burned and the Baptist College closed. The founding fathers faced a juncture at which the town could have easily shriveled up like so many other railroad boomtowns. As New Mexico attained statehood, Alamogordo's business community regrouped, initiated incorporation of the town and established a formal government. The community's attitude that Alamogordo was here to stay prevailed. Young Alamogordo was able to rebound.

Alamogordo today has some parallels to the Alamogordo of 100 years ago. The economy is largely dependent on one entity but today it is Holloman Air Force Base (HAFB). Alamogordo Bombing and Gunnery Range was opened in 1942 and is known today as Holloman Air Force Base. Alamogordo experienced a large growth



sput in the 1950s and 1990s due in large part to the military. HAFB is the current home of the F-117A Stealth Fighters, and the future home of the Raptor F-22, the German Air Force in the United States and the High Speed Test Track. White Sands Missile Range, the world's second largest overland testing range is nearby.

The City of Alamogordo is also the home of PreCheck, a medical credentialing company, employing over 200 personnel. Also, the home of Marietta Biscuits Company, a cookie bakery, which also employs in excess of 200 workers. Premier Pellets Inc. is a manufacturer of wood shavings for the animal and equine industries and produces high quality wood pellets for the home heating industry.

In the census of 2000, Alamogordo's population was 35,582. The current estimate is 40,000.

Village of Cloudcroft—the word “Cloudcroft” means pasture in the clouds. In the late 1800s the logging, ranching and farming potential of the area was recognized and people began to settle permanently in the area. A railroad was completed between Alamogordo, New Mexico and El Paso, Texas in the 1890s. Investors saw both the beauty and economic assets of the Cloudcroft area and how it could benefit their project.

The railroad founders the Eddy brothers assisted by their attorney William Ashton Hawkins realized the need for timber and railroad ties as their railroad proceeded north to White Oaks. In 1898 a survey crew that had been sent to the area to determine the feasibility of laying a railroad line up to the summit of the Sacramento Mountains above Alamogordo, reported that it was not only feasible but that the region's beauty would attract visitors from a wide territory. The railroad purchased 2,700 acres on land at the summit and established a new village. By June, 1899, a plat was proposed and filed for “Place of Cloudcroft”.

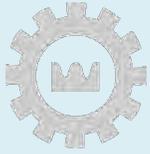
Construction at the summit on a structure called the Pavilion at the summit, which would provide accommodations for the anticipated tourist. Glowing reports of the new resort at Cloudcroft were published in area newspapers and people flocked to the mountains. The Pavilion burned twice in the 1920s and each time was rebuilt to the original plans.

The railroad also built a grand lodge for its workers, which was also used as a summer resort for El Pasoans. The village grew around the Lodge. The Lodge burned in 1919 but was rebuilt and is still open, complete with the ghost of Rebecca.

The Cloudcroft Property Owners Association, known as the Directory, was formed in 1903. John Arthur Eddy drew up the by-laws and served as the first secretary of the organization. Until Cloudcroft was incorporated in 1948, the Directory was the governing body of the community.

Cloudcroft's population is estimated to be approximately 749.

Village of Tularosa—derived its name from the Spanish word “tule” meaning reeds or cattails, but today it is known as the “City of Roses”. Its population is approximately 2,615 and elevation 4,500 feet.



In the 1860's, settlers came from washed-out villages on the Rio Grand near Mesilla. Because of frequent raids by the Apaches from what is now the Mescalero Apache Reservation, occupation was untenable and the site was abandoned. Another settlement was attempted in 1862, with Fort Stanton in the mountains to the east for protection, it was successful. Orchards were planted and homes were built and forty nine blocks of the new village were plotted with allocated irrigation rights.

The acequias (irrigation ditches) carried the clear mountain water that nourished the fruit trees. This period of time was ideal for the town and was known as the Golden Age. Some of the original block-long adobe homes still exist. Their walls are decorated with murals.

In 1868 the settlers and Apaches battled at "Round Mountain". This event was commemorated with the building of the first church, St. Francis de Paula. Throughout Tularosa's history it has had a variety of different people from different walks of life. From Texas cattlemen, merchants, former Union soldiers, professionals and promoters.

