



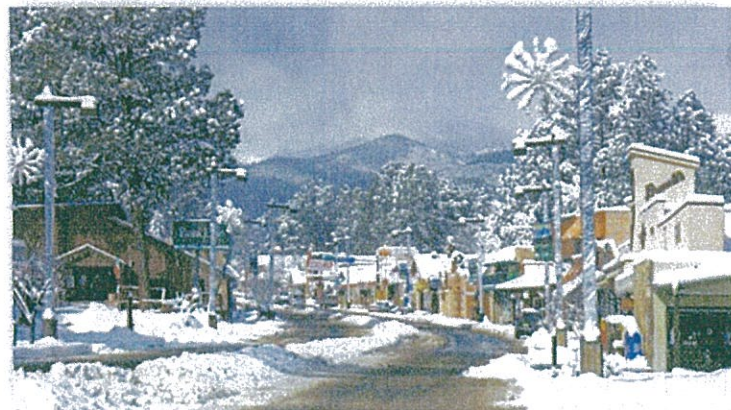
VISION – COMMITMENT – ACCOMPLISHMENT

REPORT OF PROGRESS

State of the Village

2017

**MAYOR TOM BATTIN
VILLAGE OF RUIDOSO**



Gratitude makes sense of our past, brings peace for today, and creates a vision for tomorrow.



February, 2017

Citizens of the Village of Ruidoso,

I am pleased to report that 2016 was a successful year for your Village government and the delivery of services. The year was dominated by progress made in the management of water and wastewater, along with capacity building through collaboration.

The year began financially sound with improved bond ratings and the hiring of a full-time water rights/water conservation specialist. Improved relations with the Office of the State Engineer continued, which was supported by continued compliance with our State Agencies. Voters passed another general obligation bond for water system improvements and we accomplished the replacement of all water meters within the Village.

Oversight of the Regional Wastewater Treatment Plant was reorganized with an executed Joint Powers Agreement between the Village and the City of Ruidoso Downs, along with the determination of the location of the main interceptor line. This effort paved the way to resolution of discharge standards in preparation of a renewed Federal National Pollutant Discharge Elimination System (NPDES) permit. A comprehensive study of our wastewater lines was completed, supplementing the effort for sewer line connectivity.

The Village made significant improvements in our management of technology. Our website was updated to support our continued efforts of being transparent with public resources. Village software and hardware needs are being managed now by outside professionals and further progress has been made on making the Village "paperless" in an effort to streamline processes.

A potential disaster, the Moon Mountain fire, was averted. This was as a result of a strong multi-jurisdictional collaboration which saved the Ruidoso High School. Living in a forest environment, we are often reminded of the potential threat of fire; however, because of the Village's proactive fuel management, our community remains safer.

Our local economy continues to improve. Lodgers' tax receipts have grown by 25% in the last two and a half years. Building permits, issued within the Village, continue to climb and gross receipts tax collections, for FY 2016, were up by nearly 7%. The Village of Ruidoso is moving in the right direction.

Sadly, the Village lost two valued colleagues during the year. The sudden death of Councilor Joe Gomez, a citizen of distinction, shocked many of us. John Ramos, a Village employee for 36 years, died as a result of an industrial accident. These untimely deaths serve as a reminder of the fragility of our human life and how important it is to relish our relationships with one another.

Looking forward, 2017 will be a year of significant progress with infrastructure projects. Engineering work on the relocation of the sewer interceptor pipeline is underway. The replacement of a number of bridges, damaged during the 2008 flood, are being designed; all in coordination with FEMA and New Mexico Homeland Security. Work on the relocation of Village offices to the Horton Complex, formerly occupied by the Municipal School District, has begun and we are hopeful that we can move our Municipal Court, Ruidoso Utility Offices and Forestry, among other Village services.

Completion is near on new recreational trails, with applications for continued funding of the trail system in the works. Ruidoso was selected as an accelerator community in the New Mexico Main Street program and we anticipate Main Street projects in Midtown, thus enhancing our economic viability. This honor, coupled with the adoption of a regional economic development plan for Lincoln County, Otero County and the Mescalero Apache Tribe, was celebrated with the United States' Department of Agriculture Stronger Economies Together program. The Village was proud to partner with the Sonoran resort of Puerto Peñasco as our first Sister City, which will usher in promising economic opportunities. The year ended with Ruidoso being named as the "Tourism Destination" for the State of NM.

Ongoing water system infrastructure improvements will continue, supporting our commitment to be responsible stewards of our water. We are looking forward to two other projects that will commence this year in the community; a new hospital building and the Nob Hill School relocation. I consider myself fortunate to serve you and truly enjoy this privilege. It is my hope that 2017 will bring continued accomplishments and benefits for everyone who calls this beautiful community home. My best wishes for continued prosperity and good health to each of you.

Respectfully,

Tom Battin

Tom Battin
Mayor, Village of Ruidoso

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

VILLAGE OF RUIDOSO LEADERS

MAYOR TOM BATTIN MAYOR PRO TEM LYNN CRAWFORD

COUNCILORS: Rafael "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 Services Director Greg Cory (2016)

Police Chief, Darren Hooker Fire Chief, Harlan Vincent (2016)

Judge Beverly Rankin

General Services Director, Jeff Kaplan Forestry Director, Dick Cooke

Human Resources Director, Tania Proctor Library Director, Corey Bard

Planning Administrator/ Interim Community Development Director, Bradford Dyjak

Building Official, Bill Powers Water Rights/Conservation Administrator, Eric Boyda

Finance Director, Judi Starkovich Assistant Finance Director, Karen Gutierrez

RWWTP Manager, Isaac Garcia Purchasing Agent, Billy Randolph

Village Clerk, Irma Devine Parks & Recreation Director, Rodney Griego

Airport Director, Dave Pearce Assistant Airport Director, Sean Parker

Public Works Director, J.R. Baumann Water Production Manager, Randy Koehn

Distribution/Collection Manager, Adam Sanchez Street Manager, Fred Payton

Ruidoso Convention Center Manager, Craig Pfefferkorn

Community/Senior Citizen Center Supervisor, Anthony Montes

"Ruidoso is a strong, vibrant and innovative community in New Mexico. We must keep working together so that we can keep driving better outcomes on each of our vital issues and projects. Together, we can determine the destiny of our Village to ensure that Ruidoso is a safe, affordable, vibrant place to live and work. We are committed to work in collaboration with our community partners and leverage our resources to accomplish great things in 'Nature's Playground.'"

