

# Strategic Plan

2016



# Provide All Customers with Quality Service

## Mission Statement

The Village of Ruidoso is dedicated and committed to provide friendly, innovative 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



# Goals Objectives Strategies 2016

**GOAL :** Improving Infrastructure including IT and Parks

**OBJECTIVE :** Implementation of CIP & ICIP  
Improve efficiency of IT network/infrastructure

**STRATEGY :** Plan for and secure funding sources/ mechanisms/GO Bond/Grants/Managing consultants and follow through. Employ knowledgeable employees and keep technology moving forward.

**GOAL :** Effective Management of Water Rights

**OBJECTIVE:** Balancing supply with need—Completing a Water Conservation Plan and Water Development Plan

**STRATEGY:**VOR take ownership (internal) collaboration -regionalization-water conservation-public education-incorporation of building codes

**GOAL:** Planning for our future

**OBJECTIVE:** Update comprehensive plan

**STRATEGY:** Gather public input & department input with vigilance in overseeing implementation and secure necessary funding

### Smarter Goals

- Specific
- Measurable
- Acceptable
- Realistic
- Timely
- Extending capabilities
- Rewarding

*A Plan is only good as those who see it through*

# Goals Objectives Strategies 2016

**GOAL:** Develop an asset management system

**OBJECTIVE:** Regionalization, life cycle costs, integrate into budget and ICIP cycle and planning

**STRATEGY:** Working with consultants in concert with each department; GIS and mapping

**GOAL:** Protect VOR from catastrophic fire

**OBJECTIVE:** Manage fuel on public/private land

**STRATEGY:** Systematic maintenance of VOR and surrounding fuels overtime

**GOAL:** Renovation of public facilities that will last 50 years

**OBJECTIVE:** Centralization and improved public services

**STRATEGY:** Planning, automation and financial backing

**GOAL:** Improving services through development of equitable partnerships

**OBJECTIVE:** Diversify and increase activities

**STRATEGY:** Planning and implementation

**GOAL:** Prepare a CAFR (Comprehensive Annual Financial Report)

**OBJECTIVE:** Provides a 10 year financial history of VOR success

**STRATEGY:** Compile the information and generate report

**GOAL:** Performance Based Compensation Plan

**OBJECTIVE:** To create a fair and equitable process to compare job description with work duties and is results oriented

**STRATEGY:** Get a small diverse group of directors that will help build a system for all employees without creating an administrative burden.

## Department Leaders

Debi Lee, Ron Sena, Greg Cory, Harlan Vincent, Darren Hooker, Judi Starkovich, Irma Devine, Tania Proctor, Dave Pearce, Dick Cooke, Bobby Snowden, Jeff Kaplan, JR Baumann, Adam Sanchez, Randy Koehn, Eric Boyda, Rodney Griego, Corey Bard, Penny Parks, Utahna Dominguez, Karen Gutierrez, Antony Montez, Manny Cordova, Brad Dyjak, Fred Payton, Sean Parker, Captains: Thefford, Wilson, Morrow, Lawrence Chavez, Billy Randolph, Sid Thomas, Toy Chavez, Lori Carpenter, Bernadeen Herrera, Bertha DeLosSantos, David Tetreault,

*Good Teams become great ones when the members trust each other enough to surrender the me for WE*



# SWOT ANALYSIS

<b>STRENGTHS – INTERNAL</b> Things that are good and can be used as leverage	<b>STRENGTHS – EXTERNAL</b> Factors of the environment in which impacts the VOR
Leadership – Manager/Mayor/Governing Body	Sense of Community
Quality Personnel	Improved relationship with community
Eclectic mix of people	Transparency
Financial stability	Public education
Relationships between Departments	Disseminating Information
Increased focus on customer service	Inter-agency relationships
Resourcefulness, creativity and ability to solve problems under pressure	Commitment to Planning and Economic Development
Diversity of ideas, creative thinking and strong work ethic	Collaboration with other organizations and agencies
Collaboration amongst Departments	Natural beauty – attracts tourists
Recreation services	
Customer services –	

<b>WEAKNESSES– INTERNAL</b> Things that are not beneficial- absence of important skills	<b>WEAKNESS – EXTERNAL</b> Factors that negatively impact progress
Staff vacancies	Ability to recruit and hire competent employees
Merit-based evaluation system	High cost of living
Empowering employees	Lack of affordable housing
Succession planning	Communicating priorities to the community
Managing employees with progressive discipline	Nonsense Law suites
Performance based compensation plan	Community expectations
Technology – broadband – connectivity	Resistance to change
	Code Enforcement

<b>OPPORTUNITIES</b> Things that are good investments in the future	<b>THREATS</b> Things that negatively impact the future and progress
Employee ideas and suggestions – imaginative	The 10%ers that work hard at not working hard
Commitment to Economic Development	Attitude of “No Change”
G O Bond funding	Constant – broken pipes and infrastructure
Marketing as a place to live and work	Too many free services Village/County/Schools
Mainstreet program – Arts & Culture District	Businesses struggling
Partnership with ENMU, FS, Chamber, CORD, LC	Need to diversify economic drivers
Operate like a business	

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