



**Challenges Collaboration and
Transformation
Report of Progress**

State of the Village

2016

**Mayor Tom Battin
Village of Ruidoso**

"Being progressive requires the ability to think beyond the impossible and outside the obvious."



January, 2016

Citizens of the Village of Ruidoso,

The commencement of a new year affords us the opportunity to reflect on the past and establish priorities for the future. As Mayor, I assure you that the state of your Village is sound. Progress has been made in a number of important areas.

The financial condition of your Village is strong. Reserves, for the fourth consecutive year, have increased. Our budget is balanced. Our recent audit has identified minimal findings, none of which are considered a material weakness. The Village's bond rating has improved. Department managers continue to seek ways to reduce spending.

Our economy is slowly improving. Local unemployment remains under the State average. Gross receipt tax collections continue to rebound. Lodger's tax collections have increased for the second consecutive year, underscoring our success in attracting more visitors. Building permits, within the Village of Ruidoso, are higher than in the previous year. Efforts are underway to provide economic vibrancy in Midtown.

Your governing body and administration have worked diligently on the management of water. The numerous infrastructure projects undertaken in the last year will reduce water loss through leakage. A comprehensive water conservation plan is slated for adoption early this year. A water rights/conservation administrator position has been implemented in order to facilitate the oversight of our water management. Regional water solutions are being pursued. Great progress has been made on improving our water production and delivery.

Ruidoso remains a safe place to live. We hired, late last year, a new police chief, Darren Hooker. Our crime statistics compare favorably with the rest of the State. Our fire department continues to work effectively in preventing catastrophic loss of property or life. The fire department is continuing efforts to improve insurance ratings, thus reducing the cost of property insurance for our citizens. Forestry work has reduced the threat of wildfire. Our community is a safe place to live.

Community services sustain our quality of life. Our parks have been improved and expanded. A new cemetery was opened last year. Our library has implemented a number of community outreach programs. The community center continues to support the needs of our seniors and is currently exploring improved transportation. We are working to develop alternatives for workforce housing that is affordable.

Village Manager Debi Lee has outlined a number of strategic goals for 2016. These goals will continue to move the Village in a positive direction.

I value your input and look forward to ensuring the Village of Ruidoso provides the level of service you deserve.



Tom Battin
Mayor, Village of Ruidoso

MAYOR TOM BATTIN

MAYOR PRO TEM LYNN CRAWFORD

**COUNCILORS: Rifle Salas, John Cornelius
Tim Coughlin, Joe Eby
Joe Gomez**

Management and Directors for the Village of Ruidoso

Village Manager, Debi Lee

Deputy Manager, Ron Sena Community Development Director, Greg Cory

Police Chief, Darren Hooker Fire Chief, Harlan Vincent

Judge, Beverly Rankin IT Administrator, Penny Parks

General Services Director, Jeff Kaplan Forestry Director, Dick Cooke

Human Resources Director, Tania Proctor Library Director, Corey Bard

Planning Administrator, Bradford Dyjak Village Clerk, Irma Devine

Finance Director, Judi Starkovich Asst. Finance Director, Karen Gutierrez

RWWTP Manager, Bobby Snowden Purchasing Agent, Billy Randolph

Parks and Recreation Director, Rodney Griego Public Works Director, J.R. Baumann

Ruidoso Convention Center Supervisor, Manny Cordova Street Manager, Fred Payton

Airport Director, David Pearce Asst. Airport Director, Sean Parker

Water Production Manager, Randy Koehn Distribution/Collection Manager, Adam Sanchez

Water Rights/Conservation Specialist, Eric Boyda

Community/Senior Citizen Center Supervisor, Anthony Montes

Vision Statement

"Living in Nature's Playground"

The Village Council, along with Management and Department Directors, embrace the Village of Ruidoso vision, which establishes a clear direction with priorities to ensure success. To be progressive, while managing the challenges of living in a mountain community, it is imperative to commit time and resources to the following:

- Continue to be a financially sustainable municipality
- Support our naturally beautiful and economically tourist-based community
- Promote Ruidoso as a vibrant place to live and work by celebrating our unique heritage, small-town charm and natural amenities.
- Work towards a balance in the delivery of services by marketing Ruidoso to the tourist industry and working to achieve innovative economic development while sustaining our ecological, human, economic and social resources.
- Initiate engaged communications with local entities, citizens, business and visitors; working collaboratively to benefit everyone involved
- Encourage everyone to enjoy a sense of place and quality of life in nature's playground.

Village of Ruidoso Administration - Department Leadership *Mission*

The Village of Ruidoso is dedicated and committed to provide friendly, responsible and quality government services which will promote a healthy and safe environment while enhancing opportunities for all citizens and visitors who live, work and play in *Nature's Playground*.

Collective Values

Integrity – drives decisions, Trust – supports team, Service – above self, Faith, Family, Excellence-
Quality of Accomplishments, Accountability – Getting Things Done, Reliable Quality of Work –
Defines who you are, Commitment, Results Oriented, Teamwork, Wisdom Innovation and Vision

State of the Village Village of Ruidoso

POLICY DIRECTIVES:

- **Financial Stability**

- Accountability for public funds
 - Maintain a balanced budget
 - Audit – Unmodified (clean opinion)
 - Transparency
- Maintain our excellent Bond Rating
- Continue to Fund Operating Costs supporting the needs of the community
- Ensure rates for services are reasonable but support the cost of operations
- Expand Services that have the greatest benefit to our residents and commercial businesses
- Build Reserves and manage debt effectively
- Fund Capital Equipment Replacement and Capital Building program

