

NEW MEXICO JUNIOR COLLEGE

BOARD MEETING

Thursday, July 18, 2013

Zia Room - Library

4:00 p.m.

AGENDA

- | | |
|---|-------------------|
| A. Welcome | Guy Kesner |
| B. Adoption of Agenda | Guy Kesner |
| C. Approval of Minutes of June 21, 2013 | Guy Kesner |
| D. President's Report | Steve McCleery |
| E. New Business | |
| 1. Monthly Expenditures Report | Dan Hardin |
| 2. Monthly Revenue Report | Dan Hardin |
| 3. Oil and Gas Revenue Report | Dan Hardin |
| 4. Schedule of Investments | Dan Hardin |
| 5. Consideration of Capital Projects Recommendations & Five Year Capital Plan | Dan Hardin |
| 6. Consideration of Quality of Life Recommendation | Steve McCleery |
| 7. Personnel Consideration – Grounds Supervisor | Charley Carroll |
| 8. Personnel Consideration – Director of Library Services | Darrell Beauchamp |
| 9. Personnel Consideration – Professor of Nursing | Delores Thompson |
| 10. Personnel Consideration – Director of Adult Basic Education | Richard Miller |
| 11. Consideration of Retirement Resolutions | Steve McCleery |
| F. Public Comments | Guy Kesner |
| G. Announcement of Next Meeting | Guy Kesner |
| H. Closure of Open Meeting | Guy Kesner |
| I. Adjournment | Guy Kesner |

NEW MEXICO JUNIOR COLLEGE

BOARD MEETING

JUNE 21, 2013

MINUTES

The New Mexico Junior College Board met on Friday, June 21, 2013, beginning at 3:00 p.m. in the Zia Room of Pannell Library. The following members were present: Mr. Guy Kesner, Chairman; Ms. Patricia Chappelle, Secretary; Mr. Travis Glenn; Mr. Ron Black; Mr. Zeak Williams; and Mr. Hector Baeza. Not present was Mrs. Mary Lou Vinson.

Mr. Kesner called the meeting to order and welcomed visitors and guests present: Beth Hahn, News-Sun.

Upon a motion by Mr. Williams, seconded by Ms. Chappelle, the agenda was unanimously adopted, as presented.

Upon a motion by Mr. Black, seconded by Ms. Chappelle, the Board unanimously approved the minutes of May 23, 2013.

Under President's Report, Dr. McCleery reported the New Mexico Health & Human Services Committee would hold meetings on campus October 2nd through the 4th. Larry Sanderson shared a TV spot produced by the college. The spot will begin airing in July. Kim Latimer presented a \$50,000 check from Chevron to be used for scholarships. Darrell Beauchamp informed the Board of upcoming events at the museum, as well as introducing the staff.

Under New Business, Dan Hardin presented the April financial reports and with a motion by Ms. Chappelle, seconded by Mr. Glenn, the Board unanimously approved the expenditures for May, 2013.

Mr. Hardin and Charley Carroll presented a recommendation for the Track Field demolition and remodel. The recommendation includes accepting the pricing from FieldTurf USA for \$2,700,000 to demolish and construct the track facility and

Norcon for \$299,990 for bleachers and press box. Upon a motion by Mr. Black, seconded by Mr. Williams, the Board unanimously approved the recommendation.

Mr. Hardin and Josh Morgan presented the following changes to the procurement limits. Increase the limit requiring three informal quotes for goods and services from \$5,000 to \$20,000 and increase the limit requiring formal bids from \$20,000 to \$60,000. In addition to these changes, they requested the Board increase the policy for Board Approval of purchases to a threshold of \$100,000 for an individual project or item. After some discussion, the Board agreed to a threshold of \$60,000 instead of \$100,000. Upon a motion by Mr. Glenn, seconded by Mr. Black, the Board unanimously approved the changes.

Dr. McCleery presented a request from The City of Hobbs to consider abatement on taxes for a potential company that may construct a multi-family apartment complex. After much discussion and upon a motion by Mr. Black, seconded by Mr. Baeza, the Board unanimously voted to table the request.

Mr. Morrill presented the 2013/2014 employee handbook changes for Board consideration. After some discussion and upon a motion by Mr. Black, seconded by Mr. Williams, the Board unanimously approved the handbook changes, as presented.

Dr. McCleery recommended Ms. Luisa Ruiz for the Director of Transportation Training position at an annual salary of \$43,123. Upon a motion by Mr. Baeza, seconded by Mr. Williams, the Board unanimously approved the employment of Ms. Ruiz, effective July 1, 2013.

August Fons recommended Mr. Charles Siegel for the Professor of Automotive Technology position at a nine month salary of \$53,100. Upon a motion by Ms. Chappelle, seconded by Mr. Glenn, the Board unanimously approved the employment of Mr. Siegel, effective August 12, 2013.

Mr. Kesner called for comments from the public. There being none, the next regular board meeting was scheduled for Thursday, July 18, 2013, beginning at 4:00 p.m.

Ms. Chappelle moved the board go into closed session for the discussion of limited personnel matters under the provisions of section 10-15-1-H (2) of New Mexico

Statutes Annotated 1978. Mr. Baeza seconded the motion. The roll call vote was as follows: Mr. Black – yes; Mr. Baeza – yes; Mr. Glenn – yes; Mr. Williams – yes; Ms. Chappelle – yes; and Mr. Kesner – yes.

Upon re-convening in open meeting, Mr. Kesner stated that the matters discussed in the closed meeting were limited only to those specified in the motion for closure.

Upon a motion by Mr. Glenn, seconded by Mr. Black, the board meeting adjourned at 5:20 p.m.

NEW MEXICO JUNIOR COLLEGE

Expenditure Report

June 2013

100% of Year Completed

Fund	2011-12			2012-13			
	Final Budget	Year-to-Date Expended or Encumbered	Percentage of Budget Expended	Budget	Current Expended or Encumbered	Expended or Encumbered	Percentage of Budget Expended
CURRENT UNRESTRICTED FUND							
Instruction and General:							
Instruction	9,063,310	8,995,686	99%	9,317,382	663,778	8,697,331	93%
Academic Support	2,295,951	2,155,329	94%	2,254,790	201,694	2,129,458	94%
Student Services	1,759,856	1,653,445	94%	1,781,086	144,626	1,683,573	95%
Institutional Support	3,153,960	3,085,429	98%	3,294,499	316,501	3,413,326	104%
Operation & Maintenance of Plant	3,327,562	3,295,854	99%	3,575,369	324,391	3,444,698	96%
Subtotal - Instruction & General	19,600,639	19,185,743	98%	20,223,126	1,650,990	19,368,386	96%
Student Activities	0	0	0%	0	0	0	0%
Research	0	0	0%	0	0	0	0%
Public Service	0	0	0%	0	0	0	0%
Internal Service Departments	118,734	93,969	79%	145,914	(383)	124,238	85%
Student Aid	716,579	747,334	104%	758,551	41,610	804,593	106%
Auxiliary Enterprises	2,291,914	2,526,244	110%	1,900,967	98,227	2,024,918	107%
Athletics	1,150,029	1,240,978	108%	1,192,082	69,633	1,176,996	99%
Total Current Unrestricted Fund	23,877,895	23,794,268	100%	24,220,640	1,860,077	23,499,131	97%
CURRENT RESTRICTED FUND							
Grants	1,250,226	1,079,020	86%	1,280,443	102,197	982,984	77%
Student Aid	5,033,468	5,077,281	101%	5,033,468	21,539	3,978,141	79%
Total Current Restricted Fund	6,283,694	6,156,301	98%	6,313,911	123,736	4,961,125	79%
PLANT FUNDS							
Capital Outlay / Bldg. Renewal & Repl.							
Projects from Institutional Funds	12,312,410	6,714,831	55%	4,540,676		4,448,863	98%
Projects from State GOB Funds	351,166	126,451	36%	0	0	57,800	
Projects from State STB Funds	1,840,824	1,840,824	100%	613,341	17,500	52,152	
Projects from General Fund	24,956	12,269	49%	15,250	2,115	31,897	
Projects from Private Funds	535,093	521,799	98%		0	27,224	
Projects from State ER&R	441,780	259,604	59%	212,852	3,300	229,143	108%
Projects from State BR&R	1,584,709	601,390	38%	891,122	0	841,533	94%
Subtotal - Capital and BR&R	17,090,938	10,077,168	59%	6,273,241	22,915	5,688,612	91%
Debt Service							
Revenue Bonds	0	0	0%	0	0	0	0%
Total Plant Funds	17,090,938	10,077,168	59%	6,273,241	22,915	5,688,612	91%
GRAND TOTAL EXPENDITURES	47,252,527	40,027,737	85%	36,807,792	2,006,728	34,148,868	93%

NEW MEXICO JUNIOR COLLEGE

Revenue Report

June 2013

100% of Year Completed

Fund	2011-12			2012-13			
	Final Budget	Year-to-date Revenue	Percentage of Budget Received	Budget	Current Revenue	Year-to-date Revenue	Percentage of Budget Received
CURRENT UNRESTRICTED FUND							
Instruction and General:							
Tuition and Fees	3,589,200	3,975,474	111%	3,507,607	25,858	3,838,493	109%
State Appropriations	5,505,200	5,603,846	102%	5,888,800	490,730	5,989,296	102%
Advalorem Taxes - Oil and Gas	5,900,000	10,578,485	179%	10,341,431	787,582	9,853,187	95%
Advalorem Taxes - Property	4,905,732	5,205,280	106%	5,255,000	1,889,718	5,956,931	113%
Interest Income	20,000	1,028	5%	5,000	246	2,255	45%
Other Revenues	329,471	370,862	113%	292,526	143,655	430,390	147%
Subtotal - Instruction & General	20,249,603	25,734,975	127%	25,290,364	3,337,789	26,070,552	103%
Student Activities	0	0	0%	0	0	0	0%
Public Service	0	0	0%	0	0	0	0%
Internal Service Departments	24,000	36,078	150%	14,286	2,917	34,543	242%
Auxiliary Enterprises	2,184,000	2,590,464	119%	2,352,933	68,745	2,339,136	99%
Athletics	326,200	324,084	99%	327,961	27,183	327,961	100%
Total Current Unrestricted	22,783,803	28,685,601	126%	27,985,544	3,436,634	28,772,192	103%
CURRENT RESTRICTED FUND							
Grants	1,250,226	1,067,556	85%	1,290,682	118,899	1,099,718	85%
Student Aid	5,033,468	5,019,993	100%	5,033,468	35,248	3,854,932	77%
Total Current Restricted	6,283,694	6,087,549	97%	6,324,150	154,147	4,954,650	78%
PLANT FUNDS							
Capital Outlay / Bldg. Renewal & Repl.							
Projects from State GOB Funds	0	0	0%	0	0	0	0%
Projects from State STB Funds	1,840,824	1,806,172	98%	34,652	0	34,652	100%
Projects from General Fund	312,972	0	0%	60,000		0	0%
Projects from Private Funds	416,000	454,626	109%	0		3,750	
Interest Income (LGIP)	37,000	26,410	71%	18,800	1,426	17,916	95%
Total Plant Funds	2,606,796	2,287,208	88%	113,452	1,426	56,318	50%
GRAND TOTAL REVENUES	31,674,293	37,060,358	117%	34,423,146	3,592,207	33,783,160	98%

NEW MEXICO JUNIOR COLLEGE

Oil and Gas Revenue Report

June 2013

100% of Year Completed

		OIL		GAS		COMBINED		
Sales	Month of Distribution	Price per BBL	Lea County BBLs sold	Price per MCF	Lea County MCF sold	Monthly Revenue	2012-13 Original Budget	Variance Over (Under) Budget
Actual	July	\$82.33	3,014,635	\$4.80	16,457,653	610,622	383,333	227,289
Actual	August	\$72.11	3,009,890	\$4.15	14,122,684	701,128	383,333	317,795
Actual	September	\$79.10	2,978,466	\$4.57	14,863,087	749,810	383,333	366,477
Actual	October	\$89.22	2,935,208	\$5.01	14,032,011	698,437	383,333	315,104
Actual	November	\$78.04	3,149,706	\$5.26	13,070,472	785,691	383,333	402,358
Actual	December	\$76.07	3,057,110	\$4.99	13,274,522	701,189	383,333	317,856
Actual	January	\$77.19	3,390,624	\$4.93	13,632,849	724,057	383,333	340,724
Actual	February	\$80.85	2,926,169	\$4.95	12,130,501	759,440	383,333	376,107
Actual	March	\$84.76	3,303,835	\$5.50	13,345,343	681,874	383,333	298,541
Actual	April					787,582	383,333	404,249
Accrual	May					383,333	383,333	0
Accrual	June					383,333	383,333	0
Y.T.D. Production Tax Revenue						7,966,496	4,599,996	3,366,500
Y.T.D. Equipment Tax Revenue						1,886,691	1,500,000	386,691
Total Year-to-Date Oil & Gas and Equipment Tax Revenue						9,853,187	6,099,996	3,753,191

Source: New Mexico Taxation and Revenue Department

NEW MEXICO JUNIOR COLLEGE

Schedule of Investments

June 2013

100% of Year Completed

Financial Institution	Amount Invested	Account Number	Interest Rate	Interest Earned
State of New Mexico Local Government Investment Pool	9,589,592	7102-1348	0.110%	1,426
Plus deposits	0			
Less withdrawals	0			
Total LGIP investments	<u>9,589,592</u>			<u>1,426</u>

Capital Projects	6/30/2013
Vehicles	313,260.91
Technology Upgrade	228,919.40
JASI	66,039.44
WHM South Gallery	335,002.30
Baseball Field	27,382.79
Rodeo Arena	52,591.68
Original Entrance Landscaping	98,089.87
Student Housing Construction	336,636.00
Luminis Software	11,568.00
Campus Signage	28,854.85
Roof Replacement	27,382.26
Dorm/Apartment Refurbish	5,520.70
Campus Construction	106,929.91
Oil & Gas Training Ctr	2,055.00
Maintenance Equipment	3,452.01
Public Sector	1,826.53
Campus Security	58,642.28
Track/Arena Area Enhancement	65,006.86
Lumens Software-Distance Learn	5,000.00
Copier Replacement	150,585.00
Non-Recurring Compensation	552,169.10
Student Life Programming	17,440.00
Warehouse/Cont Ed Remodel	1,640.92
Succession Plan	108,152.25
Energy Technology Equipment	566,445.00
WHM Exhibits	142,240.93
Remodel McLean	133,567.57
Senior Warm Water Wellness Ctr	1,500,000.00
Paradigms Users Fees	17,145.00
Track Upgrades	3,192,443.02
Driving Range Upgrades	200,000.00
Lockheed Martin Nuclear Training	600,000.00
Cosmetology Remodel	400,000.00
Equine Program	276,417.51
Entertainment Technology	300,214.97
Cafeteria Upgrade	200,000.00
New Horizons Resources	252,500.00
Channel 19 Upgrade	25,000.00
FERPA & Title IX	27,000.00
Professional Development HS	25,000.00
Infrastructure Upgrade	1,500,000.00
Workforce Training Contingency	7,672.00
Total	11,969,794.06

NOTE: Capital projects total does not include encumbered funds

NEW MEXICO JUNIOR COLLEGE

Vice President for Finance

5317 Lovington Highway
Hobbs, NM 88240
Phone: (575)492-2770
Fax: (575)492-2768

To: NMJC Board members
From: Dan Hardin
RE: HED Capital Projects
Date: July 12, 2013

Board Members,

Each August, the Higher Education Department calls for colleges and universities to present capital projects. These projects will be ranked and placed on a recommendation list for the upcoming legislative session. This year New Mexico Junior College is presenting two projects, Multi Generation Aquatic Center and the Allied Health Building. Additionally, the College will be presenting the NMJC five year capital plan.

Today, we are asking for your approval of the two capital projects and the five year capital plan for New Mexico Junior College.

Thank you for your support.

Respectfully,

Dan Hardin

NEW MEXICO HIGHER EDUCATION DEPARTMENT

SUSANA MARTINEZ
NEW MEXICO GOVERNOR



JOSÉ Z. GARCIA
CABINET SECRETARY

2013 YEARLY CAPITAL PROJECT HEARINGS

August 5th thru 16th 2013

Project Evaluation Form

Deadline to submit this form to NMHED is July 12, 2013

Institution: New Mexico Junior College

Project Title: Multi Generation Aquatic Center

Project Description: Planning, Design, Engineering, Equipment, and Construction of a multi-purpose aquatic center.

Project Cost:

List the amount that will be requested for funding.

\$5,000,000.00

Priority:

Please list the priority of this project among those projects that will be presented by your institution to the Committee.

Number One

Performance Metric:

Projects performance as it relates to an Institutions: increase in overall degree production and graduation rates; STEM-H, Science, Technology, Engineering, Mathematics and Health; and / or reduction and improvement of achievement gap for at risk students.

The Multi Generation Aquatic Center is a collaborative project with Lea County, the City of Hobbs, a local foundation, the Hobbs Municipal School District, and New Mexico Junior College, and represents an incredibly synergistic approach of utilizing tax payer funding to build and operate facilities. With the Multi Generation Aquatic Center collaboration, there is no duplication of capital or operational funding, and there is

absolutely no Instruction and General Space operation and maintenance cost to the State of New Mexico. New Mexico Junior College (NMJC) will be allowed to utilize the space for instructional purposes and retain access to the Multi Generation Aquatic Center at all times. All instruction in this space is related to health, wellness and fitness.

Lea County is one of the fastest growing areas in the State of New Mexico, and represents a huge economic opportunity for the State of New Mexico. For Lea County to continue to attract and retain Science, Technology, Engineering, Mathematics and health (STEM H) professionals to the Lea County communities and to substantially improve the opportunities to provide instruction in the aforementioned areas, we must have access to teaching facilities that promote and sustain "Quality of Life". The Multi Generation Aquatic Center is at the epicenter of the development of this opportunity, and will play a substantial role in the retention and graduation rates of students. The mere fact that the facility will be located at the front of the campus and adjacent to Lovington Highway (highly traveled by oil and gas industry) will attract people to the NMJC campus, as well as provide important opportunities for student engagement.

Space Utilization:

Please review your Instructional and General Square Feet per Full Time Enrollment. Compare the metric to that of other institutions of a similar type from previous year (Research Universities, Comprehensive Universities, Branch Community Colleges, Independent Community Colleges and Special Schools). Research Universities may request limited research space.

If there are large differences, explain why your institution is different.

Using the information provided by the HED, New Mexico Junior College has 427,643 square feet of I&G space. Comparing the I&G square footage to the I&G FTE minus the Web FTE, the square footage is 313. New Mexico Junior College will not be adding I&G square footage to the NMJC Space utilization document, or adding square footage that will increase the State funding for I&G space or for utilities. The public collaborating partners will own the yearly operational and maintenance expense.

Full-Time Student Enrollment Trends:

Please review your institution’s Full-Time Enrollment trends from previous year. What is the enrollment in the program that the building will support? Has there been growth in overall and program enrollment? Or has there been a decline? Describe how the project is expected to impact FTE trends.

NMJC enrollment is significantly affected by the up and down cycles of the “boom or bust” oil and gas economy and tracks in tandem with the local unemployment rate. Past history indicates that when the local unemployment rate drops below 5%, the NMJC enrollment decreases. If the unemployment rate moves over 5%, the NMJC enrollment increases. As one can see by the data below, when unemployment drops below 5% the rate of NMJC student decline is extremely steep and when the unemployment rate moves above the 5% threshold the rate at which students return to the NMJC campus is very slow.

<i>Year:</i>	<i>Fall FTE:</i>	<i>Prior year Unemployment (Lea Co.)</i>	<i>NM State Unemployment</i>
<i>2012</i>	<i>1,627</i>	<i>5.2%</i>	<i>7.4%</i>
<i>2011</i>	<i>1,966</i>	<i>7.3%</i>	<i>7.9%</i>
<i>2010</i>	<i>1,810</i>	<i>7.1%</i>	<i>6.8%</i>
<i>2009</i>	<i>1,771</i>	<i>2.9%</i>	<i>4.5%</i>
<i>2008</i>	<i>1,601</i>	<i>2.3%</i>	<i>3.5%</i>

Over time the Multi Generation Aquatic Center will positively impact the overall growth of all major programs currently offered at NMJC. Specific growth in FTE in this facility will be limited because courses taught in this facility are related to health, wellness and fitness and most of the courses will be taken as audit courses. Audit classes in health, wellness, and fitness (Physical Education) are not funded under the current Higher Education Funding Formula.

Timeline for project completion:

What is the anticipated duration of the project, from start to finish? Assuming your institution gets 100% of this request; will the funding support a phased or the full project?

This project will begin construction in late Spring of 2015 and will be completed by the end of July of 2016.

Funding from other sources:

Detail other sources that will be utilized for project completion.

This project will be built in conjunction with Lea County, the City of Hobbs, the Hobbs Municipal School District, New Mexico Junior College, and private funding sources. These entities will participate in the capital cost of the facilities.

7 year history of capital project funding:

Please use excel format from previous year.

Green Screen for Buildings:

Define how the project will achieve the requirements listed in the State of New Mexico Executive Order 2006-001. If appropriate, add the LEED checklist and energy model (see email attached data spreadsheet).

NMJC will follow the requirements set out in Executive Order 2006-001, LEED, and Target Finder, using energy efficient lighting, water saving fixtures, more insulation, and the recommended roofing solution.

Safety:

Define how the project will incorporate building security applications into the facilities (lighting, parking proximity, basic security devices, electronic access devices, etc.).

The facility will be incorporated into the NMJC security camera system and will be monitored by NMJC security personnel. Since the facility is a collaborative facility with Lea County and the City of Hobbs, the Lea County Sheriff's Department and Hobbs Police Department will also monitor the facility, as well as connect the facility to their shared infrastructure. The facility will be located in a lighted parking area, and in close proximity to a lighted jogging trail and lighted street. All safety measures will be installed to protect the public, students, and the facility. Adequate parking is already in place where the proposed aquatic center will be constructed.

Programmatic use of building:

Define the purpose of the project and how it will affect enrollment and/or degree production, especially for high need areas in the state or your area of service. How does the project relate to the five-year plan for your institution?

This building will be used by New Mexico Junior College for instruction of various aquatic, warm water, and health education classes. Over time the Multi Generation Aquatic Center will contribute to the overall growth of all major programs currently offered at NMJC. Specific growth in FTE in this facility will be limited. Courses taught in this facility are related to health, wellness and fitness and most of the courses will be taken as an audit course. Audit classes in health, wellness, and fitness (Physical Education) are not funded under the current Higher Education Funding Formula.

The facility will be open to the public for all types of recreational and aquatic activities. This project has been on the New Mexico Junior College's Master Plan to replace the Del Norte facility with an on campus aquatic center. Upon completion of this facility, the College will sell the Del Norte facility reducing the College's square footage by the 15,416 GSF.

Language for appropriation planning, design, engineering, equipment, and construction of a multi-purpose aquatic center.

Please input the language that would be included in the legislative bill if this project were to be recommended for funding. (Example: to plan, design, construct, equip or renovate Building x)

****Note:

- Committee members will be given a copy of your institution's five-year plan submitted to NMHED previously.
- NMHED will provide binders for Capital Projects Committee members that will include for each institution this form, a matrix with space utilization numbers, full-time enrollment trends, and five-year plans. If your institution would like for the Committee to review additional information, please bring ten (10) copies and plan to distribute them at the hearing. NMHED will not copy and distribute additional/other presentation documents for institutions. 6/7/13HM

NEW MEXICO HIGHER EDUCATION DEPARTMENT

SUSANA MARTINEZ
NEW MEXICO GOVERNOR



JOSÉ Z. GARCIA
CABINET SECRETARY

2013 YEARLY CAPITAL PROJECT HEARINGS

August 5th thru 16th 2013

Project Evaluation Form

Deadline to submit this form to NMHED is July 12, 2013

Institution: *New Mexico Junior College*

Project Title: *Allied Health Building*

Project Description: *Planning, design, engineering, equipment and construction of an Allied Health building on the campus of New Mexico Junior College.*

Project Cost:

List the amount that will be requested for funding.

\$5,000,000

Please list the priority of this project among those projects that will be presented by your institution to the Committee.

Number two

Performance Metric:

Projects performance as it relates to an Institutions: increase in overall degree production and graduation rates; STEM-H, Science, Technology, Engineering, Mathematics and Health; and / or reduction and improvement of achievement gap for at risk students.

The construction of the Allied Health Building allows New Mexico Junior College to expand and grow the Allied Health programs which significantly increase the opportunities for attracting and retaining students in STEM-H and Science, as well as significantly enables NMJC to better serve at risk students who are seeking Allied Health Degrees.

Space Utilization:

Please review your Instructional and General Square Feet per Full Time Enrollment. Compare the metric to that of other institutions of a similar type from previous year (Research Universities, Comprehensive Universities, Branch Community Colleges, Independent Community Colleges and Special Schools). Research Universities may request limited research space.

If there are large differences, explain why your institution is different.

Using the information provided by the HED, New Mexico Junior College has 427,643 square feet of I&G space. Comparing the I&G square footage to the I&G FTE minus the Web FTE, the square footage is 313.

Full-Time Student Enrollment Trends:

Please review your institution's Full-Time Enrollment trends from previous year. What is the enrollment in the program that the building will support? Has there been growth in overall and program enrollment? Or has there been a decline? Describe how the project is expected to impact FTE trends.

NMJC enrollment is significantly affected by the up and down cycles of the "boom or bust" oil and gas economy and tracks in tandem with the local unemployment rate. History indicates that when the local unemployment rate drops below 5%, the NMJC enrollment decreases. If the unemployment rate rises above 5%, NMJC enrollment increases. As one can see by the data below, when unemployment drops below 5% the rate of NMJC student decline is extremely steep and when the unemployment rate moves above the 5% threshold the rate at which students return to the NMJC campus is very slow.

Year:	Fall FTE:	Prior year Unemployment (Lea Co.)	NM State Unemployment
2012	1,627	5.2%	7.4%
2011	1,966	7.3%	7.9%
2010	1,810	7.1%	6.8%
2009	1,771	2.9%	4.5%
2008	1,601	2.3%	3.5%

Below you will find the enrollment trends for the Allied Health Program at NMJC. Enrollments in this area are somewhat sensitive to the economy but the real issue for NMJC is that we are unable to meet regional demand for licensed nurses and other allied health professions. Our program is bound by lack of available facilities. We can add necessary faculty capacity but do not have the requisite training labs and suitable classrooms to serve larger cohorts of students. We do have qualified students on the waiting list but are unable to accommodate them at this time.

Allied Health Enrollment	First Semester Students	Total Enrollment
Fall 2013	29	58
Fall 2012	40	62
Fall 2011	32	58
Fall 2010	34	47
Fall 2009	20	44

According to Economic Modeling Specials, Intl., demand for trained nurses in our region is expected to grow by 26% over the next eight years and demand for associated health

care professionals is expected to grow by 14% over the next eight years. NMJC is currently unable to expand the current nursing program and add key allied health programs given the physical limitations of our training facilities.

Timeline for project completion:

What is the anticipated duration of the project, from start to finish? Assuming your institution gets 100% of this request; will the funding support a phased or the full project?

Planning and design will begin in the spring of 2014 and the project will be finished by the fall of 2016.

Funding from other sources:

Detail other sources that will be utilized for project completion.

New Mexico Junior College will allocate \$1,250,000 from the local Mil levy toward this project.

7 year history of capital project funding:

Please use excel format from previous year.

Green Screen for Buildings:

Define how the project will achieve the requirements listed in the State of New Mexico Executive Order 2006-001. If appropriate, add the LEED checklist and energy model (see email attached data spreadsheet).

NMJC will follow the requirements set out in Executive Order 2006-001, LEED, and Target Finder, using energy efficient lighting, water saving fixtures, more insulation, and the recommended roofing solution.

Safety:

Define how the project will incorporate building security applications into the facilities (lighting, parking proximity, basic security devices, electronic access devices, etc.).

The facility will be incorporated into the NMJC security camera system and will be monitored by NMJC security personnel. Since the facility will be located on a lighted parking area which is in close proximity to lighted parking area of Lea Regional Medical Center, security and safety for students will be significantly enhanced. Lea Regional

Medical Center is adjacent to the NMJC campus and is the location where NMJC nursing students and faculty can go for their required clinical practice. To facilitate mass distribution of emergency messages, a system of speakers will be placed inside and outside of the facility. All safety measures will be installed to protect the public, students, and the facility. Adequate parking will be built into the site location and final plan.

Programmatic use of building:

Define the purpose of the project and how it will affect enrollment and/or degree production, especially for high need areas in the state or your area of service. How does the project relate to the five-year plan for your institution?

The construction of the Allied Health Building allows New Mexico Junior College to expand and grow the Allied Health programs. The current facility is space limited, antiquated and limits the number of successful students in the Allied Health area. The Allied Health facility is a priority for New Mexico Junior College as can be seen on page 66 of the NMJC Facilities Master Plan which was approved by the NMJC Board in December 2005.

Language for appropriation: Planning, design, engineering, equipment, and construction of an Allied Health building.

Please input the language that would be included in the legislative bill if this project were to be recommended for funding. (Example: to plan, design, construct, equip or renovate Building x)

****Note:

- Committee members will be given a copy of your institution's five-year plan submitted to NMHED previously.
- NMHED will provide binders for Capital Projects Committee members that will include for each institution this form, a matrix with space utilization numbers, full-time enrollment trends, and five-year plans. If your institution would like for the Committee to review additional information, please bring ten (10) copies and plan to distribute them at the hearing. NMHED will not copy and distribute additional/other presentation documents for institutions. 6/7/13HM

To: New Mexico Junior College Board
From: Steve McCleery
RE: Quality of Life Initiative
Date: July 5, 2013

When I presented the New Mexico Junior College Capital Projects request in the fall of 2011 to the New Mexico Higher Education Capital Projects Committee, the NMHED committee encouraged NMJC to solicit potential partners to enhance the opportunity for constructing and operating an aquatics center.

After the 2011 NMHED Capital Projects committee hearing and upon urging from the NMHED Capital Projects Committee, New Mexico Junior College fostered multiple joint meetings of multiple representatives. As a result of multiple meetings, the City of Hobbs, Lea County, New Mexico Junior College, Hobbs Public Schools, University of the Southwest, and the J.F Maddox Foundation are partnering to explore options to enhance the quality of life recreational and convention facilities in Lea County. The aforementioned entities employed a highly qualified and experienced consulting group to determine/verify the need for these potential quality of life recreational and convention facilities. The consultants verified our initial analysis of the need and defined the scope of services that the facilities should address.

As a result of the consultant's recommendation and through a Joint Powers Agreement (JPA) or a Memorandum of Understanding (MOU), New Mexico Junior College, the City of Hobbs, Lea County, the Hobbs Municipal School District, with potential grant support from the J.F Maddox Foundation and participation of the University of the Southwest are pursuing two facilities: a large venue Equine Event Center and a Multi Generation Recreational and Civic Center. These public entities and the J.F Maddox Foundation are exploring the potential of raising sufficient capital contributions, through their own contributions and with the possible assistance of other entities, to develop both facilities. The participating public entities will own and operate both facilities.

Both of these facilities will be constructed on or near the campus of New Mexico Junior College. The large venue Equine Event Center will be built directly across from the Zia Park Casino and Race Track and will significantly enhance the new NMJC Equine Program. The Multi-Generation Recreation and Civic Center will include a competitive swimming pool, **warm water therapy pool**, waterpark, as well as other indoor recreational areas. The Multi-Generation Recreation and Civic Center will provide additional recreational opportunities for NMJC students. The Equine Event Center and the Multi-Generation Recreation and Civic Center are designed and intended to provide recreational opportunities for our residents and attract people from around the nation to Lea County, the City of Hobbs, and the New Mexico Junior College campus.

Through a JPA and MOU, the Equine Event Center and Multi-Generation Recreational and Civic Center will be connected to the NMJC Central Heating, and Cooling Plant and New Mexico Junior College and University of the Southwest work study students will be utilized for staffing both facilities which will substantially reduce ongoing operational expenses. The operational cost will be the responsibility of the participating public entities.

These facilities will definitely have a positive impact on the quality of life offerings for the residents of southeastern New Mexico and West Texas and will make Lea County a place where people will want to live and raise a family.

Attached you will find the consultant's Master Plan for the recreational offerings, as well as the consultant's plan for the large venue Equine Event Center. We trust you will find both facilities appealing. I am recommending the New Mexico Junior Board approve \$8,000,000 capital investment, over a 6-8 year period, to assist and partner with Lea County, the City of Hobbs, the J.F Maddox Foundation, the Hobbs Municipal School District, and the University of the Southwest in bringing the Equine Event Center and Multi-Generation and Civic Center to Lea County. I recommend applying \$3,000,000 toward the Equine Event Center and \$5,000,000 toward the Multi-Generation and Civic Center facility. I also recommend that your motion include the following: "The New Mexico Junior College commitment to the Equine Event Center and a Multi Generation Recreational and Civic Center is contingent upon mutual support from other participating entities".

In order to facilitate the interest of the College, I suggest you officially appoint Guy Kesner, Ron Black, and Steve McCleery to the "Quality of Life Committee".

Thank you for your consideration.



LEA COUNTY RECREATIONAL MASTER PLAN | APRIL 26, 2013

FINAL REPORT

By Dekker/Perich/Sabatini + Market & Feasibility Advisors



ACKNOWLEDGMENTS

This report is the result of contributions from the Lea County Quality of Life Committee – a partnership of community members and leaders representing towns, organizations, and institutions in Lea County.

Ron Black, Commissioner - Lea County and Board Member - New Mexico Junior College

John Boyd, City Commissioner - City of Hobbs

Sam Cobb, Mayor - City of Hobbs

Dr. Gary Dill, President - University of the Southwest

Gregg Fulfer, Commission Chairman - Lea County

Mike Gallagher, County Manager - Lea County

Guy Kesner, Board Chairman - New Mexico Junior College

Jim Maddox, J.F. Maddox Foundation

Dr. Steve McCleery, President - New Mexico Junior College

JJ Murphy, City Manager - City of Hobbs

TJ Parks, Superintendent of Schools - Hobbs Municipal Schools

Bob Reid, Executive Director - J.F. Maddox Foundation

Jonathan Sena, City Commissioner - City of Hobbs

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SUMMARY

The Lea County Recreation Master Plan is a quality of life and economic development initiative. Led by an unprecedented coalition of Lea County organizations, institutions and local governments, this effort is more than a recreation planning effort. If implemented with vision and a spirit of collaboration and community, these projects can expand the identity of Lea County from an economic force to a business friendly and desirable community where people want to work, raise a family, and live a western lifestyle.

Single-handedly or in combination, these projects can be a catalyst for significant, positive change.

The Lea County Quality of Life Committee (Committee) was formed to improve both quality of life and economic development opportunities in Lea County. Under the collaborative leadership of Gregg Fulfer (Chairman of the Lea County Commission), Sam Cobb (Mayor of the City of Hobbs), and Guy Kesner (Board Chairman, New Mexico Junior College (NMJC)), an unprecedented coalition of organizations, institutions and local governments came together to explore a vision for Lea County that included improved recreation opportunities that would be attractive to prospective businesses and their employees. The Committee's spirit of vision and cooperation has created an unusual opportunity for development of projects of significant scale, for sharing expertise and spreading capital and operating costs in an equitable and efficient fashion.

SCOPE

Recreation planning consultants Dekker/Perich/Sabatini (DPS) and Market and Feasibility Advisers (MFA) were selected by the Committee to help identify and prioritize quality of life projects for the County, prepare a preliminary analysis of feasibility, provide further definition of the facilities and their locations, identify opportunities for physical and operational connections, and establish an order or priority of implementation. The initial list of projects for consideration included an indoor aquatic facility; indoor equine facility; warm water (therapeutic) facility; indoor sports facility; golf course renovation; event center re-purposing; and improved connections between facilities and Lea County communities.

FINDINGS

Research was prepared to assess recreation trends, recreation demand potential, existing conditions and current as well as potential level of service for recreation. Research was also completed on multi-generational facilities to learn more about financial and operational issues and lessons learned.

Some of the most important findings to come out of project research include the following:

- Trails/tracks, pools, and playing courts are the individual facilities that have the potential to draw the highest levels of participation in Lea County. Nationally, and potentially in Lea County too, fitness centers will also draw high levels of participation.
- In the absence of natural attractions and scenic beauty, Lea County needs to be out in front of current recreation

trends and build new facilities (and refresh existing facilities) that instill civic pride, and meet the current and future recreation needs of the community.