Mayor Tom Battin

Vision: Working together to build a vibrant community *"Living in Nature's Playground"*

The Village Council, along with Management and Department Directors embrace working for the citizens of the Village of Ruidoso with a vision and clear direction to ensure success. To be inspired, motivated and progressive, Village leadership is committed to ensuring a quality of life while living in nature's playground and are committed to three strategies.

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 ways to diversify economic activity with new fiscal resources.
- **Identify opportunities** through collaboration internally amongst departments, as well as with our citizens, to problem solve by bringing in a diversity of ideas, broadening options and creating a catalyst for sustainable results.
- **Promote Ruidoso as a vibrant place** to live and work by celebrating our unique heritage, small-town charm and natural amenities.
- Encourage everyone to enjoy a **sense of place and quality of life** in nature's playground

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

- Continue to be a **financially sustainable** municipality that is aligned with our external environment, along with a realistic review of our core competencies and concentration on the implementation of our financial goals and priorities.
- Support our **Vision for the future** with sound financial decisions based on a commitment to growth and sustainability.
- Identify expanded services with **opportunities for partnerships** and new funding sources to promote improved quality of life with diverse economic activities.

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

- Initiate engaged communications with local entities, citizens, business and visitors; **working collaboratively to benefit everyone** involved.

- Continue to **enhance 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.

The Village of Ruidoso has entered the New Year with a unique opportunity to continue the momentum of accomplishing great things for our citizens. This accomplishment is possible because we all subscribe to a common set of values.

Core Values

- **Respect** : We treat others with courtesy and respect and value their perspectives, embracing our differences
- **Integrity**: We lead by example by being honest, doing the right thing and having actions that reflect our commitments
- **Positive attitude**: We use a positive approach, take initiative, are motivated to perform a good job and take pride in the work we do.
- **Teamwork**: Together we collaborate on ideas and share information, resources and responsibility for the best possible outcomes.
- **Accountability**: We take responsibility for our actions and for public resources.

Public Service Principles

- **Responsive** – Prompt to respond and serve
- **Efficient** – Highest performance with accountability
- **Greater good** – Serve for the good of the community
- **Innovation** – Embracing new ideas and methods to improve the delivery of services
- **Accountability** – We take responsibility for our action and the completion of our work.
- **Commitment** – Elected officials are mindful of their responsibilities and their position of public trust. They are committed to meet the needs of the community and fulfill the goals and objectives of their Council
- **Transparency** – As an elected official, we are responsible to maintain proper records and welcome public review and comment.



Our venerable Ruidoso businessman and historian Herb Brunell epitomizes the core values and principles that all in the Village strive for. Pictured with Mayor Pro Tem Lynn Crawford and Village Manager Debi Lee as he accepts a framed proclamation declaring December 13th "Herb Brunell Day".

Commitment: Build community assets that inspire and leave a legacy.

The Village is committed to build local community assets to enhance our quality of life; thus leaving a legacy that inspires continued improvement. The Village has been successful in our efforts to facilitate a sustainable economy with sound fiscal management. By intentionally directing our resources to build community assets that address a need, comply with regulations and support the future of our community; our management team must be focused and deliberate in allocating resources and accountability. We believe that by taking a multifaceted approach in all that we do, our community can be positively impacted.

Diverse partnerships with citizens, nonprofits, the private sector and organizations help make Ruidoso a better place to live, work and play. When people come together to collectively re-image and re-invent a vibrant community, it will strengthen their connection to the community and will make a difference in what the community has to offer. Ruidoso is a destination place and a vibrant community.

FISCAL RESPONSIBILITY AND SUSTAINABILITY:

The Village is transparent in all financial matters subject to public records and inspection. Monthly reports are provided to Council and are reported quarterly to the New Mexico Department of Finance and Administration. We welcome any request for public information.

In addition to keeping our community safe, administration is successfully maintaining fiscal responsibility and accountability with public funds. The overall financial goals underlying these policies are:

Fiscal Conservatism: Ensure that the Village is at all times in a solid financial condition. This can be defined as:

- Cash Solvency – Ability to pay bills
- Budget Solvency – Ability to balance the budget. Neither a budget deficit nor budget surplus is present in the budget. Recurring revenues equal recurring expenditures
- Long-run Solvency – Ability to pay future costs.

- Flexibility: Ensure that the Village is in a position to respond to changes in the economy or new service challenges without an undue amount of financial stress.

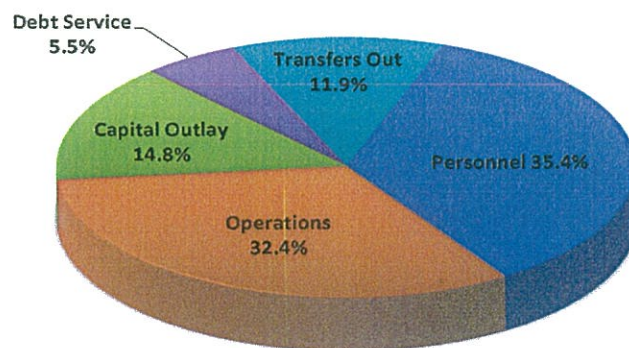
Fiscal Year 2016 Financial Highlights

- Council approved a balanced 16-17 budget of **\$42,891,359 All Funds**
 - \$13,796,565 General Fund
 - \$ 509,180 Capital Equipment Replacement Fund
 - \$ 949,750 Risk Management Fund
 - \$ 2,152,150 Lodgers Tax Expenditures
 - \$ 3,725,169 Supplemental GRT
 - \$ 2,155,445 Municipal Gas Tax (Streets)
 - \$ 6,715,990 Joint Utility Fund
 - \$ 4,455,940 RWWTP (Wastewater Treatment Plant)
 - \$ 3,833,024 Solid Waste
 - 1,748,916 Airport Funds