Tularosa hosts its annual Rose Festival held the first weekend in May. Tularosa residents are also invited by the Apaches to come to the Mescalero Reservation to observe the 4th of July celebration. It is well known for its display of luminarias on Christmas Eve.

Tularosa's population is approximately 2,864.

Education

Each city, town, and village has their own municipal public school system.

New Mexico State University has a branch in Alamogordo with an enrollment of approximately 2,299. It offers associates degrees in arts and sciences as well as vocational and technical studies.

NMSU-Alamogordo's mission statement is "The mission of New Mexico State University at Alamogordo is to provide quality learning opportunities for individuals in the diverse communities we serve".

Other education opportunities are offered at Holloman Air Force Base:

Park University—offers bachelor degrees in Human Resources Management, Computer Information Systems Management, Criminal Justice Administration and Social Psychology.

Troy State University—offers masters degrees in Counseling and Psychology, the Science of Management, and Human Resources.

Embry-Riddle University offers on-line and on site courses in Business Management, Professional Aeronautics, Aeronautical Science, and an MBA.



Central Texas College—offers courses related to receiving an associate degree in a variety of programs to military and civilian students. They also offer a variety of computer certifications.

College of the Air Force—offers associate degree to military personnel only.

University of Phoenix—offers Bachelor of Science in Business, Bachelor of Science, Master of Arts, Master of Business, Master of Science, and Certificate programs.

New Mexico School for the Blind and Visually Impaired—is located in Alamogordo since 1903. Their mission statement is “The mission of the New Mexico School for the Blind and Visually Impaired is to provide the training, support, and resources necessary to prepare blind/visually/multiply impaired children in New Mexico to participate fully in their families, community, and work force and to lead independent, productive lives.”

Economic Generators

Otero County’s main income generators are: agriculture; retail; public administration; educational, health, and social services; arts, entertainment, recreation, accommodation and food services; construction; manufacturing; wholesale trade; transportation and warehousing, and utilities; finances, insurance, real estate, and rental and leasing; professional, scientific, management, administrative, and waste management services; public administration; other services; and government.

Workforce

The workforce in Otero County is reliable and not transitory. Service and retail trades are the dominating workforces. Because White Sands National Monument, the mountain resorts of the Ruidoso and Cloudcroft area, and the New Mexico Museum of Space History, tourism is another major source of employment.

The New Mexico Labor Market Review reported in December 2003 that Otero County had a non-military labor force of 21,143 persons and 20,021 are employed, 1,122 are unemployed with an unemployment rate of 5.3%.

Average Hourly Wage NM DOL 10/05

Retail	\$ 9.25
Construction	\$ 13.35
Communications	\$ 20.25
Wholesale	\$ 9.62
Finance, Insurance, Real Estate	\$ 10.80
Utilities	\$ 19.52



Housing

Houses in Otero County are described as new, affordable, and different. Most of the houses have been built within the last 30 years and range from \$40,000 to \$165,000. New houses range from \$80 to \$125 a square foot. A two bedroom apartment rents in the range of \$600 to \$800 per month and a three bedroom house rents for \$800 to \$1,000 per month. There are a number of homes in the subdivisions in the nearby mountains for those who prefer a more rural setting.

There are approximately 29,272 homes in Otero County, 16,774 1 unit detached homes and 8,487 mobile homes or trailers.

Utilities and Telecommunications

Water is supplied by the City of Alamogordo through wells plus surface water (streams and lakes). Sewage is supplied by the City of Alamogordo. Electricity is supplied by Texas-New Mexico Power Company and Otero Electric Co-Op, and natural gas is supplied by PNM. Tularosa and Cloudcroft have their own municipal water & wastewater systems. There is fiber-optics transmission throughout Otero County.

Transportation

New Mexico provides easy access to the Southwest from Texas to California making it easy for truckers to access Interstate 10 a pleasant route for the majority of the year. Alamogordo is located on U.S. Highway 54 & 70, and is 65 miles from I-25 and 70 miles from I-10. Highway 54 has been widened to a four-lane highway which facilitates transportation between Alamogordo and the El Paso/Juarez area.

Delivery service is supplied by DHL, Federal Express, and United Parcel Services.

Texas, New Mexico, and Oklahoma Coaches provide bus service in the area that interconnects with Greyhound lines.