- Local walking and biking facilities will have a significant positive impact on participation in outdoor activities.
- In order to maximize recreation participation across the entire county, and build county-wide support for the projects, quality of life projects need to be located in the smaller communities of Tatum, Eunice and Jal as well as in the larger communities of Lovington and Hobbs. Connections in the form of transit, trails and bike routes need to be developed within and between towns to connect people to recreation opportunities.
- Lea County is a young county. Projects that address the recreation needs of children, teens, young adults in their 20's, and families will improve the quality of life for a large portion of the County's population. This approach will also address recreation needs for many of the employees moving to the area - young men and women in their 20's and 30's who are accustomed to more modern and varied recreation opportunities than are currently available in Lea County.
- Lea County households are large. Trails/tracks and pools are the individual recreation facilities that will draw the highest participation levels for households. Multi-recreational or multi-generational centers - facilities with multiple activities in one location, allow family members with different interests to recreate at the same time in one location.
- Lea County has an acute housing shortage that is limiting economic development opportunities. Hotel rooms have people living in them, resulting in limited room availability and high costs for visitors. Implementation of economic development projects that rely on hotel room availability needs to be strategically timed to coincide with improved housing availability.
- Lea County's strong economy and corresponding influx of businesses and business interests are placing additional stress on hotels. Limited hotel room availability is making it difficult for business people to evaluate prospects and establish new businesses in Lea County.
- The confluence of recreation/entertainment/hotel facilities on the north side of Hobbs near New Mexico Junior College (NMJC) provides synergy that could amplify visitation/participation for all facilities.

- NMJC has a central utility building with the capacity to efficiently heat/cool a new recreation facility.
- Several of the multi-generational facilities studied for this project have shown that with the exception of debt, all operations costs can be recaptured. Self sufficiency of the subject recreation centers varied from 70% to 118%.

RECOMMENDATIONS

Be Bold. Leverage the spirit of collaboration and cooperation represented by the unprecedented coalition of Lea County organizations, institutions and local governments that comprise the Quality of Life Committee. With a bold vision, shared expertise and resources, these projects can expand the identity of Lea County from an economic force to a business friendly and desirable community where people want to work, raise a family, and live a western lifestyle. Single-handedly or in combination, these projects can be a catalyst for significant, positive change.

The following are recommendations for Quality of Life projects- listed in order of phasing/implementation:

1. Lea County Multi-generational Center

Build a large (150,000 to 250,000 SF) facility that will include separate water/pool facilities (competition pool, warm water therapy pool, water park), gym, fitness center, multi-purpose community rooms, a track and indoor turf facility, and appropriate support features including a cafe/restaurant. The size of the facility will depend on the scale and scope of the components. Locate the facility along the Lovington Highway between NMJC and the Lea County Event Center. This location would make it possible to tap into NMJC’s central utility system and train/employ students to staff the facility. There are also synergies associated with the Event Center, including increased visitor/guest traffic, and the potential for both facilities jointly hosting basketball and volleyball tournaments. The location near the highway and the event center provides an opportunity for the County to make a bold statement about the community with the facility design. The location maximizes exposure of the facility to visitors and is on a community bus route that serves NMJC and the vicinity.

2. Multi-generational Parks

Build four outdoor park facilities that are specifically designed to encourage use by all ages. The parks will be comprised of a loop trail, playground, splash pad, skate zone, fitness

stations, shelters, picnic areas and a multi-purpose field. These facilities will be located in Tatum, Lovington, Eunice and Jal. The parks could be entirely new or be located in existing parks-retrofitted or refreshed with a new multi-generational program. Implementation of these facilities will illustrate a commitment to quality of life for all County residents and will have a significant positive impact on recreation opportunities in each community.

3. Lea County Event Center Opportunities to Expand Utilization

Commission a market study and follow up with appropriate renovation of the Event Center so that it can more effectively serve quality of life and economic development needs in the community. The Event Center is a major community asset that is under performing. The intent of this project is to create a renovation plan that is based on market conditions and opportunities. Additionally, by locating the multi-generational center next door, and driving more people to the area, additional visitation should occur. However, in order to maximize economic development opportunities, the housing shortage/hotel room occupancy issue needs to be addressed. For this reason, we recommend proceeding now with the market study, and concurrently supporting actions that will ease the housing shortage/hotel occupancy challenges.

4. Indoor Equestrian Facility

Follow through with recommendations from the recently completed market study so that Lea County can meet the needs of residents and take advantage of the potential for new local, regional and national events. The market study indicated that demand does exist for an indoor equestrian facility and that it should be located on NMJC property in proximity to the College, the Lea County Event Center, the Zia Park Casino and Race Track and the proposed Multi-generational Center. A new indoor equestrian facility would elevate Lea County’s position as a regional/national event circuit location. Additionally, the facility fulfills a “Western” image for new residents and is aligned with Lea County’s cultural identity. The economic impact from event visitation is potentially significant. However, as with the Event Center, in order to maximize economic development opportunities, we recommend that the housing shortage/hotel room occupancy issue be actively addressed.

5. Improved Connections

Prepare a plan for improved connections/crossings, multi-modal trails, on-street bike facilities, streetscape beautification, and transit. Lea County is rural and increasing connections within and between communities will enable sharing of resources. Additionally, walking and cycling have the highest participation levels of all outdoor recreation activities and these kinds of improvements improve community health and wellness. Finally, some of these facilities can also serve as community beautification projects - improving the appearance of communities and serving as a source of community pride. Recommendations for prioritization include addressing health/safety/welfare conditions first, leveraging existing investments, building new facilities in high use/high visibility locations, and investigating the value and feasibility of a county-wide transit system.

6. Golf Course Renovation

Prepare a renovation plan that broadens the participation base and increases participation. While the anticipated demand for golf in Lea County is not high, the golf course is still a great place for business entertainment. Renovation plans should address expansion of the practice facility, promotion/implementation of a First Tee program to introduce golf to youngsters, and development of a short course to make 9-hole play faster.

RESEARCH FINDINGS

TRENDS AND STATISTICS, EXISTING CONDITIONS, AND OTHER OBSERVATIONS

Research findings helped define and prioritize quality of life project recommendations. Project research focused on recreation trends, potential demand for recreation activities in Lea County, existing conditions that might impact decision-making related to the quality of life projects, and more refined research on multi-generational facilities.

Initial research and analysis related to County demographics, existing facilities, and recreation trends combined to form a picture of recreation potential, demand and needs in Lea County. Follow-up research on multi-generational/multi-recreational facilities and interviews with facility operators provided valuable information related to programming, lessons learned and financial considerations for these kinds of recreation facilities.

RECREATION TRENDS + STATISTICS

*The following are relevant **NATIONAL** recreation trends and statistics, with findings relevant to project recommendations.*

Highest Participation Levels

Trails/tracks, playing courts, fitness centers, and pools are the individual facilities that will draw the highest levels of participation.

- Exercise walking is the sport with the highest national participation level for the general population followed (in order) by swimming, bicycling, working out at a club, and running/jogging.
- For Hispanics (52% of the Lea County population), exercise walking also has the highest participation level, followed by swimming, running/jogging, working out at a club, and bicycling.
- For African Americans (4% of the Lea County population), exercise walking is followed by basketball, working out in a club, running/jogging, and bicycling
- Participation by girls/women (top three sports)
 - 7-11: *swimming, biking, basketball*
 - 12-17: *swimming, biking, running*
 - 18-24: *exercise walking, workout at club, running*
 - 25-34: *exercise walking, workout at club, running*
 - 35-44: *exercise walking, workout at club, swimming*
 - 45-54: *exercise walking, swimming, workout at club*
 - 55-64: *exercise walking, swimming, workout at club*
 - 65+: *exercise walking, workout at club, swimming*

- Participation by boys/men (top three sports)
 - 7-11: *swimming, basketball, biking*
 - 12-17: *basketball, swimming, biking*
 - 18-24: *basketball, running, workout at club*
 - 25-34: *exercise walking, running, workout at club*
 - 35-44: *exercise walking, swimming, workout at club*
 - 45-54: *exercise walking, workout at club, biking*
 - 55-64: *exercise walking, swimming, biking*
 - 65+: *exercise walking, swimming, workout at club*
- Competitive swimming has the highest percentage of ‘core’ participants who are 6-17 years-old; 70% of all swimmers are in the 6-17 year-old age group
- Working out in a club and jogging have the highest percentage of ‘core’ participants who are 25-35 years old.

Activities/facilities Increasing in Popularity

Families are recreating together; people are socializing in parks; adolescents and young adults are looking for adventure recreation; and people around the country are connecting with nature. In the absence of natural attractions and scenic beauty, Lea County needs to take the lead and build new facilities (and refresh existing facilities) that instill civic pride, and meet the current and future needs of the community.

- Increasing significantly: dog parks
- Increasing moderately: picnics/family/social gatherings, hiking/biking, organized team sports, other sports (biking, tennis, golf, Frisbee, etc), skate parks/extreme sports, environmental outdoor education, outdoor recreation in general, and outdoor recreation among youth

Proximity and Participation in Outdoor Activities

Local walking and biking facilities have a significant impact on participation in outdoor activities.

- Participation is 20% higher for people with walking routes near their homes
- Participation is 25% higher for people with biking routes near their homes.

The following are LOCAL statistics with findings relevant to project recommendations

Demand Potential

Trails/tracks, pools, and playing courts are the individual facilities that have the potential to draw the highest levels of participation in Lea County.

- Based on a model that considers local demographic characteristics and regional sports participation rates, demand potential in Lea County is projected to be consistently high for trails/tracks for exercise walking, bicycle riding and jogging; pools for swimming; and fitness centers for working out.

Population and Density

In order to maximize recreation participation across the entire county, quality of life projects need to be located in the smaller communities of Tatum, Eunice and Jal as well as in the larger communities of Lovington and Hobbs. Connections in the form of transit, trails and bike routes need to be developed within and between towns to connect people to recreation opportunities.

- The population density of Lea County is 14.7 persons per mile. The average population density for New Mexico is 17 persons per mile.
- Hobbs is the largest city in the county, centrally located, and the location of 70 percent of all jobs within Lea County.

Age

Lea County is a young county. Projects that address the recreation needs of children, teens, young adults in their 20's, and families will improve the quality of life for a large portion of the County's population. This approach will also address recreation needs for many of the employees moving to the area - young men and women in their 20's and 30's who are accustomed to more modern and varied recreation opportunities than are currently available in Lea County.

- 29.55% of Lea County's population is under 18. The New Mexico state average is 24.9%.
- Currently, the 12-17 and 18-25 year old age groups are underserved by recreation facilities and programming in Hobbs and county-wide.

Household Size and Income

Lea County households are large. Trails/tracks and pools are the individual recreation facilities that will draw the highest participation levels for households. Multi-recreational or multi-generational centers - facilities with multiple activities in one location, would allow family members with different interests to recreate at the same time in one location.

- Lea County averages 2.82 persons per household as compared to 2.61 persons per household statewide.
- Lea County household income averages \$43,900, which is approximately the same as the New Mexico average.
- Lea County per capita income averages \$19,640, which is approximately 17% lower than the New Mexico average.
- National participation levels for incomes within Lea County's level are highest for walking, jogging, biking and swimming.

ECONOMIC TRENDS + STATISTICS

Lea County has a diverse economy and low unemployment. However, a severe housing shortage and workforce shortages are creating challenges for economic development.

The following are local economic trends/statistics and accompanying findings relevant to project recommendations.

Housing Shortage

In the absence of traditional housing, hotel rooms are full of long term residents, and the prices are high - conditions that are a significant deterrent to being able to host conferences and events in the area. The shortage is extreme. Although new hotels are in the works, the County needs new housing so that new employees can become a part of the community, and hotels can begin to function as traditionally intended. Barriers to new housing need to be removed where possible and incentives for development need to be implemented before new construction or renovation work starts on hotel reliant facilities like the Event Center or a new equestrian facility.

- The number of housing units in Lea County grew by only 6.5% between the 2000 Census and Census 2010, with a net addition of just over 1,500 new housing units. During this same period, the County's population increased by 9,216 residents - a 16.6% increase.
- Market demand for housing is strong, but other factors have stifled development including lack of readily developable land served by existing infrastructure, the network of oil and gas lines throughout communities, and a thick layer of caliche close to the surface.
- One market hurdle not easily dismissed is potential land value. Landowners are not always willing to make land available for development - particularly if they own mineral rights that may be worth considerably more in the future.
- The average occupancy rate for hotels in the Hobbs area over the last 12 months is 73.3%.

Existing Conditions

The planning team created an inventory of recreation facilities and connections, and researched recreation opportunities within the County in order to understand the current and potential level of service available to County residents. Information listed below is particularly relevant to project recommendations.

- Small communities- Tatum, Eunice and Jal, all have community parks - most with traditional amenities that could use refreshing.
- Large communities - Lovington and Hobbs, have a wider variety of parks, recreation and athletics opportunities than the smaller communities.
- There is a confluence of recreation/entertainment/hotel facilities on the north side of Hobbs near New Mexico Junior College (NMJC). The Lea County Event Center, Zia Park Casino and Race Track, the new trail along the Lovington Highway, University of the Southwest, NMJC, the Western Heritage Museum, new hotels and restaurants are all located in this area.
- NMJC has a central utility building with the capacity to heat/cool a new recreation facility.
- The City of Hobbs and Hobbs Municipal Schools have an agreement that facilitates joint use of facilities.
- The only indoor competition pool in the area is at Hobbs High School. The pool design is outdated and operations are inefficient.
- The City of Hobbs is served by Hobbs Express - a regular service and on demand transportation provider.
- The City of Hobbs worked with a design consultant several years ago on the development of a multi-recreational facility called, at the time, the Aquatic Center. The project came to a halt over financial concerns.
- The City of Lovington is home to the Lea County Fairgrounds and Jake McClure Arena - site of local, regional and national rodeo and equestrian events.

Other Observations

Following initial research, several other types of facilities/activities were added to the project list. The primary reason for the additions was to address the 18-35 year old demographic - an underserved population and an important segment of the population for new businesses relocating to Lea County. New projects included multi-generational facility,

multi-generational parks, sports complex, school parks, splash pads, extreme sports park, dog parks, and family entertainment center (multi-use facility, with public or private ownership, with an arcade, miniature golf, go carts, party rooms, etc).

Multi-generational Facilities

The concept of a multi-generational facility that included many individual quality of life facilities within one complex was particularly appealing to the Quality of Life Committee, so further research on this type of facility was completed. Data was gathered from seven different facilities across North America, in California, Utah, Texas, North Dakota, Illinois, Virginia and Alberta Canada. The selections were made based on a combination of Best in Class, and being located in/near fast growing micropolitan communities. The following is a summary of particularly relevant information related to project recommendations.

Operating Considerations

- Success Factors: Typically measured by numbers of members/guests, but many factors cited.
- “Having something for everyone”, “a complete family experience”, and “an all-encompassing experience that meets the needs of the entire family”.
- “To make the community more livable and to address the transient population related to the oil industry.”
- “A focus of community pride.”
- Other cited success factors included modern fitness center with up to date fitness equipment (“biggest bang for the buck”), an award-winning building, and lots of windows - natural light and high visibility internally and from the outside.
- Popular Features: aquatic facilities are by far the most popular - including traditional pools, therapy pools and water park/play facilities. Other popular features mentioned by recreation center staff include:
 - *Family changing rooms*
 - *Splash park that serves area children and youth*
 - *Plenty of fitness equipment*
 - *Professional physical therapy*
 - *Separate cardio and strength exercise areas*
 - *“Sheer size and magnitude of the facility”*
 - *Features that serve the entire family*

Lessons Learned

- Right sizing all features is critical - including entry/access area, concessions, fitness center, locker room, etc. Frequent issues: parking is too small, aquatics is too big and fitness too small; multi-purpose room allocation is too small; storage space is too small
- Facility needs high visibility
- Design aesthetic needs to fit locale
- Feasibility study and strong pre-planning needed
- Flexibility and expansion capability needed
- Don’t underestimate operation and maintenance costs
- Look to sustainable design to reduce operational costs
- Place Guest Service high on the priority list
- Time the opening to allow the bugs to be worked out
- Build a strong brand identity
- Get advice from other operators
- Design so that staff can see and stay on top of operations.

Financial Considerations

- Construction: The size of the researched facilities ranged widely - from 25,000 to 450,000 square feet. Cost of construction per square foot was not uniformly available, but there was a definite economy of scale with the larger facilities that were built all at once.
- Operating Costs: Operating expenses among the group varied from \$51.11/SF to \$26.16/SF. Revenues varied from \$44.58/SF to \$26.16/SF.
- Goals: A common goal for recreation centers was to become as self-sufficient from parent entities as soon as possible. Several of the facilities have shown that with the exception of debt, all operations costs could be recaptured. Self sufficiency of the subject recreation centers varied from 70% to 118%.

DETAILED RECOMMENDATIONS

SELECTION PRINCIPLES, MAP OF RECOMMENDED QUALITY OF LIFE PROJECTS, DETAILS

The Lea County Recreation Master Plan is a Quality of Life Initiative. Led by an unprecedented coalition of Lea County organizations, institutions and local governments, this effort is more than a recreation planning effort. If implemented with vision and a spirit of collaboration and community, some of these projects could expand the identity of Lea County from an economic force to a desirable community for relocating a business, raising a family, and living a western lifestyle.

The detailed recommendations include information about each project and suggestions on how each project could maximize its positive impact on economic development and quality of life. Single-handedly or in combination, these projects can be a catalyst for significant, positive change.

PRINCIPALS FOR SELECTION

Principals for project selection were created as a means to make deliberate decisions grounded in the project objectives of quality of life and economic development. This approach created a visual structure (see below) for categorizing projects, and established a focus on creating a diverse and well distributed package of projects for the County.

- Economic Impact Goals in Lea County include:
 - 1) facilities that draw dollars to the County and
 - 2) facilities that draw businesses to the County.
- Diversity and Distribution Goals: serve the entire County in a fair and balanced way.

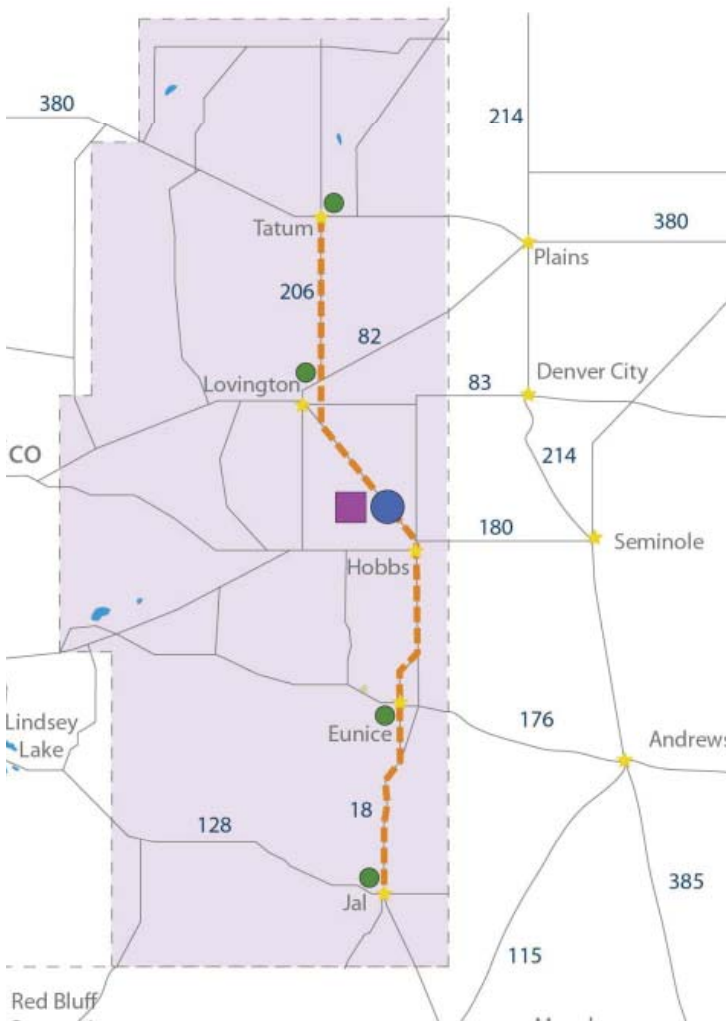
<p>Primarily Economic Development</p> <p>Event Center (Reposition/Renovation) Indoor Equestrian Facility Golf Course Renovation</p>	<p>both</p> <p>Multi-generational Recreation Facility (w/ pool, warm water facility, water play area, gym, track and indoor turf and courts)</p>	<p>Primarily Quality of Life</p> <p>Multi-generational Parks (w/ trail, fitness stations, playground, field, skate or climbing, shelter, tables and benches) Improved Connections (transit, crossings, multimodal trails, bike facilities, streetscape)</p>
<p>Large Towns</p> <p>Event Center Indoor Equestrian Facility Multi-generational Recreation Facility Golf Course Renovation</p>	<p>both</p> <p>Improved Connections</p>	<p>Small Towns</p> <p>Multi-generational Parks</p>
<p>High O&M Costs</p> <p>Event Center Indoor Equestrian Facility Multi-generational Recreation Facility Golf Course Renovation Improved Connections/Transit</p>	<p>mid</p> <p>Multi-generational Parks</p>	<p>Low O&M Costs</p> <p>Improved Connections/ Crossings, Trails, Bike Facilities, Streetscape...</p>

Be Bold

The vision for quality of life improvements in Lea County can be bigger and bolder when implementation is stewarded by an unprecedented coalition of Lea County organizations, institutions and local governments. By utilizing the resources and expertise of all parties, each project can be defined for highest performance and maximum positive impact on quality of life and economic development. We recommend thinking big and working collaboratively to make each project a huge, noteworthy success, and working collectively to put Lea County on the map as a place where everyone is committed to creating a great place to live and work.

RECOMMENDATIONS

The following projects are the recommendations for Quality of Life projects- listed in order of phasing/implementation. It should be noted that a market study was recently complete for the Indoor Equestrian Facility. General recommendations are included here. Specifics related to market position, size and location can be found in the complete study which is available from Lea County.



● **Lea County Multi-generational Recreation Center**

@ New Mexico Junior College

Includes separate water facilities (competition pool, warm water facility, water play area), courts, fitness center, community rooms, and track and indoor turf facility.

● **Multi-generational Parks** in Tatum, Lovington, Eunice and Jal

Includes separate water facilities (competition pool, warm water facility, water play area), courts, fitness center, community rooms, and track and indoor turf facility.

■ **Event Center Reposition/Renovation** @ existing location

1st) market analysis, 2nd) reposition and renovation

Indoor Equestrian Facility @ New Mexico Junior College

For specifics, see study prepared for Lea County

■ **Improved Connections (county-wide)**

Improved crossings, multi-modal trails, on-street bike facilities, streetscape beautification, transit.

Golf Course Renovation

Broaden participation base and levels of participation.



LEA COUNTY MULTI-GENERATIONAL RECREATION FACILITY

Components

Separate water facilities (competition pool, warm water facility, activity pool/water park), courts, fitness center, community rooms, and track and indoor turf facility/field house.

Why this Project?

- Combines several of the Quality of Life projects into one facility and facilitates multi-generational interaction.
- Investment in a large, impressive, best of class type of facility is a strong statement about the community's commitment to Quality of Life in Lea County.
- Supports the family recreation trend with multiple recreation and fitness opportunities in one location.
- Provides for an economy of scale in construction and staffing.

Location: Between New Mexico Junior College and the Lea County Events Center near the Lovington Highway

- Significant capital and operation savings opportunities from connecting to NMJC utility system.
- Significant staffing opportunities (in a challenging market) through proximity and potential training/education partnership with NMJC.
- High visibility near the Lovington Highway, event center, colleges, race track, hotels and restaurants increases potential economic development impact.
- Proximity to local transit route and trail makes it easier for county residents to get to the facility.
- Geographically central in County.
- Access to NMJC underground utilities will significantly reduce operating expenses. Addition of wireless and good food service may fill niche for underserved 18-25 year demographic.

Phasing

- First phase should be significant in scale to build momentum and make an impact on residents and visitors
- Requires warm water facility to be operational until new multi-generational facility opens
- Project could be expedited by revisiting program and proforma assumptions from the previous Rec Center design within the context of Best of Class case studies
- The recent expansion of the Convention Center financing act, which also applies to community recreation and event center facilities, may help to defray the cost of construction, expansion and/or operations.

Facility Details

- Estimating the cost of facility design and construction was not part of this study.
- Accuracy in size and cost estimates will be dependent on further design decisions related to project goals, programming, phasing, location and operations.
- We recommend initiation of a follow up study to further define the parameters of the facility design - taking into consideration the opportunities for shared use of facilities between this center, NMJC and the Lea County Event Center.
- The facility should be friendly and highly functional as well as attractive. The facility should be designed with amenities such as a central gathering space, food, drinks and wireless - all of which that encourage use and socialization.





MULTI-GENERATIONAL PLAYGROUNDS

Components

Trail loop(s), fitness stations for all abilities, play structures, splash pad, skate/climbing zone, shelter, tables, benches, and a multi-purpose field. May also include a dog park.

Location: Tatum, Lovington, Eunice and Jal

Why this Project?

- Facilitates multi-generational interaction and recreation in smaller towns.
- Can be a renovation project that refreshes existing facilities and serves a broader segment of the population. People are more likely to recreate/exercise when the facilities are near by.
- Easily customized to serve community needs and preferences, including targeting underserved populations like teens and seniors.
- Illustrates a commitment to the entire County - not just the larger cities of Hobbs and Lovington.

Phasing

We recommend that these parks be constructed concurrently with first large project, so that rural areas also get improvements and the County can promote health and wellness.

Facility Details

- Size and cost estimates will be dependent on project goals and site selection.
- Initiate a follow up study to further define the parameters of design and identify locations for each park.

EVENT CENTER OPPORTUNITY TO EXPAND UTILIZATION

Components

Prepare a market study to confirm community goals for the facility and to develop the best position for the facility in the market. Define renovation efforts to optimize facility operations related to desired market position.

Location: Existing location in Hobbs

Why this Project?

Maximize use of a significant existing community asset in a manner that will serve the community and contribute to economic development.

Phasing

Success is in part dependent on the development of new housing in the County which will free up hotel rooms for use by visitors. The recent expansion of the Convention Center financing act, which also applies to community recreation and event center facilities, may help to defray the cost of construction, expansion and/or operations. Begin market study immediately.

Competing Facilities

Preliminary research has created an inventory of information on event facilities in Lubbock, Amarillo, Midland, Odessa, San Angelo and Roswell .

Facility Details

- Renovation plans will be dependent on the recommendations of the market study.
- Renovations plans should also reflect mutually beneficial programming and other potential synergies between the multi-generational facility and the event center.





INDOOR EQUESTRIAN FACILITY

Components

Arena adaptable for various types of equine events, some boarding possible and potentially a hub for equestrian paths. Program definition to reflect outcome of Market Study, but at a meeting with the Equestrian Committee on December 5, 2012 a preliminary spectator capacity of 1,800 was discussed.

Location: To be determined following Market Study

Why this Project?

The preliminary market study research and data indicates that demand does exist for an indoor equestrian facility. A new indoor equestrian facility would elevate Lea County's position as a regional/national event circuit location. The economic impact from event visitation is potentially significant. Additionally, the facility fulfills a "Western" image for new residents and is aligned with Lea County's cultural identity.

Competing Facilities

Information on comparable and competitive facilities (primarily in Texas and New Mexico) is still being collected.

Phasing

Success is in part dependent on the development of new housing in the County which will free up hotel rooms for use by visitors. The recent expansion of the Convention Center financing act, which also applies to community recreation and event center facilities, may help to defray the cost of construction, expansion and/or operations.

IMPROVED CONNECTIONS

Components

Improved crossings, multi-modal trails, on-street bike facilities, streetscape beautification, transit.

Location: County-wide

Why this Project?

- Much of Lea County is rural. Increasing connections within communities and between communities facilitates better sharing of resources. Creating partnerships with school districts and pursuing rural transportation grants make transit connections feasible.
- Projects can serve streetscape beautification efforts for expanded Quality of Life and Economic Development impact. The new trail system along the Lovington Highway in Hobbs is a perfect example of this.
- Walking/cycling have the highest participation levels of recreation activities for all ages, and participation in outdoor activities is 20% higher for people living near a walking route and 25% higher for people living near a bike route. These kinds of improvements increase community health and wellness.



Prioritization

1. Address health/safety/welfare issues first: improve key crossings associated with neighborhoods, parks and schools; provide clear marking and/or buffering from vehicles on existing walks/paths/routes.
2. Leverage existing investments: expand/extend/complete existing facilities and add beautification/community promotion elements in high visibility corridors.
3. Build new facilities in prime locations: based on use potential, connections to community landmarks and assets, visibility and ease of implementation.
4. Investigate the value and feasibility of a county-wide transit system that connects communities and provides alternate transportation connections to Quality of Life projects.

Phasing

Implement incrementally.

Sample Facility Details -Paved Trail

Linear feet/miles: unknown

Budget/Cost for 12' wide paved trail (semi-rural area):
\$300,000 to \$500,000 per mile





GOLF COURSE RENOVATION

Components

Prepare renovation plan that broadens participation base and increases participation.

Location: Ocotillo Golf Course, Hobbs

Why this Project?

- Currently there is limited demographic appeal, but golf's decline in popularity appears to have leveled off. The golf course is still a great place for business entertainment.
- Optimize use of the existing facility by broadening the participation base and increasing participation
- Build/expand practice facility
- Promote/implement a First Tee program
- Consider course reconfiguration that would make nine-hole play faster

Phasing

Implement incrementally based on available funds.

APPENDIX

INVENTORY OF EXISTING PARKS

COMPARABLE COMMUNITIES / MICROPOLITAN COMMUNITIES

EQUESTRIAN FACILITIES DEMAND, TRENDS, ECONOMIC CONTEXT

CASE STUDIES FOR MULTI-GENERATIONAL FACILITIES

PRELIMINARY INFORMATION ON OTHER CONVENTION CENTERS IN THE REGION

EXISTING RECREATION PARKS: LEA COUNTY, NEW MEXICO

FACILITY	Community Parks			Natural Resource Area	Special Use School Parks				School Parks				
	City Park	City Park	Jal Lake Park	Municipal Park	Eunice Municipal Recreation Area	Eunice Water Park	Jal Country Club	Memorial Park	Burke Jr. High	Eunice High	Jal High	Jal Elementary	Tatum High
size	11 acres	2 acres	39 acres	16 acres	103 acres	12 acres	66 acres	4 acres	5 acres	38 acres	22 acres	14 acres	16 acres
indoor pool							x				x		
outdoor pool				x		x							
therapeutic(warm water) Pool													
equestrian facility								x					
indoor sports (bball, soccer, vball)											x		
golf courses with number of holes					9		9						
event center													
playground	x	x	x			x						x	
climbing rock													
archery													
picnic	x		x			x							
baseball field						1				1		2	
basketball courts												2	
softball field	1			2		1							
little league field													
football field										1	1		1
soccer field										1	1	2	1
sand volleyball court													
running track										x	x		x
multipurpose field	x	x	x	x								x	
skate park													
indoor gym (weights)										x			
cricket course													
water play/splash pad						x							
fishing			x										
lake			x										
tennis courts											3		
trails-paved		x	x	x	x	x							
race track													
trails- natural surface					x		x						
camping													
rv hookups			x										
outdoor education													

EXISTING RECREATION PARKS: HOBBS, NEW MEXICO

FACILITY	School Parks							
	Broadmor Elementary	Highland Jr High	Hobbs High	Houston Jr. High	Mills Elementary	Will Rogers Elementary	New Mexico Jr. College	University of the Southwest
size	5 acres	12 acres	68 acres	8 acres	7 acres	6 acres	76 acres	45 acres
indoor pool								
outdoor pool								
therapeutic(warm water) Pool								
equestrian facility							x	
indoor sports (bball, soccer, vball)							x	x
golf courses with number of holes							x	x
event center								
playground	x				x	x		
climbing rock								
archery								
picnic								
baseball field							1	x
basketball courts	x				x	x	4	
softball field								
little league field								
football field			1					
soccer field			4	1	x	3		x
sand volleyball court								
running track							x	x
multipurpose field	x	x			x	x		x
skate park								
indoor gym (weights)							x	x
cricket course								
water play/splash pad								
fishing								
lake								
tennis courts			x					x
trails-paved								
race track								
trails- natural surface								
camping								
rv hookups								
outdoor education								
history								

EXISTING RECREATION PARKS: LOVINGTON, NEW MEXICO

FACILITY	Community Parks			Specialty Parks	Sports Parks	School Parks					
	Chaparral Park	City Park	Lovington Aquatic Facility	Twin Lakes	Historical Marker	Jefferson Elementary	Lea Elementary	Llano Elementary	Lovington High	New Hope High	Yarbro Elementary
size	80 acres	8 acres		176 acres	14 acres	10 acres	10 acres	4 acres	68 acres	13 acres	36 acres
indoor pool											
outdoor pool											
therapeutic(warm water) Pool			x								
equestrian facility											
indoor sports (bball, soccer, vball)				x							
golf courses with number of holes				18							
event center											
playground	x					x	x	x			x
climbing rock											
archery											
picnic											
baseball field					1				1		
basketball courts	x										
softball field	x				2				2		
little league field											
football field											
soccer field						x				2	1
sand volleyball court	x										
running track											
multipurpose field		x			x	1	x	x	x	x	x
skate park											
indoor gym											
cricket course											
water play/splash pad			x								
fishing	x			x							
lake	x			x							
tennis courts	x									2	
trails-paved				x							
race track											
trails- natural surface	x										
camping											
rv hookups											
outdoor education											
history					x						

Hobbs, New Mexico

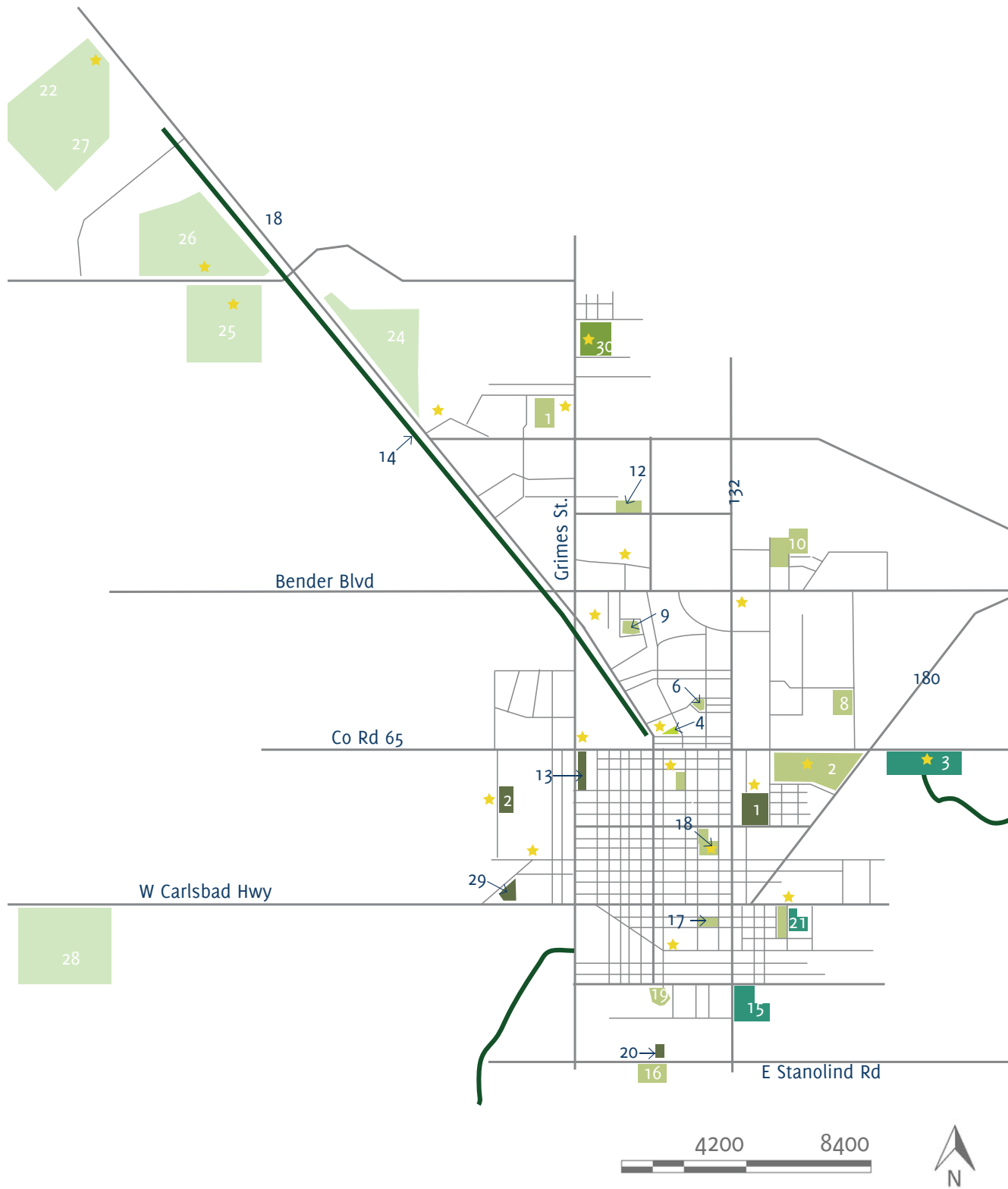


Recreation Park Types

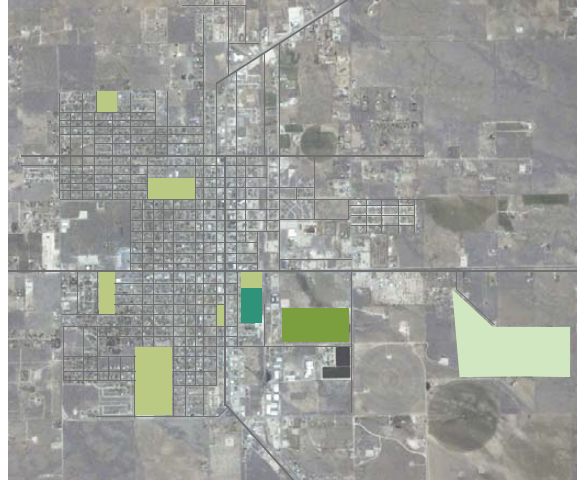
- Community Park
- Greenway
- Neighborhood Park
- Sports Complex
- School Park
- Pocket Park
- Specialty Park
- Bus Stops