OPERATING MANAGEMENT POLICIES

- Recurring revenues should be used to support recurring expenditures such as personnel and operations.
- Cash or fund balances should be used for one-time capital purchases.
- Enterprise funds should be self-sufficient. They should include a sufficient unrestricted fund balance to absorb fluctuations in annual revenue. Enterprise funds should be charged directly for expenditures such as staff salaries and fringe benefits and direct operation expenditures. Departmental support costs for such general fund support as Information Technology, Finance, Human Resources, etc. will be charged quarterly to these funds based upon an approved methodology. Operational revenue should be great enough to cover debt service and replacement capital costs.

FY 2017 Expenditures by Category



Financial stability is also evidenced with positive trends that include:

- 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
- **131 more permits** than last year 2015
- **60+ new Short-term Residential Rental Permits** issued (over 700 total)
- **93 new business** registrations in 2016
- Permit fees (**revenue**) **remained steady** at \$207,400
- Lodgers Tax revenues have **increased 22% over the past two years**
- Total building **permits** issued for FY 2016 were **8.04% higher than FY 15**
- **Gross receipts tax** collection for FY 2016 was **up by 6.93%**
- **Lincoln County unemployment** for the month of November 2016 was **6.0%**, compared to the statewide average of 6.4% and the national average of 4.4%.
- Assessed **property values** in the Ruidoso Municipal School District, as of 2016, indicate a **5 year average annual growth of 2.63%**; the 10 year average annual growth in property values is 5.20%

Commitment: Build community assets that inspire and leave a legacy.

The Village of Ruidoso continues to work diligently to collaborate with our key stakeholders and involve our citizens in addressing the needs and challenges of providing services in a tourist economy. A multitude of activities, committees and events took place in 2016 including:

- **Water Conservation Plan was completed and a questionnaire was mailed out to every utility customer** to solicit input on water conservation. Their comments were included in the final Water Conservation Plan.
- **The Forestry Task Force** – was appointed where members from the community and Village staff met to again evaluate Chapter 42-80 of the Village Code regarding Fuels Management. This Task Force evaluated the history of ordinances related to Village Code 42-80 and Fuels Management. They also toured the Moon Mountain burn site, which demonstrated that the ordinance, currently in effect, made the difference in saving the Ruidoso High School. Ultimately this group concluded that with mitigation options, no revisions to the ordinance were needed. The Mayor thanked all of the members of this Forestry Task Force for participating on this committee.
- **Destination Ruidoso** –



Ruidoso was designated by the New Mexico Hospitality Association as the 2016 Destination of the Year! Entries were judged by the Arizona Tourism & Lodging Association, who commented that "Ruidoso proved to be an unknown gem with notable accomplishments, and deserving of recognition".

The criteria for selecting the winner was not only based on tourism growth in a community, but also on its investment in tourism infrastructure. The Village's recent investment in our trail system, combined with the ongoing efforts of the Mescalero Apache Tribe to create a year-round outdoor recreation mecca at Ski Apache, contributed significantly to Ruidoso winning the award.

- **Mid-Town Parking Lot** –As a result of a traffic study that was conducted by NMDOT, the primary concern voiced was the need for additional parking in the Midtown area. As a result, the Council approved the purchase of five acres where the Street Department built a beautiful parking lot and the Parks Department collaborated with landscaping. We anticipate installing a nice stairway and access to Sudderth Drive.
- **Affordable Housing** – The Village adopted an Affordable Housing Plan and hosted a “roundtable” meeting with several of the stakeholders in the community to discuss how to meet the needs of the community. This group discussed the challenges and opportunities and ended the meeting with a prioritization of important steps to move forward with accomplishing their goals and provide solutions related to affordable housing.
- **ISO Rating Improved** - The Village received formal notification that the ISO Rating has been completed and the Village of Ruidoso rating has improved significantly. The ISO analysis of the structural fire suppression delivery system provided to our community has been upgraded from a previous rating of 5 to a 2 (Public Protection Classification: 02/2x). This rating plays an important role in the underwriting process at insurance companies and will be of great benefit to everyone in the community.
- **USDA Opportunities** – The Village hosted a “roundtable” meeting between local business leaders and the USDA State Director, Terry Brunner. The meeting included identification of opportunities and challenges related to economic development and potential solutions available from the USDA.
- **Stronger Economies Together (SET)** – One of the most successful efforts in 2016 was our participation in SET. The Village hosted a Civic Forum which was attended by over 100 area citizens to seek their input and involvement in formulating a partnership and economic development regional plan. This plan was completed and submitted to Rural Development for their review and approval.

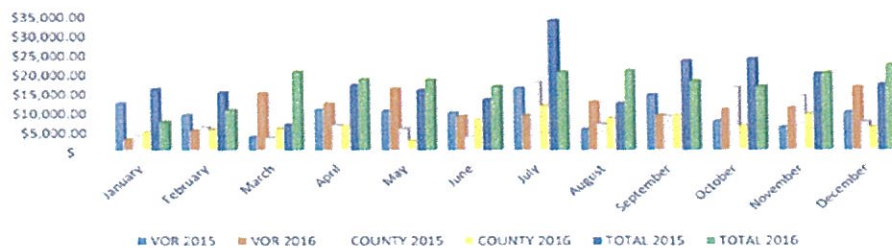


Participants in the final SET plan review session posed for a commemorative photo in front of the Inn of the Mountain Gods October 24th.

- **Permit Report** – Project activity continued to increase in terms of permits issued and with total valuation and fees collected.