- **Water (water conservation)**

- Adopt a water conservation plan with incentives to conserve water
- Water conservation education including our youth
- Realize and sustain reduced level of water consumption
- Continue to Repair leaking water pipes
 - Support the Capital Project GO Bond program for necessary funding to replace water infrastructure
 - Leverage Village resources to maximize positive impact
- Encourage water conservation by conducting annual water audits
- Reduce water losses

- **Regional Water Planning**

- Adopt a Water Development Plan – Water Master Plan
 - Address current conditions and needs in compliance with all water rights permits and conditions
 - Plan the delivery of water for future needs
- Partner with the State, County and local entities in the development of a Regional Water Plan
- Manage water rights and delivery of water to support a balance of water appropriation in Ruidoso
- Identify infrastructure and opportunities with community partners to diversify water rights and wet water delivery

- Utilize water reservoirs for economic benefit through recreation
- **Ensure a Safe and Vibrant Community**
 - Ensure a safe community supporting the needs of Emergency Services; Police and Fire.
 - Evaluate the needs of code enforcement to ensure the Village is proactive and serves the needs of the community.
 - Educate our citizens on forestry health and continue to support our Forestry Division and services they provide to the community
 - Review and revise zoning ordinances that are outdated and update the comprehensive plan
- **Community Services – Quality of Life**
 - Enhance our Parks & Recreation, Ruidoso Library, Airport and all community services to provide quality of life for our residents and visitors
 - Develop an Affordable Housing Plan
 - Work in partnership with the community and developers on Affordable Housing
 - Set up an Affordable Housing Trust
 - Develop a Mid-Town Main Street Program
 - Encourage public involvement and input
 - Establish an Arts and Culture District
 - Improve aesthetic appearance
 - Build synergy with local businesses and help them work together – utilize the Chamber of Commerce as a partner.
 - Encourage creativity amongst Village employees and solicit their ideas and input on improvements to the delivery of services
- **Economic Development**
 - Establish an economic development department through Community Development and planning
 - Work with NM Economic Development Department to promote and grow Ruidoso
 - Become an Arts & Culture District through NM Main Street Program
 - Develop a business plan for mid-town that will improve the buildings, marketing and business activity.
 - Build synergy with local businesses and assist them with benefits of using social media, training on customer services and other related topics.
 - Restore the Entertainment District by working with the Chamber of Commerce
 - Develop economic development strategies that support our local businesses and encourage new development.
 - Develop a community-wide Broadband initiative

Progress and Accomplishments

Challenges, collaboration and transformation

The state of our Village is strong. We are resilient, we are disciplined, and we are working together to forge ahead to make our Village even stronger. This has been an exceptional year for the Village with regards to progress made in many areas of Village services. With basic services as our foundation and with an eye on improvement, I wish to report on the many accomplishments by our various departments. I have listed them below.

- **FISCAL RESPONSIBILITY AND SUSTAINABILITY:**

In addition to keeping our community safe, administration is successfully maintaining fiscal responsibility and accountability with public funds. Listed below are financial highlights to be excited about.

- Council approved a balanced budget of \$51,784,270 (All Funds)
 - \$13,652,180 General Fund
 - \$463,810 allocated for Capital Equipment Replacement Fund
 - \$150,000 allocated for Capital Building Fund
 - \$1,385,060 Lodgers Tax Expenditures
 - \$3,418,330 Supplemental GRT
 - \$6,511,480 Joint Utility Fund
 - \$4,598,780 RWWTP (Wastewater Treatment Plant)
 - \$3,377,890 Solid Waste
 - \$9,387,390 Other Funds
- ✓ Moody's and S&P has upgraded our Village financial outlook (A2 and AA-), which means that we are in a position to save taxpayers money on our municipal bond rates. Both rating agencies recently stated that the Village of Ruidoso has implemented strong financial management policies and shows strong budgetary performance.
- ✓ Through continued fiscal responsibility, this year we have bolstered our general fund reserves marking the fourth consecutive year of growing these reserves
- ✓ Clean, unmodified Audit with only one finding
- ✓ Commenced a study, by NM Tech on IT Efficiency and Usability

- **COMMUNITY DEVELOPMENT**

The Village hired a competent Community Development Director who will have a focus on Economic Development. The Village Manager and new Community Development Director will work with Village leaders and concentrate on building a robust, ongoing dialogue and relationship between our citizens and our Village leaders. Not just for today, or this year or the next - but a generational dialogue and collaboration that continues into the future. In Ruidoso, we take pride in our history, in our families, and in our community.

Reflecting progress in community development and in supporting a vibrant community we present the following:

- ✓ Ruidoso gross receipts tax rate was 8.625%, however in January it changes to 8.4375%
- ✓ Median household income in Lincoln County is \$54,600.
- ✓ Our seasonally adjusted unemployment rate in Ruidoso is lower compared to New Mexico as a state.
 - Ruidoso current unemployment – 6.0% but has been as low as 4.9%
 - NM Unemployment Rate is 6.8% and as high as 7.2%
- ✓ Completed Affordable Housing Plan with an Ordinance submitted to Council
- ✓ Sale of Grindstone Resort Village owned property, returning property to the tax rolls. Also establishing a fund for a Housing Trust Fund
- ✓ Purchased five acres of land in mid-town for future development and parking
- ✓ Established a Special Events Task Force that met and reached consensus on contentious issues relating to special events.
- ✓ Fostered atmosphere embracing the MainStreet designation and submitted a proposal. Waiting for approval from NM Economic Development Dept.
- ✓ Successfully renewed agreement with Lincoln County for building inspections
- ✓ Hired a qualified Planning Administrator who is proactively addressing numerous planning issues
- ✓ Resurrected review and revision with the Planning Commission on the Sign Ordinance.
- ✓ Expanded type of maps available to the public: mapping water meter replacement project, wildfire risk, fire hydrant data for ISO and others.
- ✓ Completed audit of the 2010 Comprehensive Plan, commencing an update of a new Plan in concert with P&Z Commission.
- ✓ End-of-year permit & valuation figures totaled over \$211,000 in fees collected with 53% of total fees generated within the Village limits.
- ✓ Adopted amendments to the Building Code with participation from key stakeholders that offers greater clarity, flexibility and streamlining of certain regulations. Water conservation measures for building projects were also addressed within these amendments.