Exiting Parks





- 1 City Park
- 2 Hobbs High School
- 3 Zia Plex
- 4 Green Acre Park
- 5 Houston Jr High
- 6 Broadmoor Elementary
- 7 Will Rogers Elementary
- 8 Taylor Elementary
- 9 Sanger Elementary
- 10 Highland Jr High
- 11 Stone Elementary
- 12 Mills Elementary
- 13 Humble Park
- 14 SR 18 Trail
- 15 Acre Sports Park
- 16 Heizer Jr. High
- 17 Edison Elementary
- 18 Houston Jr. High
- 19 Southern Heights Elementary
- 20 Heizer Park
- 21 Washington Park
- 22 Harry McAdams Park
- 23 Bensing Park
- 24 Twin Lakes
- 25 Zia Park Race Track
- 26 New Mexico Jr. College
- 27 Ocotillo Park Golf Course
- 28 Hobbs Country Club
- 29 Bender Park
- 30 Del Norte Pool



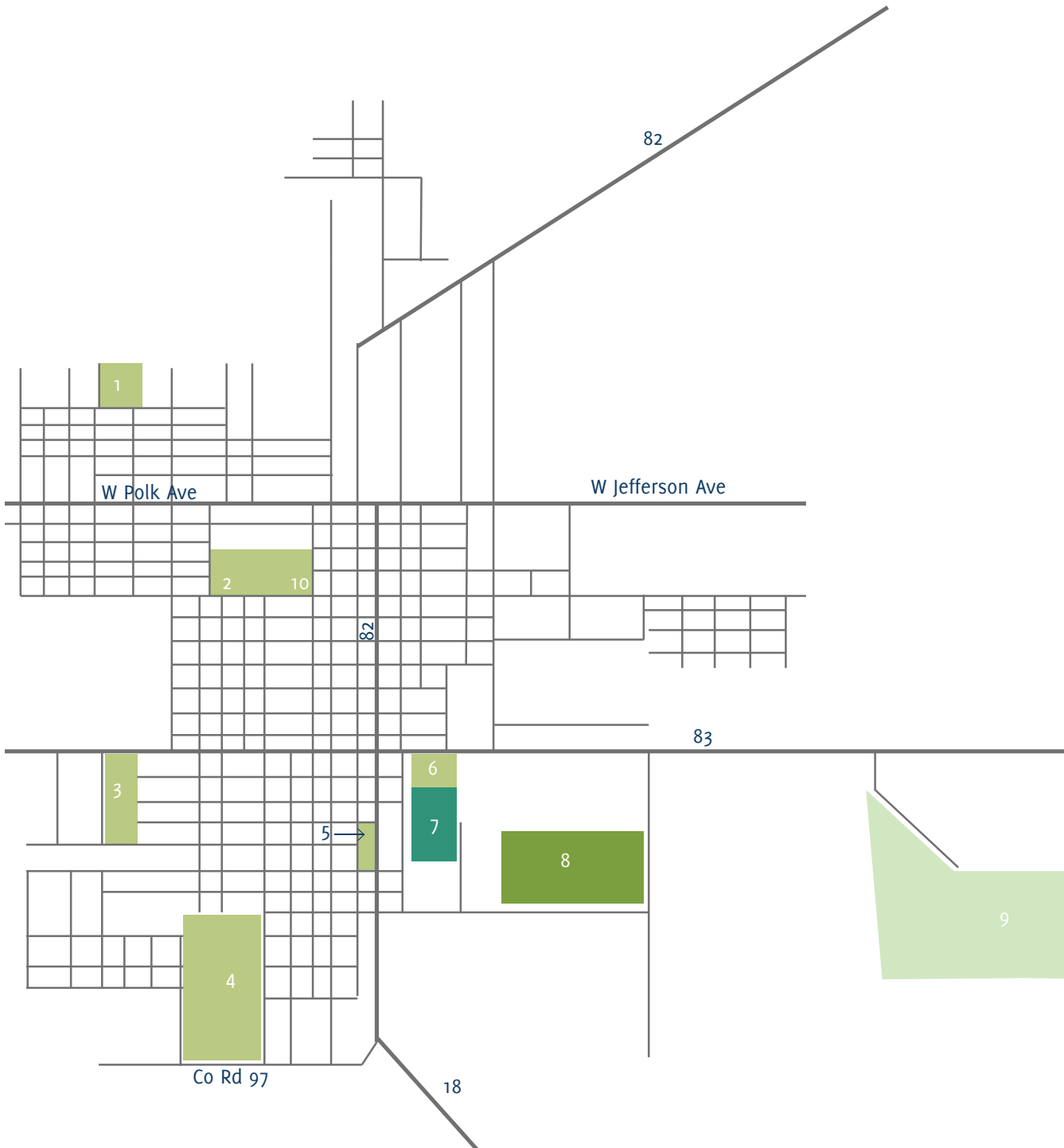
Lovington, New Mexico



LEGEND

-  Community Park
-  Sports Complex
-  Specialty Park
-  School Park

- 1 Lea Elementary
- 2 New Hope Highschool
- 3 Taylor Middle School
- 4 Lovington High
- 5 Llano Elementary
- 6 Lovington Jr. High
- 7 Lovington Historical Marker
- 8 Chaparral Park
- 9 Twin Lakes
- 10 Jefferson Elementary



Tatum, New Mexico

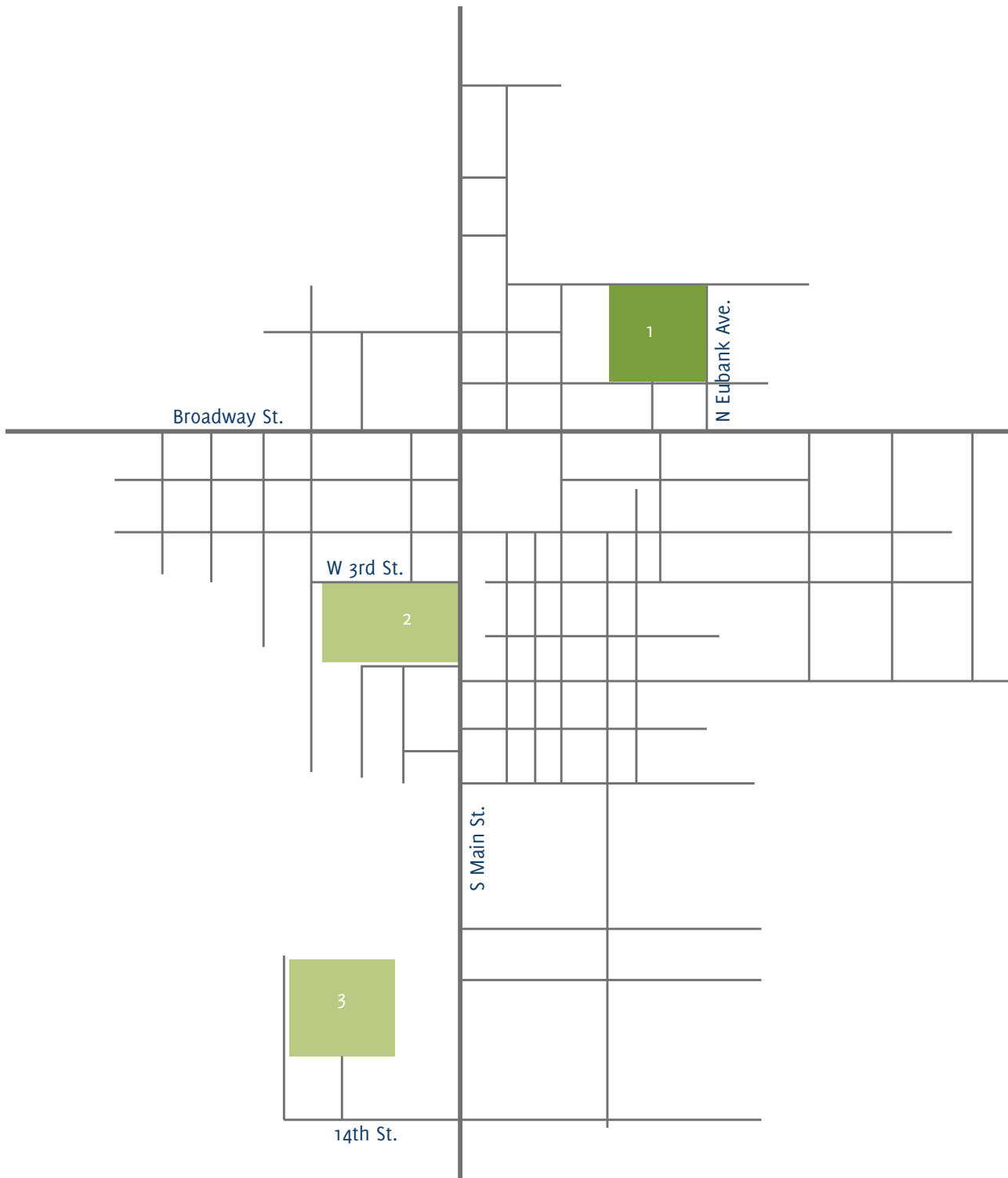


LEGEND

 Community Park

 School Park




- 1 City Park
- 2 Tatum High/Jr. High
- 3 Tatum High School Sports Fields



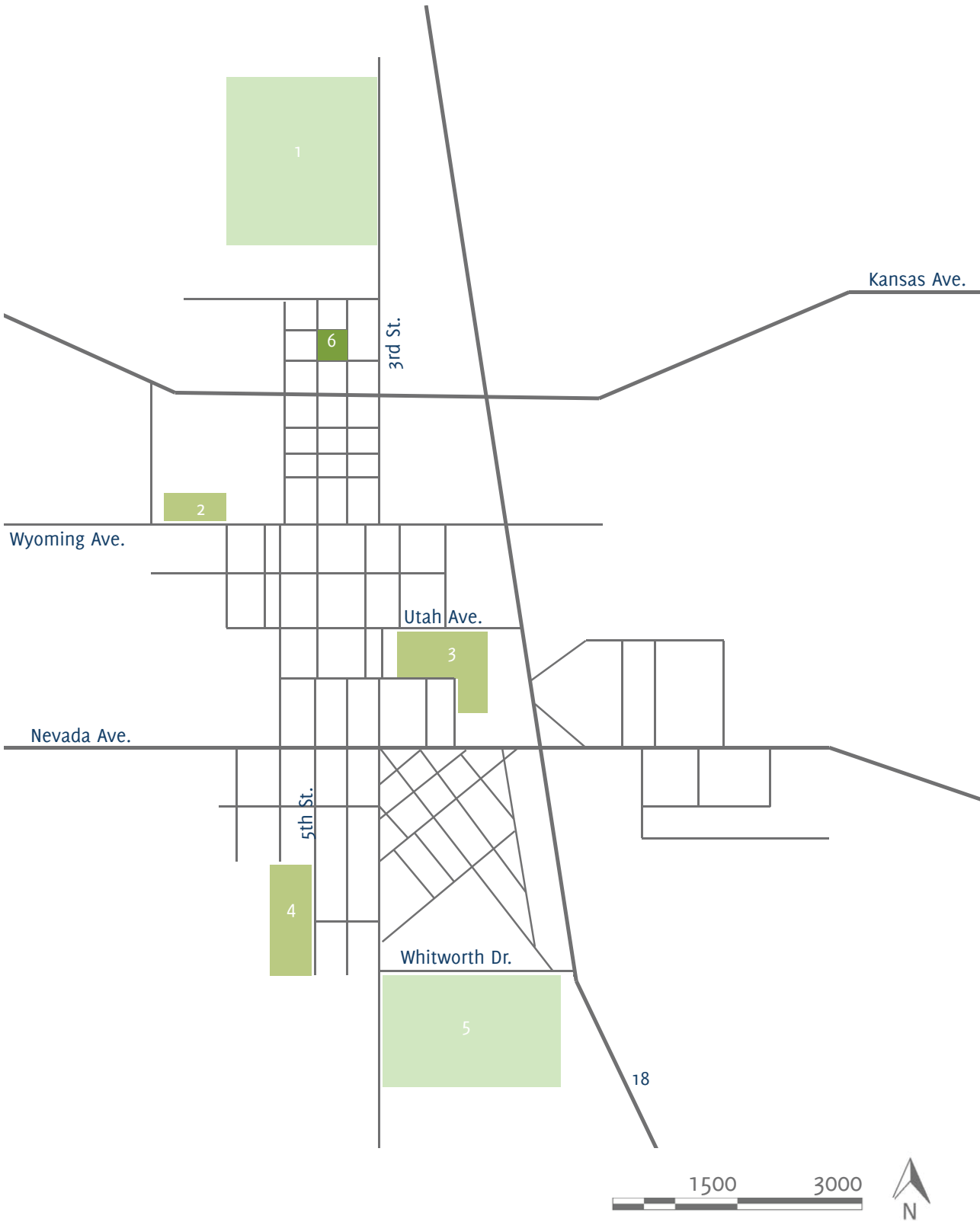
Jal, New Mexico



LEGEND

-  School Park
-  Specialty Park
-  Community Park



- 1 Jal Country Club
- 2 Burke Jr. High
- 3 Jal High
- 4 Jal Elementary
- 5 Jal Lake Park
- 6 City Park

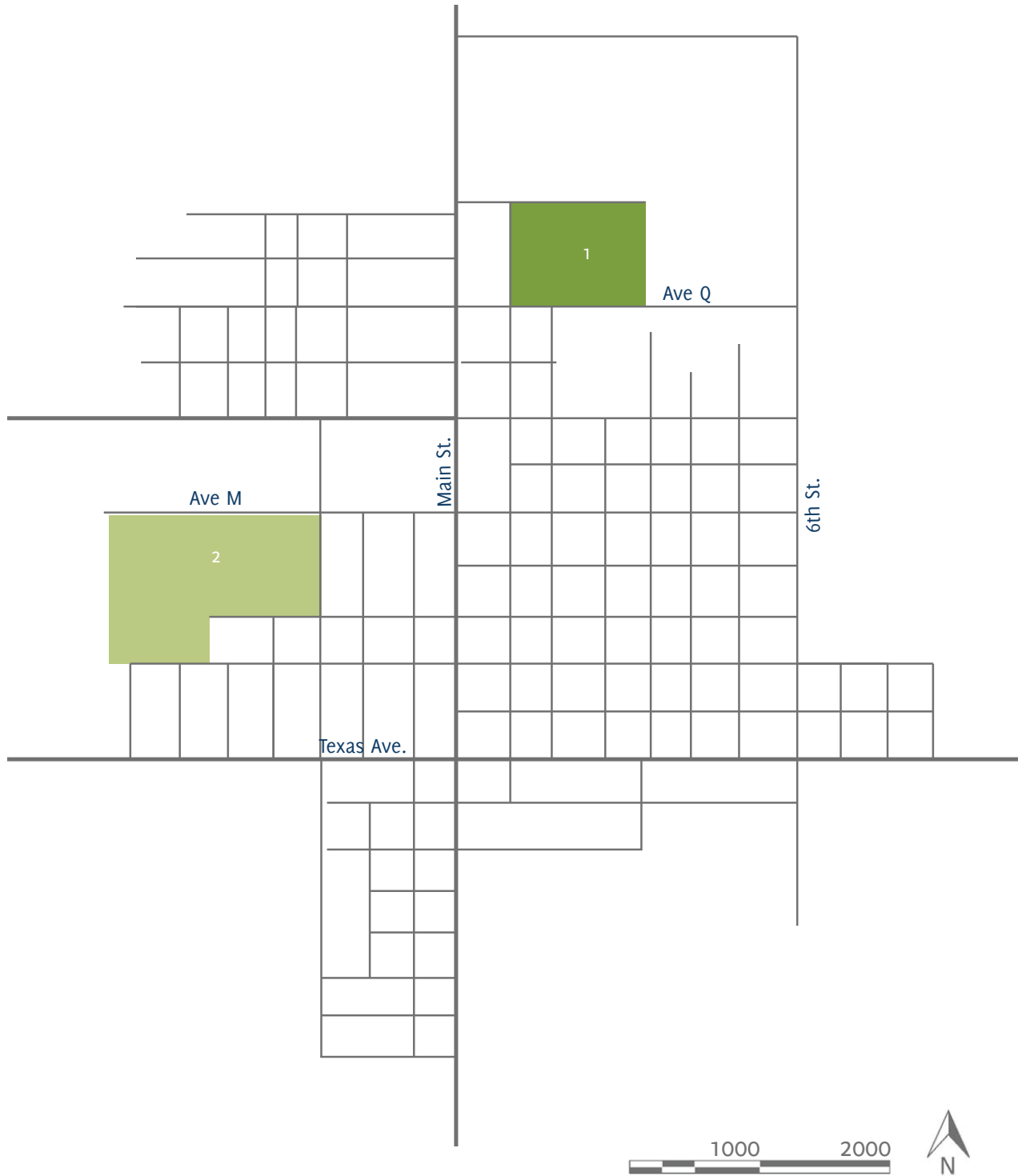


Eunice, New Mexico



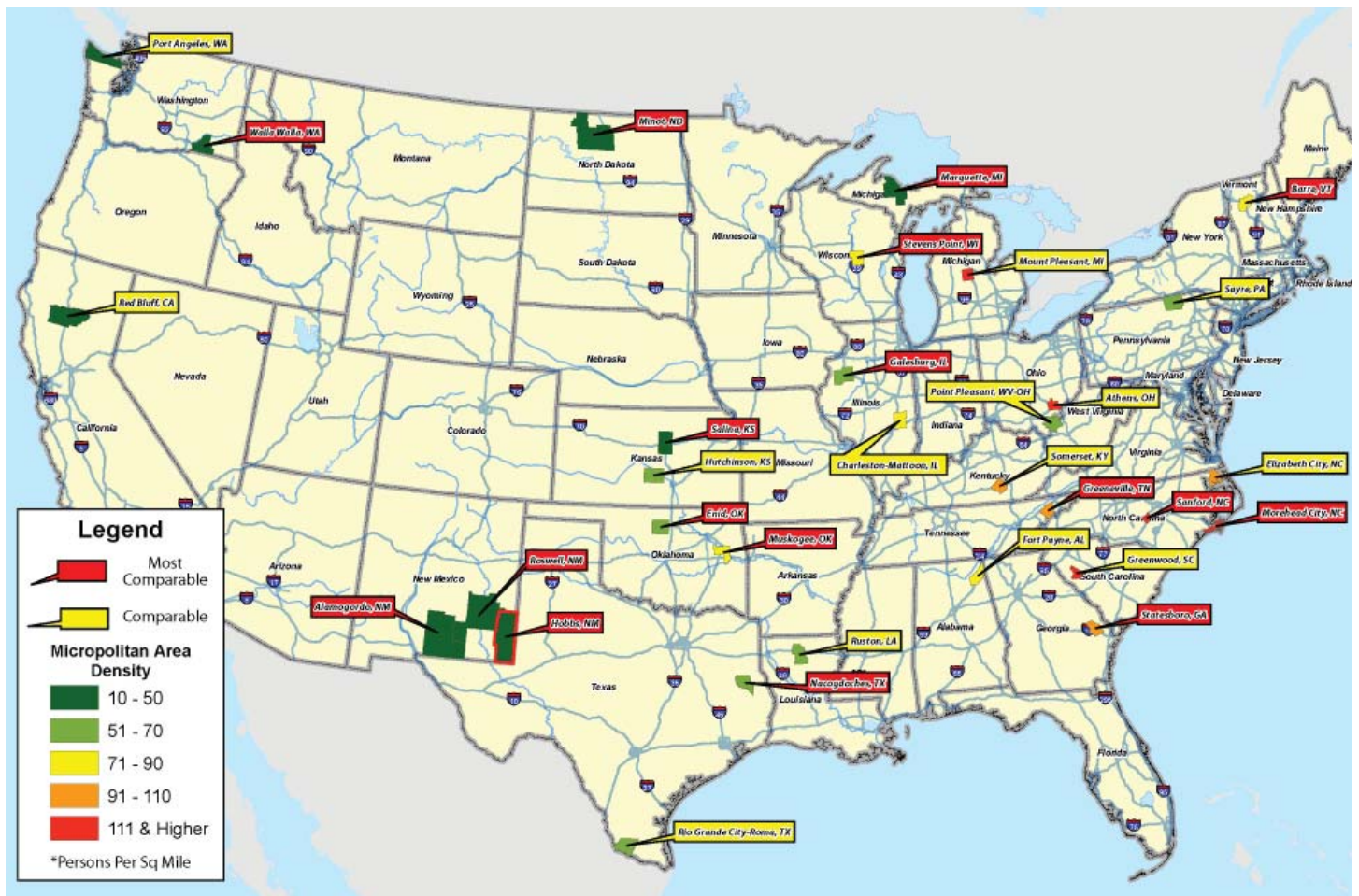
LEGEND

- 1 Eunice Water Park
- 2 Eunice High
-  Community Park
-  School Park



COMPARABLE COMMUNITIES

To broaden the frame of reference for quality of life projects, MFA identified a series of comparable communities with similar growth and market population characteristics. As the project progressed, the list of comparable communities evolved to reflect discussions about specific recreation facilities and the specific challenges of being part of an extraction/oil/gas/energy economy. The latest list of comparable communities includes: Rexburg ID; Durango CO, Fernley NV; Eagle Pass TX; London KY; Rio-Grande City - Roma, TX; Statesboro, GA; Helena MT; Sevierville TN; Moses Lake, WA; Kalispell MT; Bozeman MT; Brainerd, MN; Twin Falls, ID.



MICROPOLITAN AREAS - AMENITIES

City owned recreation facilities found in the first group of comparable communities.

City, State	Indoor Pool	Indoor Soccer	Waterpark	Equestrian Center ¹	Fitness Center	Skatepark	Dog Park	Golf Course ²	Disc Course	Ice Rink	Other Parks and Rec Facilities	Other Sports/Special Event Facilities
Statesboro, GA	X		X								Splash in the Boro Water Park, which is domed (October - March) and operated year-round	J.J. Clements Stadium, home to Division I baseball
Minot, ND ³	P		P			X	X	X	X	X	Corbett Field, which is home to amateur and professional baseball. Minot Park District ³ owns and operates the Roosevelt Park Zoo	North Dakota State Fair Center, which has the Magic City International Raceway (IHRA sanctioned), Nodak Speedway (dirt facetrack); Indoor tennis center; Splash Down Dakota Super Slides at Sleep Inn
Muskogee, OK	X		X		X	X					River County Waterpark (May-August)	Muskogee Fairgrounds (racing & occasional livestock events)
Galesburg, IL	X ⁴					X		X	X		Hawthorne Pool (indoor); 600-acre Lake Storey Recreation Area	Snakeden Hollow State Fish and Wildlife Area
Stevens Point, WI	P		X				X		X	X	26-mile bike and jogging trail (Green Circle Trail)	Schmeeckle Reserve, a nature reserve, is located on the University of Wisconsin-Stevens Point campus.
Greenwood, SC				P							Numerous trails	Lander University has an equestrian center
Greeneville, TN	P ⁵	X ⁵				X	pl				They just control Harden Park. A planned dog park is in the works.	Home of the Greene County Fair; Tusculum College has an indoor soccer facility
Marquette, MI	X			X		X	X			X	Two marinas, BMX track, Lakeview Arena with two ice sheets, ⁶ and an extensive network of biking and walking paths throughout the city	Superior Dome on Northern Michigan University campus, which is the world's largest wooden arena ⁷ ; the NMU Athletic Complex, which is open to the public; and the U.P. Equestrian Center.
Morehead City, NC					X						O'Neal Field at Big Rock Stadium is a baseball venue City's Parks Dept. is looking to do futsal indoor soccer at local Recreation Center.	
Red Bluff, CA				PR		X	pl		X		Planned dog park	Tehama District Fair with rodeo grounds; several RV parks; Cottonwood Equestrian Center (private)
Roswell, NM	P ⁸					X	pl	X			Ballpark where the Roswell Invaders play, bird sanctuary (Smith Bird Sanctuary) and zoo (34-acre Spring River Zoo)	Eastern New Mexico State Fairgrounds
Alamogordo, NM						X	X	X			Alameda Park Zoo (AZA accredited); planning a BMX bike park that would be a regional draw.	
Nacogdoches, TX ⁹	pl ⁹			X			X				Trail system; spray stations	Extensive fitness center and recreational facilities and equestrian center are located at the Stephen F. Austin State University. Private zipline operator in town.
Hobbs, NM	X										Teen Center, Senior Center; indoor pool is at local high school	Hobbs Motorsports Park; Zia Race Track & Casino
Salina, KS	P		X			X	X	X	X	P	Seasonal water park (Kenwood Cove). St. John's Military School has an indoor soccer field which Parks & Rec uses	Bicentennial Center, a 7,600-seat, multi-purpose arena that hosts sporting events and concerts
Enid, OK	P					X	X				BMX track on Monsees Park, Butterfly Garden, 2 Splash Pads. Enid Trails Master Plan is also being developed	Garfield County Fairgrounds has a 100,000 SF multi-sports venue with seating for 9,000
Barre, VT ¹⁰	P					X	X			X	B.O.R. Ice Arena (21,500 SF) is part of the Barre Civic Center and hosts shows from mid-April to early October and functions as an ice arena from mid-October to early March.	
Walla Walla, WA ¹¹	P					X	X	X	X		Fort Walla Walla, a 70-acre wildlife preserve, has a BMX track, model car track, disc golf course and bike trail. Mill Creek Sportsplex has a skatepark.	YMCA hosts women's roller derby league. Borleske Stadium

MICROPOLITAN AREAS - POPULATION AND GROWTH PROJECTIONS

Population and growth statistics on the latest comparable communities.

Micropolitan Area	2000 Pop	2009 Pop	Change 2000 to 2009	2010 Pop	2011 Pop	2016 Pop	Projected Change 2000 to 2016
Rexburg, ID	39,286	51,131	30%	50,778	51,444	54,745	39%
Durango, CO	43,941	51,464	17%	51,334	51,821	54,950	25%
Fernley, NV	34,501	52,641	53%	51,980	52,234	52,625	53%
Eagle Pass, TX	47,297	53,203	12%	54,258	55,148	58,703	24%
London, KY	52,715	57,749	10%	58,849	59,123	61,335	16%
Hobbs, NM	55,511	60,232	9%	64,727	65,460	69,505	25%
Rio Grande City-Roma, TX	53,597	62,671	17%	60,968	62,027	66,180	23%
Statesboro, GA	55,983	69,213	24%	70,217	71,223	77,188	38%
Helena, MT	65,765	73,412	12%	74,801	75,815	80,227	22%
Sevierville, TN	71,170	86,243	21%	89,889	91,407	100,100	41%
Moses Lake, WA	74,698	88,098	18%	89,120	91,052	99,293	33%
Kalispell, MT	74,471	89,624	20%	90,928	92,443	100,505	35%
Bozeman, MT	67,831	90,343	33%	89,513	90,974	94,894	40%
Brainerd, MN	82,249	91,257	11%	91,067	91,812	95,893	17%
Twin Falls, ID	82,626	96,558	17%	99,604	100,986	109,463	32%

Shading means west of Mississippi

EQUESTRIAN FACILITIES IN FAST GROWING MARKETS

Amenity listing collected during preliminary research. For specific information related to recent recommendations for an indoor equestrian facility in Lea County, refer to the market study that was recently completed for Lea County.

	Total No. Farms and Equestrian Centers	Privately-Owned Facilities	Publicly-Owned Facilities	No. Farms and Equestrian Centers offering Selected Services						
				Boarding	Training	Horseback Riding	Lessons	Trail Riding	Clinics/Camps	Horse Shows/Events
Statesboro, GA	7	7	0	5	2	1	4	4	3	2
Minot, ND	6	6	0	5	4	0	1	0	0	0
Muskogee, OK	2	2	0	1	1	1	1	0	0	0
Galesburg, IL ¹	1	1	0	1	0	1	0	1	0	0
Stevens Point, WI ²	2	0	0	0	0	0	0	0	0	0
Greenwood, SC ³	6	5	1	4	3	2	4	2	2	1
Greeneville, TN	12	12	0	3	8	3	5	3	2	0
Marquette, MI	1	0	1	1	1	1	1	1	1	1
Morehead City, NC	4	4	0	2	1	1	0	0	0	0
Red Bluff, CA	5	5	0	2	4	0	3	2	2	1
Roswell, NM	4	4	0	0	1	2	1	0	0	0
Alamogordo, NM	3	3	0	0	3	0	1	0	0	0
Nacogdoches, TX	5	4	1	5	1	2	2	1	0	0
Hobbs, NM	5	5	0	3	3	1	1	1	1	0
Salina, KS	1	1	0	1	1	1	1	1	0	0
Enid, OK	4	4	0	1	1	2	1	2	1	0
Barre, VT	2	2	0	1	1	2	1	2	1	0
Walla Walla, WA	4	4	0	1	3	1	0	1	0	0
Sanford, NC	7	7	0	5	4	2	3	2	2	0

DEMAND

Demand and participation frequency statistics for Lea County are included herein and suggest a need for new public recreation facilities. A recent Urenco employee survey reinforced this idea when the study suggested that employees are looking for things to do and places to spend time.

Geography	City of Hobbs			Hobbs, Lea County Subdivision			Lea County Total		
Year	2011	2016	Change	2011	2016	Change	2011	2016	Change
Baseball	1,200	1,274	74	1,537	1,636	99	2,297	2,437	140
Basketball	2,941	3,121	180	3,766	4,008	243	5,627	5,971	344
Bowling	5,072	5,383	311	6,494	6,912	418	9,703	10,296	593
Workout at Club	3,511	3,726	215	4,496	4,785	290	6,717	7,128	411
Football	1,320	1,401	81	1,691	1,800	109	2,526	2,681	154
Golf	3,181	3,376	195	4,073	4,335	262	6,086	6,458	372
Soccer	1,500	1,593	92	1,921	2,045	124	2,871	3,046	176
Tennis	960	1,019	59	1,230	1,309	79	1,837	1,950	112
Volleyball	1,050	1,115	64	1,345	1,431	87	2,009	2,132	123
Bicycle Riding	5,192	5,510	318	6,647	7,076	428	9,933	10,540	607
Exercise Walking	11,344	12,039	696	14,524	15,460	936	21,702	23,029	1,327
Freshwater Fishing	4,741	5,032	291	6,071	6,462	391	9,071	9,626	555
Hiking	6,632	7,039	407	8,492	9,039	547	12,688	13,464	776
Swimming	5,042	5,351	309	6,455	6,871	416	9,645	10,235	590
Running/Jogging	3,601	3,822	221	4,611	4,908	297	6,890	7,311	421
In-Line Roller Skating	1,350	1,433	83	1,729	1,840	111	2,584	2,742	158
Kayaking	1,050	1,115	64	1,345	1,431	87	2,009	2,132	123
Mountain Biking Off Road	2,971	3,153	182	3,804	4,049	245	5,684	6,031	347

Source: ESRI Business Analyst, NSGA, MFA

Participation	Frequent		Occasional		Infrequent	
	2011	2016	2011	2016	2011	2016
Baseball	306	325	894	949	0	0
Basketball	794	843	2,147	2,279	0	0
Bowling	0	0	2,647	2,810	2,424	2,573
Workout at Club	1,984	2,105	1,527	1,621	0	0
Football	0	0	953	1,012	4,118	4,371
Golf	172	182	1,428	1,516	1,581	1,678
Soccer	0	0	1,500	1,593	0	0
Tennis	0	0	674	715	286	304
Volleyball	935	992	116	123	0	0
Bicycle Riding	0	0	1,942	2,061	2,518	2,672
Exercise Walking	1,350	1,433	5,297	5,622	4,696	4,984
Freshwater Fishing	3,622	3,845	0	0	1,119	1,188
Hiking	0	0	3,449	3,660	3,183	3,379
Swimming	0	0	2,178	2,312	2,864	3,039
Running/Jogging	666	707	2,506	2,660	429	455
In-Line Roller Skating	305	324	462	490	583	619
Kayaking	188	200	276	293	587	623
Mountain Biking Off Road	404	429	1,542	1,637	1,022	1,085

Source: ESRI Business Analyst, NSGA, MFA

Table : Lea County, NM Participation by Frequency						
Participation	Frequent		Occasional		Infrequent	
	2011	2016	2011	2016	2011	2016
Baseball	586	621	1,711	1,816	0	0
Basketball	1,519	1,612	4,107	4,358	0	0
Bowling	0	0	5,065	5,375	4,638	4,922
Workout at Club	3,795	4,027	2,922	3,101	0	0
Football	0	0	475	504	2,051	2,177
Golf	329	349	2,733	2,900	3,025	3,210
Soccer	0	0	2,871	3,046	0	0
Tennis	0	0	1,290	1,369	547	581
Volleyball	1,788	1,898	221	235	0	0
Bicycle Riding	0	0	3,715	3,942	4,817	5,112
Exercise Walking	2,583	2,740	10,135	10,755	8,985	9,534
Freshwater Fishing	6,931	7,354	0	0	2,141	2,272
Hiking	0	0	6,598	7,001	6,090	6,463
	0	0	4,167	4,422	5,479	5,814
Running/Jogging	1,275	1,353	4,795	5,088	820	870
In-Line Roller Skating	584	620	884	938	1,116	1,184
Kayaking	360	382	528	561	1,123	1,192
Mountain Biking Off Road	773	820	2,950	3,130	1,955	2,075