VILLAGE OF RUIDOSO BUILDING PERMITS COMPARATIVE - 2015 AND 2016						
MONTH	VOR 2015	VOR 2016	COUNTY 2015	COUNTY 2016	TOTAL 2015	TOTAL 2016
January	\$ 12,064.34	\$ 2,661.49	\$ 3,712.64	\$ 4,553.81	\$ 15,776.98	\$ 7,251.30
February	\$ 9,107.72	\$ 4,985.32	\$ 5,822.46	\$ 5,245.22	\$ 14,930.18	\$ 10,230.54
March	\$ 3,448.67	\$ 14,733.63	\$ 3,149.20	\$ 5,512.10	\$ 6,597.87	\$ 20,245.73
April	\$ 10,374.69	\$ 11,945.43	\$ 6,424.97	\$ 6,303.85	\$ 16,799.66	\$ 18,249.28
May	\$ 10,036.84	\$ 15,810.49	\$ 5,449.25	\$ 2,344.33	\$ 15,486.09	\$ 18,154.82
June	\$ 9,602.33	\$ 8,610.21	\$ 3,408.15	\$ 7,826.43	\$ 13,010.48	\$ 16,436.64
July	\$ 16,053.67	\$ 8,887.95	\$ 17,428.44	\$ 11,348.88	\$ 33,482.11	\$ 20,236.83
August	\$ 5,307.48	\$ 12,332.32	\$ 6,712.29	\$ 8,196.67	\$ 12,019.77	\$ 20,528.99
September	\$ 14,297.23	\$ 8,870.96	\$ 8,706.27	\$ 8,959.96	\$ 23,003.50	\$ 17,830.92
October	\$ 7,367.27	\$ 10,339.63	\$ 16,195.15	\$ 6,132.77	\$ 23,562.42	\$ 16,472.40
November	\$ 5,819.95	\$ 10,675.79	\$ 13,888.63	\$ 9,160.77	\$ 19,708.58	\$ 19,836.56
December	\$ 9,707.88	\$ 16,157.65	\$ 7,135.31	\$ 5,769.25	\$ 16,843.19	\$ 21,926.90
TOTAL PERMITS	\$ 113,188.07	\$ 126,010.87	\$ 98,032.76	\$ 81,354.04	\$ 211,220.83	\$ 207,400.91

2015 vs 2016 Dollar Value of Fees Paid



Number of Permits Issued 2015 vs 2016		
MONTH	2015	2016
January	40	37
February	67	64
March	46	96
April	104	78
May	82	76
June	66	87
July	69	84
August	56	97
September	62	83
October	73	86
November	84	74
December	59	77
TOTAL	808	939

Number of Permits Issued 2015 vs 2016



- There were 87 projects permitted in June as compared to 76 projects in May. June witnessed the highest permit fee total collected for that month in 6 years, continuing the trend of March, April and May. Listed below reflects the permits comparison from 2015-2016.



Grindstone Liner Installation

Financial Resources dedicated to Water

The Village Council has for the past years adopted **Water** as the top priority and a primary area of focus with financial resources. This includes management of our water rights, the water delivery system, water infrastructure and water conservation. A crucial project in the works for several years, the Grindstone Seepage Mitigation Project was finally accomplished. Village funds were leveraged with **Water Trust Board grant/loan** to install the Grindstone Liner. This **\$3,855,564.71** project went very smoothly and was constructed within the timeline specified and funds allocated. As part of the project, a refill plan was approved by the State Engineer in 2016, and the Dam is now filling back up.

We are also most proud that our citizens supported our efforts in addressing the aged water infrastructure and voted, again in March, to support a Water Capital Project Program. As a communication tool, listed below is the Report Card that demonstrated that the Village made tremendous progress with the **\$3 million of general obligation bonds approved** in 2014 by repairing and replacing leaking water pipes and water infrastructure. In March 2016, the voters again approved the continued efforts to fund water infrastructure.



2014 General Obligation Bond Report Card

On March 4, 2014, the citizens of Ruidoso voted YES on the G.O. Bond and \$3 million of general obligation bonds were issued for the purpose of expanding, improving and/or extending the production and distribution components of the Village's water system.

CAPITAL IMPROVEMENT PROGRAM CONTINUES

In March of 2016, the Village of Ruidoso will once again ask its citizens to support the passage of another G.O. Bond that will allow the Village to continue the Capital Improvement Program and make crucial improvements to the Water Infrastructure Main Projects. The list of projects that will be funded by the proceeds from the G.O. Bond include:

HOW HAVE WE DONE?

PROJECT	STATUS	COST	GRADE
Aspenway St. Sidewalk Construction Phase	COMPLETE	\$484,200	++
Sandwich Construction Phase	COMPLETE	\$562,704	++
Cardenas Drive N. Upper Mainroad	COMPLETE	\$36,704	++
Chimney Park Compact Design Phase	COMPLETE	\$64,200	++
Design of Redwood Breaker Station: Reinforcement of current water booster station to increase capacity.	COMPLETE	\$300,000	++
Vapor Street	COMPLETE	\$15,000	++
Atto Conditores Water Treatment	COMPLETE	\$510,284	++
Installation of 24" x 12' x 12' of water distribution lines that will provide reliable water service and fire hydrant protection.	COMPLETE	\$305,000	++
Installation of 24" x 12' x 12' of distribution lines and replacement of the existing water meter.	COMPLETE	\$548,000	++
Repair/replace of current water booster station, piping and meters.	COMPLETE	\$1,095,000	++
Repair/replace Fire Wells etc.	COMPLETE	\$122,868	++
1 Lake Creek Bypass	COMPLETE	\$1,285,740	++
Hollywood Hill Collection & Retard	COMPLETE	\$44,000	++
A-1 Fire Reservoir	COMPLETE	\$42,822	++

As part of the Capital Improvement Program that is funded by the G.O. Bond, the Village of Ruidoso has also implemented several other key water infrastructure projects including:

Water Distribution Program: Upgrade of the Water Distribution System (WDS) is a multi-year project that will be completed by the end of 2016. The project will include the replacement of the WDS mainlines, the installation of new water meters, and the replacement of the WDS infrastructure.