Maintaining a safe community is critical to our quality of life. As a result, our Police and Fire work collaboratively and diligently to ensure we are safe. Listed below is a representation of their success over the past year.

- **POLICE**

Ruidoso Police Department is doing a great job keeping our community safe and in 2015, we selected a new Police Chief to lead this fine group of people. As a result, we will continue to be innovative and improve the way that we deliver public safety services to the citizens of Ruidoso. In 2015, they reported the following:

- ✓ They answered 12,732 calls in 2015.
- ✓ The ICMA Center for Public Safety Management (CPSM) was commissioned to review the operations of the Ruidoso Police Department (RPD). This analysis covered all aspects of the department's operations, within the context of the department's workload, community demographics, and crime levels. They analyzed departmental workload using operations research methodology and compared that workload to staffing and deployment levels. They reviewed the department's organizational design to determine if the many functions required of a modern police agency are staffed appropriately.
- ✓ Hired new Police Chief
- ✓ Installed video cameras in patrol units
- ✓ Installed mobile computers in patrol units
- ✓ Upgraded technology at the Police Department.

- **FIRE**

- ✓ Communications are in progress to evaluate opportunities to consolidate dispatch services with the City of Ruidoso Downs and possibly Lincoln County
- ✓ The Fire Department is working diligently on tasks to support an improved ISO rating.
- ✓ Completed Village Emergency Operation Plan (EOP)
- ✓ Completed six training projects including: Senior Officials Workshop, Crisis Leadership & Decision Making
- ✓ Replaced Class A Fire Engines at Station 1 and Station 2
- ✓ Replaced two type 6 Wildland engines at stations 2 and 3
- ✓ Replaced self-contained breathing apparatus for main roll engines
- ✓ Replaced bunker gear
- ✓ Upgraded Fire Command frequency to the Camelot Tower
- ✓ Added security cameras at stations 2 and 3
- ✓ Completed renovation of the Tom Jones memorial sub-station

Providing utility services including water, sewer, solid waste and wastewater is a basic service that is provided in an efficient and quality manner.

- **RUIDOSO JOINT UTILITIES**

Water continues to be the highest priority for the Council and Management, and as a result, a Water Resources Management Plan was developed to address a sustainable resource of potable water that will supply the residents of the Village for the future. The plan addresses how to mitigate drought conditions and to provide stewardship of available water supplies.

The intent of this report was also to consolidate and update the Village's water rights, integrity of the water distribution system and to evaluate where infrastructure investment is needed. Listed below are recent water infrastructure improvements. Over the past year, Village Management has worked in concert with the Office of the State Engineer and have accomplished the following **WATER MANAGEMENT** milestones:

- ✓ Successful installation of a liner on Grindstone Dam. This \$3.5 million project will significantly reduce the leakage previously occurring at this important storage reservoir and comply with the Office of the State Engineer, Dam Safety Bureau requirements.
- ✓ Completed the interconnect between the Alto and the Grindstone systems. This infrastructure project connects the Village's two principal water production areas, thus ensuring water availability. If one of the reservoirs/production sites is down, water can be moved from another source. The Cherokee water system interconnect is currently under design and will be completed in 2016.
- ✓ Commenced with a project to replace all water meters in the Village. This \$3 million project, slated for completion in the first half of 2016, replaces all residential and commercial water meters with state-of-the-art meters. These meters will report readings wirelessly and will enable the Village and end users to better monitor water consumption and identify leakage on a more timely basis.
- ✓ Completion of a Water Conservation Plan. A final draft of a comprehensive plan on water conservation has been submitted to the Office of the State Engineer. This plan addresses specific actions to be undertaken to reduce water consumption including an annual water audit addressing revenue and non-revenue water. Implementation will commence upon approval of the governing body.
- ✓ Designation of a Village Water Rights/Conservation Administrator. The complexity of the Village's water system, numerous permits/conditions and scheduled conservation activities need the attention of a full-time administrator. A qualified individual has been hired and commences work on 1/4/16.
- ✓ Regionalization. The Village has tasked an outside engineering group to work on developing a regional water plan. Ideally, this plan will assist regional stakeholders in working together towards solving water issues, along with identifying water infrastructure and wet water availability.

- ✓ Continued efforts in repairing our water delivery system. In 2014, Ruidoso voters approved a \$3 million G.O. bond Water Improvement Program to provide for repairs and replacement to our water delivery system over a two-year period. Voters, in March, will be asked to continue this program by approving another \$3 million G.O. bond for the next two years. Project areas have been identified and a campaign is in progress.
- ✓ Improved communication with the Office of the State Engineer (OSE). The Village and the Roswell OSE have been meeting on a regular basis since June. These meetings have provided each entity with a better understanding of the other.