Source: ESRI Business Analyst, NSGA, MFA

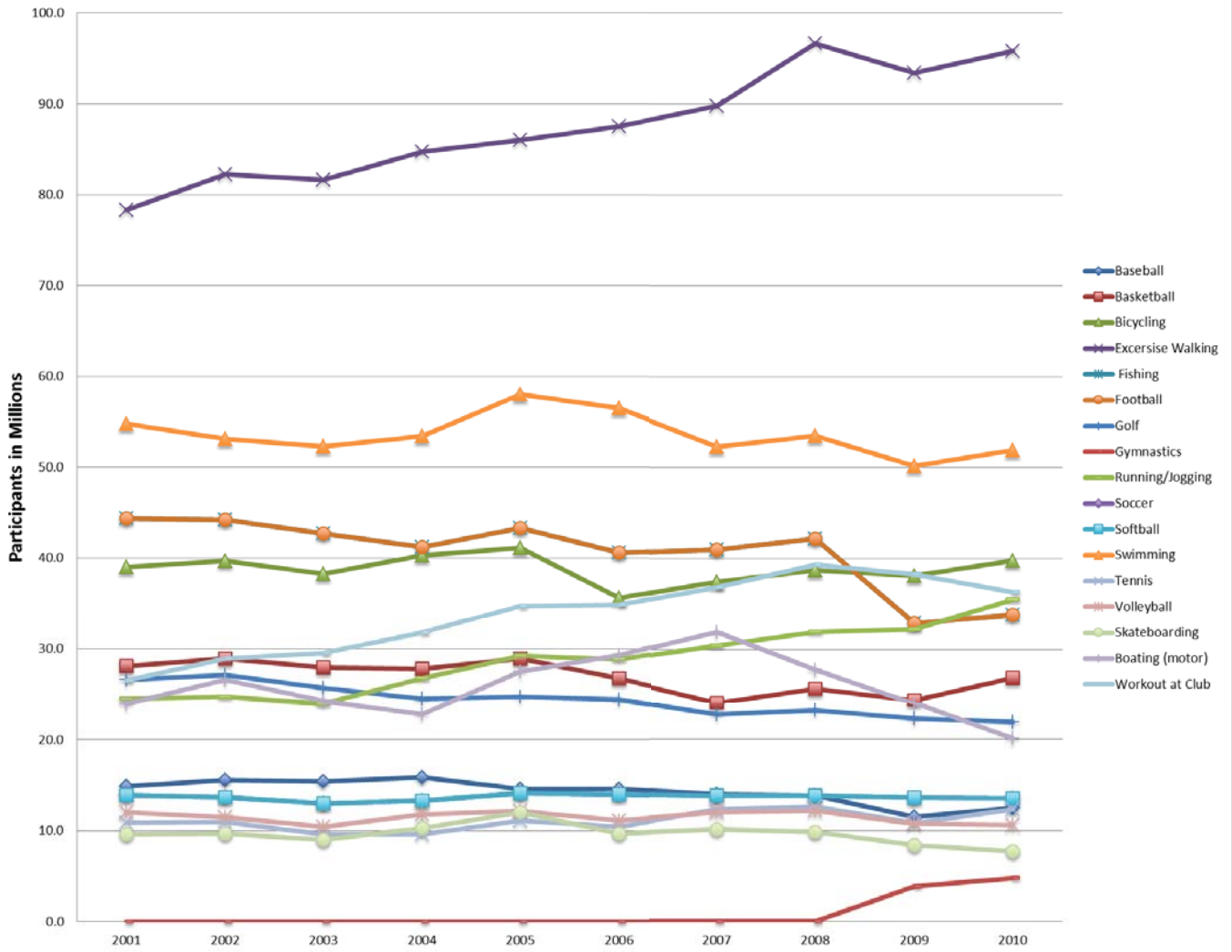
TRENDS

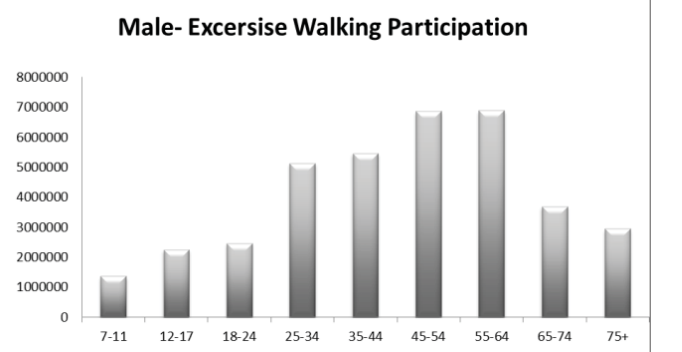
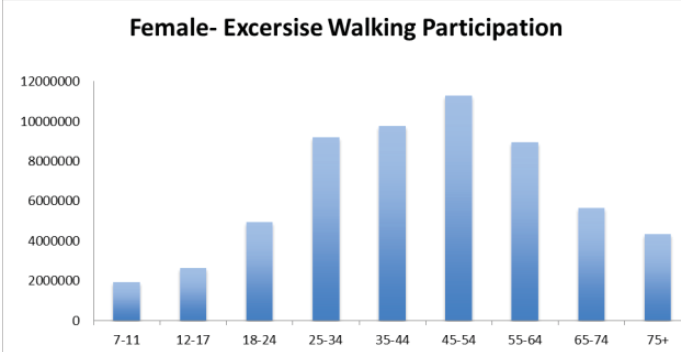
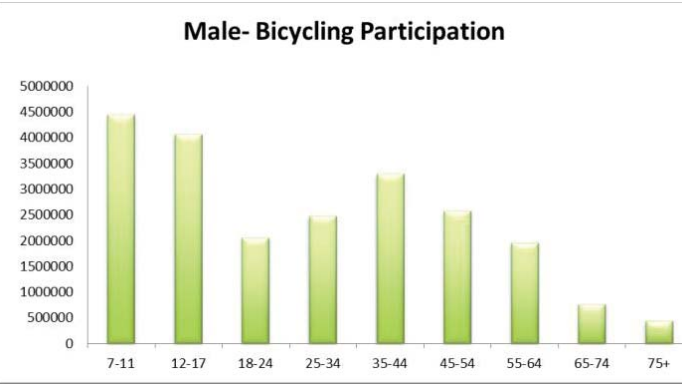
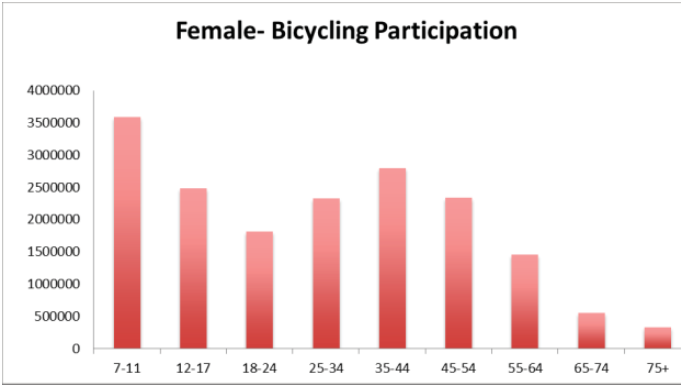
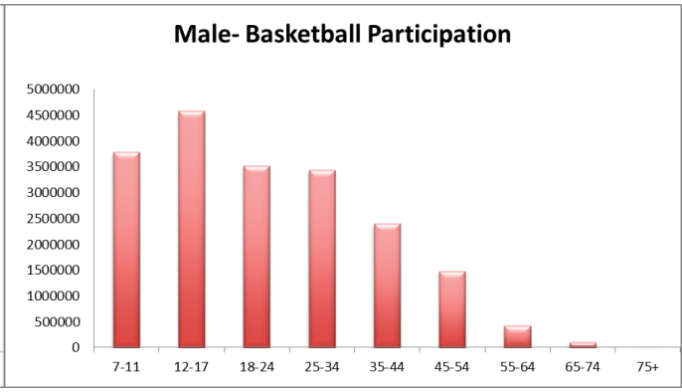
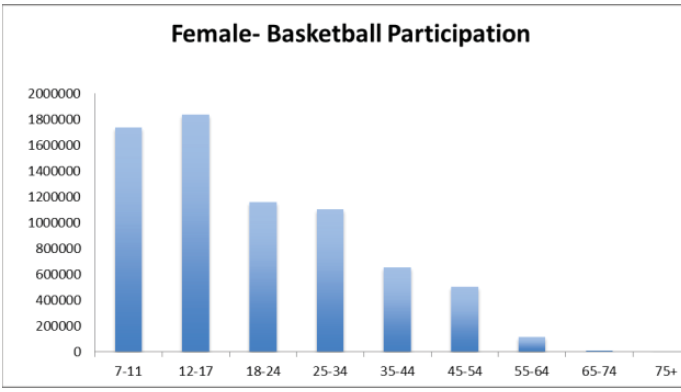
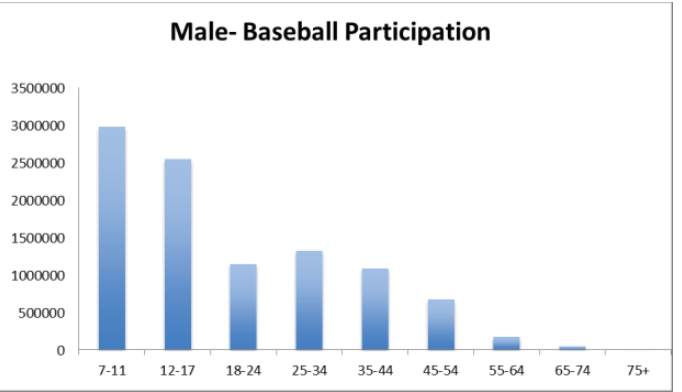
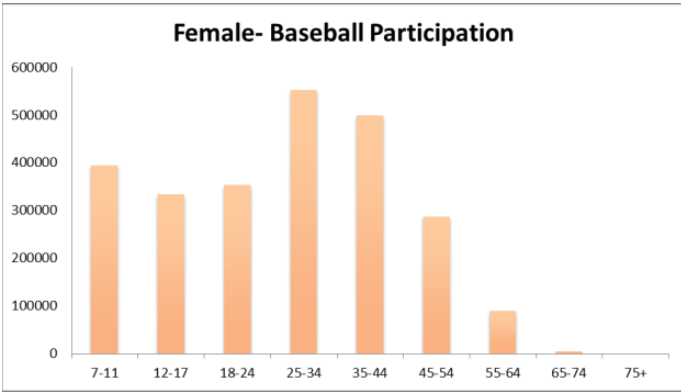
National trends in sports participation.

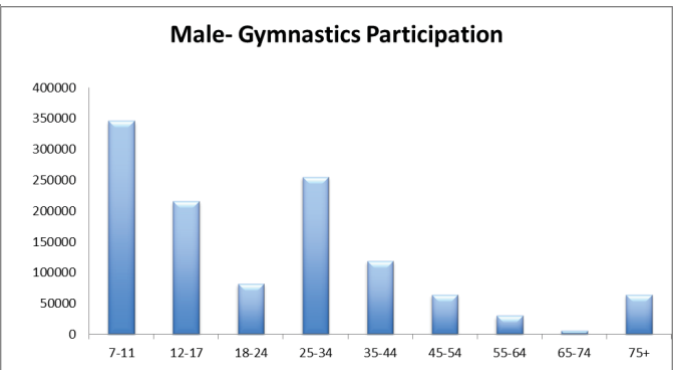
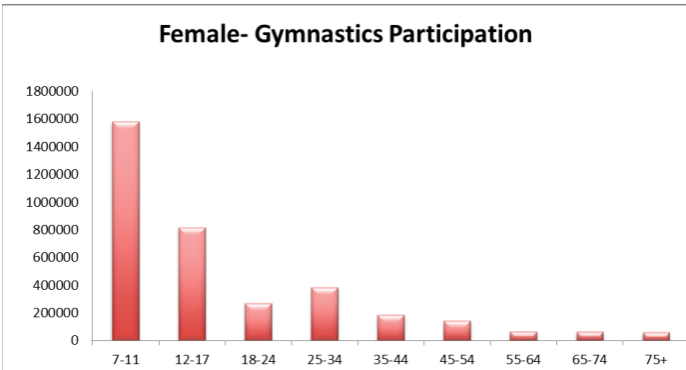
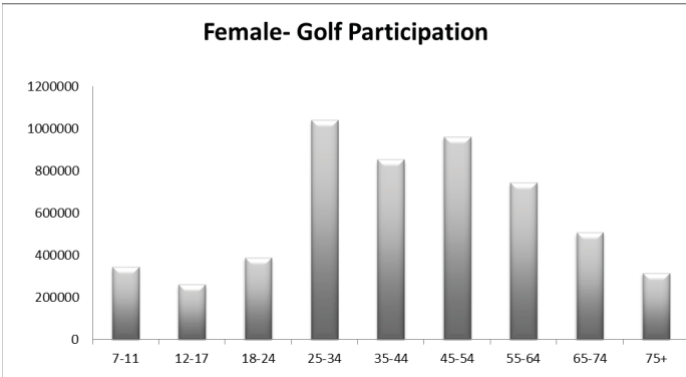
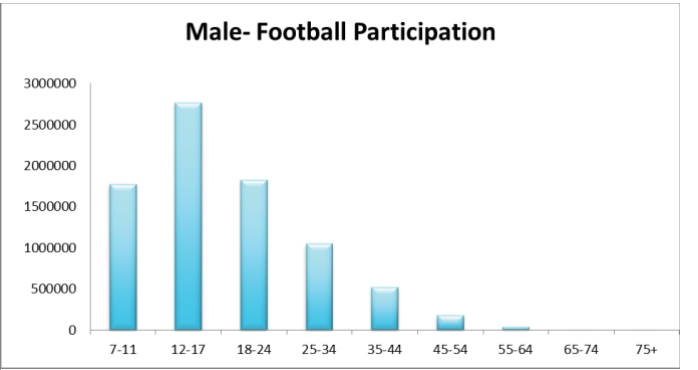
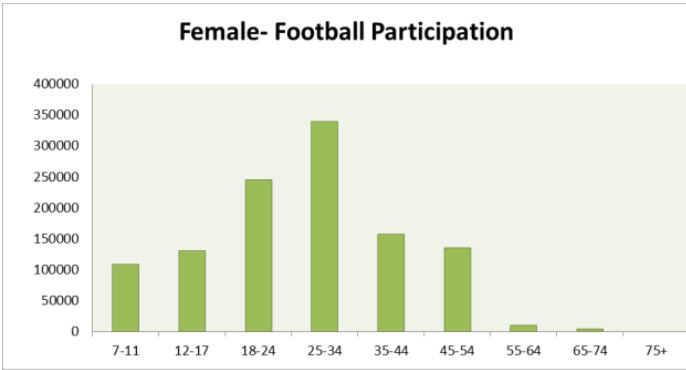
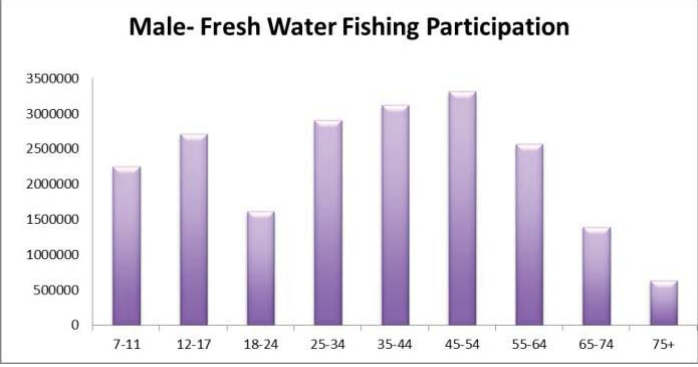
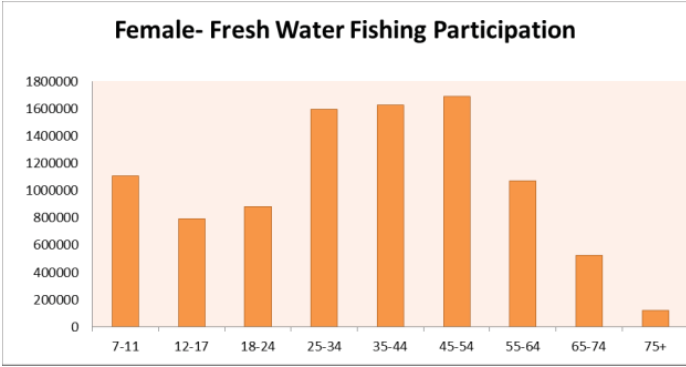
2001-2010 Sports Participation Participated more than once (in millions)

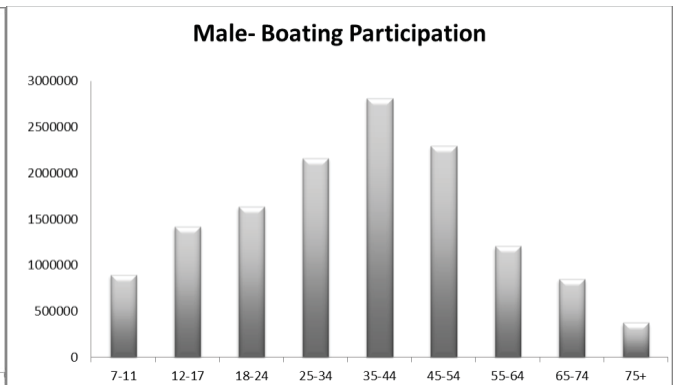
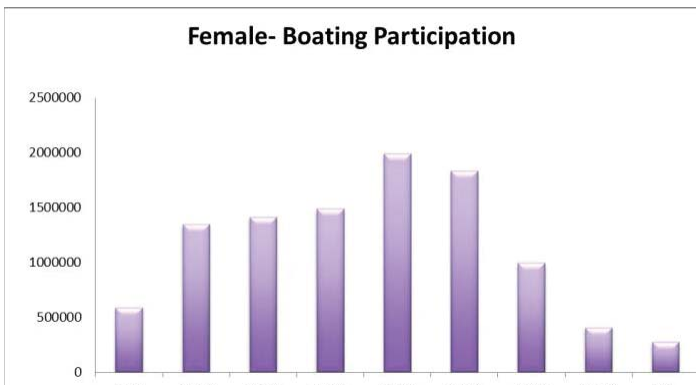
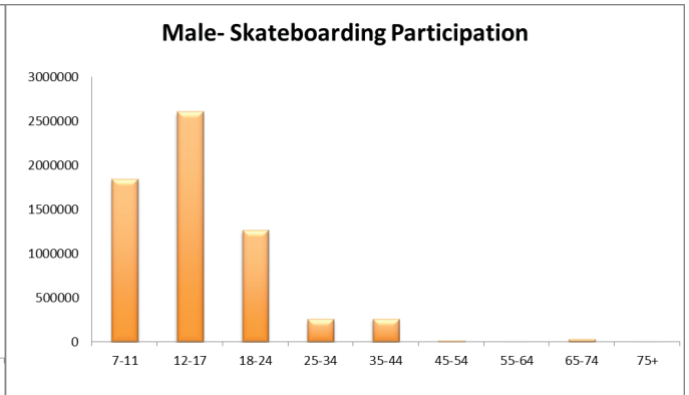
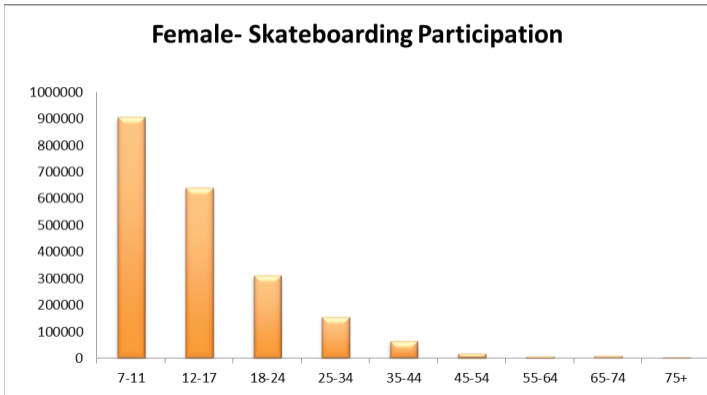
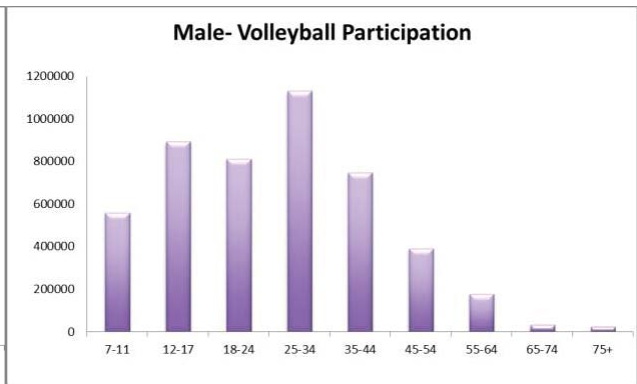
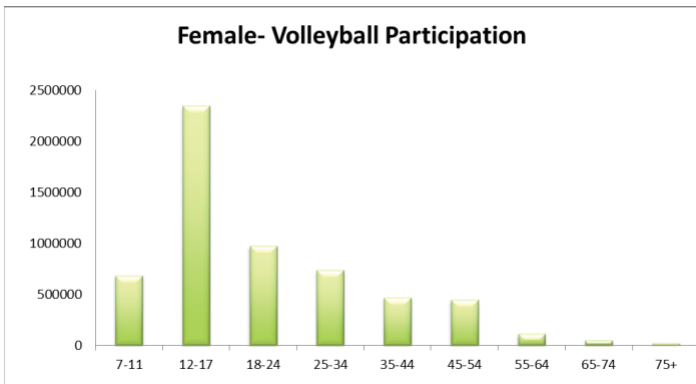
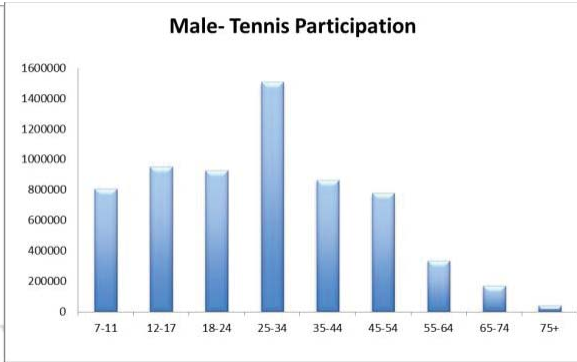
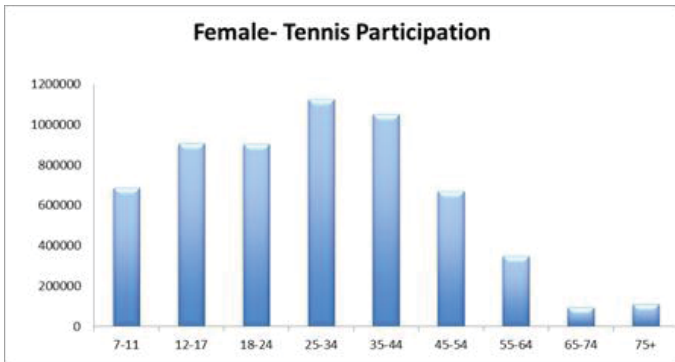
	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
Baseball	14.9	15.6	15.4	15.9	14.6	14.6	14.0	13.8	11.5	12.5
Basketball	28.1	28.9	27.9	27.8	28.9	26.7	24.1	25.7	24.4	26.9
Bicycling	39.0	39.7	38.3	40.3	41.1	35.6	37.4	38.7	38.1	39.8
Excercise Walking	78.3	82.2	81.6	84.7	86.0	87.5	89.8	96.6	93.4	95.8
Fishing	44.4	44.2	42.7	41.2	43.3	40.6	41.0	42.2	32.9	33.8
Football	8.2	7.8	8.7	8.6	9.9	10.1	9.2	9.5	8.9	9.3
Golf	26.6	27.1	25.7	24.5	24.7	24.4	22.7	23.2	22.3	21.9
Gymnastics	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	3.9	4.8
Running/Jogging	24.5	24.7	23.9	26.7	29.2	28.8	30.4	31.9	32.2	35.5
Soccer	13.9	13.7	13.0	13.3	14.1	14.0	13.8	13.8	13.6	13.5
Softball	13.2	13.6	12.4	12.5	13.1	12.4	12.4	12.8	11.8	10.8
Swimming	54.8	53.1	52.3	53.4	58.0	56.5	52.3	53.5	50.2	51.9
Tennis	10.9	11.0	9.6	9.6	11.1	10.4	12.3	12.6	10.8	12.3
Volleyball	12.0	11.5	10.4	11.8	12.2	11.1	12.0	12.2	10.7	10.6
Skateboarding	9.6	9.7	9.0	10.3	12.0	9.7	10.1	9.8	8.4	7.7
Boating (motor)	23.9	26.6	24.2	22.8	27.5	29.3	31.9	27.8	24.0	20.1
Workout at Club	26.5	28.9	29.5	31.8	34.7	34.9	36.8	39.3	38.3	36.3

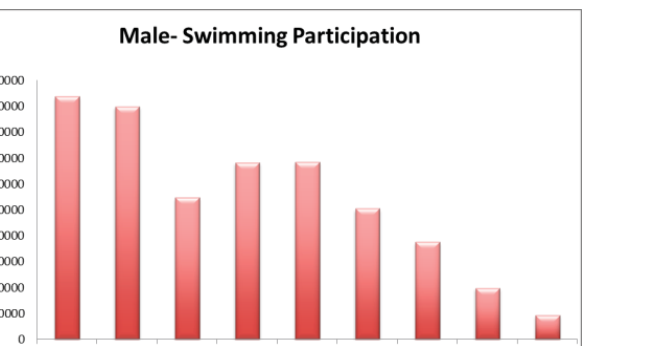
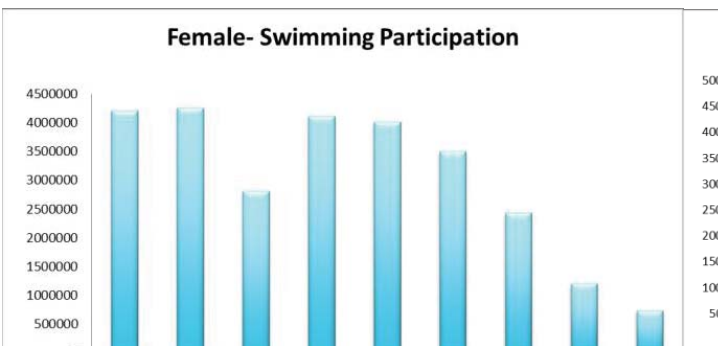
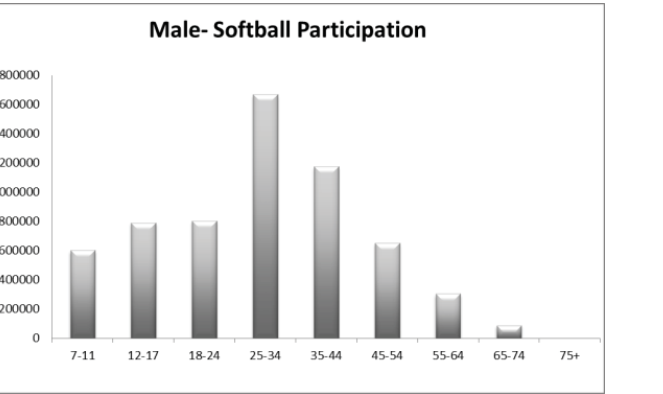
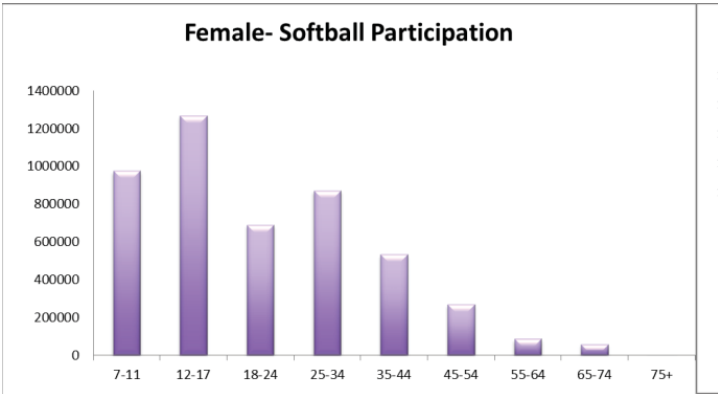
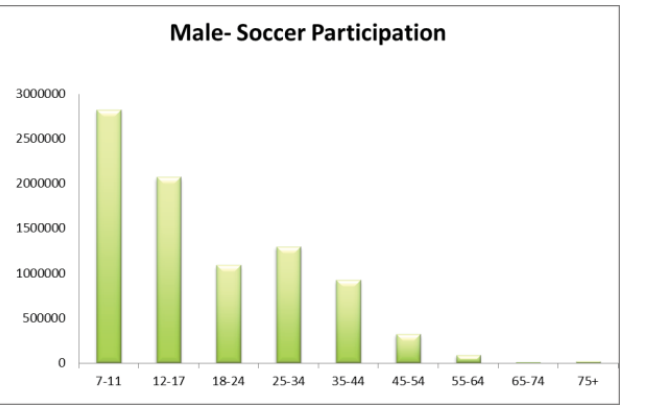
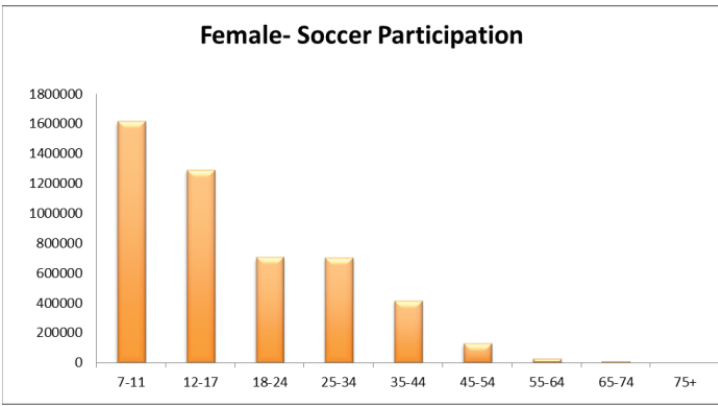
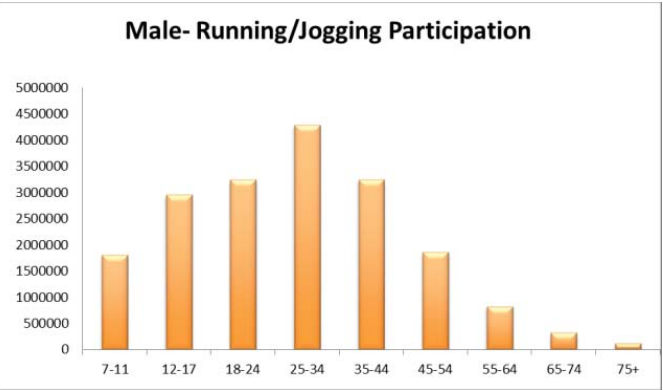
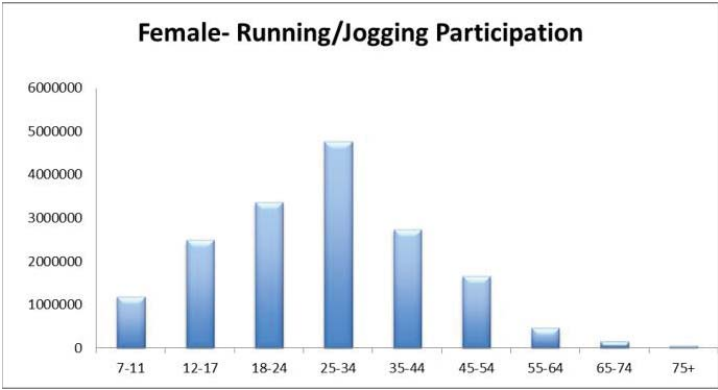
Sports Participation from 2001-2010

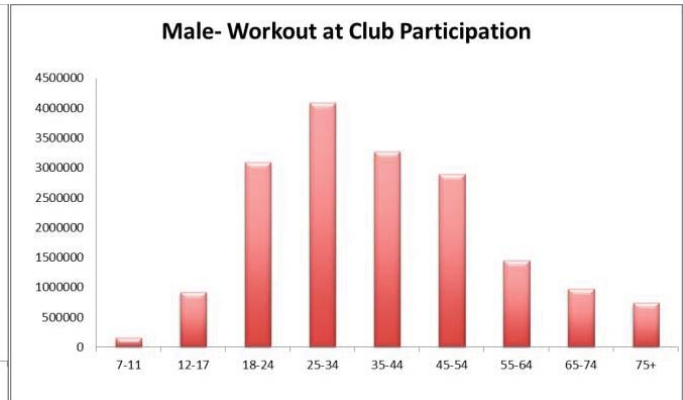
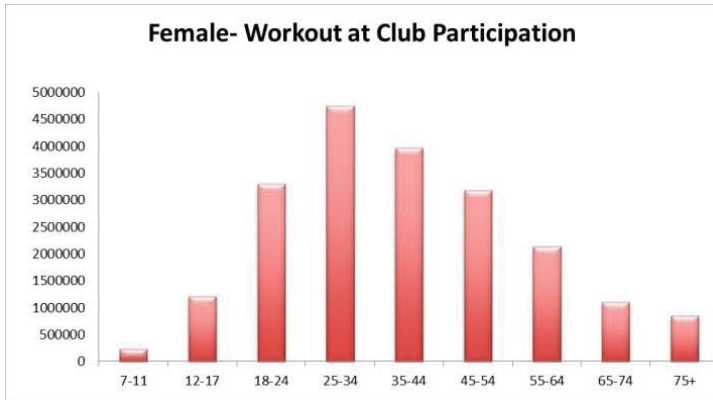












ECONOMIC CONTEXT

Lea County is a diverse economy with a major concentration of jobs and income in the energy and the oil and gas/ extractives sectors. This is supplemented by farming and ranching, medical care, retail, higher education, a private prison, and racetrack and casino in the City of Hobbs. Lea County is also the site of the National Enrichment Facility which will produce the United States’ only source of enriched uranium.

Employment Trends

Mining, quarrying, and oil and gas extraction represent the largest segment of the County’s economy representing 20 percent of all jobs. Basic employment is the engine of a local economy largely because its ties to the larger economy make the local economy stronger and allows the local economy to expand. Non-basic employers depend entirely, or almost entirely, on local demand. They are largely supportive of basic industry. For Lea County, basic industries include oil and gas extraction, waste management and remediation, transportation (tied to the first two industries) and manufacturing. It is estimated that approximately one-third of jobs are tied to basic industry, which is considered a healthy ratio of basic to non-basic employment.

Lea County added nearly 4,300 jobs between 2002 and 2010. Mining, quarrying, and oil and gas extraction (which is primarily oil and gas extraction) accounted for 46 percent of all new jobs during this period. Other job sectors with significant growth during this period include construction, manufacturing, retail, professional and technical services, health care, accommodations (hotel and motels) and food service and public administration. The most significant contraction was educational services which decreased by a total of 658 jobs over this period.

Despite long term growth, year-to-year job growth has been cyclical, with a significant drop in its job totals starting in 2009. Lea County’s primary export industry - Oil and Gas Extraction - lost nearly 1,400 jobs between 2008 and 2009, a 23 percent decline. This loss had ripple effects throughout the local economy resulting in subsequent decreases in construction, education, health care, utilities, and transportation industries. This decrease, was temporary and since 2011, Lea County has continued to add jobs at a fairly fast pace. Between 2002 and 2010, the overall annual rate of job growth for the County had been 2.3 percent. This compared with a statewide annual rate of growth of 1.1 percent during the same period.

Labor Force and Unemployment

Due to its expanding job market, unemployment impacts in Lea County have been less severe compared to the rest of the state. Lea County is somewhat unique in the region and the state, as it experienced employment growth during the later years of the recession and early recovery. Lea County has seen a rapid drop in its unemployment rate after peaking in July 2009 - in the second quarter of 2010 it was 7.6 percent and in the second quarter of 2012 it had fallen to 4.0 percent.

Personal Income

In 2010 Lea County had a per capita personal income (PCPI) of \$34,342. Lea County ranking was the seventh highest in the State and was 103 percent of the state average, \$33,342, and 86 percent of the national average. In 2000 the PCPI of Lea County was \$20,299 and ranked 11th in the state. Lea County's per capita income levels surpassed the State's average in 2007 and has remained above the statewide totals ever since.

Geographic Concentration of Jobs within the City of Hobbs

The City of Hobbs is the primary location for employment within the County. The City (including North Hobbs) is the location of 70 percent of all jobs within Lea County. The Cities of Lovington and Eunice are the location of a majority of the remaining jobs.

One distinctive characteristic of the local economy is the significant amount of in-commuting by area workers to jobs located in Hobbs. This is directly due to a severe shortage of suitable accommodations to house the influx of new workers to the area. According to 2010 data from the U.S. Census, 51 percent of all jobs located in Hobbs are filled by non-residents of the City.

This large employee immigration represents a significant market for local retail and service providers, because they add to the spending base that supports the City's tax base. Just under one-third of all commuting workers are under the age of 30. Slightly over 50 percent are aged 30 to 54 and 16 percent are 55 years and older. Nearly one-quarter of commuting workers earn \$1,250 per month or less in wage income, 38 percent earn up to \$3,333 per month and 40 percent earn more than \$3,333 per month.

Understanding the Recent Trends

The area's underlying economic base, while subject to boom and bust cycles, does seem to be supported by currently high oil prices which should continue to fuel the Country's economy in the near term.

During the past decade, there has been a concerted effort to establish a more diversified job base to cushion the negative impacts of cyclical behavior in the oil economy. Significantly, the region has a new future in energy; a future based less on fossil fuel technologies that create problems of greenhouse gases and more on energy alternatives, particularly nuclear.

Within the past year, there have been numerous new developments within the County that have had positive impacts on the area's economic base. All of these projects will have significant temporary job impacts as well as permanent job impacts once operational.

CASE STUDY

SUNCOR COMMUNITY LEISURE CENTER MCDONALD ISLAND PARK FORT MCMURRAY, ALBERTA

Year open: October 2009
Construction Cost: not available
Square Feet: 450,000

Budget (Canadian Dollars)

Expenses	\$23,000,000
Revenue	\$16,000,000
Net Costs	(\$7,000,000)
%Self Support:	70%

Area is similar to Lea County with an urban center in a rural area, similar resident and transient population from oil and gas industry.

Program

2 multi-purpose field houses/ court sports, 4 ice surfaces, aquatic center, climbing wall, 13,000 SF fitness center, running track, playground, day care, art gallery, catering, events/entertainment venue

Lessons Learned

Build a strong brand and identity for the community to help with sales; aquatic space too large and fitness too small—build in proportion to one another, don't underestimate or undersell operations and maintenance costs.

7500-8000 members, designed as a sports and entertainment facility





CASE STUDY
LEDUC RECREATION CENTRE
LEDUC, ALBERTA

Year open: October 2009
Construction Cost: \$50 million
Square Feet: 309,000
Cost/SF: \$162

Budget (Canadian Dollars)

Expenses \$8,100,000
 Revenue \$6,500,000
 Net Costs (\$1,600,000)
 %Self Support: 80%

Area is similar to Lea County in that it has rapid growth (50%). Projections to grow to 40,000 within 6-7 years.

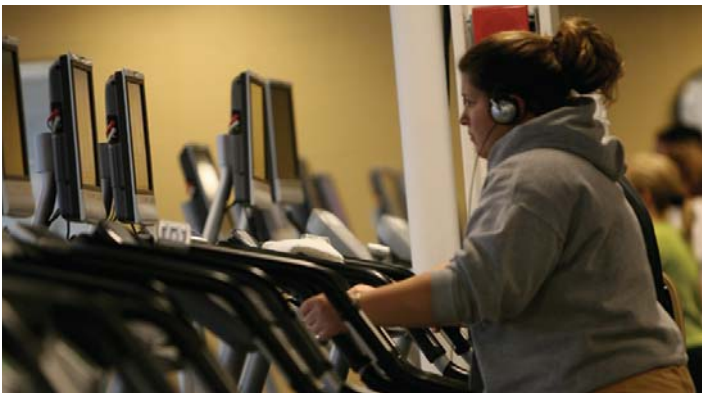
Program

Aquatics, courts, indoor soccer, 10,000 SF fitness center, child/adult play space, fireplace/lobby, 4 ice rinks

Lessons Learned

Include adequate parking; build fitness center bigger; plan and program for non-sport activities and guests – more of an event center perspective and identity that will broaden the visitor base and revenue generating opportunities.