Water Treatment Plant: The Village is currently in the design phase for the replacement of the Atto Conditores Water Treatment Plant. The project will include the installation of new water treatment equipment, the replacement of the WDS infrastructure, and the installation of new water meters.

Water Infrastructure Program: The Village is currently in the design phase for the replacement of the WDS infrastructure. The project will include the installation of new water distribution lines, the replacement of the WDS infrastructure, and the installation of new water meters.

NEW PROJECTS	COST
Water Distribution Program - Sector Area, Moscatillo Truck Stop Area Drive: Improve and replace aging infrastructure.	\$420,000
Sandwich Subdivision: Modern aging infrastructure.	\$20,000
Pendovasa Heights - Redwood Blvd: Replace main line on entire side.	\$700,000
PFR replacement program: Replace failing PFR sections.	\$300,000
Treatment Plant Improvements:	\$750,000
<ul style="list-style-type: none"> Install 111 new clear well pumps, along with valves, submersible transducers, and VFD's (currently in progress) Install 100 float valves (started in the spring coming from the 3 years) Install new valves (speculative valves) for the 121 lines Remove the 121 filters Remove and install new float valves for the 121 lines Remove 21 old vertical turbine pumps and cap existing pump house Install new 18" x 18" and 24" x 24" flow meters Install new 18" x 18" and 24" x 24" flow meters Upgrade O&M system and analyzer Install a new process pump for clear well Inspect clear and repair clear well Replace piping as needed Upgrade analyzer and chemical injection system Upgrade SCADA system and computers Upgrade electrical panels and wiring as needed Build a small lab inside plant Install an O & M program Install a new security fence around plant Repair the building water and outside Install piping to the outside of the building 	

REMEMBER TO VOTE MARCH 2016

Accomplishments: Celebrate what you've accomplished but raise the bar a little higher each time you succeed.

The state of our Village remains strong. With the support of a cohesive governing body and effective management, a number of accomplishments were realized last year. These accomplishments were directly related to the Council's priorities and community goals. Listed below are some of those accomplishments and community assets worthy of reporting to our community.

CAPITAL PROJECTS – COMMUNITY ASSETS

- **Water Meter Replacement project**

- The Village implemented a meter replacement program in 2016 which replaced all of the existing residential water meters. Benefits of this investment will include increased metering accuracies, reduction of non-reported low flow consumption, and an improved ability to detect water leaks on the customer side. Detection of leaks on the water user's side could potentially save water and protect against water damage of the dwelling.



- **Sewer Master Plan Preliminary Engineering Report (PER)**

- The sewer system master plan was created to understand the condition and capacity of the existing pipelines and pump stations. This PER will determine potential future flows from growth in the community and connecting onsite systems, along with development of a prioritized and phased implementation schedule for the recommended improvements.
- The information generated in this report will benefit the future planning of the Village's wastewater collection system. It will address the replacement of the Interceptor sewer line along with the connection of onsite systems. This will ultimately have impact on the renewal of the federal NPDES permit and previous concerns for the Rio Ruidoso.

- **Alto Dam Improvement Project**

- The Alto Dam Improvement Project designed the trenching and installation of an 8" pipe along the east side of the lake, up towards the dam. This project also called for the completion of the decant basin pond shaping and includes the abandonment of the existing 12-inch pipeline, plugging of the existing 12-inch pipeline, rehabilitation of the existing pump house, and rehabilitation of the existing decant basins.

- **Ruidoso River Trail Project**

- Construction of this trail originates at the Eagle Creek Bridge and moves towards Country Club Road via Rio Street. This trail includes a MSE wall with gabion baskets, walking path sidewalks, and hand rails. This is Phase II of a three phase trail project. Phase III funding application has been submitted.



- **Rio Ruidoso Restoration Projects**

- RRRRC Committee approved their second project which included the construction of a restoration on the Rio Ruidoso River. The project included the installation of the vault bathroom, the trail to the east of the Alto Dam, the concrete slabs for the shelters, placement of a majority of the trail benches, placement of a majority of the posts/trail markers, and setting of the posts around the parking lot. The trail bridges are expected to arrive and be installed during the first quarter of 2017. The RRRRC Committee previously approved the Bogg Springs Project, which had an educational component with Ruidoso High School students. The RRRRC has remaining funds to complete one more project to satisfy the settlement agreement.

- **Midtown Commons Parking Lot**

- The Street Department completed the construction of the Midtown parking area located above Sudderth. The laying of the asphalt, placement of the drainage culvert, construction of the drainage pond, parking lot stripping, roadway markings, signage, split-rail fencing and the construction of the curbing along the perimeter of the parking lot were completed. The remaining improvements to be completed at the parking site in early 2017 will be the construction of the pedestrian sidewalk areas, which will provide additional access to Midtown

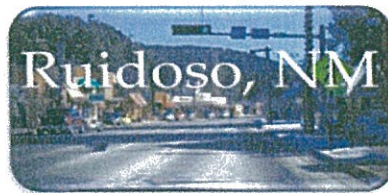
- **2016 Capital Outlay Projects**

- The Village received funding for three Capital Outlay projects during the 2016 Legislative Session and the Village has received the grant agreements authorizing the projects to proceed. Project No. 16-A2452, (\$154,200) plan, design, construct and equip improvements to the convention center (HVAC system), Project No. 16-A2453, (\$70,000) for fire mitigation, including tree removal, and Project No. 16-A2454, (\$100,000) to acquire land and easements for and to plan, design, construct, install and equip recreational facilities and improvements (Wingfield Park Pavilion). These three Capital Outlay projects are underway.