WATER PRODUCTION has been very proactive and responsive by completing a number of water infrastructure projects that support our Council's Goal. The primary projects are listed below:

- ✓ Achieved final NMED approval on Administrative Order
- ✓ Completed two Sanitary Surveys at the Grindstone Plant and at the Ballpark's water system
- ✓ Completed an EPA Inspection on the DMR's at Plant 3 & Plant 4
- ✓ Hollywood Well Rehab – installed new motor/pump, pitless adapter, and SCADA system
- ✓ River Well Rehab - Installed new pump/motor and wire, scrubbed/acidized and videoed the well, installed new concrete pad and building, relocated pressure to building, and installed a new VFD.
- ✓ Plugged and capped old River B Well
- ✓ Drilled River B Well
- ✓ A-1 Well Rehab - Installed new motor/pump, pipe, pitless adapter, VFD, and SCADA system, new piping, control panel, and meter vault.
- ✓ Upper Canyon Meter installed with solar upgrades and SCADA system
- ✓ Grindstone Outfall Meter installed with piping and wiring
- ✓ Above Grindstone Meter installed with control panel, solar kit and wiring
- ✓ Installed new meter and sensor at the Travel Center
- ✓ Installed new meter and sensor at IMG
- ✓ Grindstone Drainage Meter installed with piping, wiring and flow monitor
- ✓ Replaced effluent mag meter at Plant 4
- ✓ Removed debris from Upper Canyon Diversion
- ✓ Installed new chlorination system at Cherokee Well
- ✓ Installed SCADA radio at Grindstone Reservoir
- ✓ Plant 3 Emergency pump installed
- ✓ Created an exterior entry at Plant 3 for pump installation/removal
- ✓ Installed (3) new submersible pumps and VFD's
- ✓ Fencing Projects completed above the Grindstone Lake meter, Cherokee Well, Grindstone Lake outfalls, and added a gate to the Pumpback Station and Country Club Vault.
- ✓ Installed a new Tri Chlorination system at Big D.
- ✓ Repaired vertical turbine pump at Big D
- ✓ Decant Basin/Pipe Project is underway.

Also, **WATER DISTRIBUTION** has kept the pace and been very proactive and responsive by completing a number of water infrastructure projects including the installation of over 12,200 LF of new water line. This was identified in the Council Strategic Planning Goals in 2014-15. Their primary projects are listed below:

- ✓ Alto/Grindstone Interconnect project completed
- ✓ Phase 1 Water Line Replacement – installation of 4,700 LF of water distribution lines including Willshire Drive, Randle Drive, Arapahoe Drive, Santa Rosa Drive and Shadow Lane.
- ✓ Installation of 720 LF of water distribution line on Monjeau Water Line replacement
- ✓ Installation of 920 LF of water distribution lines on Cardinal
- ✓ Installation of 870 LF of water distribution lines on Barcus
- ✓ Installation/replacement of 16 water distribution service lines on Upper Terrace
- ✓ Installation of 790 LF of water distribution line on Arapahoe
- ✓ Installation of 3,400 LF of distribution line and replacement of existing booster station on Swallow Drive, Tanager Drive, Falcon Drive and Quail Drive.
- ✓ Installation of 800 LF of water distribution lines and extension of line on Vision
- ✓ Rehabilitation and re-equipping of three lift stations - Camelot Lift Stations
- ✓ Rehabilitation of Davis Lift Station

Solid Waste and Forestry work in tandem to provide basic services and to ensure a safe community in our Mountain terrain. Listed below are their accomplishments.

- **SOLID WASTE**

- ✓ Replaced 105 three cu/yd worn out dumpsters
- ✓ Installed a concrete pad at the Transfer Station which eliminated environmental contamination
- ✓ Negotiated a new Windstream/VOR Network Contract processing capability/communications with the public.
- ✓ Purchase of new Solid Waste Refuse Truck

- **FORESTRY**

- ✓ Certified 694 properties for 96% compliance rate for the implementation area
- ✓ Thinned Village owned (Moon Mountain) property – 55.69 acres with a collaborative Forest Restoration Grant
- ✓ Provided financial assistance to landowners for thinning with a Wildland Urban Interface Grant of \$69,004, thinning 68.2 acres of private property. Landowners were reimbursed 70% of actual costs up to \$1400.00 per acre
- ✓ Removal of hazardous trees on Village property

- ✓ Dead trees were removed from 68 acres of Village Property with a severance tax grant from the State.

Every community is reliant on a road network that enables travelers to move about and connect to arterial roads and streets. Because of our terrain, the Street Department has a tremendous responsibility to manage. Listed are their accomplishments.

- **STREETS**

- ✓ Assisted the Utility Department on the dredging of Alto Duck Pond
- ✓ Eagle Creek Sports Complex- concrete head walls to guardrail to prevent flooding washouts & traffic safety
- ✓ Phillips Circle, Leona Place, Esperanza- Paving & drainage project to protect area homeowners from storm runoff and keep mud and debris off of Paradise Canyon Road at 90° curve
- ✓ Worked with the Recreation Department to install a Basketball Court at Kids Connection Playground
- ✓ Built the Gavilan Cemetery- Finished and now open to the public
- ✓ With NM DOT COOP funding, chip & fog sealed Wingfield, Country Club, and Upper Sudderth.
- ✓ Chip Sealed Village Hall Parking Lot
- ✓ Eagle Drive- Concrete Drainage to protect property & people
- ✓ Municipal Arterial Project - Overlay of White Mountain Drive & Walking Path
- ✓ Paving of Papoose, Ridge @ Wingfield, 300 Block of 3rd Street - which will help to prevent mud and debris from washing into Sudderth and into the river
- ✓ Paving- White Mountain Meadows washout repair, and overlay
- ✓ Alignment- Whirlaway
- ✓ Paving- Worked with the Utility Department on G O Bond project areas including Arapahoe Trail, Pamela Lane, East Santa Rosa (partially)
- ✓ Cleaned Up-Mountain High Circle Lot filling and compaction on Hideaway Park
- ✓ Road Extension-Angeles Drive
- ✓ Assist Water Production Dept.:
 - Water line Plant 4
 - A-1 Well
 - Alto Lake
 - Plant 3 pad
 - River Well B
 - River Well-road work & gravel
 - Grindstone Dam-dirt work, fencing & gravel
- ✓ Paving at the RWWTP
- ✓ Dirt Work & Concrete-Solid Waste at Transfer Station
- ✓ Bumper Blocks & Striping- Ruidoso Valley Chamber of Commerce
- ✓ Dirt Work- Airport for runway safety

Community services are essential to ensure our quality of life and provide direct benefit to our residents and visitors. They serve as a catalyst for positive social change and benefit to people from infants to the elderly. Here are their accomplishments.

