



State of the Village

January 24, 2022

Mayor Lynn D. Crawford

To the Stakeholders of Ruidoso, I want to recap 2021, reviewing the overall State of the Village. I can report that the roadmap from last year's Strategic Planning Session was a success that provided lasting impacts to our community. The overall state is one of resilience, strength, and optimism. We improved our infrastructure and water resource capacity to support our tourist-based economy to make it more equitable and sustainable.

Public meetings have continued using a hybrid model with a mix of in-person Council meetings and virtual options on Zoom with live-streaming via YouTube. The community must participate and weigh-in on all public matters. We are always available to listen to your questions, concerns, and comments. I would also like to thank my wife for her constant and unwavering support throughout my time serving the Village of Ruidoso.



In 2021, we prioritized establishing regional partnerships, which was unimaginable not too long ago. We successfully secured \$5,000,000 to improve Village and County roads, entered into mutual aid agreements for police and fire, created a regional outdoor tourism event, and secured free daily testing for COVID-19 throughout Lincoln County.

By coming together, we have achieved and continue to achieve so much more for our communities.

This report will cover the Village's continued response to the pandemic, our current financial position, accomplishments for 2021, priority recommendations for 2022, and legislative priorities for 2022.

The Village of Ruidoso will continue to work hard to bring home our share of the once-in-a-lifetime Bipartisan Infrastructure Bill from the Federal level. Our projects will enable the Village to fund significant improvements like transportation, workforce housing, broadband, water and wastewater infrastructure, and outdoor recreation amenities.

Below I will highlight departmental successes from 2021 and discuss upcoming goals for 2022. We will go into a strategic planning session that will detail the resources and tactics needed to achieve the goals listed in this document during the next few days.

PANDEMIC RESPONSE

The Village of Ruidoso stepped up and took the lead in the COVID-19 Pandemic Response efforts in the Village and County. The Village of Ruidoso created a team to work throughout the County to help combat the COVID -19 Virus. This team comprises officials from Ruidoso, Ruidoso Downs, Lincoln County, Carrizozo, Corona, Capitan, Hondo, and the New Mexico Department of Health. The COVID Team reviewed and adhered to the Governor's Executive Health Orders, including the Red to Turquoise re-opening system, which included:

Red - Businesses closed and no inside sales or dining

Yellow - Businesses and inside dining at 33% capacity

Green - Businesses and inside dining at 50% capacity

Turquoise - Businesses and inside dining at 75% capacity

In an effort to fight the spread of COVID-19, the COVID-19 Response team scheduled and conducted testing at sites throughout Lincoln County. The Village Manager led a push to have as many Village residents regularly test to help bring the positivity rates down to open the economy back up as soon as possible. The Lincoln County Medical Center worked with the Village and County officials in testing efforts. The Village assisted many local restaurants by providing tents to assist them in providing outdoor dining.

The Village of Ruidoso Emergency Manager updated the Village and County officials with the number of cases per zip code, the total number of cases in the County, the number of deaths, tests performed, and the number of recoveries in the County.

The Village created the Ruidoso Safe Program, which included setting up a table in Midtown for educating visitors on COVID-Safe Practices and handing out safety bags to visitors and local businesses that had face masks, gloves, and hand sanitizers. Through this program staff also assisted residents to register for vaccines that did not have the resources to do so on their own.

Village officials also secured funding from the CARES Act and distributed these funds to local businesses that needed financial assistance during the shutdown time frames.

FINANCIAL SUSTAINABILITY

The Village began Fiscal Year 2022 with a cash balance of \$72,290,802, which included one-time Capital Projects expenditures. Revenues were projected at \$52,319,744 and expenditures ended up at \$103,318,602. Within this information, please understand that expenditures include all Capital Project balances that had yet to be completed as of June 30, 2021, totaling \$63,019,231 and yielding \$40,299,371 for operations, showing a reduction based on the previous year's levels. The projected ending cash balance for FY 2022 is forecasted to total \$24,286,944.