Water System Projects Identified in the Water Development Plan

PROJECTS	DESCRIPTION	STATUS
Eagle Creek Water Bypass Line	Provide a by-pass to provide water to Alto Lake	Completed
Grindstone Dam Liner/Joint Repairs	Repair Grindstone Dam Leakage to Increase Storage	Completed
Water Master Plan	Develop Master Plan to Determine System Improvements	2016 in progress
Alto/Grindstone Interconnect	Booster Pump to Connect Alto System to Grindstone	Completed
Grindstone Pump Back System	Installation of Pump Behind Chamber of Commerce	Complete
Swallow Waterline Replacement	Replace Existing 2 Inch Distribution Line	Complete
Phase I Water System Improvements	Replace Approximately 5,000 Feet of @ Inch Line	Complete
Alto Lake Intake Structure	Replace Intake Structure	2016 in progress
Replace PLC at Grindstone Treatment Plant	Decant System Not Functioning Due to Faulty PLC	2016 in progress
Cherokee Interconnect Project	Tie Hollywood Well to Grindstone System	2016 in progress
High School Well	Upgrade Chlorination System	Scheduled 2016/2017
Hell Hole Booster	Install In-Line Booster Pump to Replace Aging Booster Station	2016 in progress
Pressure Reducing Valves	Rehabilitate/Replace Multiple PRVs	Starting 2015 Thru 2017
Alto Treatment Plant Rehab Alto Treatment Plant Decant System Modification	Upgrade Treatment Plant Modify Decant System to Prevent Loss to Seepage	Scheduled 2016/2017

Alto Treatment Plant Decant System Modification	Modify Decant System to Prevent Loss to Seepage	Scheduled 2016/2017
Country Club (Pine Top) Tank Replacement	Replace 500,000 Gallon Water Tank	Scheduled 2016/2017
Hollywood/Big Dragon Well	Install Variable Frequency Drives to Control Pumping	Scheduled 2016/2017
SCADA System	Update/Standardize SCADA System Including PRVs	2016/2017




Much work remains and it will come with challenge and complications; however, the Village is committed to make the investment in time and resources to not only meet the needs of our community but improve our quality of life. It is important to continue to climb this beautiful mountain and rise above these challenges to ensure that our services delivered are impactful and with purpose.

2016 ACCOMPLISHMENTS & 2017 GOALS

Financial stability has been our foundation in supporting the number of accomplishments in enhanced services and completion of capital projects. Listed below are those accomplishments worthy of reporting.

ADMINISTRATIVE SERVICES: Village Manager, Finance, Village Clerk, Human Resources

Service	2016 Accomplishments	2017 Next Steps
<p>1. Organization & Procedures</p>	<ul style="list-style-type: none"> • Revamped Village website. • Reorganized IT function. • Implemented Novus Agenda, thus reducing paper • Updated Digital Sound System in Council Chambers • Restructured governance of Regional Wastewater Treatment Plant – Joint Use Board • 	<ul style="list-style-type: none"> • Reorganization of vital records • Update HR software with employee information • Resolve various issues with accounting software, including implementation of new accounting functions.
<p>2. Public Relations</p> 	<ul style="list-style-type: none"> • Improved relationships with the Office of the State Engineer, U.S. Forest Service, and Bureau of Land Management & Mescalero Apache Tribe. • Established “sister city” relationship with Puerto Peñasco, Mexico • UTEP Miners – conducted their football camp in August and filled the community with players and visitors. • Recognized and Awarded Employees and Departments for each Quarter of the calendar year. 	<ul style="list-style-type: none"> • Participate in regional economic development planning. • Continuation of regional water planning efforts. • Host the Business After Hours in collaboration with the Chamber of Commerce

<p>3. Infrastructure</p>	<ul style="list-style-type: none"> • Secured voter-approved General Obligation bond for water infrastructure. • Achieved FEMA funding commitment for relocation of wastewater lines. • Converted to an auto-read water meter system, with a corresponding tool for customers to monitor their water consumption. • Held Utility Committee meetings quarterly and discussed the numerous projects and progress 	<ul style="list-style-type: none"> • Commence work on \$36 million project to relocate wastewater lines. • Implement Asset Management Plan. • Replace Close Road and Main Road #1 bridges
<p>4. Planning</p>	<ul style="list-style-type: none"> • Commenced regional water planning. • Established water rights/conservation goals. • Secured agreement to assume ownership of the Horton Complex to consolidate/ relocate Village offices. • Were awarded and participated in the Waste NOT Initiative sponsored by Energy, Minerals & Natural Resources Dept. 	<ul style="list-style-type: none"> • Update various Village ordinances. • Relocate and consolidate Village offices at the Horton Complex.
<p>5. Administrative</p>	<ul style="list-style-type: none"> • Completed performance-based system for employee evaluations to be implemented in 2017 • Renegotiated franchise agreements with Windstream and PNM • Recognize quarterly - Employee and Department • Provided all employees with ID Cards • Convert to an auto read meter system – customers to monitor water consumption • Scheduled and participated in the ICMA session on Effective Supervisory Practices. 	<ul style="list-style-type: none"> • Work with Departments to Implement the Performance Compensation Plan • Complete the CAFR for auditing purposes. • Address potential reduction in State funding. • Incode Business Review to improve efficiency • CAFR Audit

COMMUNITY DEVELOPMENT : Economic Development, Planning & Zoning, Building Permits and Inspections, GIS

The Village continues to leverage its assets by enhancing citizen experience as it relates the services delivered by the Community Development Department. Accomplishments realized in 2016 include:

