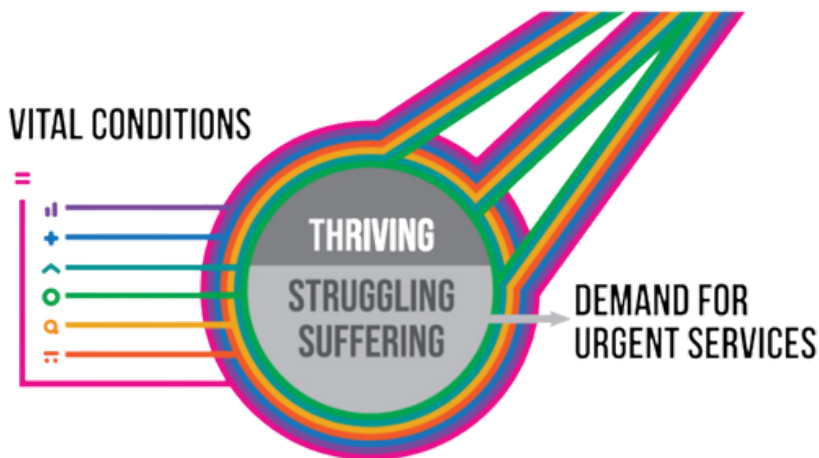


DOÑA ANA

2024

STRATEGIC PLAN



Presentation Date:
NOVEMBER 14, 2023



Strategy
is more than a plan;
it is a journey to
build value and
shape our future
together.





Strategic Highlight

You'll see throughout our Strategic Plan a higher goal to transform our culture with community.

At every stage, we think about community. We think about those who need strategy now and can't wait for a plan to be finalized to change their circumstance. We thought about ensuring that we are also ready to pave the way to our larger 2040 Comprehensive Plan. Our Strategic Plan bridges our work for the next five years.

01 Framework

Read about the organizing framework that creates a viable portfolio of County services to enhance our community's wellbeing. Our County will connect with residents to create teams for change throughout the next five years.

02 Our Vision

The County shares its new vision for our community to grow, thrive, and age well. Here, we all create accountability to Belonging and Civic Muscle, the heart of our strategy.

03 Goal One Improve Wellness & Well-being

Our vital conditions of Basic Needs for Health & Safety and Humane Housing identify our body of work for the next five years. Urgent Services remain a priority for those in crisis.

04 Goal Two Enhance Economic Opportunity

The Vital Conditions of a Thriving Natural World, Reliable Transportation, and Meaningful Work & Wealth guide cross-cutting solutions for challenges that impede economic growth.

05 Community Implementation

In partnership with residents, we've prepared a dynamic way to implement our Plan.





CHAPTER 01

Our Strategic
Framework

*Vital Conditions &
Urgent Services*

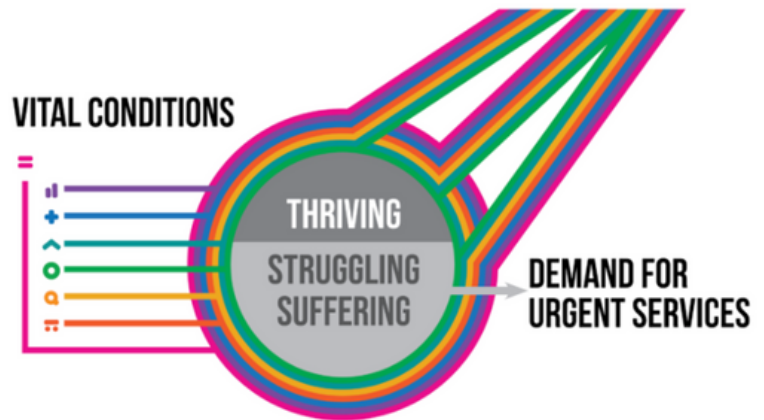
01 Framework

The True Purpose of Our Plan: To See Our County Thrive

While the Doña Ana County Strategic Plan (The Plan) has several layers, at the heart, we desire to ensure that our community is thriving. We want residents to have the highest levels of wellbeing at every age. To do this, we acknowledge that there will be limitations in resources and that solutions which cut across multiple challenges are the best answer to making swift change. To help us prioritize, we adopted the Vital Conditions and Urgent Services framework, an approach that supports increasing residents' wellbeing while recognizing that individuals will experience a crisis. The investment and prioritization of Urgent Services allow residents to regain footing and return to high levels of wellbeing.

The Plan will look and feel different because it is different. As a County, there are Vital Conditions that we can influence and improve. There are Urgent Services that we can fund and be a bridge builder for our community.

As a County, there are Vital Conditions we can influence and improve. There are Urgent Services that we can fund and be a bridge builder for our community. This is our way forward.



Developed by Rethink Health, A Rippel Foundation initiative, The Robert Wood Johnson Foundation, The Wellbeing Trust, and Wellbeing in the Nation (WIN) supported by WE In the World, the Seven Vital Conditions is an evolution of the Social Determinants of Health, a framework that helps describe the barriers that face individuals in achieving optimum health outcomes.

Copyright notice: We thank these organizations for their vision; all images in this Plan are either from or inspired by their body of work to help us design a local strategy connected to a larger movement for change. More information can be found at Community Commons, an online platform for change making work. None of this work will be utilized for monetary gain.

The Seven Vital Conditions will allow our County, all other partnering jurisdictions and elected officials to focus on the physical, mental, and social wellbeing of a person and our communities. Within each Vital Condition, the County created a family of measures that allows our departments to work across various domains of expertise and realize outcomes. This new collaborative structure in strategy allows our talented staff to become part of Vital Condition Teams throughout the year, innovating around their family of measures and reinforcing our stated core values and commitments from collaboration to customer service.

The Vital Conditions








Doña Ana has the ability to coordinate the Vital Conditions— elements we all need to reach our full potential—across communities. The Vital Conditions include basic needs such as food, water, and humane housing, while also seeking to measure what residents told us matters for a sense of belonging and community. The Seven Vital Conditions places Belonging and Civic muscle at the heart of our work. We must ensure that those who call Doña Ana home feel and see they are a part of the social fabric that brings us together. The Vital Conditions are directly related to the [Doña Ana 2040 Comprehensive Plan](#), specifically, its six Livability Principles, allowing for ease in updates and relationship between the two documents.

Our residents have the ability to flex their civic muscle and collectively lead with us as we design the future of our County. For this reason, each department will work towards creating a Belonging and Civic Muscle measure. Residents will be able to provide feedback throughout the year to demonstrate how we build culture and community through action.