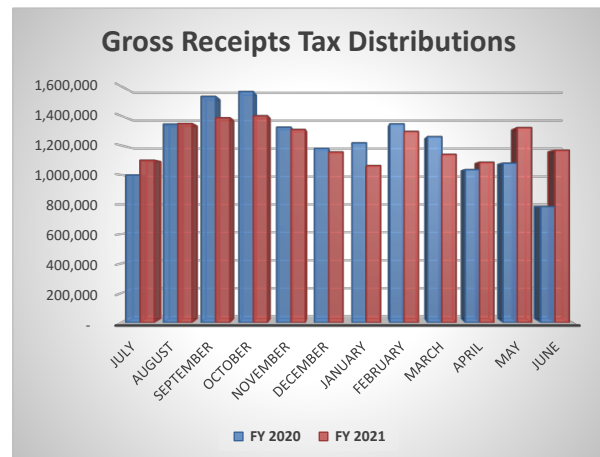
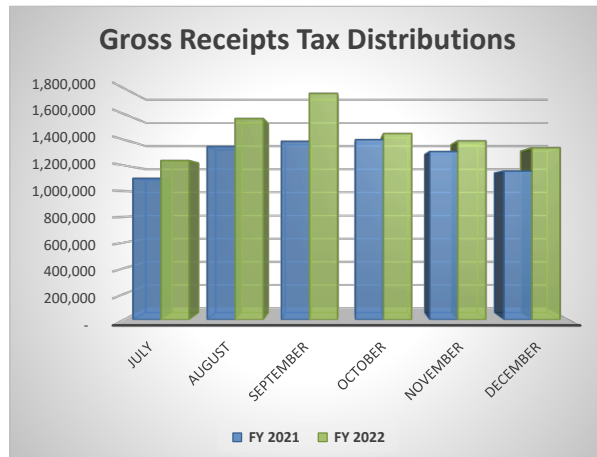
<u>Fund Type</u>	<u>Beg Cash</u>	<u>Budgeted Revenues</u>	<u>Budgeted Expenditures</u>	<u>Budget Net Transfers</u>	<u>End Cash</u>
General Fund	\$ 9,663,089	\$ 13,915,960	\$ 17,276,466	(\$3,238,878)	\$ 3,063,705
Special Revenue Funds	14,074,261	9,713,440	19,614,177	347,838	4,521,362
Capital Funds	27,540,805	11,966,653	42,202,162	5,737,427	3,042,723
Debt Service Funds	782,240	3,656,209	1,528,070	(1,868,811)	1,041,568
Enterprise Funds	19,740,647	12,299,982	21,914,378	(977,576)	12,143,675
Internal Service Fund	<u>489,760</u>	<u>767,500</u>	<u>783,349</u>	<u>0</u>	<u>473,911</u>
	\$72,290,802	\$52,319,744	\$103,318,602	\$ 0	\$24,286,944

As a side note, the Village received several reimbursement grants for projects (see Capital Projects Section), and all other revenue categories performed better than budget.

GROSS RECEIPTS TAX

As the nation begins recouping from the COVID-19 pandemic, it is great to know that the Village never experienced shortfalls in revenues. As more and more tourists escaped to the mountains, so did their disposable income. While most municipalities were losing Gross Receipts Taxes