2,700 members (11% of the population of 25,000); promoted as a national sports tourism destination



CASE STUDY

FOX VALLEY- VAUGHAN ATHLETIC CENTER AURORA, ILLINOIS

Year open: September 2005
Construction Cost: \$25 million
Square Feet: 225,000
Cost/SF: \$111

Budget

Expenses \$4,357,600
Revenue \$5,150,000
Net Costs \$792,400
%Self Support: 118%

Program

Family experience with water park, therapy pool, competition pool, 4 basketball courts, 8 tennis courts, indoor 1/6 mile track, 15,000 SF fitness center, child care, field house, community meeting room.

Lessons Learned

Community support and engagement in the planning and design process is critical; operate with business acumen to achieve desired fiscal results - with the exception of debt, all operations and maintenance costs can be recaptured; use LEED design practices to minimize energy costs; design with room to expand for future phases and make sure the original structure is large enough at the onset.

11,000 members; strong community pride; 60% members of Hispanic origin





CASE STUDY

J. L. SORENSON RECREATION CENTER HERRIMAN, UTAH

Year open:	March 2011
Construction Cost:	\$23 million
Square Feet:	107,000
Cost/SF:	\$214

Budget

Expenses	\$2,800,000
Revenue	\$2,400,000
Net Costs	(\$400,000)
%Self Support:	85%

Program

Aquatics, fitness center with cardio and strength areas, community rooms

Lessons Learned

Facility is undersized and needed more parking immediately; needs another multi-purpose room.

15,000 members- great membership level

CASE STUDY
FAMILY WELLNESS
FARGO, NORTH DAKOTA

Year open: October 2011
Construction Cost: \$10.2 million
Square Feet: 81,475
Cost/SF: \$125

Budget
Expenses \$3,255,000
Revenue \$3,500,000
Net Costs \$245,000
%Self Support: 107%

Area is similar to Lea County with an urban center in a rural area, 27% growth, and similar resident and transient population from oil and gas industry.

Program
Family experience with court sports, track, aquatics (modest 3-lane lap, slide and zero depth entry), fully equipped fitness center

Lessons Learned
Larger pool is needed; more locker and training/stretching areas needed; new equipment appealed to people who moved from smaller storefront fitness centers.

9,700 members; members have higher household income; performing far beyond proforma



CONVENTION CENTER DATA

Information on competing convention/event centers in the region.

CITY	FACILITY	OWNERSHIP	SIZE	CAPACITY
LUBBOCK TEXAS	Lubbock Memorial Civic Center	owned/operated by City of Lubbock	Exhibit hall: 40,000 sf column free; 11,000 sf balcony; Banquet hall: 14,000 sf; Civic Center Theater can be used for general sessions; Exhibit Hall -- concrete floor;	Exhibit Hall: 3000 seated; pull out bleachers for 1400; balcony seating for 1600; 185 10 x 10 booths; Civic Center Theater: 1400 seats
LUBBOCK TEXAS	Overton Hotel and Conference Center	1859 Historic Hotels Ltd; developed as a public-private partnership of City of Lubbock; Garfield Traub, Dallas, and 1859 Historic Hotels	11,250 sf, column free ballroom/exhibit area; large ballroom; 11,250; 3350 sf each bay sf;	large ballroom: 1200 standing; 750 seated; Horizon ballroom: 250; can also split off room;
AMARILLO TEXAS	Amarillo Civic Center amarillociviccenter.com promoters	City	100,000+ sf of meeting space Several exhibit halls, 20,000+ square feet each with the ability to divide into a variety of breakout rooms; Heritage Room: 20,800 sf 2300-seat auditorium available	Heritage Room: Accommodates over 1000 banquet style, 2000 theatre style or 124 10'x10 trade show booths; can be broken down to as many as 20 meeting rooms
MIDLAND TEXAS	Midland Center and Centennial Plaza	City	Exhibit Hall: 12,500 square feet of column-free exhibit space; can be subdivided into 3 meeting rooms	800-1000 or accommodate up to 79 ten-foot square booths.
MIDLAND TEXAS	Grand Texan Hotel and Convention Center (formerly Clarion Hotel)	Privately owned	40,000+ sf of meeting and event space, includes; 15,000 sf villa conference space, dividable to 3 smaller rooms; ; 4 ballrooms totaling 7000 sf, each dividable; Board rooms: 950 sf each.	Full Villa Room: 1300 banquet; 960 classroom style; Villa; each of 3 broken down rooms: 450 banquet; 320 classroom; Ballroom: 660 banquet; 480 classroom; dividable into 4 smaller rooms; also 8000 sf of ballroom space in the hotel.
ODESSA TEXAS	West Texas Conv Center / MCM Grande Hotel and Fun Dome	Locally owned by small hotel chain with 8 Texas properties	20,000 total sf of mtg space; ballroom:: 17,500; conference rooms 20x30 ft	Ballroom with 5 bays; holds 1200 table set up; 2600-3000 otherwise Smaller conf rooms; up to 36-70 people
SAN ANGELO TEXAS	McNease Convention Center	City	Main ballroom 3100 sf, dividable; North Meeting Room 340 theater style;	main ballroom up to 1200 theater style; 700 banquet style; North Meeting Rm and upstairs meeting space also available and dividable.
ROSWELL NM	Roswell Convention & Civic Center, 912 N. Main St., Roswell	City	Full exhibit hall/ballroom: 13,000; divided in half 65003 break out rooms: 837sf, 573sf, 446sf;	Full exhibit hall/ballroom: tables or classroom: 650

AMENITIES	HOTEL ADJACENCY	RATES	TRADE SHOWS	CONTACT	OTHER
Banquet hall; permanent stage (30' x 16'); 3 projection screens; stage: sound system; proscenium: 85' x 50'	2 hotels next to civic center: Radisson and Holiday Inn;	Banquet hall: \$1,000; Exhibit hall: \$1,600		CVB: (806) 747-5232 (806) 775-2242 Debra Justice Ass't Director DebraJustice@mylubbock.us 11/14 talked to DEBRA Justice	Citi Bank Auditorium and Coliseum are also part of the Civic Center
Across street from Texas Tech University and Jones AT&T Stadium; Sound-Insulating walls to convert space into 3 separate rooms; 4 smaller meeting rooms and 2 executive board rooms; business center; catering and food service	Connected to 15-story full service hotel, 303 rooms	large ballroom for 2 days; rental fees: \$3000; minimum; F&B based on 500 people, \$11,500 buffet; \$10,250 plated; negotiated hotel room rates		806-776-7000 Toll Free: 888-776-7001; 11/14 TALKED TO Banquet Mgr Jessica Hall; Priscilla Escabel; 806-776-7089	
located in downtown Amarillo, Texas. Easy access to Interstates 27 and 40 (Historic Route 66); and over 2000 hotel rooms within 10 minutes; several exhibit halls, 20,000 + sf; ability to divide into a variety of breakout rooms.	Several nearby; others within 5-mile radius	Full Exhibit Hall: \$3200/day; Heritage Rm: \$1450; other meeting rooms: \$300-\$1450; Auditorium lobby: \$375; Globe-News Center lobby: \$2500	Same pricing	Amarillo CVB Amarillo Convention and Tourism Council (806) 374-1497 800.692.1338 11/14 re: ADMIN OFFICE AT CIVIC CENTER -- 806-378-4297 spoke to Karen; her boss Dorothy Brown 806-378-9321	Amarillo Gorillas hockey team, Amarillo Dusters indoor football team, the Amarillo Opera, the Amarillo Symphony, Lone Star Ballet and the Broadway Spotlight Series.
4 smaller meeting rooms for gatherings from 20 to 200; 2 larger meeting rooms equipped with sound systems; adjacent to Centennial Plaza, an open-air amphitheater amidst beautiful landscaping.	Near a couple of hotels; but 2 to 4 miles from the main hotel cluster in Midland			Midland CVB (800) 624-6435 11/14: LM Cara McKinny	
Professional banquet service	Grand Texan Hotel: 250 rooms other hotels nearby	by day; discount for several days; \$1250 for one 5000-sf space; \$2500 for 2 sf spaces, \$3000 for 3; break out rooms @ 1000sf each	Trade shows at same rates	main #: 432 683 3381 432.618.9000 (Not listed on CVB website) LM 11/14 Sarah Marston; HOTEL: (432) 618-9000; 11/14: talked to ???	
Amenities of the hotel; full service kitchen;	connected to hotel with 245 rooms	Ballroom price: \$4800/day; conference rooms: \$175 daily; room rates negotiable.	Trade shows in ballroom/ sometimes or lobby outside ballroom; pricing the same; except \$25 for skirted table.	11/14 talked to Lucy Payan 432-550-9811; or direct 432-362-2311	Also in Odessa: The MCM Elegante Hotel offers over 8,688 square feet for meetings, conventions, and all special events; new Waterfront Room, which offers an elegant and relaxing atmosphere for any occasion
projectors, electric screens; no charge for sound; stage built to suit	Carion hotel nest door; others within 5-mile radius; located downtown	Full building (all mtg rooms) at one flat rate: \$2500; part or full ballroom \$1500/day; \$600; includes set-up costs; sound, very flexible and negotiable.	Same prices for trade shows; can use the ballroom or lobby, etc.	11/15: Talked to Lori at McNease, 325-653-9577; CVB (325) 655-4136; Pam Miller OR the Civic Events Division at (325) 653-5487. any others?	Other venues for more than 1000 attendees? only on a college campus or a training center outside of town
Can bring in own caterer	Several chain hotels/motels nearby	All rooms: exhibit hall; 3 break out rooms, lobby: \$650/day; additional days \$650 - 15%; \$1 million liability insurance required	Same pricing	Megan Corman- Event Coordinator (575) 624-6860 ext 10; 11/14 talked to Megan	





Market & Feasibility Advisors



Final Report
Proposed Equestrian Facility Market Study

Submitted to:
Lea County Equestrian Committee

Submitted by:
Market & Feasibility Advisors

Thursday, July 11, 2013

MFA Project Number: 545

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Executive Summary

Introduction & Study Background

DPS and MFA (“the Study Team”) were retained by Lea County to conduct a feasibility study for a proposed equestrian center. Currently, Lea County has an indoor event center in Hobbs that is not suitable for equestrian events, and a fairgrounds with a 6,200-seat outdoor arena in Lovington. Stakeholders believe that the lack of a climate-controlled facility, and only one outdoor arena at the fairgrounds with no warm-up ring has restricted the number of potential equestrian events that Lea County could potentially host.

A group of area residents approached the County Commission during the summer to request consideration for an indoor arena and an equestrian action committee was formed. Representatives from the Study Team met with them in Hobbs on December 5, 2012 and several times thereafter. Some were contacted individually via telephone. In addition, MFA spoke to over 60 persons, equestrian organizations and facility managers. A list of persons contacted is contained in the Appendix of this report.

Several past studies have looked at the adding a new arena on the fairgrounds in addition to a new arena on the New Mexico Junior College (“NMJC”) campus. NMJC wants to develop and to enhance its equestrian program. Originally the College looked at constructing an indoor facility on its campus similar to the facility in Clovis (Curry County Events Center), however, budget cuts precluded further work or progress on the facility. In addition, an outside study was conducted in 2010 to expand the existing Lea County Fairgrounds.

As discussed in the Lea County Recreational Master Plan that DPS and MFA jointly produced in late 2012, in the absence of scenic attractions and natural beauty, Lea County needs to develop attractions that serve the local resident community and attract outside visitors. Lea County is a young county with large family households. Since the equestrian industry, including recreational riders, is declining throughout the U.S., having an indoor facility that provides both residents a place to practice/ride during unfavorable weather conditions is an asset. Simply put, if there is no place to ride, the next generation’s interest of horse and rodeo enthusiasts won’t develop and the industry will decline.

Organization of the Report

This report is organized into the following subsections:

- An analysis of the Resident and Visitor Market Infrastructure to support the facility, including regional demographics and visitor-serving infrastructure
- An evaluation of 18 comparable and competitive facilities in New Mexico and West Texas.
- Site selection characteristics of the two sites under consideration at the Lea County Fairgrounds and NMJC campus
- Market support projections, including the estimated number of potential users, events, event days, spectators, stall and RV requirements
- A financial analysis based on these market support projections

Findings and Conclusions

Lea County's strategic position in southeastern New Mexico allows it to draw from neighboring counties and Western portions of Texas. For example, the Zia Park Casino attracts an estimated 1.8 million people, 65 percent of whom are from West Texas.

Competitive Market

There are four climate-controlled indoor arenas that host equestrian events within 110-mile radius of the Hobbs/Lovington area. These facilities – Andrews County Expo Center, Midland County Horseshoe Arena, Mallet Event Center and the new indoor arena at the Roosevelt County Fairgrounds in Portales, have been built since 2006. Slightly farther away at 120 miles, the new Curry County Events Center (2009), which is run by Global Spectrum, has been successful in attracting large events like the High Plains Junior Rodeo Association ("HPJRA") finals by paying them to host their event in Clovis.

In summary, the market for equestrian events within a 120-mile radius of the Hobbs/Lovington area is competitive. Lea County is also unique given that it has a special events center (the Lea County Event Center) and an equestrian facility at the fairgrounds (the Jake McClure Arena at the Lea County Fairgrounds) at a distance from one another, as opposed to facilities like the Curry County Event Center in Clovis and the new Mallet Event Center in Levelland, Texas, that combine these different types of events in one multi-purpose facility. Given that the Lea County Event Center has already been attracting several hundred non-equestrian events annually, it is important that the proposed facility not compete directly within it.

Site Selection

Lea County is considering two sites for the proposed facility at the NMJC campus in Hobbs and the Lea County Fairgrounds in Lovington. MFA outlined the strengths and weaknesses in the text and concludes that you have two very good sites with solid arguments for each and few weaknesses at each. Either would be good but we recommend the NMJC site but just by a nose.

The basis for this choice is what we see as the greater possibility for economic impact at that site and since equestrian arenas can seldom generate enough revenue to cover their operating costs, the cost savings possible by locating an arena in conjunction with a college/university by providing student labor, covering utility costs under a master agreement, etc tips the choice.

Market Support Projections

MFA spoke to over 60 persons/organizations during the course of this analysis. Some of the central findings of this research can be summarized as follows:

1. There is strong demand, particularly among roping promoters/organizations, who would use the facility repeatedly for multiple events throughout the year.
2. Many equestrian groups are very sensitive to cost, with some such as the New Mexico Rodeo Association (NMRA) and the Working Ranch Cowboys Association using venues for free in Abiquiu and at the Eastern New Mexico Fairgrounds, respectively. The NM Mounted Cowboy Shooters Association said they would only use the facility if it were available for \$300/day. Many of the local equestrian groups such as the Lea County Horseman's Association are paying approximately \$150/day.
3. The facility would have little potential to host horse show organizations like the NMQHA since the closest organization is the Southwest Quarter Horse Association, which has used the Dona Ana County fairgrounds in Las Cruces since 2003 and whose members are based there. The next closest organization is the Remuda Quarter Horse Association in Odessa. The NM Hunter

Jumper Association has the majority of its members in the Greater Albuquerque area, and other breed associations like the NM Palomino Exhibitors Association are small and also headquartered primarily in the northern part of the state.

4. Larger regional groups such as the AJRA stated they would only use the facility for their finals event if the county were willing to pay them to host it in Lea County. In the past, cities such as Sweetwater and San Angelo have paid them as much as \$25,000 to hold their finals there. Other groups like the New Mexico High School Rodeo Association go out to bid every year. It would appear that the new Curry County Events Center (2009) has been particularly successful in attracting these groups.

The study team believes that the proposed indoor venue has the potential to attract 31 to 38 equestrian events annually. This number is consistent with non-multi-purpose venues that focus almost exclusively on the equestrian market.

Financial Analysis

Based on our survey of equestrian organizations and their affordability, MFA estimates that it would cost an average of \$575,000 annually to operate the facility over a ten-year period. In terms of revenue, the facility is projected to generate income ranging from \$276,600 in Year One, doubling to \$546,300 by Year Ten. In terms of net income, the proposed equestrian arena is projected to generate a deficit of between \$388,000 in Year One and \$90,900 by Year Ten. This does not include funding to draw special events to the facility which can cost upwards of \$25,000 plus the cost of operating the facility for the event without a charge or a minimal one.

This is common for equestrian facilities, in fact, WestWorld in Scottsdale, Arizona, has drawn an annual deficit averaging over \$1.5 million in the last four years, which is exclusive of debt service. Should the County decide to proceed with the facility, it should be viewed as an asset to the community and economic driver, versus an income generator. Communities view facilities like this as a kind of specialty convention center built primarily for its economic impact and benefit to the community.

There is an economic dimension to successful coordination of events at this facility with the events at the Event Center, the Western Heritage Museum, Zia Park Casino, and NMJC that will benefit all. Together, with the nearby hotels the form a kind of event/entertainment district for the County.

The equestrian center will help fuel local economic development activities (hotels, restaurants, retail, and other businesses). Another economic dimension is that the facility can also be utilized to grow the equine industry opportunity in Lea County and provide more diversification for the local economy.

While the facility should be operated to generate substantial revenue, facility pricing should be rational and affordable for local groups seeking to use the facility, and its economic development/impact role should be considered in operations as well.

Facility Recommendations

The study team recommends the development of an indoor, climate-controlled arena with a dirt footing mix of approximately 150 x 300 feet, with a seating capacity of 1,800. The arena should have provisions for a judges' box and show office.

A great customer service experience will set this facility above its competition and help the facility enhance the growth potential of all things equestrian in Lea County. For the facility this means good connections to the existing NMJC existing equestrian and event facilities – successful layout on the NMJC Campus in conjunction to existing NMJC facilities is critical, parking suitable for the larger vehicles often used by equestrian fans and participants, state of the art scoreboards, quality seating, Well-designed and located concession stands for the larger events, good quality audio/sound systems, good quality lighting (perhaps making the leap to LED), wiring for WiFi, and other technological innovations

appropriate for a public assembly building developed in these times. A preference has been expressed for the seating type and configuration used in the Clovis facility.

A smaller, adjacent, covered warm-up arena of approximately 240 x 120 feet can be utilized as staging and warm-up arenas for larger events. It can stand alone for non-profit groups and smaller equestrian events that cannot afford to rent the indoor arena, and MFA expects it will not be directly competitive with the Jake McClure arena at the Lea County Fairgrounds..

- Other recommended amenities include the following:
- A total of 200 stalls (10 x 10 foot, which is the industry standard) in barns that include a small office, toilets, shower facilities and wash racks close to the warm-up areas;
- On-site office space of approximately 3,500 gross square feet for permanent personnel (administration, safety, security) as well as show managers;
- A concession area that should be equipped to provide a variety of food opportunities to maximize the food and beverage revenues; and coordinator to begin marketing the facility and make it operational
- A small classroom/multi-purpose room that can seat up 100 people be used in conjunction with shows, awards, etc.
- A total of 75+ RV sites with water and power hook ups
- Sufficient toilets that can accommodate up to several thousand persons per day during larger events such as rodeos. In some instances, the County might have to rent portable facilities to accommodate these larger events.

Resident & Visitor Market and Available Facilities/Infrastructure

Introduction

Located in the southeastern corner of New Mexico, Lea County is situated near the Texas state line approximately 325 miles southeast of Albuquerque. Based on data provided by the University of New Mexico Bureau of Business and Economic Analysis for July 1, 2000 through July 2010, approximately 69 percent of the state's 2.1 million residents (1.4 million) reside in the northern half of the state, and the remaining 31 percent (approximately 640,000) reside in the southern portion of the state where Lea County is located.

Lea County is bounded on the north by Roosevelt County, on the west by Chaves and Eddy Counties, on the east by Andrews, Gaines and Yoakum Counties in Texas, and on the south by Loving County in Texas. Other neighboring counties in Texas include Winkler County (southeast) and Cochran County (northeast). As shown in Table 1, Lea County and its additional 9 neighboring counties have an estimated one quarter of a million residents based on 2010 Census data.

Lea, NM	64,698
Roosevelt, NM	20,050
Chaves, NM	65,779
Eddy, NM	53,890
Andrews, TX	14,786
Gaines, TX	17,526
Yoakum, TX	7,879
Loving, TX	82
Winkler, TX	7,110
Cochran, TX	3,127
Total	254,927
<i>Sources: UNM Bureau of Business and Economic Research and U.S. Census Bureau (2010)</i>	

Current & Comparative Population

Before the recent oil boom, between 1990 and 2000, data from the University of New Mexico Bureau of Business and Economic Research ("BBER") shows that Lea County was only one of four counties in the state that experienced negative population growth over that period. While the state population increased by 20.1 percent over that period, the population of Lea County declined by a modest-.5 percent.

However, as one of the state's leading producers of oil and natural gas, its resident base has expanded substantially in recent years. Between 2000 and 2010, the county's population growth was the third highest in the state at 14.2 percent. Over that period, population growth was only exceeded by Roosevelt County (33.2 percent) and Dona Ana County (15.2 percent). The BBER places Lea County's July 1, 2010 population at nearly 65,000 residents, making it the ninth most populated county among the state's 33 counties.

Table 2 compares demographic characteristics for Lea County to New Mexico and the U.S. as a whole. As shown, the population between 2010 and 2011 in Lea County grew faster than the state and U.S. Lea County is a young county with large family households (approximately 2.88 persons per household). Approximately 29.5 percent of Lea County's population is under age 18 (compared to 24.9 percent for the state average and 23.7 percent for the U.S.). Conversely, persons over the age of 65 are considerably lower in Lea County (10.8 percent) than New Mexico (13.6 percent) and the U.S. (13.3 percent).

Table 2.: Comparative Demographics, Lea County, New Mexico, USA			
	Lea County	New Mexico	USA
Population, 2011 Estimate	65,423	2,078,674	311,587,816
% Population change, April 1, 2010 to July 1, 2011	1.10%	0.90%	0.90%
Population, 2010	64,727	2,059,179	308,745,538
% Persons under 5 years, 2011	9.20%	7.00%	6.50%
% Persons under 18 years, 2011	29.50%	24.90%	23.70%
% Persons 65+, 2011	10.80%	13.60%	13.30%
% Females, 2011	48.80%	50.50%	50.80%
% White persons, 2011	91.70%	83.40%	78.10%
% Black persons, 2011	4.50%	2.50%	13.10%
% American Indian and Alaska Native persons, 2011	1.80%	10.10%	1.20%
% Asian persons, 2011	0.60%	1.60%	5.00%
% Native Hawaiian and Other Pacific Islanders, 2011	0.10%	0.20%	0.20%
% Persons reporting two or more races, 2011	1.30%	2.30%	2.30%
% Persons of Hispanic or Latino Heritage, 2011	52.10%	46.70%	16.70%
% White persons not Hispanic, 2011	42.00%	40.20%	63.40%
% Foreign born persons, 2007-2011	13.70%	9.80%	12.80%
Households 2007-2011	21,238	762,002	20.30%
Persons per Household, 2007-2011	2.88	2.62	2.6
Median Household Income, 2007-2011	\$46,781	\$44,631	\$52,762
% Persons below poverty level, 2007-2011	16.70%	19.00%	14.30%
<i>Source: U.S. Census Bureau, 2012</i>			

What is important about Table 2 is that it underscores the fact that Lea County is a young county with large, family households. Having an equestrian facility that would serve the needs of local and regional riders, in face of declining ridership throughout the U.S., would also continue the tradition of horsemanship and the Western heritage of the county by exposing children to rodeos and other types of equestrian events..

Projected Population

With the exception of Sandoval County, Lea County is projected to experience the highest percentage of population growth between 2010 and 2040. Over this period, the population is projected to increase by 71 percent, compared to 100 percent for Sandoval County.

This is significant and underscores the need for Lea County to provide more attractions to serve both the visitor and resident markets. Situated at an average elevation of 4,000 feet above sea level, Lea County is characterized most often by its flat topography. Therefore, the County needs to build attractions that attract visitors.

Table XX.: Projected Population of New Mexico Counties, 2010-2040

As of July 1...								
County	2010	2015	2020	2025	2030	2035	2040	% Chg.
NEW MEXICO	2,065,826	2,208,450	2,351,724	2,487,227	2,613,332	2,727,118	2,827,692	36.9%
Bernalillo	664,636	721,153	780,244	835,325	886,564	932,091	970,371	46.0%
Catron	3,725	3,825	3,909	3,976	4,000	4,005	4,012	7.7%
Chaves	65,783	68,538	71,632	74,867	77,949	80,724	83,263	26.6%
Cibola	27,213	28,236	29,133	29,909	30,630	31,361	32,090	17.9%
Colfax	13,752	13,710	13,631	13,506	13,296	12,998	12,642	-8.1%
Curry	48,941	51,001	52,900	54,778	56,707	58,611	60,395	23.4%
De Baca	2,022	1,987	1,950	1,909	1,879	1,840	1,803	-10.8%
Dona Ana	210,536	226,855	243,164	258,887	273,513	286,818	299,088	42.1%
Eddy	53,829	55,832	57,908	59,945	61,836	63,595	65,258	21.2%
Grant	29,371	29,417	29,457	29,433	29,310	29,166	29,102	-0.9%
Guadalupe	4,687	4,742	4,765	4,779	4,776	4,773	4,760	1.6%
Harding	695	693	684	670	647	625	607	-12.7%
Hidalgo	4,894	4,857	4,818	4,764	4,671	4,546	4,403	-10.0%
Lea	64,727	71,465	78,407	85,773	93,712	102,090	110,661	71.0%
Lincoln	20,497	21,104	21,577	21,875	21,979	21,959	21,888	6.8%
Los Alamos	18,026	18,058	18,063	18,016	17,880	17,603	17,210	-4.5%
Luna	25,095	26,478	28,024	29,694	31,465	33,399	35,595	41.8%
McKinley	71,802	72,691	73,483	73,946	73,805	72,988	71,580	-0.3%
Mora	4,881	4,865	4,826	4,753	4,665	4,548	4,423	-9.4%
Otero	64,275	65,542	66,367	66,825	67,047	67,064	66,841	4.0%
Quay	9,041	8,954	8,891	8,840	8,804	8,788	8,805	-2.6%
Rio Arriba	40,371	40,780	41,026	41,058	40,872	40,509	40,008	-0.9%
Roosevelt	20,040	21,657	23,178	24,522	25,721	26,836	27,912	39.3%
Sandoval	132,434	154,048	176,276	198,950	221,644	243,897	265,607	100.6%
San Juan	130,170	138,487	146,388	154,065	161,593	168,850	175,678	35.0%
San Miguel	29,393	29,315	29,157	28,785	28,176	27,413	26,594	-9.5%
Santa Fe	144,532	154,756	164,006	171,905	178,124	182,410	184,832	27.9%
Sierra	11,988	12,020	12,048	12,100	12,218	12,421	12,737	6.2%
Socorro	17,866	17,998	18,008	17,879	17,621	17,274	16,857	-5.6%
Taos	32,937	35,012	36,769	38,183	39,221	39,850	40,062	21.6%
Torrance	16,383	16,927	17,589	18,266	18,865	19,344	19,801	20.9%
Union	4,549	4,803	5,066	5,318	5,553	5,773	5,977	31.4%
Valencia	76,735	82,644	88,380	93,726	98,589	102,949	106,830	39.2%

Source: Bureau of Business and Economic Research, University of New Mexico, and MFA.

Current Facilities & Visitor Serving Infrastructure in Lea County

Lea County is unique in the presence of both a 4,500 seat Event Center, the Lea County Event Center, in Hobbs, and a Fairground (Lea County Fairgrounds) in Lovington. These are facilities that are more commonly co-located in an events complex.

Lea County Fairgrounds and Rodeo Complex, Lovington



The Fairgrounds is a well-known center of activity throughout the region. Situated on approximately 57 acres, attendance at the Lea County Fair has been increasing. In past years attendance has been approximately 60,000 to 70,000. The Lea County Fair and Rodeo is reportedly the largest county fair in the state.¹ The PRCA rodeo during the fair is one of their largest events.

The outdoor Jake McClure Arena is a 360'x200' arena² with a covered seating capacity of 6,200. The grand

stand seating surrounds a dirt arena with multiple access points for livestock. Livestock pens are located to the north and east of the arena, and an elevated press box and three (3) steel stairs provide circulation between the grand stand seating. The Arena was originally built and located on the east side of town for steer tripping events. This explains its large size compared to a regulation size rodeo arena, which tend to be in the 150'x300' range.

The venue does not have a warm-up ring but a small, outdoor warm up arena (45'x110'). The lack of a second arena limits its use for many groups.

The facility rents for \$150/day to non-profit groups and \$300/day to commercial groups. The rate is less for groups that put on a series of events. The venue has a total of 80 stalls³ and a total of 47 RV spaces. The arena is also open for public use free of charge all day Tuesdays and Thursdays except during winter hours. An estimated 10 to 20 people practice per day during that period.

According to a report issued to MFA in early November 2012, there have been 74 events and 128 event days held at the fairgrounds between January 2012 through early November 2012. A total of 22 of these events and 34 event days were held at the arena. The Arena is booked almost every weekend from February to October with rodeo and equestrian events, notably barrel racing and roping. However, from early November through early February the arena is essentially empty. Several equestrian groups noted that they will trailer their horses to the Andrews County Expo Center to practice during this period.

In discussions with local equestrian groups, it is MFA's understanding that an estimated 90 percent of utilization is from local groups. The Lea County Horseman's Association ("LCHA") and Lea County Barrel Racers Association ("LCBRA") account for about 60 percent of total utilization throughout the year. However, the arena has hosted state-level events such as the New Mexico Junior High School Rodeo

¹ <http://www.edclc.org/files/Lovington%20Fact%20Book.pdf>

² The actual dimensions of the arena are 200' ft. (from east alley gate to roping chute) X 300ft (from bucking chutes to south wall)

³ NOTE: This excludes 39 stalls that are available for use at the Sheriff's Posse Arena, as well as an additional 39 on the back side of this arena. A total of 48 portable stalls are also available for use, bringing the grand total to 119.

finals this past June, which is a 3-day event.

Lea County Event Center

Hobbs is the home of the Lea County Event Center, which is one of the largest conference/convention center in the state of New Mexico with 27,000 square feet and 4,500 seats. It is situated in the center of the city/county's commercial and entertainment corridor, surrounded by developments like Zia Park Casino & Horse Racing, NMJC, museums, hotels, big box retailers and national chain restaurants. When the Lea County Events Center was built (early 1990's) an agreement was made which prohibits holding the County Fair at the Event Center.



The Center is a 4,500-seat multi-purpose arena (6,000 with floor seating) of approximately 27,000 square feet, which is located in approximately 17 miles from the Lea County Fairgrounds. The Event Center hosts meetings and banquets, community events, concerts, exhibition and trade shows,

motocross, and monster truck shows. According to management, an estimated 80 percent of event days consist of meetings and banquets, which will utilize the banquet rooms. The arena is utilized approximately 45 Saturdays per year with some events such as consumer shows using three days (typically Friday-Sunday). In previous years, the facility also hosted an indoor soccer league.



Management estimates the Event Center hosts an average of 50 events per month. Last year the facility hosted a total of 376 events, generating 478 event days and total attendance of 63,005. The Tuff Hedeman Championship Bull Riding event in January is always a sellout. The Center also plans to do 6 concerts this year.

Eunice Rodeo Arena

The Lea County city of Eunice has built a city-owned and operated outdoor rodeo arena with bleachers. The seating capacity is unknown. The facility does not have any stalls, but chutes are attached and pens are located at the east end. A roping promoter from Jal hosts an event there every weekend beginning in March through October. The venue will also host an occasional small circus or other type of special event. The arena is available free of charge during daylight hours, and there is a \$25/hour per hour charge after daylight hours.

Visitor Market

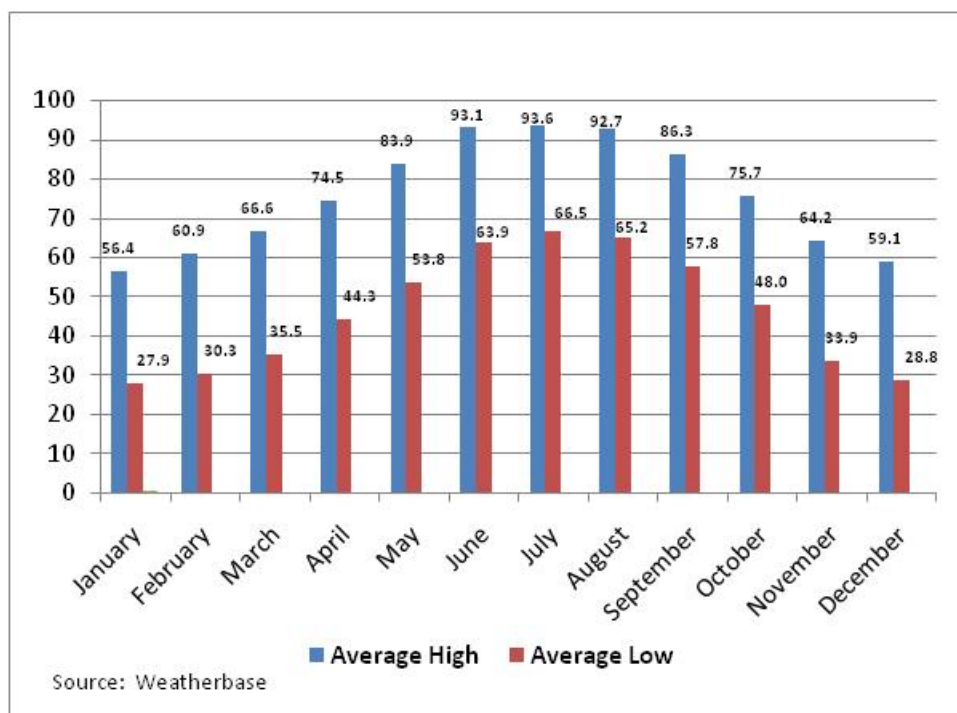
Lea County is not proximate to any of the major population centers in New Mexico. Access from these areas is primarily via regional highways. Estimated drive times and driving distances⁴ are shown in Table 4.

Table 4.: Est. Drive Times and Distances		
City, State	Time (hrs.)	Distance
Andrews, TX	1.0	55
Carlsbad, NM	1.1	70
Odessa, TX	1.5	90
Midland, TX	1.8	100
Lubbock, TX	2.0	110
Roswell, NM	2.1	120
Portales, NM	2.2	110
Clovis, NM	2.5	130
San Angelo, TX	3.3	200
Amarillo, TX	3.6	230
Albuquerque, NM	5.3	320
Gallup, NM	7.3	455
<i>Source: MapQuest</i>		

Annual Climate

Lea County enjoys a moderate four-season climate. Frequent rain showers and thunderstorms from June through September account for over half the annual precipitation. The average annual precipitation is 12.3 inches, and the area typically has 46 days of annual rain.

⁴ For purposes of analysis, MFA used the center of Hobbs to calculate these distances.



Winds of 15 mph or more occur from February through May. Winter brings subfreezing temperatures at night but becomes considerable warmer during the day. Winter and its subzero temperatures are only for a short duration of the year, nevertheless they preclude any type of outdoor riding or competitive events.

Regional Access

Lea County is served by three major east-west U.S. highways, a major north-south state highway, as well as numerous other well maintained state roads and thoroughfares. It is located on the four-lane U.S. Highway 62/180, which is a primary feeder to the interstate system. U.S. Highway 62 starts in El Paso, Texas, and through New Mexico, it continues past Carlsbad Caverns National Park into the city of Carlsbad, then east to Hobbs. The highway then crosses back into Texas at the Texas/New Mexico border east of Hobbs. US 62/180 is concurrent with Montana Avenue in East Central El Paso. Continuing through Carlsbad, New Mexico, US 180 and US 62 travels toward Texas running through Hobbs, New Mexico, and exiting New Mexico just east of Hobbs

Interstate access is within 90 miles and includes Interstates 10, 20, and 27.

Air Service

Lea County Regional Airport is located approximately four miles west of the city's central business district, adjacent to the south side of U.S. Highway 62/180. This regional airport serves as a commercial service airport serving Hobbs, Lea County, and the surrounding region. The designated air carrier is New Mexico Airlines, which provides air service to Hobbs, Albuquerque, Alamogordo, Clovis, Carlsbad, and Roswell.

United Airlines has twice daily service from Houston, one of their two largest hubs, offering connections to many other cities.

There are four other smaller public use airports in the county, including Zip Franklin Memorial Airport in Lovington, Jal Airport in Jal, and Tatum Airport in Tatum.

The closest international airport to the Lea County area is located in the Midland/Odessa area, about 90 to 100 miles southeast of Hobbs/Lovington, and is serviced by Southwest, American Eagle, and United Airlines. Additionally, Lubbock International Airport, 110 miles northeast from Hobbs, is served by Southwest, Delta, American Eagle, American, and United Express Airlines.

Visitor Serving Infrastructure

The city of Hobbs reports to have 1,300 hotel rooms.⁵ Recent data from Smith Travel Research (“STR:”) puts this number closer to 1,400, as shown in Table 5. Lovington has only three properties and 104 rooms, representing 9 percent of the total. STR data also indicates that year end 2011 average annual occupancy was 64.6 percent.