The Plan focuses on the two dimensions of wellbeing: (1) how a person perceives and experiences their time in Doña Ana, and (2) a resident’s environment. You will see that the Vital Conditions are organized under two main goals to shift positive outcomes in these dimensions. To the right, you will see an overview of all the Vital Conditions, courtesy of the Rippel Foundation. For the 2024 Plan publication, the County focuses on all except Humane Housing and Lifelong Learning. There will be opportunity to integrate these Vital Conditions via additional planning activities.

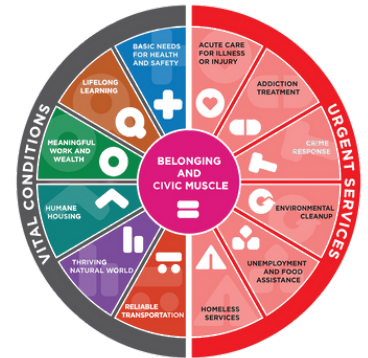


Belonging & Civic Muscle is at the center because it is both a vital condition and a practical capacity that is necessary for equitable success in every other kind of work.

	Sustainable resources, contact with nature, freedom from hazards Clean air, water, soil; healthy ecosystems able to sustainably provide necessary resources; accessible natural spaces; freedom from the extreme heat, flooding, wind, radiation, earthquakes, pathogens
THRIVING NATURAL WORLD	
	Basic requirements for health and safety Nutritious food, safe drinking water; fresh air; sufficient sleep; routine physical activity; safe, satisfying sexuality and reproduction; freedom from trauma, violence, addiction and crime; routine care for physical and behavioral health
BASIC NEEDS FOR HEALTH + SAFETY	
	Humane, consistent housing Adequate space per person; safe structures; affordable costs; diverse neighborhoods (without gentrification, segregation, concentrated poverty); close to work, school, food, recreation, and nature
HUMANE HOUSING	
	Rewarding work, careers, and standards of living Job training/retraining; good-paying and fulfilling jobs; family and community wealth; savings and limited debt
MEANINGFUL WORK + WEALTH	
	Continuous learning, education, and literacy Continuous development of cognitive, social, emotional abilities; early childhood experiences; elementary, high school, and higher education; career and adult education
LIFELONG LEARNING	
	Reliable, safe, and accessible transportation Close to work, school, food, leisure; safe transport; active transport; efficient energy use; few environmental hazards
RELIABLE TRANSPORTATION	
	Sense of belonging and power to shape a common world Social support; civic association; freedom from stigma, discrimination, oppression; support for civil rights, human rights; civic agency; collective efficacy; vibrant arts, culture, and spiritual life; equitable access to information; many opportunities for civic engagement (voting, volunteering, public work)
BELONGING + CIVIC MUSCLE	

A Balance With Urgent Services

The County plays an integral role in providing Urgent Services such as crime response, support for the homeless, food assistance, and more. Neglecting the Vital Conditions for the community can lead to an increased reliance on Urgent Services. This dependence can initiate a destructive cycle for both individuals and the government. It's crucial to avoid operating from crisis mode outside of crisis scenarios. The objective of this Plan is to establish a balanced portfolio between Urgent Services and Vital Conditions. Urgent Services must be a key component of the strategy and investment to realize our vision statement. The Rippel Foundation and federal government created a visual of this portfolio as seen on this page of the Plan.



This enhanced portfolio balances both sides of a person's true life circumstances and ensures we stay connected with the reality of a situation. We will never have a world where Urgent Services are unnecessary because crisis is inevitable. Our Plan focuses on strengthening the coordination between these two worlds and also steers our decision-making to what investments will have the biggest impact by solving multiple problems at once. The County's Plan allows partnering jurisdictions to build into and upon our portfolio so that when we revisit larger guiding documents, we utilize the same language despite the difference in how our plans are created.

Investments to Assure Vital Conditions <small>Properties of places and institutions that all people need all the time to be healthy and well</small>	Services to Address Urgent Needs <small>Services that anyone under adversity may need temporarily to regain or restore health and well-being</small>	Investments to Assure Vital Conditions <small>Properties of places and institutions that all people need all the time to be healthy and well</small>	Services to Address Urgent Needs <small>Services that anyone under adversity may need temporarily to regain or restore health and well-being</small>
<p>Basic Needs for Health and Safety</p> <ul style="list-style-type: none"> Basic requirements for health and safety <ul style="list-style-type: none"> Adequate air and water Nutritious food Routine physical activity Sufficient sleep Safe, satisfying sexuality and reproduction Freedom from crime, injury, violence, traumatic stress, and addiction Routine health care (physical and mental) 	<p>Acute Care for Illness or Injury</p> <ul style="list-style-type: none"> Acute and post-acute care for physical and mental illness <ul style="list-style-type: none"> Emergency medical services Acute hospitalization Trauma-informed care 	<p>Humane Housing</p> <ul style="list-style-type: none"> Humane, consistent housing <ul style="list-style-type: none"> Adequate space per person Safe structure Affordable costs Diverse neighborhood (without gentrification, segregation, and concentrated poverty) Close to work, school, food, and recreation/nature 	<p>Homeless Services</p> <ul style="list-style-type: none"> Short-term housing for people experiencing homelessness <ul style="list-style-type: none"> Emergency shelters
<p>Lifelong Learning</p> <ul style="list-style-type: none"> Continuous learning, education, and literacy <ul style="list-style-type: none"> Cognitive, social, and emotional abilities Early childhood experiences Elementary and high school Higher education Career and adult education 	<p>Addiction Treatment</p> <ul style="list-style-type: none"> Services to address mental health and recovery needs <ul style="list-style-type: none"> Substance abuse treatment and support 	<p>Thriving Natural World</p> <ul style="list-style-type: none"> Sustainable natural resources and freedom from climate hazards <ul style="list-style-type: none"> Clean air, water, and soil Natural spaces Freedom from extreme heat, flooding, wind, radiation, and earthquakes 	<p>Environmental Clean-Up</p> <ul style="list-style-type: none"> Efforts to clean up hazards in air, water, soil, homes, workplaces, and communities <ul style="list-style-type: none"> Lead abatement Water treatment Brownfield decontamination Disaster response and recovery
<p>Meaningful Work and Wealth</p> <ul style="list-style-type: none"> Rewarding work, careers, and standards of living <ul style="list-style-type: none"> Job training/retraining Well-paying, fulfilling jobs Family and community wealth Savings and limited debt 	<p>Crime Response</p> <ul style="list-style-type: none"> Efforts to fairly adjudicate alleged violations of the law <ul style="list-style-type: none"> Police, fire, and first responders Courts Incarceration 	<p>Reliable Transportation</p> <ul style="list-style-type: none"> Reliable, safe, and accessible transportation <ul style="list-style-type: none"> Close to work, school, food, and leisure Safe transport Active transport Efficient energy use Few environmental hazards 	<p>Unemployment and Food Assistance</p> <ul style="list-style-type: none"> Assistance for those who are disadvantaged, out of work, or disabled <ul style="list-style-type: none"> Federally supported programs for disadvantaged families (TANF, SNAP, WIC) Food banks Energy assistance Childcare assistance