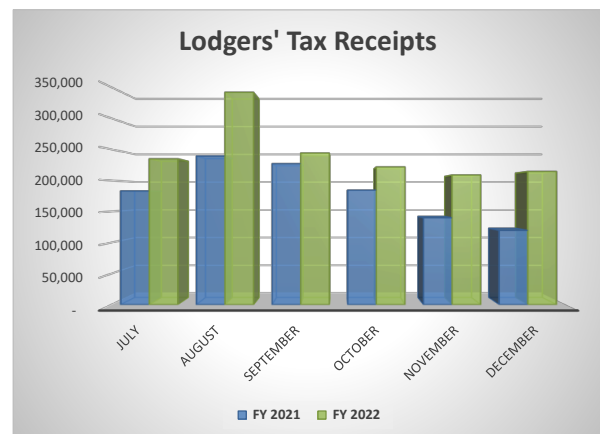
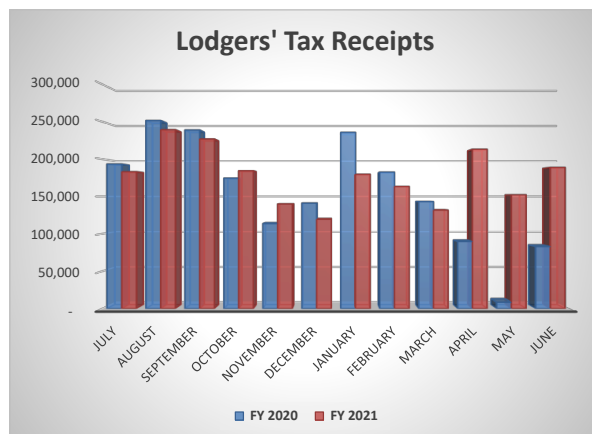
(GRT), the Village experienced a growth rate of 15.6% from Fiscal Year 2019 to Fiscal Year 2021. As you can see from the chart below, FY 2021 April distribution (February sales) etched out Fiscal Year 2020 levels and continued growing.



Beginning July 1, 2021, businesses started remitting GRT based on the delivery location of goods or services. State Statutes enacted destination sourcing in 2019 and 2020. Many municipalities with companies in their community that provide goods and services outside the municipal boundaries have experienced a reduction in Gross Receipts Tax (GRT).

With the shift in GRT from a Municipality to County rate, the State does not have to remit the 2.25% state share distribution to the cities, thus recouping this amount into their coffers. In addition, internet-based sales are taxed at the state rate of 5.125% and the local option (municipality) GRT rate. Before, online sales remitted only the state-wide rate. The Governor's proposal to decrease New Mexico GRT will not negatively impact our Village.

LODGERS' TAX



Another revenue area that benefited from increased tourism was Lodgers' Tax. Tax receipts also began to exceed prior year amounts in April (March sales) and continued growing at a rate of 14.36% over Fiscal Year 2020. Because of this trend, in Fiscal Year 2022, the Lodgers' Tax Board projected revenues at a \$1.6M level, and as of December 2021, taxes collected are 9% from meeting budgeted levels. As revenues exceed expenditures, the fund's net position remains strong and continues to grow. The outlook for 2022 is a continued upward trend, and as of the report date, receipts are up 36.03%.

DEBT FINANCING

The Village recently issued its Series 2021 General Obligation (GO) Bonds for water infrastructure projects and a loan through the NM Finance Authority (NMFA) to construct the Magistrate Court.

The GO Bonds are publicly supported funding options from a 1.5 mill levy on property taxes voters approved in the March 2020 election. During the March 2022 election, the voters will decide whether to continue with the Mill Levy GO Bonds. The NMFA loan is pledged by the revenues earned from a rental agreement with the Administrative Office of the Courts, thereby increasing our bonding capacity.

DEBT REDUCTION

The Village also successfully used the cash balance in the Ruidoso Wastewater Treatment Plant Enterprise Fund (RWWTP) to eliminate debt service payments on the Series 2013 GO Refunding Bonds and the Series 2013 Wastewater Refunding Revenue Bonds. Not only will \$8,300,572 of debt be decreased in July 2023, but wastewater customers have received a suspension of \$17 on their monthly wastewater rate.

DEBT – BOND RATING

Moody's, Standard & Poor's, and Fitch rated several of the Village's bond issues. The Village maintains an upper-medium to high-grade rating on its bonds. A bond credit rating represents the creditworthiness of a government entity.