- **LIBRARY**

- ✓ The Summer Reading Program became a model for the rest of New Mexico Libraries
- ✓ Monthly Pre School Storytime at Head Start and Nob Hill
- ✓ Elementary School Field Trips Library Instruction offered during the school year
- ✓ Computer Training offered at ENMU White Mountain Annex Thursdays at 3:30 pm
- ✓ Adult Literacy Program became 501C3 nonprofit and Deborah Abingdon secured grant funding from the New Mexico Coalition for Literacy, Walmart, Hubbard Foundation, The Ruidoso Greeters and Altrusa of Ruidoso.
- ✓ Adult Literacy Program offered assistance at Ruidoso Downs Racetrack, Mescalero Workforce, and the Lincoln County Correctional Facility, in addition to offering one-on-one tutors to adults reading below a sixth grade level.
Replaced a motor and fan in its HVAC system. Staff received instruction in computer monitoring of thermostats for temperature control of entire building.
- ✓ Offered summer music concerts.
- ✓ Offered numerous author and historical presentations.
- ✓ Reached monthly circulation levels of over 600 downloaded e-books and audiobooks per month.
- ✓ Continues to circulate over 7000 print materials per month.
- ✓ Over 15,000 patrons visit the library per month during the summer.
- ✓ Friends of the Library continue to sponsor children for the summer reading program, sponsor musicians to perform, pay travel expenses to authors and speakers, and buy refreshments and supplies for the library from funds raised and from proceeds from the book store.
- ✓ The Lincoln County Garden Club received national recognition for use of their water catchment system for the garden at the library.
- ✓ Continues to supervise numerous volunteers at the library through the RSVP program who help with processing books, shelving books, overseeing the bookstore,
- ✓ Offers the latest print fiction and nonfiction, large print editions, audiobooks, downloadable e-books and audiobooks, dvd's, newspapers and magazines, and a large children's and teen collection for anyone with a library card.
- ✓ The library offers over 30 free public computers with internet access to the public with printing services. The building has free wifi throughout the building

- **PARKS & RECREATION**

- ✓ Installed new playground equipment at Wingfield Park
- ✓ Replaced three softball fields fences at Eagle Creek Sports Complex
- ✓ Replaced ramps at the Skate Park
- ✓ Completed new Gavilan Cemetery –commenced sale of plots
- ✓ Improvements to Two Rivers Park
- ✓ New LED Scrolling Sign at the Community Center
- ✓ Beautified and landscaped welcoming entrance median into Ruidoso
- ✓ Hosted movies in the park and Dive-in movie at the swimming pool
- ✓ Opened Pool for public swim and included pool parties.
- ✓ Expanded the Pool Deck
- ✓ Installed Basketball Court for public play
- ✓ Resurfaced Tennis Courts
- ✓ Added 9 holes Disc Golf Course
- ✓ Replaced all wooden bleachers
- ✓ Resumed Wilderness Camp
- ✓ Graveled Alto Trail and installed benches and bridge
- ✓ Stocked Alto and Grindstone Lake – Held Fishing Day with trout at Alto Lake
- ✓ Added alternate Dog Park Entrance
- ✓ Park Restrooms Improvements were made at Mid Town and Kids Konnection
- ✓ Added water hydrants to Two Rivers and Kids Konnection Pavillions
- ✓ Built three storage buildings at Eagle Creek Sports Fields
- ✓ Took responsibility for janitorial services for Village Departments
- ✓ Facilitated Men's Adult Basketball league
- ✓ Completed the Grindstone Trail Enhancement Project in partnership with Tony Boone, LLC., EcoServants, Ruidoso Bicycle Club and the US Forest Service Lincoln County District

- **COMMUNITY CENTER**

- ✓ Received RSVP Grant to provide placement, recognition and insurance for the 270+ volunteers all over Lincoln County.
- ✓ Completely restored the outside stucco on front of Community Center building
- ✓ Held the RSVP Recognition Banquet and an Appreciation Luncheon
- ✓ Painted rooms inside the Community Center
- ✓ Sponsored the 911 and Veterans Day recognition.
- ✓ Transportation Task Force assembled and currently evaluating services
- ✓ Expanded programs and activities for seniors and for community use

- **AIRPORT**

- ✓ Airport Master Plan drafted and submitted to FAA for approval
- ✓ Successful FAA 139 Inspection of the Airport
- ✓ Purchase of new airport sweeper
- ✓ Acquired runway overlay schedule from State Pavement Assessment
- ✓ Increased Annual Fuel Sales
- ✓ Wildlife Plan accepted and approved by FAA
- ✓ Security system upgraded
- ✓ Modular facilities complete and now available for use

- ✓ Repaired Terminal Roof and ARFF Roof
- ✓ Airport Emergency Plan rewritten and accepted by FAA

Administration and Human Resources work in concert to ensure we identify, hire, train, and retain a highly qualified and diverse work force dedicated to achieving our mission. Listed below are their accomplishments

- **HUMAN RESOURCES**

- ✓ Complete a Pay and Classification Study
- ✓ Established a working Safety Committee with a training matrix, review of all accidents and revision to the safety policy.
- ✓ Provided all employees with an insurance benefit booklet that includes all insurance coverages and premiums
- ✓ Converted Departments to a new employee self service module for Tyler
- ✓ Ensured that Health Insurance Policy is in compliance with the Affordable Care Act. Including all 1095 forms to employees
- ✓ Conducted an ADA Harassment Training.
- ✓ Posted 47 job openings, and hired 44 new employees. There were 34 employees that left employment with the Village, this number includes those that retired, as well as temporary positions.
- ✓ Revised job descriptions, interview questions and interview rating sheets
- ✓ Assisted in the coordination of a Police Chief Assessment Process.