Efforts to Strengthen Belonging and Civic Muscle

Special capacities of people and Institutions that convey to all a sense of belonging and power to influence the policies, practices, and programs that shape the world

Efforts that strengthen belonging and civic muscle include

- Arts, culture, and spiritual life
- Social support
- Freedom from stigma, discrimination, and oppression
- Support for civil rights, human rights
- Civic agency, engagement (voting, volunteering, public work)
- Collective efficacy
- Nonprofit organizations
- Civic science
- Transparency
- Communications, information technology, and social networking
- Politics and partisan discourse

Vital Condition Teams

We reviewed our internal culture to change our County and be a consensus-building force for all. We must ensure that our teams and partnerships with elected officials are strong. Each department participated in an internal strategy session and identified areas where they could grow in their customer-service / community-first culture, ability to create an innovative agenda that leads to measurable impact, and finally, that each has a way to deeply engage the community. Internal family of measures to ensure we are ready to emulate the world we want to see will support this Plan. Our administrative teams touch on all domains, given that they act as the backbone for talent, budget, internal infrastructure and public engagement.

The foundation of collaboration, respect, transparency, honesty, etc, that our core values set will ensure our success when we build our Vital Conditions and Urgent Services teams, as seen in the draft grid below (to be finalized in January 2024). Mirrored after the federal government’s interagency teams adoption of this framework, the teams will meet with fluidity to formally discuss their strategy each quarter in partnership with residents. Each team will meet quarterly with the resident design team, which includes community residents, to hear and weigh in on the changes and challenges that these departments are working to create. Each department has their own specific “Master Plans” that guide them and it is the responsibility of our departments to ensure coordination between their planning and this Plan.

As you read the Plan, you will see how we start with the end Vision, state our two goals that must be accomplished and what will be measured. Additional measures will be considered as we learn more each year. Data frameworks will be informed by IP3 Assess, a web-based data solution for shareable reporting.

DRAFT

	Basic Needs for Health and Safety	Environmental Clean Up	Public Transportation	Artificial Intelligence	Crisis Response	Fire/Police Services	Homelessness	Learning and Digital Literacy	Meaningful Work and Well-Being	Adult Care for those in Need	Employment and Food Assistance	
Public Information Office	✓		✓									
Sheriff	✓		✓		✓							
Detention	✓	✓		✓	✓	✓	✓			✓		
Health and Human Services	✓	✓	✓	✓	✓	✓	✓				✓	
Fire	✓	✓	✓	✓	✓							
Utilities	✓	✓										
Animal Control	✓	✓	✓				✓			✓		
Community Development	✓		✓				✓	✓	✓			
Engineering/Roads	✓		✓	✓								
Fleet	✓		✓	✓								
Jetport	✓		✓	✓					✓			
Facilities and Parks	✓							✓				
Office of Emergency Management	✓	✓	✓					✓	✓			
Flood	✓		✓					✓				
Information Technology	✓	✓										
Community and Constituent Services	✓											
Assessor	✓											
County Clerk	✓											
Treasurer	✓								✓			
Probate	✓								✓			



CHAPTER 02

Our Vision

*Sharing What
Motivates The
County For Change*

Our vision is a **County for Community** where all grow, thrive, & age well.

MISSION STATEMENT

Enhance the health, safety, and quality of life for all residents as determined by law and community interests. *Services are provided through innovative leadership and teamwork in a fair, respectful, and professional manner.*

*AS A RESULT, OUR

- **Unique qualities** of our region are maintained even as we seek to create a better future for all.
- **Variety, community character, and multicultural heritage** are valued, as are the many pathways that bring people together in this special place.
- **Mountains and desert** surrounding us are treasured; we acknowledge their limitations and understand that we may be entering a time of great change in the natural world.
- **Communities** are vibrant and safe where health and well-being are promoted and expanded choices in housing, quality food, and transportation are secured.
- **Government** provides required services, public safety, utilities, and other infrastructure that meet essential needs as efficiently and effectively as possible.
- **Business activity** is robust, yielding good-paying jobs, and expanded economic prosperity.
- **Development decisions** create a desirable future while protecting personal rights, community interests, and the environment.
- **Challenges** inherent in future development are always confronted in a responsible, democratic, and inclusive manner.



**The Vision and Mission statement were inspired by the Doña Ana 2040 Comprehensive Plan Vision statement and updated to reflect responses from the Strategic Plan surveying activities.*

Six Core Values & Commitments

✓ **TRANSPARENCY & AUTHENTICITY ARE A FOUNDATION FOR TRUST**

We commit to asking ourselves, ‘How can we openly share this information for public review or weigh in’ to ensure we have the most well-rounded and well-intended decision on behalf of the community? We will be honest and share our goals, how we decided, and where the soil for trust will be further nurtured.

✓ **INTEGRITY IS WHEN WE LEAD BY EXAMPLE**

As leaders, our most powerful tool is our example. We embody the County's core values from how we conduct ourselves in the community, at the Board of County Commission, and in our daily lives. And while some decisions may not be popular, they will be backed by ethics, equity, and fairness.

✓ **HONESTY CREATES BETTER POLICY FOR BETTER LIVES**

Honesty is our cultural paradigm where the above values of integrity, transparency, and authenticity meet and move us to state our truth. As elected officials and public servants, it is our obligation and duty to be honest at every turn. Honesty will ensure the safety and best interests of our residents. Honesty is about trust, not just rules. Trusting that our team can get the job done well, done right, and through honesty ensures we remain strong.

✓ **RELIABILITY & DEPENDABILITY TO SHELTER US FROM CRISIS**

As your County government, it is our job to minimize uncertainty. Through this Plan, you will see how we are taking new or enhanced efforts to protect the community from financial crises, disasters, violence, or other public health challenges that stall or hold us back from our vision. We are committed to reliable analysis and policymaking that we can depend on during harder times to ensure we move from a struggle to strength.