Southern/Union Pacific Railway is the railway freight service including flat car or “piggyback” service.

Air service is provided by Mesa Airlines, a commuter service to Albuquerque and has flights several times daily. The White Sands/Alamogordo Regional Airport has a 7,000 foot paved and lighted runway. The closest major international airport is the El Paso International Airport approximately 85 miles from Alamogordo.

Public transportation is provided by Z-Trans System open to the public Monday through Saturday. There is a taxi cab company, Dollar Cab and TNT Taxi.



Goal and Priorities

Otero County

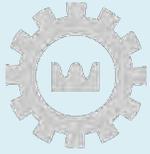
Renovate Old Jail into Offices
La Luz Water System Improvements
Timberon Airport Improvements
Twin Forks Water System Improvements
Tularosa Red Brick Schoolhouse Restoration Project
Pinon Water System Improvements
Sacramento Wastewater System Improvements
Otero County Teen Center Improvement Project
Chaparral Wastewater Treatment Facility Project
Otero County Fair Improvements
La Luz Volunteer Fire Department Building
Armed Forces Museum
Storm Drainage Improvements
Chaparral Medical Clinic
Nogal Canyon Flood Project
Alamo Canyon Flood Project
Rio Penasco Flood Project

City of Alamogordo

South Florida Street Improvement Project
First Street Extension to Relief Route Project
North Scenic Drive Extension Project
Reclaimed Water Storage and Distribution System Project
Americans with Disabilities Act Compliance Program
Development of a Desalination Plant
Develop Desalination Water Wells
Replace Water Well No.2
Redevelop old Landfill Site
Rehabilitation of Owner-Occupied Housing
Abbott Ditch Storm and Surface Water Drainage Improvements

Village of Cloudcroft

Final Construction of the PURE Water/Wastewater Reclaim System (Infrastructure)
Rehabilitation/renovation of the Nivison Library and Community Center (Community Development)
Plan, Design Construction of Storm Water Control System (Infrastructure)
Plan, Design, Construction of Street Paving for 12+ Miles of Village Streets (Infrastructure)



Police Department Headquarters and Emergency Operations Center (Public Safety)
Plan, Design, Construction of Year-Round Ice Skating Facility (Economic Development)
Plan, Design, Construction of Community & Convention Facility (Economic Development)
Plan, Design, Construction of Pedestrian Bridge over Hwy 82 and Parking Lot (Economic Development)
Plan, Design, Construction of Main Street Improvement Project (economic Development)

Village of Tularosa

Construct new Senior Center Facility
Construction of the Water Plant Sedimentation Pond
Construct a new Youth Recreational Center
Water Line Addition and Replacement Program
Sewer Line Addition and Replacement Program
Renovation of the Fire Station
Community Center Improvements Project
Develop new Test Wells for Water System
Softball Complex Project
Construct a new Library
Visitor's Center Renovations



COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

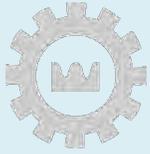
DISTRICT OVERALL GOALS

Strategic planning has numerous applications for our region. It is helpful in the allocation of limited time, resources, establishment of priorities for actions and to improve the operations of government or private organizations. The focus of the Comprehensive Economic Development Strategy (CEDS) planning process is to answer—“What can this process contribute to the stimulation of a healthier regional or local economy?” A major concern of regional leadership should be how to initiate and sustain the economic well being of people in the region. The development of a diversified and stable economy and the ensuing improvements on the region’s standard of living generally occurs through balanced and concerted planning effort. It is imperative that the process be able to motivate the region and its communities into the implementation phase and that it not merely be another plan lost on a shelf collecting dust.

For economic planning to be effective it must establish a process that provides priorities developed by the people living in the region. The priorities should be the result of discussion and agreement on what a “better tomorrow” will look like and how it will be achieved. Each of our five counties has unique resources and economic conditions. Those resources and conditions must be considered in the development of the CEDS with a clear understanding that these resources and conditions may not be applicable in the other counties in the region. In the development of the plan each county must come to the realization that it is virtually impossible to undertake everything it may need or foresee as a need to be addressed to improve the economy. The reality each county must face is that the most cost effective approach economic development may ultimately be limited by available resources and priorities established during the planning process.