Service	2016 Accomplishments	2017 Next Steps
<p>1. Organization</p>	<ul style="list-style-type: none"> • Hired and trained new full-time multi-discipline inspector. • Planning Commission adopted first rules of procedure • Expanded scope and meeting frequency of Development Review Committee 	<ul style="list-style-type: none"> • Implement Electrical Permits and Inspections • Continue to revise Ordinances identified as a priority: Sign Ordinance, Short-term residential rentals, Building Code, etc. • Automate Records
<p>2. Public Relations</p>	<ul style="list-style-type: none"> • Increased stakeholder outreach and coordination through various forums, attendance at civic organization functions and forging a partnership with the Lincoln County Homebuilders Associations. • Enhanced business inspection process by including “welcome” packet information and VOR data and processes. 	<ul style="list-style-type: none"> • Continue Training and Outreach Efforts between Inspectors and Stakeholders • Develop a business plan for Midtown 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. Utilize the Chamber of Commerce as a partner • Develop economic development strategies that support our local businesses and encourage new development.
<p>3. Community & Economic Development</p>	<ul style="list-style-type: none"> • Attained New Mexico MainStreet emerging community designation • Midtown Commons Parking Lot was completed with landscaping and fencing. 	<ul style="list-style-type: none"> • Midtown Commons street access with handicap accessibility is currently under design. • Implementation of Affordable Housing Plan • Organize Main Street program and complete



MainStreet Designation Awarded in October

- Sold Village property including Grindstone Subdivision
 - Participated in completion of SET regional economic development plan.
 - Applied and Received a “Power-Up” grant from PNM for the Wingfield park Pavilion.
- projects to advance from Accelerator process.
 - Plan, design and remodel the Horton complex to relocate Village services from the Annex building.

4. Planning & GIS



Horton Complex



- Adopted and updated Comprehensive Zoning Map
 - Affordable Housing Trust Fund established
 - Completed and Adopted Line Extension Ordinance
 - Updates to departmental procedural charts, checklists, applications and the departmental webpage for easier customer access to information.
 - E911 Addressing Pilot Project started and will continue
 - Procedural Enhancements were presented to a core group of Lincoln County Homebuilders and contractors to improve the inspection and permit processing.
 - GIS Project Mapping is ongoing and include water and wastewater assets, sewer location mapping, forestry compliance, cemetery overlay, airport and address assignment and verification
- Update Comprehensive Plan and Implementation of Regional Stronger Economies Together Plan
 - Continue to participate in the Transportation Task Force
 - GIS will continue Address Verification and E-911 Update Project in conjunction with Police and Fire Departments
 - Complete the revisions to the Sign Regulation Ordinance.
 - Develop a Data Base for Short Term Rentals to tracking purposes




COMMUNITY SERVICES / QUALITY OF LIFE

Parks, Recreation, Library, Convention Center, Community Center, Airport, Forestry

Great cities are made up of vibrant communities which include great neighborhoods and great public spaces. The Village of Ruidoso is committed to be a healthy, safe and vibrant Village, striving to enhance our quality of life by leveraging resources through collaboration.

Service	2016 Accomplishments	2017 Next Steps
<p>1. Public Relations</p> 	<ul style="list-style-type: none"> • Hosted a number of recreation events and tournaments including UTEP fall football camp • Continued partnership with Ruidoso Schools for White Mountain Complex sports • Adult Literary now offering services to men at Lincoln County Correctional Center • Computer assistance to ENMU-Ruidoso and Mescalero. • First Inaugural Marathon and half marathon • Hosted a variety of community programs at the Library • Retired and Senior Volunteer Program 	<ul style="list-style-type: none"> • Achieve further Library community outreach. • Increase number of athletic/sports tournaments. • Senior pot lucks continued • Continued exercise, games, public use of the Community Center
<p>2. Projects</p> 	<ul style="list-style-type: none"> • Attained compliance of tree thinning in 92% of implementation areas. • Received \$265,314 grant for 225 acres of private property thinning • Implemented Instrument Landing System (ILS) at the Airport • Enhanced recreational opportunities through a number of projects including the completion of the River Trail, playground equipment and restrooms at Alto and Grindstone Lake • Installed climbing wall at the Pool • HVAC Convention Center 	<ul style="list-style-type: none"> • Complete 10-year Forestry Plan • Complete installation of HVAC system at the Convention Center; • Construct pavilion at Wingfield Park; • Commence design phase of runway overlay. • River Trail Phase II • Improvements to Grindstone including Campsites

	<ul style="list-style-type: none"> • SBRA- Localizer installed • SBRA – Master Plan • Upgrade Reliability of AWOS 	<ul style="list-style-type: none"> • Airport PER for mill & Overlay runway
<p>3. Services</p> 	<ul style="list-style-type: none"> • Offered a variety of programs in both adult and children’s department: music, crafts, adult coloring, authors, choir performance and even reading to a dog. • Improved our Library service through enhanced electronic resources. (ebooks, streaming music, genealogy, audiobooks). • “We have the best children’s library and staff in the State”. • Christmas in the Park • Thanksgiving Turkey Trot • Computer Assistance at ENMU – Ruidoso & Mescalero 	<ul style="list-style-type: none"> • Continue enhancement of recreational areas. • Continued programs at Library • Continue thinning of Village properties. • Wingfield Park Pavillion • Market SBRA to increase operations and fuel sales. • Keep Ruidoso Beautiful • Adult Literacy program • Add Freegal Music

PUBLIC SAFETY:

Police, Fire and Emergency Management

Good government services will ensure that our community residents and visitors feel safe and secure every day. Public Safety is a cornerstone of this Administration.



Service	2016 Accomplishments	2017 Next Steps
<p>1. Administration & Organization</p>	<ul style="list-style-type: none"> • Attained Insurance Services Office (ISO) rating of 2, this will result in reduced insurance premiums for our citizens. • Staffing guideline for Ladder Truck 	<ul style="list-style-type: none"> • Attain state police department accreditation. • Continue enhancements to E-911 Addressing including MSAG compliance
<p>2. Public Relations</p>	<ul style="list-style-type: none"> • Red Cross free smoke alarm initiative • Taught CPR classes for RPD and Village employees • Taught Fire Prevention/Fire Extinguisher classes 	<ul style="list-style-type: none"> • Police Department to work with City of Ruidoso Downs • PSAP Agreement with CORD • Educate our citizens on forestry health and continue to support our Forestry Division and services they provide to the community.