✓ **A CULTURE OF CIVILITY & RESPECT**

Our County elected officials and employees will always show one another and the community respect. You may see it demonstrated in various ways, from thoughtfulness to being punctual, information sharing, acknowledging hard work, and being honest about challenges. Whether during commission sessions or in meetings, at all times, we demonstrate being present in the moment, providing follow-up, and following procedures that honor conduct and governing responsibilities.

✓ **VALUE & SERVE THE COMMUNITY**

Whether responding to a call for service or repairing a road for a community, our team has all signed on to provide a public service for the betterment of our County. Our departments have mottos such as “How Can We fix It?” or “Say Yes More” to continue finding the capacity to serve with compassion and empathy.

Measuring Our Value

To ensure that our Values are never left to be read on a page, but acted upon by our County Commission, Management and staff, the following family of measures were created. We also integrated our foundational Vital Condition: Belonging & Civic Muscle, into this section to create a new sense of community engagement with residents.

TRANSPARENCY FOR YOU

of times demonstrating conscientious observance of transparency laws

of innovative ways to share information with the public about operation and decision-making process

Documented gains in the County's digital capacity

- Simplifying the process to find information
- Increased efforts to interact with the County online

Exploration of after hours online or in-person citizen engagement

Development of a Doña Ana County app

INCLUSIVITY & RESPECT

Integration of Language Justice measures to support inclusivity

Demonstration of data-informed decisions seen in Board of County Commission presentations and updated master planning activities

Documented use of the Doña Ana Code of Conduct



Belonging & Civic Muscle

Our Foundational Vital Condition

All Doña Ana residents should feel fulfilled in their relationships and that the County acts as a key hub for information, County services, and support for increased community vibrancy. These measures support the larger two goals of this Plan: Improve Wellness and Wellbeing and Enhance Economic Opportunity.

Belonging and Civic Muscle measures and key milestones ensure that we are supporting social inclusion and cohesion so that all of our community is able to leverage their voice. Three main strategies as listed below to begin our Plan journey. Additional measures will be added in the second-year publication of this Plan.

Vital Condition	Family Measure	Date	Lead Department / Elected Office
Vital Condition: Belonging & Civic Muscle			
BCM Strategy 1. Integrate language justice principles so that all voices can be heard and prioritized.			
BCM Milestone 1	The first non-bilingual translated event is held.	December 2024	County Management
BCM Strategy 2. Create online spaces for individuals to secure information about major events/activities in their community.			
BCM Milestone 2	Create an infographic for each of the Flood Commission Plans to improve readability and engagement	July 2025	Flood Commission, Public Information Office
BCM Milestone 3	Create an infographic for each of the Flood Commission Plans to improve readability and engagement for the community	July 2025	Flood Commission, Public Information Office
BCM Milestone 4	Create a Flood Navigator position to support residents in their efforts to integrate projects into Master Planning work.	July 2026	Flood Commission, County Management
BCM Milestone 5	Build an online website that shows all Flood projects (current, completed, and future) with status, amount secured/pending, location, and notices to the public.	July 2027	Flood Commission, County Management

Belonging & Civic Muscle

Our Foundational Vital Condition

Vital Condition	Family Measure	Baseline	2025 Midpoint	2029 Outcome	Lead Department / Elected Office
Vital Condition: Belonging & Civic Muscle					
BCM Strategy 1. Integrate language justice principles so that all voices can be heard and prioritized.					
BCM 1.1	% of strategic planning events held in Spanish, with non-bilingual translation	0%	25%	75%	County Management
BCM 1.2	Number of accommodations for multi-lingual translation (e.g., Spanish, American Sign Language)	TBD	TBD	TBD	County Management

BCM Strategy 2. Create online spaces for individuals to secure information about major events/activities in their community.					
BCM 2.1	Time to release information surrounding public safety concerns	48 hours	48 hours	48 hours	Doña Ana Sheriff's Office
BCM 2.2	% of community centers that have accessible internet service	TBD	50%	100%	Information Technology

BCM Strategy 3. Manage a feedback loop to hear the concerns and strategies from residents.					
BCM 3.1	# of events held by the County to engage community.	TBD	TBD	TBD	Constituent Services
BCM 3.2	% increase in attendance at community engagement events	TBD	TBD	TBD	Constituent Services
BCM 3.3	% increase in response rates to County community engagement surveys	10%	30%	50%	Constituent Services

The County Clerk's office urged the use of an evidence-based approach to Strategic Planning, which led to this framework adoption. Their work, from digitizing documents to preserve our history, to growing a presence at the ballot box will be integrated for measurable change in a special feature at quarterly presentations for Plan implementation. Inclusion of absentee sorting machines, scanning methodologies, and Spanish-first approaches to customer service will be integrated into the family of measures in an upcoming version of the Plan.



CHAPTER 03

Goal One

*Improve Wellness
& Wellbeing*

Goal One

Improve Wellness and Wellbeing

Vital Condition: Basic Needs for Health & Safety (BNHS)

Vital Conditions Team: Constituent Services, Public Information Office, Doña Ana Detention Center, Roads and Engineering, Fire and Rescue, & Sheriff’s Office, Health and Human Services, Animal Control, & Community Development

Access to fresh air, clean water, nutritious food, and a stable home is essential for maintaining physical and mental well-being. Healthy relationships, the freedom to express one's gender and sexuality, and a life free from violence, injury, and toxic stress are also important factors. Additionally, access to routine and critical healthcare is crucial for overall health and well-being.

Unfortunately, the COVID-19 pandemic has severely compromised the ability of many Doña Ana residents to have their basic needs for health and safety met. The lack of basic needs has resulted in higher levels of domestic violence, toxic stress, mental health problems, and other poor health outcomes. New resources such as [CONNECT Doña Ana](#), a referral system powered by Unite us and community health workers is a key component to our strategy to address these challenges.

Our strategies to ensure the Vital Condition of Basic Needs for Health and Safety addresses rural community wellness, prevalent chronic disease, community violence, animal welfare, access to and protection of thriving communities.

Vital Condition: Humane Housing (HH)

Vital Conditions Team: Roads and Engineering, Fire and Rescue, & Sheriff’s Office, Health and Human Services, Animal Control, Community Development

Having a stable, safe place to live is central to the concept of Humane Housing. It is about respecting the diverse and culturally-rich communities that enable individuals to lead full and productive lives. Access to secure and consistent housing, neighborhoods free from hazards, and communities that provide basic amenities, opportunities, and resources that promote healthy living are all essential for people to thrive.