New opportunities in alternative energy production, light manufacturing, transportation and international trade are rapidly emerging. The communities that can successfully identify the opportunities and that are visionary enough to seize the opportunities will be able to make significant gains in the area of economic development.

Local leaders need to recognize that although working together as a region, they are also in constant competition with other’s communities and other regions seeking to attract new investments and new jobs. Even when the economic development goals are not clear, the competition between regions and localities will continue to occur from day-to-day. The competition will come in many forms, some will go almost unnoticed—families choosing to relocate in or out of a community, visitors deciding where to vacation and spend discretionary monies and where individuals decide to shop may result in tax losses and revenue leakage in some communities.



**Southeastern New Mexico Economic Development District/
Council of Governments**

*Comprehensive Economic Development Strategy (CEDS)
2011-2015*

Each of our counties must continue to strive to find a competitive edge through the effective use of its resources and planning. The success of finding a niche in which each county can thrive and provide stable growth will result in quality of life improvements and economic well-being for the residents of the counties and the region.

Communities in general seek and strive to provide citizens with higher incomes, lower crime rates, better schools, better jobs and more amenities to improve their quality of life.

No community can accomplish everything that its citizens request during the planning process. And, the reality of limited resources will require choices to be made. Goals must be envisioned and priorities must be set. A good CEDS plan will identify the priorities and help to establish a ranking system that will assign those priorities that are more viable, needed and desirable placement near the top. The process of allocating resources, once the priorities are set, will assist in the decision making process of what is possible and what may be unattainable.

The CEDS process will help to build a consensus building framework geared to assist leaders resolve economic problems. During the process it is important to remember the region's value system must be vigilantly observed to insure improvements to the region's competitive position can occur. A key factor will be the ability of regional leaders to match their desires and expectations with those of the communities in the determining of the future.

The CEDS is far more than a chart for the future. If done correctly it can be the road map to the future. It provides the ability to evaluate essential courses of action and the impact each will have on the future. However, it should be remembered that eventually the questions will be asked regarding accountability and what can really be accomplished as a result of the planning process. To help in answering the questions, the CEDS must include an evaluation component. The evaluation component will enable all too plainly answer and demonstrate what is happening and why it is occurring in the manner and timeframe in which it is taking place. The evaluation will also aid in maintaining the direction of the program and when changes need to occur in the direction of programs they can be easily supported to the communities and region. This piece of the CEDS process will greatly enhance the plans ability to succeed in providing the framework, programs and focusing of resources leading to regional improvements.

The needs and expectations of both the public and private sector must be addressed for the economic development plan to be successful. Planners during the process must take into consideration the need for the private sector to seek and respond to economic opportunities that will lead to profitable opportunities. At the same time, planners must realize that although the public sector can play a major role in improving the region's investment environment it may not always be cognizant of the actions and expectations of the private sector. It is a balancing act that requires constant evaluation and communication regarding the ability of private sector investors to be profitable and public sectors ability to provide for the welfare of the general public. Thus, the critical need exists for both public and private sector participation in the planning process. And, although the goal of the strategic plan is to attain the vision embodied in the CEDS, more importantly the CEDS must be based on a solid foundation bedded in reality.



**Southeastern New Mexico Economic Development District/
Council of Governments**

*Comprehensive Economic Development Strategy (CEDS)
2011-2015*

The CEDS must be two dimensional—one internal and the other external. The internal will require a clear understanding of the regional economy. It must determine what will be the most effective means of attracting new business, expansion of existing business and the stimulation of enterprises by entrepreneurs. It is critically important to know and understand what the region's views are regarding issues key to the development and growth of the region. A goal of the CEDS should be to be reflective of the needs and desires of the region and not merely those of the individuals participating in the planning process or groups with special interests. The priorities should be easily identifiable in relation to the vision of the plan. A plan lacking in a sound and well developed vision often results in ineffective goal development and milestone checkpoints.