It is clear that the Village of Ruidoso Directors have accomplished a great deal with our limited resources. This work aligns with the Governing Body's directives and goals, whereby Directors leverage their resources by helping each other and by utilizing neighboring entities and organizations. We are most appreciative of everyone's hard work, dedication and progress.

OTHER PRIORITIES IN PROGRESS

1. JUB – Mediate and revise joint powers agreement with collaboration from the Village of Ruidoso and City of Ruidoso Downs
2. Develop an Asset Management Plan
3. Reduction of wood- Promote citizens to thin properties / fuel in Village Limits
4. Evaluate Utility Rates annually– resources for Repair and Replacement
5. Compensation Pay with Incentives – Performance based compensation
6. Revisit Staffing – Critical Component for accomplishment – fund basic needs first
7. GIS – Mapping – Capture critical Data
8. Addressing – Need to coordinate with E911 and County system

9. Fire Hydrant Program – Repair and Replacement – coordinate with water lines
10. FEMA Project(s) - Sewer line Relocation Project
11. Master plan replacement of deteriorating Village Building
12. Update the Comprehensive Plan and engage citizen input
13. Implement the Water Conservation goals and initiatives as adopted in the Plan
14. Complete the Water Development (Water Master Plan)
15. ICIP – Five year planning tool for funding capital projects – include in budgeting process.
16. Outreach to inform and educate the public and residents as to the need for Fuels and Forest Management. - Provide Service to the residents of Ruidoso for the management of Defensible space and Forest Health issues pertaining to their property.
17. Expand on critical employee training that goes beyond the mandatory fire, Live Burn, Line supervisor safety and emergency medical responder training requirements. This includes AAAE Airport Safety & Operations (ASOS I & II) courses' both primary and advanced.
18. Commencing public engagement and updating of the Village Comprehensive Plan to guide future economic development, land use and infrastructure decisions.
19. Completion of River Restoration Projects (to satisfy consent judgement) RRRC
20. Completion of River Trails Project

GOALS OF THE MAYOR AND VILLAGE COUNCIL

1. Goal: Water – Improve infrastructure and reduce water losses

Action Steps:

- Transition from best practices toward next practices as a mindset in effectively addressing water-related issues.
- Analyze past water losses, identify future opportunities and reduce water loss.
- Continue to replace and repair leaking pipes.
- Keep the GO Bond in motion to finance needed water line improvements
- Actively communicate to the public the progress made and water savings realized.
- Fix Alto Dam so water can filter through that plant.
- Connect all three water systems to ensure reliability of delivery of water.

2. Goal: Work on Regionalization to include partnering with other communities for water infrastructure and water rights.

Action Steps:

- Using professional services agreement with OCCAM Engineering to evaluate and determine if Fort Stanton and Bonito water lines can be utilized.
- Create a list of action items for lobbying purposes to pursue funding and collaboration with other entities and the State.
- Develop regional water plan.
- Create a visual with mapping that shows where the wet water comes from and available water lines to be utilized.
- Develop working relationship with Mescalero Tribe to partner with regional water supply.

3. Goal: Revitalize Entertainment District by involving the Chamber of Commerce to establish relationships with mid-town businesses.

Action Steps:

- Implement a New Mexico MainStreet program
- Apply for Arts and Culture District through NM Main Street Program.
- Develop a Business Plan with involvement from business stakeholders.

- Coordinate the provision of business training and mentoring services in areas such as customer service, pricing, and marketing for mid-town business.
- Identify contemporary ways to communicate and assist entertainment district businesses.

4. Goal: Connect Village residents onto Village sewer.

Action Steps:

- Inform and educate citizens of the benefits associated with connecting to the Village sewer system.
- Identify addresses of those residents that need to connect to Village services.
- Sewer line relocation project – notify residents of this project.
- Send letter to residents sharing the legal mandate requiring them to connect to the Village sewer system.

5. Goal: Quality of Life – Advocate and implement a better Quality of Life in Ruidoso.

Action Steps:

- Actively communicate with the public and invite them to become involved and engaged.
- Schedule another “Business After Hours” gathering with the Chamber of Commerce as the most recent event was a huge success.
- Appearance and condition of community – advocate, and where appropriate, clean up dilapidated areas that create an unsightly appearance.
- Partner with the Planning Commission to be proactive in revising ordinances relevant to smart growth practices and community appearance standards.
- Continue to improve infrastructure including replacing leaking pipes and connections to the water system.
- Enhance our public parks.

STRATEGIC DIRECTIONS

Strategy 1. – Pursue Opportunities capitalizing on the strengths of Village Leadership and Innovative Management

- Through effective leadership, resourcefulness, and public relations, pursue collaboration with community leaders to identify opportunities capitalizing on the attributes of our natural environment and seek opportunities to diversify economic activity and new fiscal resources.

Strategy 2. – Continue to facilitate a Sustainable Economy with sound fiscal management

- Evaluate and fund basic services as a priority and identify recurring revenues to ensure fiscal soundness; identify expanded services with opportunities for partnerships and new funding sources to promote enhanced quality of life with diverse economic activities. Eliminate those services that are not essential and do not have a return on investment and identify opportunities that would be of benefit to our community.