Housing is the most significant expense for our community; thus, affordable housing plays a crucial role in financial well-being. The stability, quality, safety, and affordability of housing all impact health outcomes, as do the physical and social characteristics of neighborhoods. A person's housing situation can have serious positive or negative implications for almost every aspect of life, particularly for children. The Doña Ana County 2015 Affordable Housing Plan indicates affordable housing production goals, assistance to non-profit housing providers and policy changes such as linking affordable housing and economic development investments are key. Given that the Doña Ana Comprehensive Plan has a focus on affordable housing and is to be revised during this Plan’s timeline, a Plan modification will be made to integrate measures.

Goal One

Improve wellness and wellbeing

Vital Condition: Basic Needs for Health & Safety (BNHS)

Vital Conditions Team: Constituent Services, Public Information Office, Doña Ana Detention Center, Roads and Engineering, Fire and Rescue, & Sheriff’s Office, Health and Human Services, Animal Control, Community Development

Vital Condition	Family Measure	Baseline	2025 Midpoint	2029 Outcome	Lead Department / Elected Office
Vital Condition: Basic Needs for Health and Safety					
BNHS Strategy 1. Improve community resiliency and health outcomes by addressing the social determinants of health in rural communities.					
<i>Shared strategy for Food Assistance (Cross-Cutting Strategy and Measure)</i>					
BNHS 1.1	# of referrals completed in Connect Doña Ana	TBD	TBD	TBD	Health & Human Services
BNHS 1.2	# and type of activities at community centers	TBD	TBD	TBD	Health & Human Services
BNHS 1.3	# and type of participant encounters	TBD	TBD	TBD	Health & Human Services

BNHS Strategy 2. Reduce/prevent the incidence of diabetes and the impact of diabetes on individuals by promoting healthy eating and active living.					
BNHS 2.1	Pre and post-surveys on knowledge, attitude, beliefs and behaviors	TBD	TBD	TBD	Health & Human Services
BNHS 2.2	Health indicators in lab work	TBD	TBD	TBD	Health & Human Services

BNHS Strategy 3. Build community capacity and increase dialogue around community violence					
<i>Shared Strategy for Belonging and Civic Muscle</i>					
BHNS 3.1	% Decrease in violent crime rates, specifically youth	TBD	2%	4%	Doña Ana Sheriff's Office
BHNS 3.2	% increase in positive gun safety perceptions among County residents	In progress	7%	10%	Doña Ana Sheriff's Office

Goal One continued

Improve wellness and wellbeing

Vital Condition: Basic Needs for Health & Safety (BNHS)

Vital Conditions Team: Constituent Services, Public Information Office, Doña Ana Detention Center, Roads and Engineering, Fire and Rescue, & Sheriff's Office, Health and Human Services, Animal Control, Community Development

BNHS Strategy 4. Provide efficient and quality services for safety and education around animal welfare.					
BNHS 4.1	Achieve a 95% or greater Save Rate	In progress	50%	95%	Animal Control
BNHS 4.2	Decrease the rate of vicious or dangerous animal attacks	In progress	TBD	TBD	Animal Control
BNHS 4.3	Reduction in average lengths of stay at the shelter	In Progress	TBD	TBD	Animal Control

BNHS Strategy 5. Ensure excellent and responsive fire and rescue services across the County.					
BNHS 5.1	Establish a ratio of one career firefighter for every 1,000 residents	1 to 2,600	1 to 1,500	1 to 1,000	Doña Ana Fire and Rescue
BNHS 5.2	% of career stations responding within their primary district	20%	60%	90%	Doña Ana Fire and Rescue
BNHS 5.3	% of alarms/calls answered (non-fire-related)	82%	90%	100%	Doña Ana Fire and Rescue
BNHS 5.4	Number of fire fighters on a first alarm	7.2	9	12	Doña Ana Fire and Rescue
BNHS 5.5	Time of first fire unit arrival within 14 minutes	30 Mins	18 Mins	14 Mins	Doña Ana Fire and Rescue

BNHS Strategy 6. Increase accessibility of parks, trails, and thriving communities. <i>Shared strategy for Thriving Natural World (Cross-Cutting Strategy and Measure)</i>					
BNHS 6.1	Miles of trails available to the public	TBD	TBD	TBD	Community Development
BNHS 6.2	Increase in code compliance to ensure beautification of neighborhoods	TBD	TBD	TBD	Community Development

Goal One continued

Improve wellness and wellbeing

Urgent Services: Addiction Treatment (AT) & Unemployment and Food Assistance (UFA)

Vital Condition	Family Measure	Baseline	2025 Midpoint	2029 Outcome	Lead Department / Elected Office
Urgent Service: Addiction Treatment					
AT1 Strategy 1. Reduce/prevent substance use disorders and the impact of alcohol on health outcomes and public safety through public education, Driving While Intoxicated offender services, and substance use treatment.					
AT 1.1	Successful probation completion/quality of life survey	TBD	TBD	TBD	Health & Human Services
AT 1.2	Increase youth knowledge about alcohol	TBD	TBD	TBD	Health & Human Services

Urgent Service: Unemployment and Food Assistance					
BNHS 1 / UFA Strategy 1. Improve community resiliency and health outcomes by addressing the social determinants of health in rural communities.					
<i>Shared strategy for Basic Needs for Health and Safety (Cross-Cutting Strategy and Measure)</i>					
BNHS 1.1/UFA 1.1	# of referrals completed in Connect Doña Ana	TBD	TBD	TBD	Health & Human Services

UFA Strategy 2. Expand congregate and meal delivery and healthy food access to its rural residents, including homebound senior citizens (seniors) and families living in colonias.					
UFA 2.1	# of popup markets and food distribution events	TBD	TBD	TBD	Health & Human Services
UFA 2.2	# of seniors receiving meals/healthy food	TBD	TBD	TBD	Health & Human Services

UFA Strategy 3. Increase the number of families enrolled in the Supplemental Nutrition Assistance Program (SNAP) through outreach activities during pop-up markets.					
UFA 3.1	# of families enrolled in SNAP	TBD	TBD	TBD	Health & Human Services

UFA Strategy 4. Sustain the Emergency Rental Assistance Program to best serve those in financial stress.					
UFA 4.1	Applications received versus paid	TBD	TBD	TBD	Financial Services