Name of Establishment	City & State	Zip Code	Aff Date	Open Date	Rooms
La Posada Motel	Hobbs, NM	88240	Jun 1950	Jun 1950	36
Hampton Inn Suites Hobbs	Hobbs, NM	88240	Jan 2004	Jan 2004	67
Lamplighter Motel	Hobbs, NM	88240	Jun 1934	Jun 1934	50
Holiday Inn Express Hobbs	Hobbs, NM	88240	Dec 1996	Dec 1996	65
Lea County Inn	Hobbs, NM	88240	Jan 2003	Jan 2003	45
Fairfield Inn & Suites Hobbs	Hobbs, NM	88240	Jul 2008	Jul 2008	94
Sleep Inn & Suites Hobbs	Hobbs, NM	88240	Sep 2008	Sep 2008	67
Holiday Inn Express & Suites Hobbs	Hobbs, NM	88240		U/C	80
Comfort Suites Hobbs	Hobbs, NM	88240	Sep 2008	Sep 2008	75
La Quinta Inns & Suites Hobbs	Hobbs, NM	88240	Jun 2008	Jun 2008	68
Country Inn & Suites Hobbs	Hobbs, NM	88240	Dec 2008	Dec 2008	64
Hobbs Inn	Hobbs, NM	88240	Oct 2006	Jan 1983	61
Desert Hills Motel	Hobbs, NM	88240	May 1976	May 1976	25
Hobbs Family Inn	Hobbs, NM	88240	Jul 2006	Jun 1965	71
Americas Best Value Inn Hobbs	Hobbs, NM	88240	Jun 2006	Jun 1953	69
Relax Inn	Hobbs, NM	88240	May 1994	Jun 1990	80
Best Western Executive Inn	Hobbs, NM	88240	Oct 2002	Jun 1984	62
Sands Motel	Hobbs, NM	88240	Jun 1990	Jun 1990	40
Brentwood Inn	Hobbs, NM	88240	May 2006	Jun 1996	54
Days Inn Hobbs	Hobbs, NM	88240	Jan 1993	Jun 1982	58
Econo Lodge Hobbs	Hobbs, NM	88240	Jun 1996	Jan 1991	37
Lovington Inn	Lovington, NM	88260	Jan 1999		62
Mack’s Motel	Lovington, NM	88260			20
Desert Aire Motel	Lovington, NM	88260			22
Total Properties:				24	1372

Source: Smith Travel Research (October 29, 2012)

Since 2006, more than a half dozen new hotels, each with 70 to 125 rooms, have vastly expanded the Greater Hobbs Area’s capacity to lodge visitors. MFA understands that Zia Park Casino had plans for a 200-room property which were put on hold due to recent economic concerns.

Planned/Announced Hotel Developments

The following recent additions to the existing hotel supply have been announced:

- Holiday Inn Express, which was supposed to be done in December
- Marriott branded extended stay on Joe Harvey, which should start construction soonr

⁵ <http://www.villageprofile.com/newmexico/leacounty/11/topic.html>

- A Wyndham brand hotel
- Another hotel brand has recently purchased a piece of land
- Another 2 hotel brands are currently looking at land, but have not made any commitments yet.

Lea County Attractions

Lea County has a rich Western heritage, having produced several National Rodeo Champions, starting with Jake McClure starting back in 1930.

Zia Park Casino attracts an estimated 1,800,000 visitors per year. Management reports that weekend traffic draws heavily from the Midland-Odessa-Lubbock areas. An estimated 65 percent of visitors are from Texas, and the remaining 35 percent are locals. The casino features live horse racing September through December.

Hobbs is known as the soaring capital of the world, and is the headquarters of the Soaring Society of America, which attracts hobbyist and competitive flyers from all throughout the world. Other attractions in Hobbs include the Harry McAdams State Park, the newly constructed Lea County Western Heritage Museum, the Lea County Athletic Hall of Fame and Western Heritage Center.

The newly refurbished Lea County Museum is located in Lovington,

Summary and Proposed Implications for the Lea County Equestrian Center

Lea County is the second fastest growing region of New Mexico. Between 2010 and 2040, the region is expected to experience a 70 percent increase in population. The county is characterized by younger households compared to New Mexico and the U.S.

The county's location in the far southeastern corner of the state, may pose challenges in attracting other equestrian groups since it is not as centrally located as Albuquerque, but it will also be able to draw groups from regions like West Texas.

Lea County is unique in the presence of both a 4,500 seat Event Center, the Lea County Event Center, in Hobbs and a Fairgrounds (Lea County Fairgrounds) with a rodeo arena in Lovington. These are facilities that are more commonly co-located in an events complex that serves as both a special event and equestrian complex. Though the Jake McClure arena at the Lea County Fairgrounds serves the needs of local community groups, the fact that it is located outdoors and does not have a second warm up arena makes it difficult for the venue to attract year-round regional events.

Evaluation of Competitive and Comparable Facilities

Introduction

MFA has profiled a total of 18 competitive equestrian centers, fairgrounds with equestrian facilities, and/or multi-purpose facilities with arenas that host equestrian events. These facilities, ranked in order by distance from Hobbs,⁶ their current operator, and the year the opened, appear in Table 6.

Name	City, State	Operator	Year Open	Distance from Hobbs¹
Andrews County Expo Center	Andrews, TX	Andrews County	2006	55
Horse Council Arena (Eddy County Fairgrounds)	Artesia, NM	Artesia Horse Council	1970s	80
Midland County Horseshoe Arena	Midland, TX	Dooley Management	2006	100
Mallet Event Center & Arena	Levelland, TX	Hockley County	2012	100
Roosevelt County Fairgrounds	Portales, NM	County	2011	110
Eastern New Mexico Fairgrounds - Bob Crosby Arena	Roswell, NM	Non-profit	1950's	115
Curry County Event Center	Clovis, NM	Global Spectrum	2009	120
Nolan County Coliseum	Sweetwater, TX	County	1959	180
1st Community Credit Union Spur Arena	San Angelo, TX	San Angelo Stock Show and Rodeo Association	2002	200
Quay County Fairgrounds	Tumcumcari, NM	Quay County	n/a	210
Expo Center of Taylor County	Abilene, TX	Taylor County	1973	230
Rockin' Horse Ranch	Moriarty, NM	Private	1990	285
Southern New Mexico Fairgrounds	Las Cruces, NM	Dona Ana County Parks & Rec	n/a	290
Expo New Mexico - Indoor Horse Arena	Albuquerque, NM	State	n/a	315
Santa Fe Trails Event Center	Las Vegas, NM	Private	2001	320
Bernalillo County Sheriff's Posse Arena	Albuquerque, NM	Non-profit	1989	325
Young County Arena	Graham, TX	Young County and Graham City	2006	330
McGee Park	Farmington, NM	San Juan County	2006	490

Sources: *Individual Facilities*, *MapQuest* and *MFA*

1 NOTE: Mileage is rounded and is based on MapQuest distances from the center of Hobbs.

⁶ Based on MapQuest distances from the center of Hobbs.

What is interesting about Table 6 is that one-half of these facilities were have been built since 2000. This includes the closest facility to the Lea County area, which is the Andrews Expo Center. Owned and operated by Andrews County, the facility will be six years old in March 2013. Of the three facilities that fall within a 100-mile radius of Hobbs, three of them – Andrews County Expo Center (Andrews, TX), Midland County Horseshoe Arena (Midland, TX), and the Mallet Event Center (Levelland, TX) – have opened since 2006. Similar to Lea County, the county locations of these centers have experienced oil booms in recent years and sought to capitalize on the economic boom by building new event and equestrian centers.

Types of Facilities at Selected Equestrian and Multi-purpose Facilities

The facilities and amenities at the 18 equestrian centers that MFA has profiled appear in Table 7. A total of 9 of them, or one-half, contain climate-controlled indoor arenas. Only four of them do not have an indoor arena, and these four are located at fairgrounds. The average seating capacity of these selected facilities is approximately 1,900 seats. With the exception of the Bernalillo County Sheriff's Posse Arena in Albuquerque, all of them have an outdoor arena as well.

The majority of these facilities typically have an average of 100 to 200 stalls. Expo New Mexico quotes over 2,200 stalls since they will use the ones at the racetrack when it is not racing season. The average number of RV hook ups was approximately 100, though most managers did not distinguish between full hook ups, partial ones and/or temporary hook ups that can be brought in for special events.

Event Mixes at Selected Equestrian and Multi-purpose Facilities

In terms of the mix of the type of events at these selected facilities, MFA reviewed recent event calendars and, in the event that they were not available, spoke to management to obtain estimates. In summary, these selected facilities averaged 62 events annually. However, it should be noted that this average includes all events at multi-purpose facilities that have multiple event venues such as the Mallet Event Center or Expo New Mexico. Multi-use facilities like the Midland County Horseshoe Arena, Mallet Event Center & Arena, Expo Center of Taylor County and Expo New Mexico average 100 to 200 events annually.

Conversely, standalone equestrian arenas such as the Andrews County Expo Center (which is really geared toward equestrian events), the Horse Council Arena at the Eddy County Fairgrounds, etc., tend to average closer to 30 to 50 events annually.

In terms of event mix (Table 8), MFA has broken down event categories into 9 types of events, the definitions of which are as follows:

- **Rodeo/Action.** This is by far the most popular type of equestrian activity among those selected facilities and includes rodeos and “cowboy action sports” such as roping, barrel racing, reining, and cutting. An average of 60 percent of all events at the selected facilities consisted of rodeo/action events. At standalone equestrian facilities the number was closer to 80 to 90 percent of the total.
- **Horse Shows.** A less popular category throughout these selected facilities, these shows include breed organizations (AQHA), Hunter Jumper shows, dressage, etc. and horse clinics. The only facility in New Mexico and Texas that hosts more horse shows than rodeo/action events is Expo New Mexico. It primarily hosts Dressage, Hunter Jumper and Arabian shows.
- **Livestock Shows.** This includes livestock shows, sales, auctions and clinics. This category averaged 5 percent of all events.
- **Dog Shows.** Dog shows comprise a very small segment of shows at most facilities. The

Bernalillo County Sheriff's Posse Arena in Albuquerque is the only one that hosts several dog shows per year.

Table XX. : Arenas and Amenities at Competitive Equestrian and Multi-Purpose Facilities								
Name	City, State	Year Open	Indoor Arena	Climate	Seating	Outdoor Arena	Number of Stalls	RV Spaces
Andrews County Expo Center	Andrews, TX	2006	300'x150'	Heat & A/C	1,800	160'x120'	195	35
Horse Council Arena (Eddy County Fairgrounds)	Artesia, NM	1970s	Indoor/covered/east side open	None	750	200'x300'	75	24
Midland County Horseshoe Arena	Midland, TX	2006	280'x125'	Heat & A/C	3,500	Yes	170/200	25
Mallet Event Center & Arena	Levelland, TX	2012	300'x150'	Heat & A/C	1,933	Indoor warm up	178	50
Roosevelt County Fairgrounds	Portales, NM	2011	200'x275'	Heat & A/C	600	Yes	100	12
Eastern New Mexico Fairgrounds - Bob Crosby Arena	Roswell, NM	1950's	None	None	4-5,000	300'x150'	12	100
Curry County Event Center	Clovis, NM	2009	350'x200'	Heat & A/C	3,300	Several	200	70
Nolan County Coliseum	Sweetwater, TX	1959	100'x230'	Heat & A/C	3,000	2 @ 200'x300'	300	125
1st Community Credit Union Spur Arena	San Angelo, TX	2002	155'x330'	Heat & A/C	956	106'x120'	262/140	90
Quay County Fairgrounds	Tumcumcari, NM	n/a	None	None	500	149'x327'	75	0
Expo Center of Taylor County ¹	Abilene, TX	1973	110'x240'	Heat & A/C	1800	150'x300'	750	450
Rockin' Horse Ranch	Moriarty, NM	1990	95'x196'	None	n/a	150'x300'	90	12
Southern New Mexico Fairgrounds	Las Cruces, NM	n/a	Covered	None	Bleachers	Yes	28	n/a
Expo New Mexico - Indoor Horse Arena ²	Albuquerque, NM	n/a	117' x 246'	Heat	1,800	125'x264'	2,247	200+
Santa Fe Trails Event Center	Las Vegas, NM	2001	140'x275'	None	750	180'x350'	120	10
Bernalillo County Sheriff's Posse Arena	Albuquerque, NM	1989	120'x275'	None	1,750	None	60	36
Young County Arena	Graham, TX	2006	150'x250'	Heat	2,500	120'x250'	250	40
McGee Park	Farmington, NM	2006	128'x220'	Heat & A/C	1,250	200'X100'	100	574

Sources: Individual Facilities and MFA

¹ Pertains to the Horse Arena. The Coliseum is climate-controlled and 107'x245'.

² Also has the Tingley Coliseum that is 112'x250', climate-controlled, and seats over 9,000. The number of stalls includes the racetrack when it is not in season.

Table 8: Annual Events at Competitive Equestrian and Multi-Purpose Facilities										
Name	City, State	Total Annual Events	Rodeo/Action	Horse Shows	Livestock	Dog Shows	Consumer Shows	Entertainment	Social	Other
Andrews County Expo Center	Andrews, TX	52 ^e			5% ^e	5% ^e		5% ^e	5% ^e	
Horse Council Arena (Eddy County Fairgrounds)	Artesia, NM	30	90%					10%		
Midland County Horseshoe Arena*	Midland, TX	149	15%	4%	3%	3%	7%	13%	54%	
Mallet Event Center & Arena*	Levelland, TX	96	17%	1%	12%		2%		68%	
Roosevelt County Fairgrounds	Portales, NM	45 ^e	80% ^e	10% ^e	5% ^e		5% ^e			
Eastern New Mexico Fairgrounds - Bob Crosby Arena	Roswell, NM	12	100%							4% [^]
Curry County Event Center*	Clovis, NM	49	49%	2%	6%		4%	12%	24%	3%
Nolan County Coliseum*	Sweetwater, TX	25	92%	4%						4%
1st Community Credit Union Spur Arena	San Angelo, TX	28	32%	14%	11%		4%	7%	32%	2%
Quay County Fairgrounds ¹	Tumcumcari, NM	n/a ¹	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Expo Center of Taylor County ²	Abilene, TX	127	28%	4%	6%		7%	5%	39%	12%
Rockin' Horse Ranch	Moriarty, NM	32	91%	6%						3%
Southern New Mexico Fairgrounds	Las Cruces, NM	n/a								
Expo New Mexico - Indoor Horse Arena ³	Albuquerque, NM	20/200	15% ³	85% ³						
Santa Fe Trails Event Center	Las Vegas, NM	20	83%			7%				
Bernalillo County Sheriff's Posse Arena ⁴	Albuquerque, NM	9	80%			20%				
Young County Arena	Graham, TX	59	56%	8%	2%	2%	2%	7%	20%	3%
McGee Park	Farmington, NM	77	61%		1%	1%	5%	9%	1%	21%

Sources: Individual facilities, event calendars, management and MFA

^e" = estimate

* NOTE: includes total events in these multi-purpose facilities

¹ Number of events at Quay County Fairgrounds varies from year to year. Events are mostly Rodeos and Roping Events that are all 4-H programs. The county Operates the Arena from May to August. The rest of the year Mesalands Community College uses the facility.

² Schedule is April-July, 2012

³ Numbers for Expo New Mexico pertain to horse shows (20) though the entire facility does about 200 events.

⁴ Based on their event schedule for August-December, 2012

- **Consumer Shows.** These events are typically gated/ticketed events open to the public such as gun shows, gem shows, arts and crafts fairs, etc. What surprised the study team is how few of these shows (an average of 4 percent) are actually held at the selected venues in New Mexico and Texas, even at multi-purpose venues. This includes events held at the Lea County Event Center.
- **Entertainment.** This includes spectator events such as monster truck shows, concerts, arena cross, circuses, and other forms of live entertainment. These events comprised an average of 9 percent of total events at these selected facilities.
- **Social.** These types of events include meetings, parties, graduations, weddings, banquets, and educational testing. These types of events are particularly popular at multi-purpose event centers like the Mallet Event Center (68 percent). As noted in the previous section, nearly 80 percent of the Lea County Event Center's events are social.
- **Other.** This category refers to all other types of events, including sports, demonstrations, and any other category that does not conveniently hit into the afore-mentioned ones.

Hotel Infrastructure at Selected Equestrian and Multi-purpose Facilities

Table 9 lists the number of hotels/motels within a 10-mile radius of the address of selected competitive facilities. It should be noted that these hotels/motels: (a) include only those listed by STR and may not include private, independently-owned venues or bed and breakfast facilities; and (b) are based on the 10-mile zip code of the facility's address.

Based on the information in Table 9, the average number of hotel/motels within a 10-mile radius of these competitive facilities is approximately 19, with an average over 1,300 rooms. This compares favorably to the current existing infrastructure in the Hobbs/Lovington area (Table 5), which has 24 hotels/motels and 1,372 rooms.

Table 9.: Hotel Infrastructure at Selected Facilities		
Name	10-Mile Radius	
	# Hotels	# Rooms
Andrews County Expo Center	3	166
Horse Council Arena (Eddy County Fairgrounds)	6	264
Midland County Horseshoe Arena	38	3,272
Mallet Event Center & Arena	4	207
Curry County Event Center	16	985
Southern New Mexico Fairgrounds	40	2,987
Roosevelt County Fairgrounds	4	161
Eastern New Mexico Fairgrounds - Bob Crosby Arena	23	1,453
1st Community Credit Union Spur Arena	24	1,956
Quay County Fairgrounds	21	1,139
Expo Center of Taylor County	42	3,306
Santa Trails Event Center	13	610
Young County Arena	4	253
McGee Park	23	1,811
<i>Source: Smith Travel Research (2012)</i>		

Populations within Selected Equestrian and Multi-purpose Facilities

Using ESRI data, MFA looked at the respective population centers of selected facilities within a 50-, 100- and 200-mile radius. The two facilities in Albuquerque – Expo New Mexico and the Bernalillo Sheriff’s Posse Arena – have the greatest concentration of population within a 50-mile radius, though the Young County arena has the greatest population concentration within a 100- and 200-mile radius, respectively. This is due to the location of the Young County Arena in Graham, which approximately 120 miles northwest of the Dallas/Fort Worth metro area.

Table 10.: Populations within Selected Facility Sites

Name	50-Mile Radius		100-Mile Radius		200-Mile Radius	
	2012	2017	2012	2017	2012	2017
Andrews County Expo Center	396,949	430,318	852,097	910,025	1,723,586	1,816,306
Horse Council Arena (Eddy County Fairgrounds)	120,899	125,028	272,268	285,389	2,496,448	4,660,659
Midland County Horseshoe Arena	353,883	382,745	596,312	635,778	1,716,962	1,800,322
Mallet Event Center & Arena	363,528	385,298	669,081	706,659	1,989,116	2,086,925
Roosevelt County Fairgrounds	90,504	95,937	620,625	653,596	2,615,216	2,752,941
Eastern New Mexico Fairgrounds - Bob Crosby Arena	75,539	77,897	283,486	297,092	3,673,539	3,908,189
Curry County Event Center	91,310	96,843	775,518	817,981	1,922,179	2,020,654
1st Community Credit Union Spur Arena	137,084	143,363	493,584	510,480	6,716,600	7,334,648
Quay County Fairgrounds	10,055	10,337	176,923	184,610	2,492,954	2,617,284
Expo Center of Taylor County	213,888	219,415	562,921	578,250	11,346,296	12,259,040
Southern New Mexico Fairgrounds	667,395	712,358	1,180,422	1,269,732	2,304,828	2,448,390
Expo New Mexico - Indoor Horse Arena	966,465	1,026,114	1,200,622	1,266,989	2,184,932	2,297,309
Santa Trails Event Center	72,151	73,854	1,111,969	1,173,173	2,307,143	2,416,463
Bernalillo County Sheriff’s Posse Arena	1,017,808	1,079,012	1,210,579	1,277,421	1,919,372	2,009,308
Young County Arena	147,170	152,570	4,405,469	4,718,867	13,053,194	14,020,038
McGee Park	188,980	193,419	377,900	390,890	2,203,071	2,302,677

Sources: ESRI (2012) and MFA

The average population in 2012 within 50 miles of these selected facilities is nearly 310,000, and approximately 925,000 within a 100-mile radius.

Comparative Population to Proposed Sites in Lea County

Using ESRI data, MFA looked at the comparative current and projected population distances of 50- and 100-miles from both NMJC and the Lea County Fairgrounds sites that are currently under consideration for the proposed arena.

As shown in Table 11, the demographic factors vary only slightly, with the current 50-mile populations being 104,600 at NMJC and 94,924 at the Fairgrounds, respectively. This means that the population within 50 miles is roughly one-third that of the competitive facilities listed in Table 10. However, the 2012 population within 100 miles from NMJC is estimated to be closer to 910,000 and 855,000 from the Fairgrounds. This is more consistent with the average of the facilities listed in Table 10.

This is important since MFA believes that the majority of potential user groups will primarily be coming from within a 100-mile radius. Event finals can draw from beyond this range, but consistent user groups like local team roping typically come from within a two-hour drive.

Table 11.: Comparative Demographics of Potential Equestrian Center Sites, 2012-2017				
2012	New Mexico Jr. College		Lea County Fairgrounds	
	50-Miles	100-Miles	50-Miles	100-Miles
Population	104,600	909,604	94,924	853,835
Households	35,865	331,428	32,324	313,779
Families	26,633	223,878	24,066	210,754
Average HH Size	2.85	2.66	2.87	2.64
Median Age	31.8	32.6	31.8	32.4
Median HH Income	\$39,904	\$40,582	\$40,172	\$40,841
2017				
	New Mexico Jr. College		Lea County Fairgrounds	
	50-Miles	100-Miles	50-Miles	100-Miles
Population	113,338	970,094	102,094	909,280
Households	38,636	353,564	34,527	334,097
Families	28,663	240,320	25,641	225,707
Average HH Size	2.87	2.66	2.89	2.65
Median Age	32.3	33.2	32.3	33.1
Median HH Income	\$44,951	\$48,727	\$45,207	\$49,111
% Chg. 2012-2017				
	New Mexico Jr. College		Lea County Fairgrounds	
	50-Miles	100-Miles	50-Miles	100-Miles
Population	8.4%	6.7%	7.6%	6.5%
Households	7.7%	6.7%	6.8%	6.5%
Families	7.6%	7.3%	6.5%	7.1%
Average HH Size	0.7%	0.0%	0.7%	0.4%
Median Age	1.6%	1.8%	1.6%	2.2%
Median HH Income	12.6%	20.1%	12.5%	20.2%
<i>Source: ESRI 2012 and MFA</i>				

Characteristics of Selected Competitive Equestrian and Multi-Purpose Facilities

The facility characteristics and the regional characteristics of the 18 selected facilities have been listed in Tables 6 through 10. The following is a more detailed description of each facility, the types of events they host, and any operating details. It should be noted that most facility managers would not disclose operating expenses or budgets either because: (a) they were not fully aware of them (as is the case when they form part of larger facilities such as fairgrounds, etc.); or (b) they view the proposed facility in Lea County as a potential competitor and therefore did not wish to disclose any details to a potential competitor.

Andrews County Expo Center, Andrews, TX

The Andrews County Expo Center in Andrews, Texas, is the closest facility to Lea County. Andrews County is also similar to Lea County in that it is situated in a fast-growing, oil boom town. It is owned and operated by the county and will be 6 years in March. The Center was built with county funds and operates with three full-time employees and one part-timer.

The main arena is a 150'x300' climate-controlled venue with 1,800 seats. It also has an adjacent 160'x120' enclosed warm up arena. The footing in the indoor arena is sandy loam and can be hardened to do circuses and weddings, though 80 percent of their estimated annual 52 events consist of rodeos, ropings and barrel racings. They host a lot of memorials and benefits for these types of events. This year, the World Series of Team Roping will hold their Invitational Team Ropers Association ("ITRA") Finals there in November.

Other on-site amenities include 54 RV spaces and 175 indoor stalls in a barn. The main arena rents for \$600/day during a weekend, which includes the use of the adjacent indoor arena., This represents an increase from \$500/day in 2010. In discussions with various user groups, MFA learned that some consider this rental cost to be too high. For concessions, Andrews County contracts with an outside concessionaire.

According to the County Auditor, the annual budget for the facility in FY 2012 was \$509,472 and utilities are approximately \$65,000 per year. Though management and the Auditor's office would not disclose exact revenues and expenses, they did indicate that the venue consistently runs at an annual deficit. That being said, it was "never built with the intention of making money."

Horse Council Arena at the Eddy County Fairgrounds, Artesia, NM

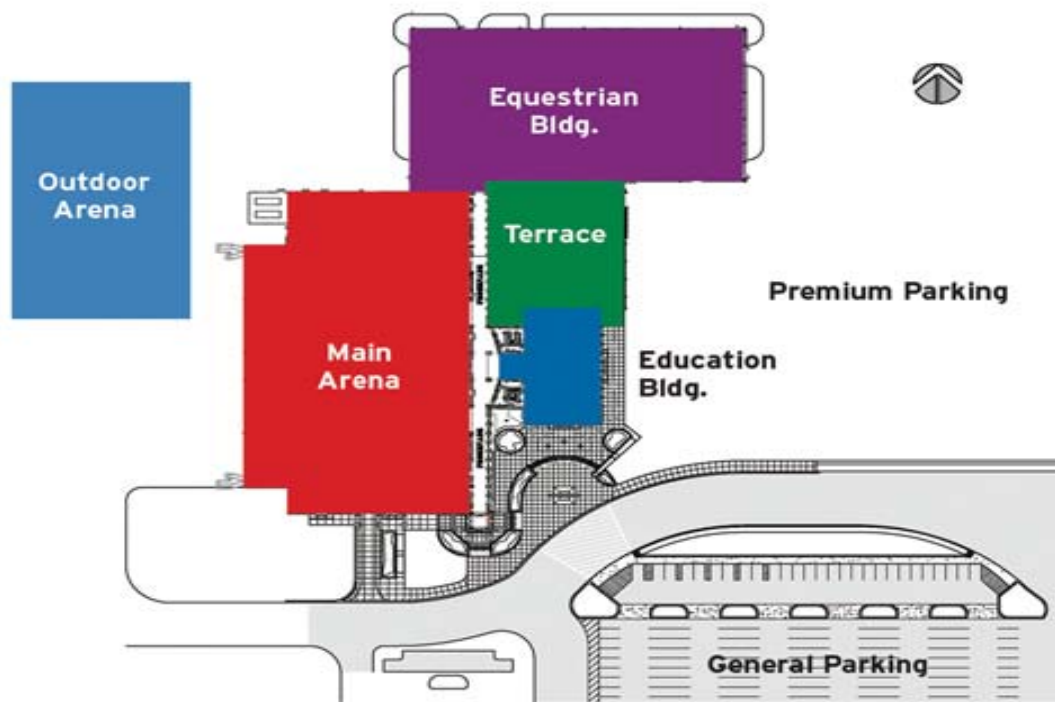
Located approximately 80 miles from the center of Hobbs, the Horse Council Arena at the Eddy County Fairgrounds is operated by the Artesia Horse Council and is separate from the fairgrounds. The facility was built in the 1970s and hosts approximately 30 events annually.

The indoor arena, the exact dimensions of which are not available. is not climate-controlled but is covered with the east end open. It can seat 750 people. There is also an outdoor 200'x300'arena that can seat 2,500 people. The venue has 75 stalls and 24 RV spaces .

The annual Eddy County Fair & Smokin' Hot Bull Riding hosts bull riding nightly during the fair in July. .

Midland County Horseshoe Arena, Midland, TX

Located approximately 100 miles from Lea County, the Midland County Horseshoe Arena in Midland, Texas, is a 100+ acre multi-purpose facility that is county-owned and managed by Dooley Management. It operates with 5 full-time employees of Dooley Management and 15 county employees for maintenance. The county is responsible for maintenance and capital improvements to the property. The facility opened in 2006 and is currently undergoing a \$24 million expansion that will add a 52,000-square-foot exhibit hall and an amphitheater with seating for 8,000 by summer of 2014. A diagram of the existing facility appears below.



The main arena floor is climate-controlled, approximately 35,000 square feet (125'x280'), contains cement and dirt flooring, and has 1,000 fixed bleacher seats and 2,500 portable ones. It rents for \$1,000/day vs. 10 percent of ticket sales.

The Equestrian building has a dirt floor and is approximately 38,000 square feet. An outdoor arena that is 180'x300' is currently not covered, but is planned to be by 2014. As noted, capital improvements are underway.

The 7,000-square-foot Terrace Building serves as an exhibit hall and can host over 500 people.

The facility has 170 stalls and 200 portables and 25 RV spaces. Dooley Management controls concessions and provide fast food and liquor in exchange for providing the county 10 to 20 percent of sales based on the gross.. Their part of the budget is \$492,000. This excludes the utilities for which county pays \$200,000 per year for the entire facility.

According to their 2012 event calendar, the venue hosted 149 events, and management estimates the total event days were 240. The largest segment of events were social, representing 54 percent of the total. The demand for non-dirt events is why they are building a new, 52,000-square-foot event center. Last year, equestrian events totaled 26, generated 42 event days, and total estimated attendance of 12,600. The Professional Armed Forces Rodeo Association (PAFRA) World Finals will make the Horseshoe their home for their home for the next three years, beginning November 23-25, 2012

Mallet Event Center & Arena, Levelland, TX

The Mallet Event Center & Arena ("MECA") is a \$15 million multi-purpose project that was completed in January 2012. The MECA is located in Levelland, Texas, the county seat of Hockley County, which runs the facility.

MECA offers a climate-controlled, Kiser designed arena of 150'x300' with 1,933 seats. The arena rents for \$1,000/day. There is also an attached indoor, warm-up arena that is 150'x100' and covered penning



of 145'x100'.

The facility also has a banquet hall which can be divided into 3 sections for a total seating of over 600 people. As part of the banquet area, the facility also offers a patio area with 2 gas fire pits for guest use.

Other amenities include •178 horse stalls in a covered outdoor horse barn with lights and water. The facility plans to have a total of 300 before the end of 2013, and 50 self-contained RVs with more coming in this year.

According to their 2012 event calendar, MECA hosted 96 events in 2012. The greatest percentage (68 percent) were social events, followed by rodeo/action (17 percent), and livestock shows (12 percent). One regular event throughout the year is the Mallet Cooking School, which is held in the Banquet Hall each month.

With regard to equestrian events, regular user groups include the Palo Duro Cutting Horse Association and the Panhandle Cutting Horse Association. The High Plains Rodeo Association uses it several times per year, and it is also the venue for the AJRA national finals, which is a 7-day event in July.

Roosevelt County Fairgrounds, Portales, NM

The Roosevelt County Fairgrounds is a 100-year-old, county-owned facility whose venues include the Jake Lopez Community Center, which is primarily used for social events, and the Youth Building, which is used by several organizations such as 4-H. The Pavillion area is also available for rent and has a half dirt/half cement floor that is suitable for livestock events.

A recent addition to the fairgrounds is the new indoor, climate-controlled arena, which was completed in October 2011. The 54,000 square-foot arena has 200'x275' arena floor with sand and clay footing. The arena rents for \$400/day on weekends and \$200 during the remainder of the week. No rough stock is allowed in the indoor arena. There is also an outdoor arena with chutes.

The separate stalling area has a combination of 24 permanent and over 75 portable stalls. A total of 12 RV hook ups are available.

Though it has only been open for approximately one year, the arena has hosted approximately 45 events. An estimated 85 percent of these events are equestrian related. Other events include a trade show, annual fair, and an arts and crafts fair.

Eastern New Mexico Fairgrounds – Bob Crosby Arena, Roswell, NM

The Bob Crosby Arena at the Eastern New Mexico Fairgrounds was built in the 1950s. Certain groups such as the Working Ranch Cowboys Association have been using the facility free of charge for 25 years. These events are typically two-day events with 20 teams (approximately 100 competitors).

The outdoor 150'x300' arena has 4-5,000 seats and 12 stalls. The fairgrounds has over 100 RV spaces available.

Curry County Event Center, Clovis, NM

The Curry County Event Center is a multi-purpose arena facility and fairgrounds. The Center hosts rodeos, livestock sales, dog shows, concerts, circuses, trade shows, conventions, sporting events and other types of private and special events. Completed in 2009, the event center is owned by the county and managed by Global Spectrum.

The 350'x200' climate-controlled arena has 3,300 seats (including 294 premium seats). An additional 3,200 seats on the arena floor are also available. The arena has dirt flooring but temporary flooring is also available.

There are two outdoor arenas, including the Mounted Patrol Arena and the Kevin Roberts Memorial Show Arena. An indoor pavilion, commercial barn, and outdoor areas are also available. At present, the venue has 200 temporary stalls, though management reports that they are trying to build permanent ones. A total of 70 RV spaces are available.

According to their event calendar, a total of 49 events were held at the facility last year. Nearly one-half (49 percent) of them consisted of rodeo/action events, followed by social events (24 percent) and live entertainment (12 percent). Groups that use the facility on a consistent basis include CA Team Roping, and the USTRC hosted a four-day event there in April and August last year. The Curry County Fair is held in August at the Center. The event attracts roughly 30-35,000 attendees.

Nolan County Coliseum, Sweetwater, TX

The Nolan County Coliseum is a county-owned and operated facility that was originally built in 1959. The facility has an indoor, climate-controlled arena that is 100'x 230' with 3,000 seats (concrete bleachers) and two outdoor arenas of approximately 200' x 300'. The facility has 300 stalls and 125 RV spaces.

According to management, there are 16 different groups that use the facility annually and host a total of approximately 25 events. Over 90 percent of these groups fall under the rodeo/action category. This includes the Big Country Cutting Horse Show that uses the facility 9 times per year, and a West Texas Rodeo that uses it six times annually. In other words, the Coliseum has few but consistent user groups. There is also an annual family rodeo that is held annually in the Coliseum over 13 days. With that, the largest event that the facility hosts is the annual Rattle Snake Round Up. This 3-day event attracts 30,000 people.

Unlike other arenas like the Andrews County Expo Center that charge a basic arena rental rate and then add for extras such as tractors, event set up and take down, etc., the Nolan County Coliseum charges an all-inclusive flat rental rate of \$800/day, which includes these additional services (excluding stalls and RV hook ups).

1st Community Credit Union Spur Arena, San Angelo, TX

Located in San Angelo, Texas, the Spur Arena is one of seven venues located on the San Angelo Fair Grounds. The facility is operated by the San Angelo Stock Show and Rodeo Association and was built in 2002. The \$4.9 million facility was funded by a half-cent sales tax.

The 83,160-square-foot, climate-controlled facility has an indoor arena that is 330'X155' when empty or 270'X135' with chutes set up for a variety of events. Spectator seating is available for 956 chair seats around the arena with a concession area and a private club with a bar. The arena rents for \$1,250 per daily, which is the same rate that WestWorld in Scottsdale, Arizona, charges for the Equidome.

The facility also has two 120'X106' covered warm up areas on the north and south ends of the facility.. Other amenities include 90 RV spots, 262 permanent, and 140 portable horse stalls.

Other facilities available for rent include meeting and banquet type facilities such as the Wells Fargo Pavilion, Sale Pavilion and Concho Credit Fiesta Building, and the Housley Communications Cattle Barn and the Livestock Building #2

Last year, the Spur Arena hosted 28 events. According to management, this was an average year in terms of the number and type of events. Their largest event is the San Angelo Rodeo, which typically attracts 150-200,000 people each February. The event takes over the entire fairgrounds. Other large events include a USTRC roping in June, the National Reined Cow Horse Association's Celebration of Champions held annually in late January and early February, and a major roping event that attracts 10,000 spectators. .

In addition to their rodeo/action events (32 percent of total events), the venue hosted 7 private parties in the club room last year, one food tasting in the arena, one high school graduation party, an ag mechanics show

Quay County Fairgrounds, Tucumcari, NM

Located in Tucumcari, the fairgrounds arena is operated by Quay county and Mesalands Community College. The 327'X149' outdoor arena is operated by the county from May through August and is operated by the Community college Rodeo team for the rest of the year. The arena has approximately 500 seats for spectators to the arena's various 4-H events that are hosted while being operated by the county. Along with 75 horse stalls, the site also has a 10,000 sq. ft. multi-use air-conditioned building that is used for wedding receptions and 4-H events, along with a 13,000-square-foot dirt floor building.

The number of events at Quay County Fairgrounds varies from year to year. Events are mostly rodeos and roping events that are all 4-H programs.

Expo Center of Taylor County, Abilene, TX

The Expo Center of Taylor County is a 117 acre multi-purpose complex located in Abilene, Texas. The facility serves as a community fair and exposition venue. The complex is able to accommodate large crowds for festivals, fairs, concerts, and major equestrian events. The complex has three heated and air-conditioned facilities that have areas for equestrian-related events. The Coliseum is a 30,000-square-foot facility that is used for large rodeos, concerts, and a variety of exhibitor events. The facility can set up a 245'X107' arena and has seating for 5,000.