Strategy 3 – Enhance the delivery of services and promote employee accomplishments and progress

- Provide a quality work environment for employees enticing them to perform at their best and rewarding them for progress made. Provide quality training to promote employee success. Provide a personnel policy that is rich with benefits and reasons for the Village to be the Employer of Choice.

Accomplishments 2015

ADMINISTRATION –FINANCE - HUMAN RESOURCES – LIBRARY – RECREATION - IT

- Repaired and Restored Financial Stability
 - Eliminated and Removed 240+ Audit Findings
 - Removed the budget deficit without reducing services
 - Balanced budget annually
 - Improved Bond Rating – from C to AA and A1
 - Refinance Debt – saving in excess of \$20 million over the life of the bonds
- Established an Infrastructure Capital Improvement Plan from unspent funds
- Established an Internet Auction to help fund the Capital Equipment Replacement Program - **\$225,919.73** has been used by Departments for the purchase of Capital Equipment Replacement.
- Online Payments – Utility Bills and Planning & Zoning permits
- Monthly Financial Reports to Departments and Council – Posted on web site
- Monthly close out of financials – Reported to Directors and Council
- Monthly financial status reports to Lodgers Tax Advisory Board
- Purchase of Agenda Automation Software
- Records Management – scanned and automated
- Records Retention and Destruction – on schedule
- Updated recording system in Council Chambers
- Remodeled Council Chambers with new look – rock front, new carpet, new chairs

- Successfully managed the Administrative Order and improved relationships with NMED while improving the water production facilities and infrastructure
- Completed Personnel Policy
- Adopted Water Conservation Ordinance
- Improved sustainable water supply: wells, PRVs, waterline replacement, Improvements to Alto Dam and Grindstone Dam
- Sewer connections to Ruidoso citizens
- Reduction of fuels in the Village – Forestry Department is on track
- Efficiency with Forest Cost Reimbursement and benefit to citizens
- Transparency of Records Management
- Transitioning to paperless Agendas - toward less paper overall
- Business After Hours-, connecting with the community and promoting Village Departments – BIG SUCCESS – over 300 people attended.
- Added new trails and enhanced existing trails
- Finalize Regional Wastewater Treatment Plant with permitting- in progress
- Establish a Friends of our Parks
- Library – Online Technology
- Improved public information – Radio shows, press releases, newsletters
- Citizens early warning system – Reverse 911, Sound of Safety
- Evacuation Mapping and Plan
- Completed Eagle Bridge and funding reimbursement requested
- Managing the FEMA process - Completed 30% Design of the sewer line relocation project –
- Manage Emergencies exceptionally well...i.e. (Freeze, Swallow Fire, White Fire and Little Bear Fire)
- Established Adult Literacy Program
- Library Summer Reading Program – huge success
- Updated Technology at the Library- servers and computers
- Outdoor Summer Music Program
- Community Outreach
 - River Raccoons
 - Nob Hill
 - Sierra Vista Primary School
 - White Mountain Elementary Schools
 - Ruidoso Middle School
 - Chamber of Commerce
 - ENMU
 - Rotary Club
 - Lions
 - Optimists
 - Altrusa
 - Creative Aging – Speaker series
 - Leadership Lincoln (Board of Directors; current Chair)
- Village Network installed – improved stability
- VOIP Phone System (Shortel)
- Tyler Incode Implementation
- Completed Grindstone Trails
- Completed Phase I of River Walk Trail
- Improvements and opening of Gavilan Memorial Gardens Cemetery
- Host and coordinate football camp for UTEP
- Managed and coordinated the River Walk Trail – Phase I
- Acquired land for Gavilan Memorial Gardens Cemetery – now under construction

- Recruit, coordinate and provide field preparation for numerous tournaments: baseball, softball, soccer, pickle ball, tennis, etc.

UTILITIES – Water Distribution/Sewer Collection - Water Production

- 2150 feet of water line replacement with G.O. bond funding; one of the G.O bond projects was just hooking new services to existing 6” and there was 10 services. We also ran new line to the new pump house that was set on Klamath was approx. 200 ft.
- The Utility Department fixed 305 leaks in 2014. > 30 % water lost – replacing water lines has improved this water loss.
- Connecting water systems
 - Alto Grindstone Interconnect Project
 - Planning – Cherokee System in 2015
- New line to the new pump house that was set on Klamath was approx. 200 ft.
- Dredging of Duck Pond
- Water Wells – maintenance and drilling (A-1; North Fork wells)
- Water Meter Project Bid – in progress
- Completed Grindstone Liner project
- Install security fencing at all water production sites
- Rebuild relationships with NMED, EPA and OSE
- Comprehensive Evaluations of Water Plant 3 and Water Plant 4
- Rebuilt #1 Filter at Plant #4
- Cleaned up and removed debris at Plant 4
- Installed new heating – cooling systems at Plant 3
- Unplugged Eagle Creek Diversion and Upper Canyon Diversion
- Completed items on Sanitary Survey
- Reports submitted to NMED timely – No Notice of Findings (2014)
- Rebuilt Dog House Pump Station and Black Forest pump stations
- Commercial inspections conducted on all water tanks
- Set up a meter and instrument calibration program at Plant 3 and 4
- Repaired decant basins at Plant 4
- Purchased two new vehicles
- Sold and removed old junk at Plant 3 and 4
- Regional Water Source Protection Plan - Approved

FORESTRY

- Treated 600 acres in the Village in 2014, not including acreage for Hazard trees
- 172.74 Acres of private property thinned with WUI Grants
- 51.51 Acres of Village Property south of the High School thinned
- 650 properties verified for compliance
- Harvested 60 Village Hazard trees and 723 private trees
- Archeological clearance and marking of 60 acres and 36 acres treated
- Thinned 200 acres of private property with WUI Grant