Goal One continued

Improve wellness and wellbeing

Urgent Services: Acute Care for Illness and Injury

Urgent Service: Acute Care for Illness or Injury					
ACII Strategy 1. Improve access to primary, dental, and behavioral care for people who are un/under-insured and work with safety-net care providers to improve the quality of the local healthcare delivery system.					
ACII 1.1	# of contracted providers and service encounters to meet basic needs to be met	TBD	TBD	TBD	Health & Human Services
ACII 1.2	Survey of people enrolled in HCAP	TBD	TBD	TBD	Health & Human Services
ACII 1.3	% of referrals completed in Doña Ana Connect	TBD	TBD	TBD	Health & Human Services
ACII 1.4	# of referrals completed in Doña Ana Connect regarding healthcare delivery	TBD	TBD	TBD	Health & Human Services

Pivotal Moves: Equity Action Labs

Where possible, the County desires to explore innovative ideas seen through various models in County government and policy. These were brought forth for future exploration and discussion in partnership with community residents, departments, stakeholders and others. The intent of our “Pivotal Moves” section is to exercise innovative culture beyond current problem-solving approaches.

1. Public contracting: By 2025, the County will have explored purchasing targets with the area’s large food service institutions to align purchases with a commitment to local economic support, fair wages, safe working conditions, healthy people, and a healthy environment. Procurement practices can influence spending approaches. Supporting departments: Financial Services, and County Management.

2. Value-chain innovation: By 2026, the County will have explored how to invest in the knowledge and tools to support a resilient food production and distribution ecosystem, such as securing funding for value-chain innovation among regional suppliers to create shorter, more resilient supply chains. Supporting departments: Community Development via its Economic Development division, County Management and external stakeholders.

3. Food-focused capital projects: By 2029, the County will have invested in food-focused capital projects such as modern warehouses and logistics networks or incubator-style experimental kitchens. Supporting departments: Health and Human Services, Community Development via its Economic Development division and County Management.



CHAPTER 04

Goal Two

*Enhance economic
opportunity*

Goal Two

Enhance economic opportunity

Vital Conditions: Natural Thriving World (NTW), Meaningful Work and Wealth (MWW), and Reliable Transportation (RT)

External Strategic Planning Implementation Team: Community Development, Roads & Engineering, Flood Commission, Fire & Rescue

In line with our vision, we want Doña Ana to be a clean, healthy environment free from hazards and emerging pathogens, resilient to flood and drought, and fulfilling our need to connect with our naturally thriving environment and mountainous terrain. Infrastructure is defined as our 800 miles of roads and bridges, the County Jetport, electric vehicle charging and maintenance capabilities, broadband connectivity rates (reliable/accessible high-speed internet), water, gas, electricity, clean drinking water, and wastewater systems.

In light of the unprecedented times we live in, and with the opportunity to secure federal funding for infrastructure projects, we have prioritized addressing the aging roads, bridges and supporting infrastructure to revitalize our community and pave the way for a brighter future. The community will note measures to focus on access, quality/condition, and connectivity of roads that support economic growth, public safety, and mobility. These measures cross-cut across multiple vital conditions and, for this reason, are listed together as a family of measures.

We look forward to collaborating with jurisdictions and the state as our roads and connectivity of goods. and people do not stop at County lines. Our strategies include building stronger partnerships with our water authority boards to improve water flow to our businesses and neighborhoods, support the growth of the Santa Teresa Industrial area, develop community infrastructure in our southern and northern areas of Doña Ana and much more.

When individuals have productive and fulfilling work, it not only helps them earn a living but also helps uplift their families and communities as a whole. In line with our 2040 Comprehensive Plan, we will establish an Economic Development Division. There is opportunity to support and provide resources to our County as they take on their own efforts of equitable economic development. The County will work in concert with subject matter experts such as Mesilla Valley Economic Development Alliance and others to coordinate resources and build momentum for wealth building.

Goal Two

Enhance Economic Opportunity

Vital Condition: Natural Thriving World

Vital Conditions Team: Roads & Engineering, Community Development, Flood Commission, Information Technology, Office & Emergency Management

Vital Condition	Family Measure	Baseline	2025 Midpoint	2029 Outcome	Lead Department / Elected Office
Vital Condition: Natural Thriving World					
NTW Strategy 1. Prioritize key infrastructure to best attract business and community need.					
NTW 1.1	# of permits processed	TBD	TBD	TBD	Community Development
NTW 1.2	Average Plan Review Times	TBD	TBD	TBD	Community Development
NTW 1.3	Average Inspection Turnaround Times	TBD	TBD	TBD	Community Development
NTW 1.4	Amount of Commercial Square Foot Developed	TBD	TBD	TBD	Community Development
NTW 1.5	Health Permit Pipeline per Quarter (# Submitted, Under Review, Issued and Finalized)	TBD	TBD	TBD	Community Development
NTW 1.6	# of code enforcement cases addressed	TBD	TBD	TBD	Community Development
NTW 1.7	% completion rate for Dona Ana Flood Commission Project List Project	TBD	TBD	TBD	Flood Commission
NTW 1.8	% of community centers that have accessible internet service <i>(shared metric for Belonging & Civic Muscle)</i>	TBD	50%	100%	Information Technology

NTW Strategy 2. Create equitable access to electric vehicle fueling infrastructure.					
NTW 2.1	% of chargers in rural locations, with emphasis on northern Doña Ana	0%	50%	80%	County Management
NTW 2.2	individuals educated on the use of EV	TBD	TBD	TBD	County Management

Goal Two continued

Enhance Economic Opportunity

NTW Strategy 3. Facilitate the safe and efficient movement of people, freight, and emergency evacuation operations for community. <i>(Cross cutting strategy with Reliable Transportation)</i>					
NTW 3.1	Number of roads rehabilitated, reconstructed or newly built	31	37	TBD	Roads and Engineering
NTW 3.2	Reduction in Particulate Matter -10 in unincorporated areas	TBD	TBD	TBD	Roads and Engineering

Vital Condition: Reliable Transportation

Vital Conditions Team: Constituent Services, Public Information Office, Doña Ana Detention Center, Roads and Engineering, Fire and Rescue, & Sheriff’s Office, Health and Human Services, Animal Control, Community Development