The second indoor arena is known as the Horse Barn. The Barn has a 240'X100' arena with bleacher seating for 1,800 spectators. The Barn also features 130 horse stalls and an attached exercise pen. The outdoor facility is an open-sided 45,000-square-foot arena that includes bleacher seating for 2,000. In addition to the arenas the complex consists of four multi-purpose event buildings ranging from 8,000-18,000 square feet. There is also the Griffin Arena, which is used for livestock events and the

Entertainment Pavilion, which seats around 1,000 for outdoor concerts.

According to their 2012 event calendar, which pertains to April 2012 through January 2013 only, 39 percent of their events were social, followed by rodeo/action events at 28 percent. The Original Team Roping Association ("OTRA") hosts several events there throughout the year, as does the West Texas Barrel Racers Association ("WTBRA").

Since the Expo Center operates as a non-profit entity, MFA was able to obtain IRS Form 990 data for 2010 (the most recent year available). In 2010, the facility reported operating revenues of \$4.3 million and expenses of roughly \$4.1 million, representing a slight operating profit. That being said, contributions and grants that year amounted to \$925,000, meaning that the facility receives a substantial subsidy to operate. Government grants amounted to \$666,000, other gifts and grants totaled \$259,000 and non-cash contributions. Earned income ("program service revenue") from gate fees and receipts was just under \$2 million that year, and gross rentals amounted to \$1.3 million.

Rockin' Horse Ranch, Moriarty, NM

The Rockin' Horse Ranch in Moriarty is a family-owned and operated facility. Built in 1990, the facility serves as both a horse boarding and event center.

Located off Interstate 40, the facility has an outdoor arena (150'x350'), an indoor (95' x 186') arena, 12 RV hookups, and 90 permanent stalls. Last year the facility hosted 32 events. They regularly host the New Mexico Cutting Horse Association (NMCHA), American West Barrel Racing (AW4D), Better Barrel Racing Association (BBR) and the New Mexico National Barrel Horse Association (NMNBHA). Other events include horse clinics. Last year they hosted two horse shows.

The indoor arena rents for \$600 per day (for two day or more shows) and \$700 a day for a one day show. The outdoor arena price is negotiable. The stalls are \$15 a night with barn rental and the RV rental is \$15.

Southern New Mexico Fairgrounds, Las Cruces, NM

MFA was able to obtain little information on the Southern New Mexico Fairgrounds in Las Cruces. The venue does have a covered arena with bleacher seating, 28 stalls and 56 RV spaces.

The Southern New Mexico State Fair's Rodeo is held in conjunction with the fair each year. They host the Turquoise Circuit's Final Rodeo. Groups like the New Mexico Businessman's Team Roping Association, which is based in Las Cruces, hold their finals there.

Expo New Mexico, Albuquerque, NM

The state fairgrounds in Albuquerque, Expo New Mexico ("EXPO"), has three arenas. The venue hosts approximately 200 events annually, about 20 of which are horse shows/equestrian events. Annual attendance is 400,000.

The major arena is the Tingley Coliseum, which is a 112'x250' climate-controlled venue with a cement base with dirt haul. The arena has tiers of bleachers and box seating for 9,286 people. It rents for \$5500 per day and has hosted large equestrian events like the Arabian Youth Nationals.

The Indoor Horse Arena is a 117'x246' venue with swamp coolers and heat. It can seat 1,800 in bleachers and rents for \$660/day. Amenity features include a lighted canopy over stock entrance, offices, six glass cases, a snack bar with full liquor service, and an onsite feed store.

The Outdoor Horse Complex is an outdoor fenced show ring (125'x264') with covered bleacher seating for spectators (additional bleachers can be added for larger shows). The Outdoor Horse Complex can be utilized for stand-alone shows, or as a warm-up ring for shows taking place in the Dairy Barn or Indoor Horse Complex. It rents for \$275 per day.

Management reports that 2,247 stalls are available for use, however, this includes use of the adjacent racetrack facility when it is not racing season.

In complete contrast to other facilities profiled in this section, equestrian events at EXPO are almost entirely (83 percent) horse shows. EXPO hosts Hunter Jumper events like the Sandia Classic, whose competitors either want a destination event or a town that has numerous amenities. Other events at the complex include the New Mexico State 4-H Horse School in June and several Arabian Training Shows.

Santa Fe Trail Events Center, Las Vegas, NM

The Santa Fe Trail Events Center is a facility that was built by a World Series of Team Roping promoter, Kenny Zamora. He is the owner/operator of the facility in Las Vegas that was built 12 years ago.

The covered arena facility (140' x 275') contains an outdoor arena (180' x 325'), 58 covered stalls, 58 covered stalls with runs (for roughly 120 total stalls), livestock pens, and 30 acres of parking.

The venue hosts approximately 20 events annually. Although the Zamora's are producers of equine related events (primarily team roping) the facility is set up to accommodate various other events including but not limited to: rodeos, barrel racing, bull riding, team penning, horse shows, concerts, circuses, carnivals, fairs, conventions, car shows, and social events.. A New Mexico High School Rodeo event was held there this past May and a dog show this past July.

Bernalillo Sheriff's Posse Arena, Albuquerque, New Mexico

The facility was built in 1989 and contains a stand alone, covered arena that is 120' x 275' and seating for 1,750. It is run by the non-profit Bernalillo County Sheriff's Posse. The venue also has 60 stalls and 36 RV sites.

MFA was only able to obtain event information for August – December of 2012. A total of 9 rodeo/action events were scheduled (primarily roping), including two dog shows.

According to their IRS Form 990 for 2010, the facility generated revenue of \$44,272 and expenses of \$46,847 that year. Arena rentals and stall fees amounted to \$26,658, and the organization received \$11,300 in state fair income.

Young County Arena, Graham, Texas

Located in Graham, Texas, the Young county Arena is a multi-purpose event center that sits on 6.2 acres of land. It is co operated by the city of Graham and Young County. The facility has two different arenas that host a variety of large events such as rodeos, bull riding competitions, concerts, livestock shows and more.

The Young County Arena was a community project. Construction began in 2000, and was managed by Young County and the Young County Parks Board. In 2004, the City of Graham contracted with Young County to manage the facility. Due to budget constraints, the facility has been constructed in phases. The initial phase was the construction of the main covered arena. In 2006, the outdoor arena and stall area were added. The parking lot and landscaping beds were completed in 2007. The facility will continue to grow and progress with availability of funds and the demands of the customers.

The indoor arena is a fully enclosed 250'150' venue that has seating for 2,500 spectators. The arena offers bucking chutes, a press box, a concession area, and heating for the winter and fans for the summer.

The outdoor Outback Arena is a covered 250'120' venue that offers seating for spectators and a mobile concession stand. In addition to the arenas, the facility offers 40 RV parking spaces, 250 stalls for

horses, a 5,000-square-foot banquet room, and a 10,000 square-foot foyer that is used by vendors.

The largest segment of users are rodeo/action events, accounting for 56 percent of total events last year. The second largest segment is social events.

McGee Park, Farmington, NM

Located in Farmington, McGee Park is made up of several different facilities operated by San Juan County. The property has three different facilities that can be used for equestrian and other large events.

The Memorial Coliseum is the second largest arena in the state at more than 67,000 square feet with an area that measures 29,000 square feet. The facility has 5,137 grandstand seats, along with up to 3,000 seats on the arena floor, depending on the event. It also has an attached 130'X30' pavilion, a 180'X38' patio, and two concession stands.

Located right next the Coliseum is the Indoor Riding arena that is used for events such as beef shows, clinics, and rodeos. The 220'X128' arena has seating for 1,250, is equipped with a cooling and heating system, and has an announcer stand. In addition to the two indoor arenas, McGee Park also has an Outdoor Arena. The arena is 200'X100' and has seating for 1,250. Used in the spring and summer, the arena is used for events such as barrel races, ropings, and clinics. In addition to the arenas McGee Park has 100 permanent covered horse stalls along with more than 500 pony pens just outside the facility on the San Juan County Fairgrounds.

For other events and meetings, the facility also has a 5-room, 18,750-square-foot multi-use building and a 49,000 sq. ft. convention center. The Convention center is located on the property's RV Park, which offers 574 RV spaces and 100 dry camping spots.

According to their 2012 event calendar, the facility generated a total of 77 events and over 200 event days last year. This includes public riding sessions. Sixty-one (61 percent) of these events were rodeo/action activities, followed by the "other" category (21 percent), which primarily consists of public riding and practice sessions. One popular rodeo activity is the Wee Waddie junior rodeo. Families come from all around the Four Corners to attend the winter series, five different rodeos that run from October through February and offer training, practice and competition for children ranging in age from under 5 up to 19.

Planned and Proposed Equestrian Facilities

At this time, MFA is aware of a proposed \$20 to \$25 million multi-purpose arena facility in Santa Fe at the Santa Fe Rodeo Grounds that is being planned with 5,000 to 8,000 seats. It will essentially become Santa Fe's new convention center and host multi-purpose events, including rodeos, bullriding and other equestrian sports. It would also provide temporary disaster relief for animals.

A feasibility study is underway, and the facility has apparently received city, county and state backing.⁷ City funding will come from Capital Improvement Bonds, county funding from economic development funds,

Due to its location in the northern part of the state, and since it will be more geared toward spectator events, MFA does not see it as being competitive with the proposed facility in Lea County. It is more likely to be competitive with the 8,000-seat Santa Ana Star Center in Rio Rancho or Expo New Mexico in Albuquerque.

⁷ Chris Quintana, "Indoor arena may be approved," *The New Mexican*, 13 January 2013.

Site Selection

Introduction

There are two sites under consideration for the proposed facility at this time. One is at New Mexico Junior College in Hobbs, adjacent to the Lea County Events Center and across the street from the Zia Race Track. The second is at the Lea County Fairgrounds in Lovington. The sites are approximately 17 miles or a 20-minute drive apart from each other. As such, current and projected populations of the two sites, previously shown in Table 11, are comparable. What is not comparable, however, is the fact that 92 percent of Lea County's current hotel/motel rooms are located in the city of Hobbs (see Table 9).

The following is a brief description of each site, followed by an analysis of the strengths and weaknesses of each.

New Mexico Junior College Site

NMJC is a modern two-year academic and vocational college offering several degree programs leading to an associates of arts degree. NMJC is a state supported, regional, coeducational institution with a current enrollment of over 3,300 to 3,900 students, of which 1,800 are estimated to be full-time. Situated on 243 acres, the campus is almost finished with an equine technology program that is estimated to become operational in the fall of 2013.

The campus currently has an arena for the rodeo team, however, it is currently not set up for spectators. There is discussion about putting the proposed arena on the west side of the campus (see campus map on the following page).

As shown in the Google Earth image below, NMJC is located adjacent to many area attractions of U.S. Highway 62/180. Its location adjacent to other major Lea County attractions such as the Zia Park and Casino Racetrack and the Lea County Event Center would provide higher visibility for the proposed facility.





Complex & Lea County Cowboy Hall of Fame (WHM)

Building (JS)
ing Center (SLC)



NEW MEXICO Junior College

1 Thunderbird Circle
Hobbs, New Mexico 88240
575-392-4510 • 1-800-657-6260

Lea Regional Hospital

Driving Range
20

Arts Center (HAC)
chology Center (ATC)

Ray Birmingham
Thunderbird
Baseball Field
21

Western Heritage
Museum Complex
& Lea County
Cowboy
Hall of Fame

all (RUN)
Thunderbird Hall (HTH)
ents (JWSA)
ments (CLSA)

Baseball
Fieldhouse
22
Circumferential
Stair

Baseball Field (TBF)

Track
Field
23

reach Center (TOC)

Center (DBETC)
(UC)
Center (TSTC)
(IBNW)

Center (DBETC)

Center (TSTC)

Center (IBNW)

Center (TSTC)

Center (IBNW)

2
WH

3
MH

4

7
HH

5
SLC

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UC

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CAC

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MC

12
ATC

10

11
HAC

Center (DBETC)

Center (TSTC)

Center (IBNW)

Center (TSTC)

Center (IBNW)

13
UC

14

15

16
JWSA

17
CLSA

18
Maintenance

19
BMH

24

25
TOC

26
JWSA

27
HTH

28

29
BMH

30

Lea County
Event Center

Miles Drive

- OFF CAMPUS SITES**
- Del Norte Center (DN)
1503 W. Calle Sur • Hobbs
 - Eunice Center
1712 Avenue J • Eunice
 - Eunice High School (EHS)
1720 Avenue K • Eunice
 - Hobbs Fire Department
301 E. White • Hobbs
 - Hobbs High School (HHS)
800 N. Jefferson • Hobbs
 - Hobbs Teen Center (HTC)
620 W. Alto • Hobbs
 - Jail High School (JHS)
East Utah Avenue • Jail
 - Literacy Alliance Center (LAC)
115 E. Durham • Hobbs
 - Lovington High School (LHS)
701 W. Avenue K • Lovington
 - Marchington Gym (MAR)
Body Right LLC, 114 E. Broadway • Hobbs
 - Tatum High School (THS)
203 W. 3rd • Tatum

Lovington Highway

Texas & NM RR

Access Road

MFA is aware of several successful equestrian facilities/arenas that have been built on college/university campuses. The following is a more detailed description of how they operate.

Selected College/University Facilities

Hyder-Burks Agricultural Pavilion, Tennessee Tech University, Cookeville, Tennessee

Located in Cookeville, Tennessee, this 3.5-acre facility is operated by the School of Agriculture at Tennessee Tech University. The arena functions as a teaching facility Monday through Friday and is open to the public for events during the weekends. The facility originally opened in 1995.

The Pavilion consists of a 125' x 250' indoor, climate-controlled Show Arena that will seat approximately 2,096 people with permanent stadium seats and 100 chairs on top. The arena is equipped with restrooms, showers, concession stands and a spacious show office (holds 30 people) with both heat and air conditioning. The Show Arena rents for \$600/day to agricultural groups and \$1,200/day to commercial groups (i.e., consumer shows). Adjoining the show arena is a 36,000 square foot clear span covered livestock barn that is equipped with 133 stalls that are 10' x 10', 37 box horse stalls, 399 tie rings for haltered cattle, two 80' x 80' concrete wash racks with tie rails, electrical receptacles, PA system, lighting, restrooms and showers. Other amenities include a Sales Arena, and a 4,000-square-foot multi-purpose room, which is used regularly by outside groups for a variety of meetings, educational and social events, including dinners and banquets. A small classroom with a 40-person capacity is available as well, though is typically used by students for classes during the weekdays. The facility has 170 permanent stalls, 40 RV sites, and a picnic area.

Based on their event calendar for 2012, the entire venue will host 108 events and generate 129 event days. Since the meeting room is in high demand, the majority of these events are social (33 percent of the total) or "other" types of events (30 percent). Livestock events are more numerous (16 percent of the total) than horse (7 percent) and rodeo events (8 percent). In terms of breakdown by area of the venue utilized this year, the multipurpose room will host 49 percent of all events, followed by the main arena at 31 percent, and sale arena at 12 percent.

Though management and the university would not disclose details of the budget, we understand that they are mandated to make a minimum of \$100,000 in annual revenue, and the university will cover all costs. Management reports that they typically generate an additional \$20,000, for a total of roughly \$120,000 per year. The University pays all utilities and salaries. Much of the money for capital improvements comes from grants.

Hyder Burks operates with four full-time employees. They use volunteer student labor for shows, etc. The concession stand is run and controlled by the School of Agriculture.

L.D. Brown Ag Expo Center, West Kentucky University, Bowling Green, Kentucky

The L.D. Brown Ag Expo Center is a multi-purpose event and educational facility located on WKU's 780 acre Agricultural Complex. The facility opened in the late 1970s and was partially funded by the state and university. The current seats in arena were upgraded 10 years ago.

The Ag Expo Show Arena is a climate-controlled, 100' x 200' show ring with footing consisting of a loam/sand mixture, chair seating for 2,075, sound system and vendor space. Rental of the Arena is \$1850/day. Heating and air-conditioning are coordinated between the Expo and WKU Energy Management. Temperature settings and run-times are determined by the Expo.

Other facilities and amenities include a sales arena with a total of 320 permanent theatre-style seats, each with fold down desktops. The sales arena is commonly used for livestock sales and conferences. There are also three classrooms and a conference room.

The facility has three barns and a total of 250 permanent stalls, as well as 29 RV sites. There is an

outdoor arena (100' x 200)', with a stone dust/sand combination footing and is located between barns 2 and 3

Based on their 2012 event calendar, the Expo Center will host an estimated 63 events and 90 event days this year. The largest percentage of these events consist are social (40 percent), followed by rodeo (22 percent) and livestock (21 percent). Regular events include the Southern KY Team Penning Association (SKTPA, which uses facility once per month, a variety of horse sales, monthly Pesticide licensing exams, and various meetings and social events.

The L.D. Brown Expo Center is a revenue dependent operation with an annual budget of \$150,000, as set this year by the University. Their revenues and expenses are typically \$150,000 each, respectively. Heating and air-conditioning is coordinated between the Expo and WKU Energy Management, and the facility is not charged.

That being said, the Expo Center has been a small running a deficit in last few years because of the recession. Horse sales were once a large part of the revenue, but they, which the university now covers. The facility has two full-time employees (covered under expenses), and any other services/labor are provided by students.

In summary, there are some cost savings to be achieved by locating an arena in conjunction with a college/university by providing student labor, covering utility costs, etc. Since equestrian arenas can seldom generate enough revenue to cover their operating costs, this is something to consider.

Lea County Fairgrounds Site

Approximately 17 miles northwest of NMJC is the Lea County Fairgrounds in Lovington. The existing Jake McClure Arena, its amenities and other facilities was discussed in previous sections of this report. As shown in the Google Earth image below, it is situated in a less dense section of Lea County.



The Study Team understands that there is 4+ acres of land to the east of the existing site on a lot that is currently being used for gravel and material storage by the Road Department. In addition, the county has purchased several lots for additional parking.

Our conclusion is that both are good sites with few weaknesses. A site decision could hinge on any difference in funding potential for each site or a desire to strengthen one of another of the sites as this facility will add activity to which ever site is chosen.

One of the justifications for the project are that it will build and foster an interest in horses and equestrian activities in the county. Increased interest could lead to increased local facility use year-round and larger attendance at all events – all leading to increased revenue. An argument could be made that this could best happen at the Fairgrounds site which would, with this development, have a year-round package and a place that could function as an “Equestrian HQ” for the county. Alternately, the site at NMJC could be seen as more prominent and easier to promote to a larger community, especially the many students on the campus who may otherwise have minimal exposure to equaterian experiences.

The NMJC site also could be seen as a better engine for economic impact as the hotels are close by and the facility could be jointly programmed for some events with the Lea County Events Center, also on the campus.

We outline the some of the strengths and weaknesses associated with each site on the next page. We suggest that the reader consider for themselves which aspects of the facility listed are more important to them but this is not a matter for division. Both sites can accomplish all of the facility development goals.

With that, we can say that we would choose the NMJC site for it’s synergy with area attractions, proximity to hotels, and potential for economic impact – but it’s only by a nose.

Table 12.: Analysis of Potential Sites

New Mexico Junior College Site

Strengths

Weaknesses

Critical Mass of Local Attractions

Potential traffic/congestion issues

Critical Mass of Visitor Infrastructure (hotels)

Potential competition with non-equestrian events

Meeting Space available at NMJC or Event Center

Additional stalls available across the street*

Potential operating cost synergies/savings with student labor and utilities

Space to grow and expand if needed

** Racing season is September through December so stalls would not be available until then.*

Lea County Fairgrounds Site

Strengths

Weaknesses

Established, well-known equestrian facility

No nearby attractions

Would not compete with Event Center

No visitor infrastructure (hotels)

Existing outdoor arena (Jake McClure)

If Jake McClure Arena is replaced, it could become cost-prohibitive for local users

Less congestion for larger events

Limited space to grow and expand

Synergy with other on-site events

Could be seen as center of Lea County equestrian activity

Source: MFA

Market Support Projections

Introduction

To estimate event potential for the proposed facility in Lea County, MFA surveyed local and regional groups regarding the estimated number of potential number of events, event days, competitors per event, spectators per event, stall and RV utilization. A total of over 60 persons/organizations were contacted, a list of which is contained in the Appendix of this report. It should be noted that in many instances these organizations provided estimates only and did not have any actual numbers.

Principal Findings

Some of the central findings of this research and potential utilization for the proposed equestrian center in Lea County can be summarized as follows:

- (1) Most non-local equestrian groups are very sensitive to cost, with some such as the New Mexico Rodeo Association (NMRA) and the Working Ranch Cowboys Association using venues for free in Abiquiu and at the Eastern New Mexico Fairgrounds, respectively.
- (2) MFA believes that the facility would have little potential to host horse show events like the NMQHA since: (a) the closest organization is the Southwest Quarter Horse Association, which has used the Dona Ana County fairgrounds in Las Cruces since 2003 and whose members are based there; and (b) most breed and English organizations such as the NM Hunter Jumper Association has the majority of its members in the Greater Albuquerque area; and (c) the competitive equestrian facilities profiled in previous sections of this report are overwhelmingly hosting rodeo/action events such as ropings, rodeos, barrel racings, etc.
- (3) Larger regional groups such as the AJRA stated they would only use the facility for their finals events if the county were willing to pay them to host it in Lea County. In the past, cities such as Sweetwater and San Angelo have paid them as much as \$25,000 to hold their finals there. Other groups like the New Mexico High School Rodeo Association go out to bid every year. It would appear that the Curry County Events Center has been particularly successful in attracting these groups.
- (4) USTRC events typically require two arenas of at least 150'x275', one of which is indoor and covered and the second can be outside. They require 450 stalls and 500 spaces for trailers. Due to their large space requirements, they tend to utilize larger facilities. Last year, they held their Southwest Regional Finals and the New Mexico Championships at the Curry County Event Center in Clovis.

In summary, our research shows strong interest among local and regional rodeo/action groups that have been hosting events at the Andrews County Expo Center due to the lack of a climate-controlled facility in Lea County. Some state-level groups typically go out to bid every few years and rotate locations/venues.

For this reason, MFA has estimated the potential level of events in Year One and in a peak year. We estimate that it will take several years for the venue to attract larger groups and to achieve peak capacity.

Utilization Assumptions

In formulating the projected number of events, MFA has assumed that the following conditions are present:

- A reasonable level of marketing efforts and securing of dates takes place at least several months prior to the opening of the proposed Lea County Equestrian Center
- Lea County hires an experienced equestrian manager who understands the equestrian event industry.
- The current local user groups at the Lea County Fairgrounds/Jake McClure Arena will continue to host their events there. In the event that these groups form part of a larger organization (i.e. LCBRA/NBHA), the larger events may be held at the proposed new arena. Also, for revenue assumption purposes in the following section, we have assumed that these groups will be able to use the new arena for practice during the winter months at a rate of \$50/hour.
- As noted previously, Lea County is unique in that it has both a fairgrounds and an event center in different cities. This is in contrast to a new facility like the Curry Count Event Center in Clovis that had an existing fairgrounds and later added a multi-purpose arena to it in 2009. Therefore, we have assumed that the proposed equestrian facility will not compete with existing events at both the Lea County Fairgrounds and the Lea County Event Center. For this reason, we have assumed that nearly all new events at the proposed facility will be equestrian.

The operator might choose to hold a non-equestrian events (i.e., circuses, dog shows, etc.) that have schedule conflicts with the existing venues in Lea County, but we have excluded them from our analysis. For the later reason, MFA believes our estimates are conservative.

Year One New Event Potential

Our estimate of a reasonable number of new events in Year One appears in Table 13. If groups provided a range of the potential number of events they would host at the equestrian center, MFA used the lower end for Year One and higher end for the Peak Year.

In summary, MFA believes the proposed facility would have the potential to attract roughly 31 events and 61 event days in a Year One. This is consistent with numbers at standalone equestrian facilities discussed in previous sections of this report. Total estimated attendance for both competitors and spectators is over 43,000.

Unlike bull riding and other spectator events like PRCA-sanctioned rodeos, most of the events listed in Table 13 are not big attendance generators. For this reason, MFA does not believe the arena seating need exceed 1,8500 seats.

Stabilized Year Event Potential

Our estimate for the total number of events in a Peak Year, which we have assumed to be Year 3, appears in Table 14. For these estimates, MFA used the higher end of events in the given range(s) provided and assumed that the facility will attract a few finals events..

In summary, MFA believes the proposed facility would have the potential to attract roughly 38 events and 83 event days in Stabilized Year Three. Total estimated attendance for both competitors and spectators is just over 60,000. That being said, the County might have to pay to attract some of these events.

Table 13. Estimated New Event Potential Year One

Proposed Lea County Equestrian Center

Organization	Potential Events	Event Days	Total Event Days	Competitors per Event Day	Spectators per Events Day	Total Competitors per Event	Total Spectators per Event	Required Stalls per Event Day	Total Stalls	Total RVs per Event Day	Total RVs	Notes
NM Cowboy Mounted Shooters Association	2	2	4	75	100	300	400	30	120	20	80	Could only afford up to \$300/day
FFA Judging Invitational	1	2	2	800	200	1,600	400	0	0	0	0	Need facility at a minimal cost (\$100/day)
New Mexico High School Spring Rodeo	1	2	2	165	660	330	1,320	130	260	50	100	High number of spectators per kid (\$100/day)
40+ Team Roping (NM)	1	1	1	350	700	350	700	30	30	30	30	Would have to be affordable like Andrews
High Plains Jr. Rodeo (new event)	1	2	2	350	1,050	700	2,100	200	400	75	150	
John Berry Livestock ropings	4	2	8	125	188	1,000	1,500	40	320	20	160	
Harvey Smith Livestock Ropings	3	2	6	200	300	1,200	1,800	175	1,050	25	150	
Matthews Land and Cattle Company Ropings	7	2	14	700	1,050	9,800	14,700	200	2,800	50	700	
World Series of Team Roping	1	2	2	400	600	800	1,200	200	400	50	100	
New Mexico Cutting Horse Association	8	2	16	100	50	1,600	800	100	1,600	20	320	Must have 400-700 cattle available
Tex Mex Barrel Horse Association	2	2	4	100	50	400	200	100	400	50	200	Would depend on price and extras. Likes Nolan County's one price policy.
Total/Average	31	2	61	306	450	18,080	25,120	110	7,380	390	1,990	

Source: Individual organizations and MFA

Table 14. Estimated New Event Potential, Stabilized Year
Proposed Lea County Equestrian Center

Organization	Potential Events	Event Days	Total Event Days	Competitors per Event Day	Spectators per Events Day	Total Competitors per Event	Total Spectators per Event	Required Stalls per Event Day	Total Stalls	Total RVs per Event Day	Total RVs	Notes
NM Cowboy Mounted Shooters Association	2	2	4	75	100	300	400	30	120	20	80	Could only afford up to \$300/day
FFA Judging Invitational	1	2	2	800	200	1,600	400	0	0	0	0	Need facility at a minimal cost
40+ Team Roping (NM)	1	1	1	350	700	350	700	30	30	30	30	Would have to be affordable like Andrews
New Mexico High School Rodeo State Finals	1	4	4	140	560	560	2,240	200	800	50	200	Goes out for bid every year
New Mexico High School Spring Rodeo	1	2	2	165	660	330	1,320	130	260	50	100	High number of spectators per kid
AJRA Finals Rodeo	1	6	6	135	405	810	2,430	200	1,200	100	600	Would require upfront money or financial support
High Plains Jr. Rodeo Finals	1	2	2	60	180	120	360	36	72	50	100	Would be difficult to get their finals out of Clovis
High Plains Jr. Rodeo (new event)	1	2	2	350	1,050	700	2,100	200	400	75	150	
John Berry Livestock ropings	5	2	10	125	188	1,250	1,875	40	400	20	200	
Harvey Smith Livestock Ropings	3	2	6	200	300	1,200	1,800	175	1,050	25	150	
Matthews Land and Cattle Company Ropings	10	2	20	700	1,050	14,000	21,000	200	4,000	50	1,000	
World Series of Team Roping	1	2	2	400	600	800	1,200	200	400	50	100	
New Mexico Cutting Horse Association	8	2	16	100	50	1,600	800	100	1,600	20	320	Must have 400-700 cattle available
Tex Mex Barrel Horse Association	2	2	4	100	50	400	200	100	400	50	200	Would depend on price and extras. Likes Nolan County's one price policy.
4-H NM Extension	1	2	2	40	120	80	240	20	40	20	40	Would host SE District every 7 years
Total/Average	38	2.3	83	264	435	24,020	36,825	1,700	10,770	610	3,270	

Source: Individual organizations and MFA

As with any public facility, the ability to generate events depends on a combination of: (a) competitive dynamics with other venues and other events in the region, (b) marketing strategies and the ability to penetrate the regional market, and, perhaps most importantly, (c) the rental price of the venue or terms of the contract. In other words, a venue has the potential to achieve high utilization if it is competitively priced, aggressively marketed and hosts events that are not in direct competition with those held at other events in the region.

The final section contains our estimated cost of operations.

Financial Analysis

Introduction

Based on the estimated demand and potential market support for the proposed equestrian center, MFA has created a ten-year operations analysis. These are estimates of probable costs, given in 2013 dollars, of arena operations costs. They do not include construction costs and arena furniture, fixtures and equipment allowances ("FF&E") for items such as announcer's booths, footing mix, sound systems, lighting, score boards, office equipment.

Facility Operating Assumptions

The actual performance of the arena itself will depend on: (a) the dynamics with other venues and other events in the region, (b) marketing strategies and the ability to penetrate the regional market, and, perhaps most importantly, (c) the rental price of the venue or terms of the contract. In other words, a venue has the potential to achieve high utilization if it is competitively priced, aggressively marketed, and hosts events that are not in direct competition with those held at other events in the region.

Our basic operating assumptions are as follows:

- The County may choose to hire an outside operator (i.e. Global Spectrum, Dooley Management, etc.) for a fee, but for purposes of analysis, we have assumed this will not be the case;
- The County will control concessions. This, too, may be outsourced or under the control of a management company, if they choose to hire one.
- There will be no charge for parking
- For items such as shavings, tractors, classroom rentals, extra security, etc., we have also assumed an additional 20 percent charge on top of rentals.

Rates and Fees

Since the facility is enclosed and climate-controlled, MFA used competitive rates as shown in Table 15. The rates are higher than the Jake McClure Arena (\$150 to \$300 per day) but competitive with those at the Andrews County Expo Center (\$600 per day) and other regional facilities profiled in the previous section. However, MFA believes that rates for stalls and RVs at Andrews County at \$25/day (indoor stalls) and \$35/day are slightly high and has lowered them to be competitive.

Table 15.: Proposed Fee Structure (2013 dollars)		
<i>Proposed Lea County Equestrian Center</i>		
Arena - Standard Cost ¹	\$600	day
Arena - Low Cost New Events ¹	\$300	day
Arena - New Youth Groups ¹	\$100	day
Stalls	\$20	night
RVs	\$30	night
Concessions	\$1.50	person
Practice Session	\$50	hour
¹ Similar to Andrews, this includes the use of the warm up arena		
Source: MFA (based on comparable & competitive facilities)		

Projected Operating Revenues – Year One

Based on our estimates of 31 events and 61 events days in Year One, MFA projects annual operating revenue at nearly \$277,000 in the first year of operation.

Table 16.: Projected Revenues, Year One		
<i>Proposed Lea County Equestrian Center</i>		
Indoor Arena Event Days - Low Cost	4	\$1,200
Indoor Arena Event Days -Youth	4	\$400
Indoor Event Days - Competitive	53	\$31,800
	61	\$33,400
Additional Costs & Services¹	20%	\$6,700
Stall Rentals	\$20	\$147,600
Concessions		
Total Attendance	25,120	
Per Capita Expenditure	\$1.50	
Gross Concession Sales	\$37,680	
Building Percentage	30%	
Total Concessions Revenue	\$11,300	\$11,300
Camping		
RV Hook Up Demand	1,990	
Daily Rental	\$30	
Total Rent	\$59,700	\$59,700
Practice Sessions¹	\$50	\$3,000
Advertising		\$15,000
Total Projected Revenues		<u>\$276,700</u>
¹ Assumes extra costs such as shavings, extra tractors, security, classroom rentals, etc.		
² Assumes two hours per night average on average Tuesday-Thursday over a period of 10 weeks.		
Source: MFA		

Projected Operating Revenues – Stabilized Year

Based on our estimates of 38 events and 83 events days in Peak Year, MFA projects annual operating revenue at over \$388,000 in a stabilized year of operation. One key assumption is that finals events will not be charged any rental revenue.

Table 17.: Projected Revenues, Stabilized Year		
<i>Proposed Lea County Equestrian Center</i>		
Indoor Arena Event Days - Low Cost	4	\$1,200
Indoor Arena Event Days -Youth	4	\$400
Indoor Arena Event Days - Finals	8	\$0
Indoor Event Days - Competitive	67	\$31,800
	83	\$33,400
Additional Costs & Services¹	20%	\$6,700
Stall Rentals	\$20	\$215,400
Concessions		
Total Attendance	36,825	
Per Capita Expenditure	\$1.50	
Gross Concession Sales	\$55,238	
Building Percentage	30%	
Total Concessions Revenue	\$16,600	\$16,600
Camping		
RV Hook Up Demand	3270	
Daily Rental	\$30	
Total Rent	\$98,100	\$98,100
Practice Sessions²	\$50	\$3,000
Advertising		\$15,000
Total Revenues		<u>\$388,200</u>
¹ Assumes extra costs such as shavings, extra tractors, security, classroom rentals, etc.		
² Assumes two hours per night average on average Tuesday-Thursday over a period of 10 weeks.		
Source: MFA		

Operating Expense Assumptions

To estimate costs, MFA has used the following assumptions:

- The facility will operate with four full-time employees. This number may be reduced if the student labor is involved at the NMJC site;
- There will be one-half year of pre-opening costs for a general manager and booking coordinator to begin marketing the facility and make it operational;
- All salaries and expenses categories have been inflated at an annual average of three (3) percent;
- Insurance costs are projected 3 percent of gross revenues; and
- FF&E has not been included, however, we have estimated and included equipment expenses in Year One at just under \$200,000 as follows (Table 18).

Table 18.: Estimated Equipment Costs, Year One			
<i>Proposed Lea County Equestrian Center</i>			
Item	Units	Price/Unit	Total
90 HP Tractor	1	\$55,000	\$55,000
Kiser Drag	1	\$16,000	\$15,000
Water Wagon (1,000 gallon)	1	\$11,000	\$7,000
Front End Loader (shavings)	1	\$3,500	\$3,500
Trucks	2	\$25,000	\$50,000
Gators	2	\$8,500	\$17,000
16 ft. equipment trailers	2	\$3,500	\$7,000
Roping Chute	1	\$4,000	\$4,000
12' Stock Panels for Cattle Pens	150	\$150	\$22,500
Manure Carts	10	\$800	\$8,000
Misc. Barn Equipment	---	\$10,000	\$10,000
Total			\$199,000
Source: MFA, ABI Products			

Utilizing these assumptions, our estimate of annual operating costs appears in Table 19. As shown, operating costs are projected to range from over \$500,000 to over \$600,000 annually. Because of the upfront equipment expense (Table 18) in Year One, operations costs will be highest that year. Over the ten-year period, MFA estimates that average annual operating costs will average approximately \$576,000.

Table 19.: Total Projected Expenses, Years 1-10 (in 2013 dollars)
Proposed Lea County Equestrian Center

	Pre-Opening¹	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Salaries and Wages											
General Manager	\$37,500	\$75,000	\$77,300	\$79,600	\$82,000	\$84,500	\$87,000	\$89,600	\$92,300	\$95,100	\$98,000
Office Manager/Event Coordinator	\$20,000	\$40,000	\$41,200	\$42,400	\$43,700	\$45,000	\$46,400	\$47,800	\$49,200	\$50,700	\$52,200
Head Groundskeeper	\$0	\$45,000	\$46,400	\$47,800	\$49,200	\$50,700	\$52,200	\$53,800	\$55,400	\$57,100	\$58,800
Asst. Groundskeeper @ \$30,000	\$0	\$30,000	\$30,900	\$31,800	\$32,800	\$33,800	\$34,800	\$35,800	\$36,900	\$38,000	\$39,100
Subtotal	\$57,500	\$190,000	\$195,800	\$201,600	\$207,700	\$214,000	\$220,400	\$227,000	\$233,800	\$240,900	\$248,100
Benefits (@ 30% of salaries)	\$17,300	\$57,000	\$58,700	\$60,500	\$62,300	\$64,200	\$66,100	\$68,100	\$70,100	\$72,300	\$74,400
Subtotal Salaries and Wages	\$74,800	\$247,000	\$254,500	\$262,100	\$270,000	\$278,200	\$286,500	\$295,100	\$303,900	\$313,200	\$322,500
Other Expenses											
Supplies and Materials	\$12,000	\$25,000	\$25,800	\$26,600	\$27,400	\$28,200	\$29,000	\$29,900	\$30,800	\$31,700	\$32,700
Maintenance and Repair	\$0	\$25,000	\$25,800	\$26,600	\$27,400	\$28,200	\$29,000	\$29,900	\$30,800	\$31,700	\$32,700
Insurance ²	\$0	\$8,300	\$9,100	\$11,600	\$12,800	\$14,100	\$14,500	\$14,900	\$15,400	\$15,900	\$16,300
Utilities	\$15,000	\$65,000	\$67,000	\$69,000	\$71,100	\$73,200	\$75,400	\$77,700	\$80,000	\$82,400	\$84,900
Advertising & Promotion	\$5,000	\$10,000	\$10,300	\$10,600	\$10,900	\$11,200	\$11,500	\$11,800	\$12,200	\$12,600	\$13,000
Equipment ³	\$35,000	\$199,000	\$35,000	\$36,100	\$37,200	\$38,300	\$39,400	\$40,600	\$41,800	\$43,100	\$44,400
General & Administrative Costs	\$12,500	\$25,000	\$25,800	\$26,600	\$27,400	\$28,200	\$29,000	\$29,900	\$30,800	\$31,700	\$32,700
Subtotal Other Expenses	\$79,500	\$357,300	\$198,800	\$207,100	\$214,200	\$221,400	\$227,800	\$234,700	\$241,800	\$249,100	\$256,700
Contingency (10% of Labor and Other)	\$15,400	\$60,400	\$45,300	\$46,900	\$48,400	\$50,000	\$51,400	\$53,000	\$54,600	\$56,200	\$57,900
Total Annual Operating Costs	<u>\$169,700</u>	<u>\$664,700</u>	<u>\$498,600</u>	<u>\$516,100</u>	<u>\$532,600</u>	<u>\$549,600</u>	<u>\$565,700</u>	<u>\$582,800</u>	<u>\$600,300</u>	<u>\$618,500</u>	<u>\$637,100</u>

NOTE: Salaries and expenses have been inflated by an annual factor of 3 percent.