	<ul style="list-style-type: none"> Assisted Mescalero Apache Tribe with active fire 	<ul style="list-style-type: none"> Work with the Forest Service, Smokey Bear District to ensure proper forest health and forest management.
3. Infrastructure & Equipment	<ul style="list-style-type: none"> Fire Station 3 remodeled and completed Implemented watchguard video system in all patrol vehicles. Purchase of Police Units 	<ul style="list-style-type: none"> Improve Dispatch (size, equipment, location, personnel) Locate all radio communication at Camelot
4. Planning	<ul style="list-style-type: none"> Fire Mitigation Plan development in progress 	<ul style="list-style-type: none"> Enhance emergency preparedness. Approve the Mitigation Plan Consolidate Communications with City of Ruidoso Downs Purchase of Body worn cameras Automate Records NMML – Police Accreditation

Moon Mountain Fire – March 2016

The Moon Mountain Fire is a testament to the effectiveness of fuel treatments in wildland fire situations. The thinning that was done prior to the fire was accomplished by the Village of Ruidoso Forestry Department, the New Mexico State Land Office and the New Mexico State Forestry Department. There were at least 4 grants that provided the funding for the projects. Thinning had also been accomplished around the residences that were threatened.

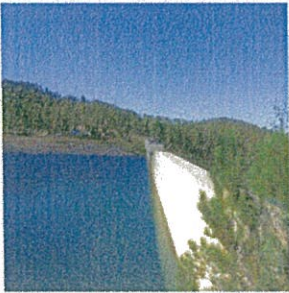




PUBLIC WORKS AND INFRASTRUCTURE:

Water Production, Water Rights, Water Management,

Sewer Collection, Water Distribution and Streets

Service	2016 Accomplishments	2017 Next Steps
1. Administration & Organization	<ul style="list-style-type: none"> Provided comprehensive education for elected officials on water issues. Secured approval of Total Maximum Daily Load for the Rio Ruidoso. Negotiated contract with the County of Lincoln for disposal of solid waste. Fulfilled all requirements of the New Mexico 	<ul style="list-style-type: none"> Implement Sewer and Water master plans. Upgrade SCADA system. Implement work order system. Complete the Asset Management Plan EPA Progress Report – NPDES Permit EPA and NMED review and approve. Participate in AWOP

	<p>Environmental Department related to water quality.</p> <ul style="list-style-type: none"> • Worked with NMED on Approved TMDL • NPDES Permit Renewal Application • Fulfilled all NMED Stipulated Order requirements 	
<p>2. Capital Projects</p> 	<ul style="list-style-type: none"> • Completed development of new cemetery • Completed new parking lot in Midtown and roadway widening on Grindstone. • MAP and Co-op Projects were completed within budget and timeline. • Water Meter replacement • Mid-Town Parking lot • Swallow water line • Camelot Lift Stations • Visions Water Line • Water system leak detection 	<ul style="list-style-type: none"> • Implement various street improvement projects, including areas in Camelot, Apache Hills, Scenic Drive and Community Center. • Install Main Road Bridge and Close Road Bridge • Finalize design and begin construction on the Sewer Line Rehab/Reconstruction Project – FEMA and NM DHSEM • Gateway Subdivision-Sutton Dr., Mescalero Trail, and Dipalo Dr. • Improve and Replace Aging Infrastructure-Innsbrook Subdivision • Ponderosa Heights-Hemlock Circle: Replace main line on entire circle • PRV Replacement Program: Replace failing pressure reducing valve stations • Alto Crest Water Treatment Plant Improvements • Regional Water Plan •
<p>3. Infrastructure & Equipment</p> 	<ul style="list-style-type: none"> • Completed decant basis for improved management of surface water rights. • Replaced Swallow pumping station. • Completed replacement of all water meters within the Village. • Continued improvement of water infrastructure. • Upgrades to our RAS Wet Well covers, Digester covers, and extra fall protection anchors 	<ul style="list-style-type: none"> • Implement various wastewater infrastructure improvements and line extensions • Acquire soot dumpsters and expand vehicle maintenance program. • Rehabilitate lift stations. • Green Well Repap • Asset Management • Water Plant #3 PER • Acquire soot dumpsters • Expansion of Vehicle Maintenance

	<p>throughout the facility for our operators safety. I would also like to include our new NPDES Permit that we should be receiving this year with reasonable Total Nitrogen limits.</p> <ul style="list-style-type: none"> • Purchase of Grapple Truck • Agreement with Sierra Contracting Transfer Station usage 	
<p>4. Water Management Water Rights Administration</p>	<ul style="list-style-type: none"> • Completed Water Audit • Water Development Plan • Water Conservation Plan • Participated in the approval of the Lower Pecos Valley Regional Water Plan • Educated Elected Officials/Admin Staff on Water rights/water issues 	<ul style="list-style-type: none"> • Acquire Water Rights • Implement Work Order System • Complete Large Meter Project • Revise Water Conservation Goals • GIS – Water Infrastructure • Return Flow Plan

CLOSING REMARKS AND REFLECTIONS

I wish to thank the Village Council and everyone for their support and contributions in making Ruidoso the best place to live and work. It has been my goal and commitment through effective leadership to improve this vibrant community by addressing the needed infrastructure improvements and water management, along with supporting a collaboration with our neighboring entities to join in areas of interest and benefit. My goal for the remaining time as your Mayor is to continue the progress and accomplishments in motion including:

- 1) Work on regionalization to include partnering with other communities for water planning, consolidated dispatch, tourism and economic development;
- 2) Continue progress and improvements in the area of water infrastructure, reducing water losses and connectivity to the Village's water and sewer systems;
- 3) Advocate and continue the excellent services and programs that enhances our *Quality of Life* in Ruidoso. It has truly been an honor and a pleasure to serve this community and I believe we are stronger not because of what we've done but become of who we are.


Village of Ruidoso Mayor