Vital Condition	Family Measure	Baseline	2025 Midpoint	2029 Outcome	Lead Department / Elected Office
Vital Condition: Reliable Transportation					
RT Strategy 3. Facilitate the safe and efficient movement of people, freight, and emergency evacuation operations for community. <i>(Cross cutting strategy with Reliable Transportation)</i>					
RT 1.1	% of roads in state of good repair as seen by the pavement condition index	TBD	TBD	TBD	Roads & Engineering
RT 1.2	Crashes per year	3,330	3000	1500	Roads & Engineering
RT 1.3	% change in crash fatalities, with effort to high the National Highway Safety System's Zero Deaths	TBD	TBD	TBD	Roads & Engineering

Goal Two *continued*

Enhance economic opportunity

Vital Condition: Basic Needs for Health & Safety (BNHS)

Vital Conditions Team: Constituent Services, Public Information Office, Doña Ana Detention Center, Roads and Engineering, Fire and Rescue, & Sheriff’s Office, Health and Human Services, Animal Control, Community Development

Vital Condition	Family Measure	Date	Lead Department / Elected Office
Vital Condition: Natural Thriving World			
NTW Strategy 1. Prioritize key infrastructure to best attract business and community need.			
NTW Milestone 1	Revise the 2017 - 2023 Capital Infrastructure Needs for Colonias in Dona Ana Community New Mexico Plan and identify ICIP priorities for the next five years. <i>The Plan includes stormwater management, wastewater management, roads and highways, and key facility infrastructure.</i>	September 2024	Roads & Engineering, Flood Commission, Fire & Rescue, Parks and Facilities, Community Development.
NTW Milestone 2	Implement a Dig Once policy and collaboration approach with private sector.	July 2024	Roads & Engineering, Flood Commission, Parks and Facilities, Community Development.
NTW Milestone 3	Finalize the outcome of the Utilities department transition plan	July 2024	Utilities, Parks and Facilities
NTW Milestone 4	Revise the Doña Ana 2040 Comprehensive Plan	June 2025	Community Development
NTW Milestone 5	Complete the Closing America’s Wastewater Access Gap Community Initiative	2029	County Management

Goal Two *continued*

Enhance economic opportunity

NTW Strategy 4. Be prepared for any threat to our community.			
NTW Milestone 6	Secure and be fully operational within a new Office of Emergency Management Facility	June 2025	Office of Emergency Management
NTW Milestone 7	Implement a new model of EOC operations.	December 2024	Office of Emergency Management
NTW Milestone 8	Update the All Hazards Plan every four years, beginning in 2024	Ongoing	Office of Emergency Management
NTW Milestone 9	Ensure a quality three-year cycle for the Threats, Hazards, Identification, and Risk Analysis	Ongoing	Office of Emergency Management
NTW Milestone 10	Prepare the first Family Assistance Center Plan in southern New Mexico	December 2024	Office of Emergency Management
NTW Milestone 11	Ensure that the National Qualifications System is staffed	September 2025	Office of Emergency Management
NTW Milestone 12	Update the Community Wildfire Preparedness Plan	September 2024	Office of Emergency Management
NTW Milestone 13	Ensure transition to the 700 Mega-Hertz radio transition	July 2024	Office of Emergency Management

Vital Condition	Family Measure	Date	Lead Department / Elected Office
Meaningful Wealth and Work			
MWW Strategy 1. Launch an economic development department			
MWW Milestone 1	Explore a strategy for fee waivers, County-run fund, or other incentivization tactics to increase business attraction/development.	July 2024 - December 2024	Community Development
MWW Milestone 2	Assess mechanisms for revenue generation for the future economic development department	2025	Community Development
MWW Milestone 3	Complete a comprehensive strategic plan that outlines the resources, technical assistance and identity of the department. <i>The intent of the department is to support the unique and grassroots economic development approaches for each jurisdiction.</i>	2025	Community Development

Goal Two *continued*

Enhance economic opportunity

Pivotal Moves: Equity Action Labs

The Plan will emphasize the importance of **addressing our wastewater systems**. In partnership with the U.S. Environmental Protection Agency and the U.S. Department of Agriculture and 10 other pilot communities across the nation, Doña Ana will complete the following during our Plan timeline—

- ✓ Conduct a Community Wastewater Assessment
- ✓ Develop a Wastewater Community Solutions Plan
- ✓ Identify and pursue funding opportunities
- ✓ Build long-term capacity

Where are the Communities?



We look forward to working with residents reimagine our wastewater system. The Plan calls for quarterly presentations in partnership with residents on activities that will take place.

Our Community Development Department will collaborate across its Vital Condition team members to also

- ✓ Establish a satellite office in southern Doña Ana, to support the economic and community development growth, both industrial and for small business by September 2024.
- ✓ Build out an online and in-person presence in Northern Doña Ana to support rural community development during the Plan timeline.
- ✓ Launch the Economic Development Division into its own Department by June 2029. This department will work in partnership with JetPort to identify all economic assets and analyze the markets available to support its commercial growth.

A photograph of a woman in a wheelchair sitting at a desk in an office, looking at a laptop. A man wearing a face mask is sitting across from her, also looking at the laptop. The scene is overlaid with a large blue diamond shape.

CHAPTER 05

Community Implementation

*Putting the Plan
Into Action*

One-Year Action Items

Embarking on the Journey Is More Important Than Perfecting the Plan

90-Day Action Items

✓ **SET UP VITAL CONDITIONS TEAMS**

- The County will **finalize the Vital Condition Team make up** of departments/elected offices, setting a monthly/quarterly session to discuss the family of measures.
- **Measures will be finalized** with baseline, 2025 midpoint, and 2029 outcomes for presentation at the first quarterly Strategic Plan work session in January 2024.
- **Identify and compensate Accompaniers**—external entities that hold expertise in the Vital Conditions—to bring residents, businesses, and other stakeholders into the strategic planning process. Many nonprofits have community advisory groups, peer support specialists and others that can engage with the County for meaningful impact.
- Each Commissioner will **adopt a Vital Condition and Urgent Service** to support with discussion and guidance at Board of County Commission sessions.

✓ **LAUNCH PUBLIC SESSIONS FOR ENGAGEMENT**

- The Board of County Commissioners will **adopt a year-long work session schedule** for quarterly engagement with residents.
- **Host the first quarterly Strategic Plan presentation and Design Day**, sharing outcomes and reviewing family measures and resident engagement.

Photo (Courtesy of *WE In the World*) of a Community Health Improvement Leadership Academy for the state of Illinois.