¹ Assumes marketing and staffing efforts would commence six months prior to the first full year of operation.

² Insurance is projected at 3 percent of gross revenues.

³ For further detail, please refer to Figure 18.

Source: MFA

Net Income/Deficit

MFA has estimated that the facility will run at a deficit over the ten-year period. In Year One, the facility is projected to lose \$388,000, declining to \$90,900 by Year 10.

Table 20.: Projected Operating Income, Years 1-10 (in 2013 dollars)										
<i>Proposed Lea County Equestrian Center</i>										
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>	<u>Year 6</u>	<u>Year 7</u>	<u>Year 8</u>	<u>Year 9</u>	<u>Year 10</u>
Revenues	\$ 276,700	\$ 304,400	\$ 388,200	\$ 407,600	\$ 428,000	\$ 449,400	\$ 471,900	\$ 495,500	\$ 520,300	\$ 546,300
Expenses	\$ 664,700	\$ 498,600	\$ 516,100	\$ 532,000	\$ 548,100	\$ 564,600	\$ 582,000	\$ 599,700	\$ 618,200	\$ 637,200
Net Income/Deficit	<u>\$(388,000)</u>	<u>\$(194,200)</u>	<u>\$(127,900)</u>	<u>\$(124,400)</u>	<u>\$(120,100)</u>	<u>\$(115,200)</u>	<u>\$(110,100)</u>	<u>\$(104,200)</u>	<u>\$(97,900)</u>	<u>\$(90,900)</u>

Source: MFA

Appendix

Firm Description

About Market & Feasibility Advisors

Market & Feasibility Advisors, LLC (MFA) provides data, analysis, and strategic consideration for public, private, and non-profit clients throughout the United States and overseas. MFA consultants have worked in almost every state and hundreds of communities. Working directly for clients or as a part of multi-disciplinary team, MFA prepares market, feasibility, master plan economics, impact studies and strategic plans based on realistic premises and the unique characteristics of the specific site, project, target markets, and competition.

- MFA's public sector work includes: downtown, corridor, neighborhood, and many types of economic development and urban redevelopment plans, as well as real estate and retail studies, transit-oriented developments (TOD), industrial and military base closures, historic districts, brownfield re-use, parks and recreational facilities and convention and meeting facilities.
- MFA's private sector work includes: mixed-use developments, housing, retail, hotel and resort, medical, and commercial entertainment, including theme parks, attractions, and waterparks.
- MFA's cultural and non-profit sector clientele includes: performing arts facilities, equestrian facilities, zoos, historic structures and districts, aquariums, museums.

MFA is comprised primarily of consultants who worked for the firm formerly known as ERA (Economics Research Associates).

Market & Feasibility Advisors has offices in Chicago, Los Angeles and Austin. Our Chicago HQ is centrally located in Chicago downtown, at One South Dearborn, a LEED Silver certified building.

For more information please visit our website www.mfallc.com and follow us on Twitter: <http://twitter.com/MFALLC>

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General Limiting Conditions

Every reasonable effort has been made to ensure that the data contained in this study reflect the most accurate and timely information possible and they are believed to be reliable. This study is based on estimates, assumptions and other information developed by Market & Feasibility Advisors LLC from its independent research effort, general knowledge of the industry, and consultations with the Client and the Client's representatives. No responsibility is assumed for inaccuracies in reporting by the Client, the Client's agent, and representatives or any other data source used in preparing or presenting this study. No warranty or representation is made by Market & Feasibility Advisors LLC that any of the project values or results contained in this study will actually be achieved.

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Exhibit A

<u>Equestrian Committee (not in alphabetical order)</u>			
Mike Gallagher		Lea County	575-605-6567
Dr. Steven McCleery	President	New Mexico Jr. College	575-392-5018
Dan Hardin		New Mexico Jr. College	575-441-2750
Dale Dunlap		Lea County	575-631-4530
Altec Snyder		Lea County	575-631-9478
Corey Needham		Lea County	575-605-3497
Lyn Edwards		Lea County	575-393-2900
Dennis Watson		Lea County	575-631-3482
Jim Davis		Lea County	575-631-1279
Nancy Riley		Lea County	575-433-0177
Margo Smith		Lea County	575-390-3104
John Norris		Lea County	575-631-0880
<u>Other Contacts (in alphabetical order by last name)</u>			
Kelsey Able		High Plains Rodeo Association	575-390-3305
John Acuna	President	New Mexico Junior Rodeo Association	505-470-1853
Robin Alden		New Mexico Quarter Horse Association	575-403-6650
Terry Berg	General Manager	Santa Fe Horse Park	575-946-7676
John Berry	Roping Producer	John Berry Livestock	575-626-6729
Michelle Blackwell	Southern New Mexico Fairgrounds	Executive Administrative Assistant	575-525-5802
Jim Butler	President	Rodeo de Santa Fe	505-316-5141
Cheryl Callis	Secretary	New Mexico Cutting Horse Association	806-683-2683
Ben Clements	Show Organizer	USTRC	254-968-0002
Wayne Cox	County Program Director	Lea County Extension	575-396-2819
Shawn Dennis	Teacher	FFA/Hobbs	575-626-6541
Mike Dooley	Dooley Management	Midland Horseshoe Arena	432-682-1305
Jerry Dougherty	President	Sandia Horse Classic (Hunter Jumper)	830-230-1488
Chris Francis		Matthews Land & Cattle Co.	505-429-0164
Danny Gentry	President	World Series of Team Roping	505-898-9348
Allison Haxton	Event Coordinator	Expo New Mexico/Horse Facilities	505-222-9700
Lisa Hooper		New Mexico Hunter Jumper Association	505-344-6914
Chris Horton		PRCA	719-528-4783
Evelyn Huff	Show Secretary	Southwest Quarter Horse Association	575-551-2245
Dan Jenkins	President	Tex Mex Barrel Horse Association	575-631-9502
Kevin Jolley	General Manager (Global Spectrum)	Curry County Events Center	575-935-7000
Shannon Killingsworth	President	New Mexico Businessman's Team Roping Association	575-644-3518
Jim Kemp	Groundskeeper	Lea County Fairgrounds	575-704-2131
Kim Lindsey		Texas Tech Equestrian Center	806-792-4682
Toni Lockyear	General Manager (County)	Andrews County Expo Center	432-524-5730
Robert MacRenolds	General Manager	Nolan County Coliseum (Sweetwater)	325-235-3484
Judy McIlroy	Budget Director	City of Scottsdale Finance & Accounting Division	480-312-2603
Mary McMullen	American Jr. Rodeo Association	Show Secretary	325-277-5824
Ron Morris	Secretary/Treasurer	Palomino Exhibitors Association	505-861-2164
Rod Noble	County Auditor	Andrews County Expo Center	432-524-1410
Mandy Park	Facility Manager	Roosevelt County Fairgrounds	575-356-5307
Johnny Powell	President	AJRA	325-650-3216
Carrie Richardson	State Secretary	New Mexico Rodeo Association	575-937-0851
Kailey Richardson	Secretary	Tex Mex Barrel Horse Association	575-390-5504
Rick Richardson	New Mexico State 4-H	Interim Department Head	575-646-3026
Mittie Runyon		Artesia Horse Council	575-703-6201
Les Purcella	State Director	FFA/Las Cruces	575-646-3036
Rick Sherwood	President	High Plains Jr. Rodeo Association	806-392-6649
Wayne Smith	Executive Secretary	High Plains Rodeo Assoc.	575-942-8421
Lloyd South	Promoter	40+ Team Roping (USTRC affiliate)	940-328-3229
Trampas Spence		Artesia Horse Council	575-365-5071
J.C. Stephens	Arena Director	Bernalillo County Sheriff's Posse Arena	505-292-6515
Joyce Tolsma	City Clerk	City of Eunice	575-394-2576
Gerry Tully		New Mexico Team Roping Association	575-937-2298
Jason Turner	Horse Specialist	NM Extension	575-646-1242
Dani Valdez	President	New Mexico High School Rodeo Association	505-705-4602
Kermit Wendland	General Manager	Spur Arena	325-653-7506
Benny Wooton	Executive Treasurer	Working Ranch Cowboys Association	575-626-4654
Smiley Wooton		Chavez County Rodeo Association	575-626-6253
Patti Wright		Rockin' Horse Ranch	505-832-6619
Kenny Zamora	Producer	World Series of Team Roping	505-469-4388

NEW MEXICO JUNIOR COLLEGE

Personnel Recommendation for Board Consideration

The following candidate is being recommended for employment as follows:

Date July 11, 2013

Candidate's name David R. Hooten

Position title Grounds Supervisor

New position Existing position Classification Faculty Professional Other _____

Is candidate related to another NMJC employee? yes no If so, to whom _____

Effective date of employment *8/1/2013 Standard contract length 12 mos. 9 mos. other _____

Funding source Institutional Funds

Paid advertising beyond *standard none

(*Standard: The Hobbs News-Sun, Direct Mail to approximately 51 colleges in a 5-state region, NM Dept. of Labor, NMJC Website, KLMA Radio & Lubbock TX Workforce Development Website)

Posted salary range \$27,807 to \$34,758 Recommended annual salary \$ 42,388.00 Prorated salary yes no

Account number(s) with respective % allocation(s) 11000 1032 61401 131 100%

Recommended and approved by:

Supervisor

Dean/Director

Vice President

President

Selection Committee Members: Dr. Charley Carroll – Director of Physical Plant

Charles Bascom – Custodial Supervisor

David Huddleston – General Maintenance Forman

Comments: Mr. Hooten with more than thirty-one years of applicable experience, meets and/or exceeds the minimum requirements
for this position.

*Pending background check

ABBREVIATED RESUME

Position

Grounds Supervisor

Personal Data

Name: David R. Hooten

Professional Experience

New Mexico Junior College, Hobbs, NM Part-time Western Heritage Museum Associate/Special Projects	05/13/2012 to present
Son Grown, LLC, Hobbs, NM Owner	12/2005 to present
City of Hobbs, Hobbs, NM Director of Risk Management/Emergency Management	06/1972 to 05/2003

Certifications and Licenses:

Lea County Master Gardener – Certified NMSU
Lea County Master Gardener Vice President and Instructor – NMSU Cooperative Extension Program
Private Pesticide Applicator License (#0451024) – Texas Department of Agriculture (1A, 1B, 1C, 1D, 1E, 1F, 1G, 2,3 A, 3B, 4,6 A, 10)
Texas Agriculture Nursery/Floral Certificate (#0449639) – Texas Agriculture Department
Nursery Inspection Certificate/Dealers License (#8395) – New Mexico Department of Agriculture
National Weather Service – STORMREADY Community award to Hobbs, 2001
FEMA Project Impact – National pilot program for Hobbs, \$500,000 grant leveraged to \$2.8 million, (3 year program), 1998
FEMA – Region VI Director – Certificate awarded for “Outstanding Community Service”, 1998
EPA – Region VI – “Certificate of Recognition” awarded for improving the environment by developing and implementing a county-wide Household Hazardous Waste Collection Program, 1997
Western Regional Hazardous Waste Conference - Awarded “Best Partnership Program, 1997
FEMA declared Disaster – Flood event – Fiscal Agent/Disaster Services - \$2.1 million dollar event over 3 years, 1991
Lea County Fair and Rodeo – Chairman/Board Member, Exhibitions (2 years), 1990
American Iris Society – Regional Vice President, Region 23 New Mexico (2 year term), 1990
FEMA Emergency Food and Shelter Board program for Lea County, NM – Chair/Treasurer, (5 year service), 1987
Southwest Bible College, Oral Roberts University – Certificate of Ministry, 1993
Hobbs Employee Federal Credit Union – Board of Directors/Secretary (8 years service), 1985



New Mexico Junior College

Career Opportunities

Position Announcement • June 2013

Position Title: The Grounds Supervisor

Position Description: The Grounds Supervisor shall report to the Director of Physical Plant. The duties and responsibilities of the Grounds Supervisor shall be, but are not limited to, the following: (1) Plans and supervises the scheduling and organization of the workforce and implements and maintains a sound safety program; (2) Coaches, reviews, and supervises assigned employees, or makes effective suggestions and recommendations regarding employment status; (3) Plans and supervises the planting, watering, sodding, spraying, trimming and clearing work done on lawns and gardens; (4) Inspects work of personnel and provides measures to ensure satisfactory performance and to meet established standards; (5) Plans and supervises the greenhouse operations, landscape design and plant selection for the campus; (6) Supervises the transplanting of plants, shrubs and trees; (7) Determines and schedules the need for reseeding of lawns and recommends changes in gardens and flowerbeds (8) Directs the removal of dirt, snow, leaves and rubbish from grounds and surrounding areas including providing for all cleaning and repairs of campus roadways, parking lots, and walkways and provide for parking lot sealing and stripping; (9) Makes reports and keeps various records of time, materials and equipment and prepares work orders, requisitions and evaluations; (10) Directs the removal and/or control of all exterior pests and vermin on the campus grounds and surrounding areas; (11) Serves as liaison and/or represents the grounds area to campus departments and serves on college committees as assigned by the Director of Physical Plant; (12) May participate in and assist groundskeeper staff in all grounds activities; (13) Participate in a process of continual personal and professional improvement; (14) Actively participate in the institutional goals and objectives designed to support the mission of the college; (15) Serve on college committees as assigned; (16) Accept other duties as assigned by the Director of Physical Plant; and, (17) Nothing contained herein shall limit the President in assigning the employee to any of the various college activities for which he/she would be qualified in order to meet the needs of New Mexico Junior College.

Qualifications: A) Thorough knowledge of the following: landscape planning, construction, and maintenance principles, practices and techniques and groundskeeping and horticultural practices as applied to landscaping of areas surrounding a group of public buildings; the care of flowers, trees and shrubs common to building grounds works; methods or cultivating, pruning, spraying, trimming and sodding; materials and tools used and plant diseases and pest control and supervisory principles, practices and techniques. B) Skills in the following: planning and managing a grounds maintenance and/or construction operation; in both verbal and written communication; and in operating grounds maintenance and grounds construction equipment. C) Ability to: to supervise the work of other employees on varied projects; to prepare sketches, make estimates of work and materials, maintain working schedules and inspect materials and work progress to determine conformity with plans; to keep accounts and records pertaining to the work; to set priorities and deadlines and adhere to appropriate/designated schedules/budgetary constraints; to recognize the common species of shrubs, trees and flowers grown in New Mexico; to maintain and make minor repairs of tools and equipment; ability to make minor irrigation repair and installation and the ability to possess New Mexico Public Applicators license with herbicide and insecticide categories. D) Ability to be able to safely move up to 50 pounds; drive a fork lift and man lift. E) Position requires a valid New Mexico or Texas drivers license and must be approved and physically able to drive college owned vehicles and/or heavy equipment in order to hold this position and be pre-approved to drive prior to beginning employment in the position and all times thereafter. E) Must satisfactorily pass a drug and alcohol test and the background check prior to employment.

Salary/Benefits: This is a 12-month exempt professional position with a salary range of \$27,807 to \$34,758, depending upon education and experience. Standard NMJC benefits apply.

Application Deadline: Open until filled. Review of complete applications will begin immediately and continue until the position is filled, therefore, to ensure consideration all application materials must be received as soon as possible.

To Apply: Submit NMJC application form on line at www.nmjc.edu (under Employment Opportunities) and attach the following: a letter of application (cover letter), your resume, unofficial transcripts (if applicable) for all degrees listed on resume (official transcripts required prior to employment), and three references with current addresses and phone numbers.

Human Resources, New Mexico Junior College, 1 Thunderbird Circle, Hobbs, NM 88240

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NEW MEXICO JUNIOR COLLEGE

Personnel Recommendation for Board Consideration

The following candidate is being recommended for employment as follows:

Date July 2, 2013

Candidate's name James K. Britsch

Position title Director of Library Services

New position Existing position Classification Faculty Professional Other _____

Is candidate related to another NMJC employee? yes no If so, to whom _____

Effective date of employment *August 12, 2013 Standard contract length 12 mos. 9 mos. other _____

Funding source Institutional Funds

Paid advertising beyond *standard HigherEdJobs.com; New Mexico State Library Association; Texas Library Association; Joblist.ala.org – American Library Association; Jobs@lisjobs.org; LibraryJobMate.com

*Standard: The Hobbs News-Sun, Direct Mail to approximately 51 colleges in a 5-state region, NM Dept. of Labor, NMJC Website, KLMA Radio & Lubbock TX Workforce Development Website)

Posted salary range \$55,516 to \$69,395 Recommended annual salary \$66,713.00 Prorated salary yes no

Account number(s) with respective % allocation(s) 11000 2011 61301 111 100%

Recommended and approved by:

Supervisor

Dean/Director

Vice President

President

Selection Committee Members: Dr. Darrell Beauchamp – Executive Director of WHM/LCCHF

Dianne Marquez – Dean of Art and Humanities

Charles Adams – Canvas Administrator

Dr. Walter Journigan – Professor of Psychology

Patricia Sanderson – Library Technician

Comments: Mr. Britsch with a M.L.S. and eight years of experience meets and/or exceeds the minimum requirements for this position.

*Pending background check

ABBREVIATED RESUME

Position

Director of Library Services

Personal Data

Name: James K. Britsch

Education

Advanced Library Management Certificate, University of North Texas, Denton, TX, 2005
Graduate Academic Certificate

M.L.S., University of North Texas, Denton, TX, 2004
Major: Library Science

B.S., Utah State University, Logan, UT, 2002
Major: English

Professional Experience

Roseman University of Health Sciences, South Jordan, UT 09/2011 to Present
Reference and Instruction Librarian

Sam Houston State University, Huntsville, TX 07/2009 to 09/2011
Reference and Instruction Librarian

Chadron State College, Chadron, NE 04/2005 to 06/2009
Reference Librarian

University of North Texas, Denton, TX 09/2003 to 12/2004
Graduate Library Assistant

Orem City Public Library, Orem, UT Summer 2003
Library Page

Memberships/Organizations:

BYU, L. Tom Perry Special Collections, Volunteer
Capstone Project, University of North Texas Rare Books Room, Team Leader
Orem City Public Library, Volunteer
Sigma Tau Delta, English Honor Society of Utah State University, Past President
LDS missionary, Portland, OR



New Mexico Junior College

Career Opportunities

Position Announcement • February 2013

Position Title: Director of Library Services

Position Description: This position is responsible to the Vice President for Instruction. As the Director of Library Services, this persons responsibilities include: supervision of all library personnel; developing policies and procedures for the library; administer the library budget; administer the U.S. Federal and New Mexico State Publications Depository Programs; administer the technical and public services section; provide reference service to patrons; serve as the College's representative on the Estacado Library Information Networks (ELIN) Management Council; serve as the College liaison to local, state, and federal library organizations; and work closely with the faculty and community in support of their needs. Nothing contained herein shall limit the president in assigning the employee to any of the various college activities for which he/she would be qualified in order to meet the needs of New Mexico Junior College.

Qualifications: This position requires the candidate to possess a Master of Library Science degree from a regionally accredited institution with ALA accreditation. The candidate will have a thorough working knowledge of integrated library automation systems and be familiar with current trends and issues in library technology and the provision of services. The candidate will be able to demonstrate the ability to articulate a vision for library services and apply that vision to the needs of the community and its constituencies. The candidate will have a proven ability to manage people and foster teamwork in a higher education library setting.

Setting: New Mexico Junior College is a comprehensive community college with a full range of transfer and vocational/technical programs. Campus is located on the Llano Estacado in southeastern New Mexico, approximately 100 miles from Lubbock and Midland-Odessa, TX and Roswell, New Mexico. The city of Hobbs has a population of approximately 38,000 and the junior college district a population of 65,000. The newly remolded Pannell Library collections include over 80,000 print volumes, 30,000 e-books, 200 serial titles, a wide variety of electronic resources, and is a limited Federal Documents Depository. This would be a rewarding professional opportunity for the right applicant. Developing technology based services in the NMJC library is an integral part of the Estacado Library Information Network (a multi-type library consortium) The New Mexico Junior College web site may be visited at www.nmjc.edu.

Salary/Benefits: This is a full-time, exempt, twelve-month professional position. Salary range is \$55,516 to \$69,395 commensurate with experience and education. Standard NMJC benefits apply.

Application Deadline: Open until filled. Review of complete applications will begin immediately and continue until the position has been filled.

To Apply: Submit NMJC application form on line at www.nmjc.edu (under Employment Opportunities) and attach the following: a letter of application (cover letter), your resume, unofficial transcripts for all degrees listed on resume resume (official transcripts required prior to employment), and three references with current addresses and phone numbers.

Human Resources, New Mexico Junior College, 1 Thunderbird Circle, Hobbs, NM 88240

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NEW MEXICO JUNIOR COLLEGE

Personnel Recommendation for Board Consideration

The following candidate is being recommended for employment as follows:

Date July 5, 2013

Candidate's name Lorraine E. Hannah

Position title Professor of Nursing

New position Existing position Classification Faculty Professional Other _____

Is candidate related to another NMJC employee? yes no If so, to whom _____

Effective date of employment *August 12, 2013 Standard contract length 12 mos. 9 mos. other _____

Funding source Institutional Funds

Paid advertising beyond *standard none

(*Standard: The Hobbs News-Sun, Direct Mail to approximately 51 colleges in a 5-state region, NM Dept. of Labor, NMJC Website, KLMA Radio & Lubbock TX Workforce Development Website)

Posted salary range \$46,703 to \$58,379 Recommended annual salary \$56,678 Prorated salary yes no

Account number(s) with respective % allocation(s) 11000 2542 61101 102 100%

Recommended and approved by:

Supervisor

Dean/Director

Vice President

President

Selection Committee Members: Delores Thompson – Director of Nursing

Marlena Bushway – Professor of Nursing

Debbie Cates – Professor of Nursing

Donnie Hayes – Professor of Nursing

Cheryl Lang – Professor of Nursing

Kelli McCall – Professor of Nursing

Kim Webb – Professor of Nursing

Comments: Ms. Hannah with a M.S.N. and thirty-six years of experience meets and/or exceeds the minimum requirements for this position.

*Pending background check

ABBREVIATED RESUME

Position

Professor of Nursing

Personal Data

Name: Lorraine E. Hannah

Education

M.S.N., University of New Mexico, Albuquerque, NM, 2007
Major: Nursing Education

B.S.N, University of New Mexico, Albuquerque, NM, 2000
Major: Nursing

R.N. diploma, Misericordia School of Nursing, Winnipeg, Manitoba, Canada, 1976
Major: Nursing

Professional Experience

Lea Regional Medical Center, Hobbs, NM
Registered Nurse Educator 10/2007 to Present
Intensive Care Unit – Registered Nurse 09/1983 to 10/2007

Victoria General Hospital, Halifax, Nova Scotia, Canada
Critical Care Unit - Registered Nurse 06/1979 to 08/1983
Medical Surgical Unit – Registered Nurse 06/1976 to 08/1977

Halifax Infirmary, Halifax, Nova Scotia, Canada 09/1977 to 06/1979
Intensive Care Unit – Registered Nurse

Licenses/Certifications:

New Mexico License No: R22110, Issue Date: 01/12/1983, Expiration Date: 04/30/2015,
Type: Multi-state Compact

Organizations/Honors:

Employee of the Year at Lea Regional Medical Center, 2010
Nominated for The Centers for Nursing Excellence Award Critical Care



New Mexico Junior College

Career Opportunities

Position Announcement • April 2013

Position Title: Professor of Nursing

Position Description: This position reports to the Director of Nursing. Duties and responsibilities include, but are not limited to, the following: 1) classroom instruction, clinical and laboratory supervision for associate degree nursing students; 2) evaluation of students enrolled in associate degree nursing courses; 3) associate degree nursing students advisement and counseling; 4) associate degree nursing students curriculum update and revision; 5) development of associate degree nursing students course syllabus each semester; 6) serve on college committees as assigned; 7) participate annually in an academic or professional process of continued personal and professional development; 8) actively participate in the institutional goals and objectives designed to support the mission of the college; and 9) nothing contained herein shall limit the President in assigning the employee to any of the various college activities for which he/she would be qualified, in order to meet the needs of New Mexico Junior College.

Qualifications: Master's Degree in nursing (MSN) preferred. Bachelor's degree will be considered. Must pursue and complete a MSN within five (5) years. All degrees must be from a regionally accredited institution. Candidates must have a minimum of two years clinical experience and must obtain or have a current New Mexico or multi-state nursing license in good standing. Prior successful teaching experience at the college level preferred. Candidates should be able to work within a team teaching concept. Computer proficiency required with skills in Microsoft Word, Power Point, and Canvas proficiency desirable.

Salary/Benefits: Salary is based on the NMJC nursing faculty salary schedule which is commensurate with education and teaching experience. This is a nine month position. Standard NMJC benefits apply.

Application Deadline: Open until filled. Interviews will be conducted by a selection committee and will commence upon receipt of completed applications by qualified applicants. To ensure consideration, all application materials must be received as soon as possible.

To Apply: Submit NMJC application form on line at www.nmjc.edu (Employment Opportunities) and attach the following: a letter of application (cover letter), your resume, unofficial transcripts for **all** degrees listed on resume (official transcripts required prior to employment), and three references with current addresses and phone numbers.

New Mexico Junior College, 1 Thunderbird Circle, Hobbs, NM 88240

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NEW MEXICO JUNIOR COLLEGE

Personnel Recommendation for Board Consideration

The following candidate is being recommended for employment as follows:

Date July 15, 2013

Candidate's name Mary Ann Cohen

Position title Director of Adult Basic Education

New position Existing position Classification Faculty Professional Other _____

Is candidate related to another NMJC employee? yes no If so, to whom _____

Effective date of employment * July 22, 2013 Standard contract length 12 mos. 9 mos. other _____

Funding source Adult Basic Education

Paid advertising beyond *standard HigherEdJobs.com

(*Standard: The Hobbs News-Sun, NM Dept. of Labor, NMJC Website)

Posted salary range \$42,311 to 52,889 Recommended annual salary \$48,321 Prorated salary yes no

Account number(s) with respective % allocation(s) 41211 2401 61301 105 100%

Recommended and approved by:

Supervisor

Dean/Director

Vice President

President

Selection Committee Members: Dianne Marquez – Dean of Arts and Humanities

Richard Miller – Director of Learning Communities/Retention

Andrika Ruiz – ABE Assessment / Retention Clerk

Tina Sanchez – Grants Coordinator

Comments: Ms. Cohen, with a M.S. degree and eight years of experience meets and/or exceeds the minimum requirements for this position.

*pending background check

rev. 6-28-01

ABBREVIATED RESUME

Position

Director of Adult Basic Education

Personal Data

Name: Mary Ann Cohen

Education

M.S., Lubbock Christian University, Lubbock, TX, 2010
Major: Leadership

B.S., Lubbock Christian University, Lubbock, TX, 2007
Major: Organizational Management

A.A., New Mexico Junior College, Hobbs, NM, 2007
Major: English

Professional Experience

New Mexico Junior College, Hobbs, NM	
Coordinator of Assessment and Quality Improvement	12/2007 to 01/2013
Institutional Effectiveness Assistant	05/2007 to 11/2007
Adjunct Faculty	01/2008 to 12/2012
Lovington Cheese Plant, Lovington, NM	
Accounting Clerk I	02/2006 to 01/2007
Lazy 6 Restaurant, Lovington, NM	
Customer Service/Waitress	10/2002 to 02/2006
Fitness Boutique, Lovington NM	
Self-Employed Personal Fitness Trainer and Yoga Instructor	03/2001 to 02/2006
Crabby Jacks Gym, Hobbs, NM	
Part-time Yoga Instructor	09/2003 to 03/2004

Certifications / Associations:

NMHED Assessment Task Force 2008-2012
United Way of Lea County Board Member and Allocations Committee Member, 2008-2013
YogaFit Training Systems Worldwide, Inc., Certified through Level II – Integration, 2000, 2012
Mu Alpha Theta (Mathematics Honor Society), 2009
Phi Theta Kappa Society (Scholastic Honor Society), 1991
Certified Personal Trainer, Certified Lifestyle & Weight Management Consultant American Council on Exercise, 2000



New Mexico Junior College

Career Opportunities

Position Announcement • June 2013

Position Title: Director of Adult Basic Education

Position Description: This position reports to the Dean of Arts and Humanities. Duties and responsibilities include, but are not limited to, the following: 1) Directs the operation of the Adult Basic Education Programs which includes programs for general education (GED) and English as a second language (ESL); coordinates the various classes and coursework planning within the program; coordinates with external agencies and/or organizations on all matters pertaining to the program; coaches, trains, and supervises assigned employees, or makes effective suggestions and recommendations regarding employment status; and coordinates, schedules, assigns, and reviews the daily work activities of staff; 2) Develops, implements and maintains program budgets; creates, prepares and submits all grant applications/paperwork; monitors and maintains projects ensuring compliance with federal, state and local guidelines; ensures program activities (e.g., expenditures, classes, etc.) meet grant/contract requirements; analyzes and facilitates collection of data; prepares special and recurring reports; regularly evaluates instructors, class and program effectiveness; 3) Develops and modifies curriculum to meet the needs of students; establishes classroom/computer labs and equipment and software updates as needed; supervises preparation and submittal of all purchase requisitions, personnel requisitions and other personnel/financial transactions; and conducts community needs assessment at least once every three years; 4) Represents the program at meetings, conferences and/or seminars; serves on various committees and as a member of professional associations; interacts with administrators, faculty and staff and external constituencies; communicates with instructors and students obtaining feedback; makes on-site visits; observes classroom instruction; and may participate or assist in student/program registration; 5) Serve on college committees as assigned; 6) Performs other duties as assigned or required; 7) Participate annually in an academic or professional process of continued personal and professional development; 8) Actively participate in the institutional goals and objectives designed to support the mission of the college; 9) Nothing contained herein shall limit the President in assigning the employee to any of the various college activities for which he/she would be qualified, in order to meet the needs of New Mexico Junior College.

Qualifications: Bachelor's degree, preferably in education, required. Master's degree is desirable. All degrees must be from a regionally accredited institution. Teaching experience preferred. Excellent public speaking, supervisory, microcomputer and organizational skills are necessary. Knowledge to include, but are not limited to, the following: management practices and principles, program development and implementation, budget preparation, monitoring and administration, teaching practices including Adult Education programs, community referrals and services, adult learning theory, and public relations/marketing practices and methods. Valid New Mexico or Texas drivers license required.

Salary/Benefits: Salary range of \$42,311.00 to \$52,889.00 depending upon experience and qualifications. This is a 12-month professional position funded by a grant. Continued employment will depend on grant funding. Standard NMJC benefits apply.

Application Deadline: Open until filled. Interviews will be conducted by a selection committee and will commence upon receipt of completed applications by qualified applicants. To ensure consideration, all application materials must be received as soon as possible.

To Apply: Submit NMJC application form on line at www.nmjc.edu (Employment Opportunities) and attach the following: a letter of application (cover letter), your resume, unofficial transcripts for **all** degrees listed on resume (official transcripts required prior to employment), and three references with current addresses and phone numbers.

Human Resources, New Mexico Junior College, 1 Thunderbird Circle, Hobbs, NM 88240

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RESOLUTION

Karen S. Cummings

- WHEREAS, Karen S. Cummings, being one of the Staff Members of New Mexico Junior College, has faithfully served the College for twenty years; and
- WHEREAS, Karen S. Cummings has served as Professor of Distance Nursing Learning/ On-line Nursing from 2009 to 2013; and
- WHEREAS, Karen S. Cummings has served as Director of Allied Health Fields from 2000 to 2009; and
- WHEREAS, Karen S. Cummings has served as Professor of Nursing from 1993 to 2000; and
- WHEREAS, Karen S. Cummings has served as Sponsor of the Student Nursing Association from 2002 to 2005; and
- WHEREAS, Karen S. Cummings has served on various committees at New Mexico Junior College and in the community; and
- WHEREAS, Karen S. Cummings has been a devoted, enthusiastic and loyal staff member at New Mexico Junior College; and
- WHEREAS, Karen S. Cummings, as a staff member, has always reflected a favorable image for New Mexico Junior College; and
- WHEREAS, Karen S. Cummings has elected to retire the 1st day of July, 2013.

NOW, THEREFORE, BE IT RESOLVED that Karen S. Cummings be declared Professor Emeritus of New Mexico Junior College with all the rights and privileges pertaining thereto;

ADOPTED THIS 18th day of July, 2013.

ATTEST:

New Mexico Junior College Board Chairman

New Mexico Junior College Board Secretary



RESOLUTION

Randy A. Cook

- WHEREAS, Randy A. Cook, being one of the Staff Members of New Mexico Junior College, has faithfully served the College for 15 years of full-time service and 16 years of part-time service; and
- WHEREAS, Randy A. Cook has served as Director of the Transportation Training from 2005 -2013; and
- WHEREAS, Randy A. Cook has served as Program Coordinator/Planner - Continuing Education from 1999 - 2005; and
- WHEREAS, Randy A. Cook has served as Custodian from 1998 - 1999; and
- WHEREAS, Randy A. Cook has served as Part-time EMT and CPR Instructor from 1982 - 2005; and
- WHEREAS, Randy A. Cook has served as Part-time Continuing Education Instructor from 2001 - 2004; and
- WHEREAS, Randy A. Cook has served as Interim Dean - Continuing Education 2004; and
- WHEREAS, Randy A. Cook has served as Interim Event Coordinator 2005; and
- WHEREAS, Randy A. Cook has provided defensive driving from 2006 to present; and
- WHEREAS, Randy A. Cook has served on various committees at New Mexico Junior College and in the community; and
- WHEREAS, Randy A. Cook has been a devoted, enthusiastic and loyal staff member at New Mexico Junior College; and
- WHEREAS, Randy A. Cook, as a staff member, has always reflected a favorable image for New Mexico Junior College; and
- WHEREAS, Randy A. Cook has elected to retire the 1st day of August, 2013.

NOW, THEREFORE, BE IT RESOLVED that New Mexico Junior College desires to give special recognition and appreciation to Randy A. Cook for his service and dedication to New Mexico Junior College.

ADOPTED THIS 18th day of July, 2013.

ATTEST:

New Mexico Junior College Board Chairman

New Mexico Junior College Board Secretary



RESOLUTION

Robert T. Guthrie

WHEREAS, Robert T. Guthrie, being one of the Staff Members of New Mexico Junior College, has faithfully served the College for twenty-three years as a full-time professor and two years as an adjunct; and

WHEREAS, Robert T. Guthrie has served as Professor of Accounting from 1990 to 2013; and

WHEREAS, Robert T. Guthrie has served as Adjunct Professor of Accounting from 1998 to 1990; and

WHEREAS, Robert T. Guthrie has served as Department Chair from 2003 to 2013; and

WHEREAS, Robert T. Guthrie was selected as Faculty of the year 2001; and

WHEREAS, Robert T. Guthrie has served as Sponsor of the Phi Beta Lambda Club from 1998 to 2013; and

WHEREAS, Robert T. Guthrie has served on various committees at New Mexico Junior College and in the community; and

WHEREAS, Robert T. Guthrie has been a devoted, enthusiastic and loyal staff member at New Mexico Junior College; and

WHEREAS, Robert T. Guthrie, as a staff member, has always reflected a favorable image for New Mexico Junior College; and

WHEREAS, Robert T. Guthrie has elected to retire the 1st day of July, 2013.

NOW, THEREFORE, BE IT RESOLVED that Robert T. Guthrie be declared Professor Emeritus of New Mexico Junior College with all the rights and privileges pertaining thereto;

ADOPTED THIS 18th day of July, 2013.

ATTEST:

New Mexico Junior College Board Chairman

New Mexico Junior College Board Secretary