STREETS

- Assisted Parks Department to build Two Rivers Walking Trail
- Shoulder shore up on Nottingham
- Shoulder vertical drop offs on Village side of Gavilan
- Drainage behind Human Society

- Drainage correction on Mountain and Ridge intersection
- Erosion control by Tee Pee Cabins on Ruidoso River
- Built Gavilan Memorial Gardens Cemetery
- Clean out and replace holes in the High School Parks Lot – Boggs Springs
- Installed draining debris dams Apache Hills area
- Drainage work 221 & 223 Rio Street
- Bridge for Water Department below Alto Lake
- Erosion control on Ruidoso River – below Paradise Bridge
- COOP job patch and chip seal
- Storm Clean up and Road Maintenance
- Repair railing and sidewalks by Candle Power
- Parks & Recreation Playground excavation at Wingfield Park
- Eagle Creek Sports complex - extended culverts and widened entrance
- Guardrail at Warwick Drive Project
- Drainage work all over town – Hull, Paradise, and Starlight cleaned out
- Curb painting and street striping
- Constructed the Two Rivers Park – Phase I
- Sign installation and repair
- Drainage project at Baptist Church

SOLID WASTE

- 20 Year Permit with NMED approved– Solid Waste Transfer Station
- Recycling Program / Agreement with Green Tree Solid Waste
- Vegetative Waste Contract successfully negotiated
- Purchase of new trash packer, grapple truck and 4 Bear mess trucks

AIRPORT

- Ramp Light Pole Replacement and Upgrade
- Increased annual fuel sales
- Organized all management files and documentation
- Obtained State Pavement Assessment
- Terminal upgrade with improvements to the pilot lounge
- Airport Master Plan in progress – submitted to FAA
- Installed LED replacement lighting on Airport Ramp and Parking Area
- Developed Wildfire Plan – submitted to FAA
- Replaced SCBA with grant funds
- Upgraded Security System
- Added modular building for Pilots with water, sewer and air - need handicap access and insulation
- Vehicle Parking Cover
- Improved customer service
- Established dedicated crew chief program
- Successful passed 139 annual inspection
- Wild land Plan – FAA acceptance
- Security system upgrade
- Hangar Maintenance
- Repair ARFF Roof

CONVENTION CENTER – COMMUNITY /SENIOR CENTER

- Remodel of Kitchen
- New programs – Tai Chi; improved exercise equipment, tax preparation
- Improve energy efficiency at facility – used auction proceeds

MUNICIPAL COURT

- Education program established for parents in High School Driver's Ed Program to promote safe driving and inform parents of current issues
- Advanced court proceedings to include "Real Time Court" with updated equipment and software to benefit public and save money
- Improved Court Security for Public and staff. Purchase of ingress/egress alarms, panic buttons and wall divider.
- Implemented policy for the Supreme Court Rule
- Connected to Incode finance module for court deposits

POLICE

- Animated finger print system linked to Roswell and Alamogordo
- K-9 Program with 2 trained K-9s
- Animal Control Officers certified nationally in abuse investigation
- Firing range built on Village property
- Replaced vehicles with Ford Inteceptors
- 1033 Military Program – 1 MRAP; 2 Hummers
- Telecommunications Officers certified – medical instruction
- Purchase of All Radios
- Emergency Generator purchase
- Verizon Tower installed
- Active Shooter Class
- Operation Buckle Down, DWI, Traffic Safety Program, Seat Belt Program
- Member of Narcotics Enforcement Unit
- Acquired a Modular Building on the Shooting Range for Officer Training
- Code Enforcement Officers certified National Animal Cruelty Investigation
- New Emergency Generator in place
- Earned \$35,000 in auction funds – used for vehicle replacement

FIRE

- Replaced Class A Fire Engine at Station 1
- Replace Class A Fire Engine at Station 2
- Replace Class A Fire Engine at Station 3 – in progress
- Replace type 6 Wild Land engines at Stations 2
- Replace 12 self-contained breathing apparatus for main roll engines (15 SCBA and 36 spare bottles)
- Replaced 19 sets of bunker gear
- Upgraded Fire Command frequency to the Camelot Tower
- Hired Emergency Manager Coordinator
- Fire Auxiliary to help with Fire prevention in the community
- Review and updated RFD SOG and Policy



January, 2016

The Village of Ruidoso, indeed, is “nature’s playground”. We are fortunate to live and work in this special community. Many of our citizens have made an informed choice to live here and we are committed to making Ruidoso a great place to live and work for everyone.

Our high altitude, abundant forests, tourism-based economy and climatic conditions bring unique challenges. Despite the beauty of our landscape, our citizens have had to deal with emergency fires, flood and freezing conditions creating challenges for our Village to deal with. The majority of homes in our community belong to part-time residents. As a Village of approximately 8,000, we have the opportunity to frequently host seasonal populations of 25,000 or more and strive to provide good customer service.

I remain proud of the committed dedication each of the Village staff members have shown in serving the needs of our community. The small size of our staff requires our employees to remain nimble and serve in multiple roles. Regardless of the circumstances of our work, each are cognizant of the citizens they work for and are sensitive to the service needs of our community.

By design, this document starts with our mission and vision statements. The described policy directives outline how the mission and vision can be realized and sustained. Listed accomplishments for two years underscore the progress made by our Village. In addition, we have also included priorities in progress that outline the work that remains to be accomplished this year.

Great accomplishments have been achieved. Additional work is in progress. Together, we will continue to make our Village a place to live, work and play in *Nature’s Playground*.


Debi Lee
Village Manager