Over 100 individuals representing hundreds of coalitions, individuals with lived expertise, and state public health officials working together to improve the health equity policy and outcomes of those geographic areas demonstrating “struggling” or “surviving” outcomes on a well-being survey. (November 2023)

Doña Ana has the opportunity to welcome community into strategy design and solution building at a deeper level.



One-Year Action Items

Embarking on the Journey Is More Important Than Perfecting the Plan

6- Month Action Items

✓ **ASSESS DATA EQUITY TO MEASURE CHANGE IN WELL-BEING**

- Develop a survey that assesses measurable change in the Vital Conditions for which the County can manage policy or service change to enhance a resident’s well-being.
- Review platforms to be able to share data back with community (e.g., data equity) so that we build momentum as one County, one community to make change.
- Create a “report card” system to show where we are failing forward and where we are succeeding so that financial investments and operational plans can be re-aligned or strategy changes.
- Integrate measures from surrounding jurisdictions to support coordinated change.

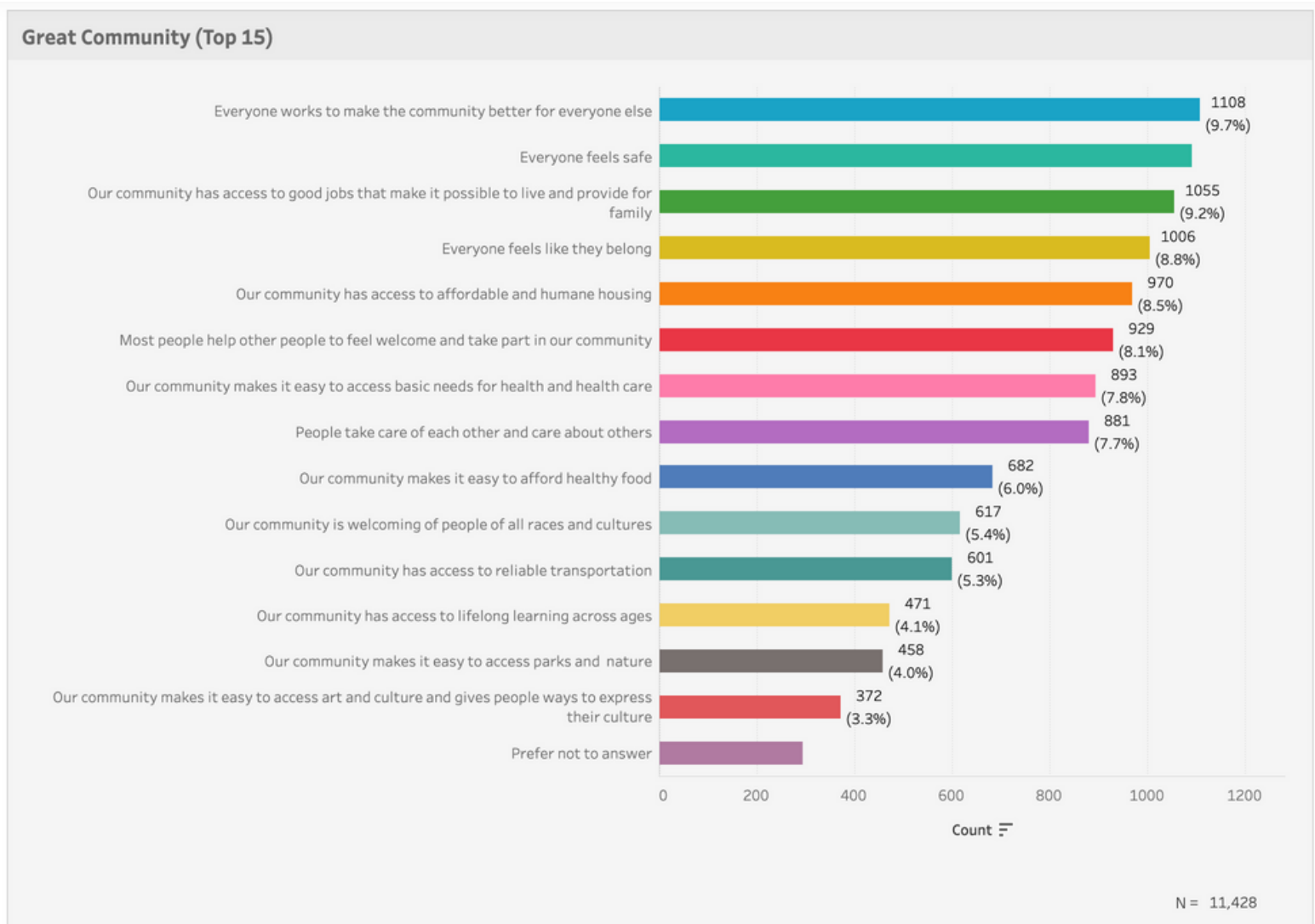


Photo taken from the ARISE initiative, a CDC-funded project to change the pathways to population health.

ARISE Report Prototype V0.98

One-Year Action Items

Embarking on the Journey Is More Important Than Perfecting the Plan

12- Month Action Items

✓ **HOST THE FIRST DOÑA ANA STATE OF THE COUNTY ADDRESS**

- The Vital Conditions Team, to include residents, will **present the family measure outcomes** for the first strategic planning year as well as any modifications made to the measures.
 - Formal adoption for the modifications will take place.
 - State and federal delegation will be invited as the County (to include local jurisdictions and the colonia community) will share and celebrate in successes.
 - The County will work to explore how to broadcast the State of the County address to community centers. County staff can be present at sites to create more engagement/participation.
 - The State of the County Address will also integrate an online ambassador format to encourage virtual attendance and participation.
 - Overall, the State of the County will seek to have representation from each of the colonias and local jurisdictions, whether in-person or online.
 - The State of the County will be multi-lingual in format and presentation, with translators available for simultaneous interpretation and engagement.
 - The County will review it's "Report Card" and provide administrative departments such as Financial Services and Human Resources guidance on how priorities will shift to meet measures in the next fiscal year.
- **Work with administrative offices** to include Financial Services, Information Technology, and Human Resources to prepare a supporting multi-year budget and staffing plan to prepare for anticipated change.



Our Vision

A County for Community
where all
grow, thrive, & age well.

Strategic Plan

July 1, 2024 - June 30, 2029

Adoption Date:

November 14, 2023

For more information, please
contact the County
Management team.

Our Mission

Enhance the health,
safety, and quality of life
for all residents as
determined by law and
community interests.
Services are provided
through innovative
leadership and teamwork
in a fair, respectful, and
professional manner.