The external dimension helps in identifying the relationship of the region to the world around us—trends that impact the nation and international trends impacting our region. In the global society we exist in today, it is nearly impossible, if not impractical to attempt to evaluate the region without a true prospective on what is happening around the world. We must be aware of what other leaders are doing, what new technologies are being developed, how political change in the world will impact our markets and development schemes. Our plan must be flexible to enable us to adjust and respond to the changes in the world around us. We must be prepared to ask ourselves and respond to questions like, how are we different and what unique qualities do we have that enable us to respond to those changes? Can we and how do we compete in this new global economy? And, what and how do these changes impact our region and our quality of life?

The Southeastern New Mexico Economic Development District/Council of Governments has developed a CEDS in an effort to address the changing economy of the region to the benefit of our public and private sector partners. The desire to meet the needs of the region in a global economy is the vision of our CEDS.



**SOUTHEASTERN NEW MEXICO ECONOMIC DEVELOPMENT
DISTRICT/COUNCIL OF GOVERNMENT
GOALS
2011 – 2015**

**GOAL 1: ACHIEVE AND SUSTAIN QUALITY ECONOMIC GROWTH THROUGH
INCREASED PARTICIPATION BY KEY COMMUNITY LEADERS**

Action Steps

- Will conduct semi-annual Mayors' Summit meetings in the spring and fall of each year.
- Improve public relations through continuous media information dissemination effort.
- Meet with community elected/appointed officials and key community leaders monthly.
- Develop new businesses or business expansions to retain and or create jobs.
- Promote the continued exploration and expansion of the extractive, nuclear and alternative energy industries in the region.

**GOAL 2: INCREASE CAPACITY, ESPECIALLY FOR SMALL LOCAL ENTITIES, BY
PROVIDING INFORMATION AND TECHNICAL ASSISTANCE**

Action Steps

- Agencies and organizations for training and grant opportunities
- Regularly update and enhance the SNMEDD website.
- Attend and offer training for new technologies and programs.



GOAL 3: IMPROVE THE QUALITY OF LIFE FOR THE REGION

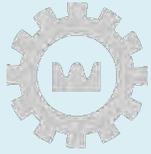
Action Steps

- Promote and encourage continued development of the region's agriculture economy
- Assist region with current and future water resources management and planning.
- Assist members with infrastructure and capital improvements planning.
- Improve the region's efficient movement of goods, services and people with transportation planning, programming and funding opportunities.



**SOUTHEASTERN NEW MEXICO ECONOMIC DEVELOPMENT
DISTRICT/COUNCIL OF GOVERNMENT
STRATEGIES
2011 – 2015**

- Promote and encourage continued development of the region’s agriculturally based economy.
- Diversify and strengthen the economic base of the region.
- Expand the region’s occupational opportunities.
- Impact the unemployment rate and the instance of under employment through job creation, job stabilization and job training.
- Promote the continued exploration and expansion of the extractive industries in the region.
- Encourage and promote the exploration and development of alternative energy in the region.
- Promote the use of educational opportunities and training programs to improve the quality of the region’s labor force.
- Promote the use of the region’s natural resources.
- Identification of water resources for continued expansion by agricultural, industrial, municipal and other residential users.
- Continue improvements to the region’s infrastructure including streets, curb and gutters, water delivery and distribution, wastewater, community facilities, flood prevention/storm drainage and public services.
- Improve the region’s transportation system for the efficient movement of goods, services and people.
- Promote the development of safe and affordable housing.
- Improve the quality of life for the residents of the region.



**Capital Improvement Projects
SNMEDD**

City of Hobbs	Wastewater System Improvements
City of Alamogordo	First Street Extension to the Relief Route
City of Alamogordo	South Florida Street Improvement Project
City of Roswell	College Boulevard Street Improvements
Village of Cloudcroft	Completion of the PRe Water/Wastewater System
Eddy County	Carlsbad Loop Road Project
City of Jal	Wastewater Plant Upgrade-Phase 1B
Village of Capitan	Senior Citizens Building
Eddy County	North Park/Cottonwood Wastewater Project
Town of Tatum	Wastewater System Improvements
Town of Carrizozo	Street Improvements to Airport
Village of Corona	Complete Wastewater System Improvements
Town of Lake Arthur	Sewer System Installation
Village of Loving	Wastewater Treatment Plant Improvements
Village of Hope	Sewer System Installation—Preliminary Engineering Report Money Needed First