DEBT CAPACITY

State Statutes limit the amount of general obligation debt a governmental entity may issue to four percent (4%) of the total average valuation. The current debt limit for the Village is \$22,729,740, which is significantly more than the Village's outstanding general obligation debt, which totaled \$8,355,000 as of June 30, 2021.

AUDIT

The results of our Fiscal Year 2020 Audit were released in early 2021 and resulted in no findings or material weaknesses. The Village did complete the Fiscal Year 2021 audit on-time, and it is currently under review by the New Mexico State Auditor's Office (SAO). The audit results will become a public record in late February 2022. The overall financial health of the Village of Ruidoso remains robust, and both governmental and proprietary funds reported increases to the net position, thus exceeding required reserves and increasing the Village's cash position.

CAPITAL PROJECTS – PUBLIC INFRASTRUCTURE AND FACILITY PROJECTS

Although the Village serves a permanent population of around 8,062, the number of Capital Projects currently underway is equivalent to a municipality four times its size. The Village has been fortunate and used engineered projects (i.e., shovel-ready) and has allocated funds as leverage to secure grant funds to pay for the construction. The Village currently has 54 projects between the design and construction phases. Project types range from infrastructure improvements, building improvements, and equipment, which help maintain our level of service. Below are some of the projects that have been completed or are in progress:

- Alto Treatment Plant Rehabilitation – In Progress
- FEMA Restoration of the Sewer Line – In Progress
- Village Hall Addition – Completed
- Magistrate Court Building – In Progress
- Town & Country Water Line Replacement – In Progress
- Horton Complex Remodel – In Progress
- Cree Meadow Trail – Completed
- Brown and Fault Well Improvements – In Progress
- FEMA Bridge Replacement – In Progress

As the Village completes these projects, they also serve as an economic impact strategy to help stimulate the economy with a spending multiplier effect by generating GRT revenue. In addition, approximately 1/3 of the projects are funded by grants obtained from both Federal and State Agencies.

Below is a snapshot of funding that the Village has received:

- FEMA Bridges Version \$6,910,862 FY 2021

2

Legislative Appropriations:

- Senior Ctr Ceiling \$73,077 FY 2022
 Tiles
- Horton \$500,000 FY 2021

• Sewer Line	\$1,553,000	FY 2022
• Bridge Replacement	\$200,000	FY 2022
• Village Hall	\$115,000	FY 2022
• Wingfield House	\$750,000	FY 2022
• Community Dev Block Grant	\$810,000	FY 2021
• Federal Aviation Grant	\$600,000	FY 2022
• NM Transportation Grant	\$3,325,000	FY 2022
• American Rescue Grant	\$1,954,381	FY 2022
• NM Recreation Trail Grant Links	\$500,000	FY 2022

Between Fiscal Year 2021 and Fiscal Year 2022, the Capital Projects Department has completed 19 Requests for Proposals (RFP) and 10 Invitations for Bids (IFB). The number of procurements is estimated to increase as more State and Federal funding is dispersed for Shovel-Ready Projects through the American Rescue Act.

[2021 Department Highlighted Accomplishments and Priority Recommendations for 2022](#)

FINANCE

Highlighted accomplishments

- Assisted with the procurement and award of a contract for a Rate Study and Master Plan for all utilities.
- Conducted team member training on purchasing requisitions, budget, and general ledger tips and tricks.

Priority recommendations for 2022

- Assist with the completion of the Utility Master Plans and Rate Analysis. Planning is currently underway, and the estimated completion is February 2023.
- Finalize manuals on performing processes such as a budget adjustment, a purchasing requisition, or how to run reports in the financial software system.
- The Department will be gathering information needed for the statistical section of preparing a Comprehensive Annual Financial Report (CAFR).
- Assist in the Energy Audit for all Village locations for the Solar Feasibility Study.
- Develop skills within the Finance Department to by cross-training and succession planning.

CAPITAL PROJECTS

Highlighted accomplishments

- Continue to make progress on the completion of the FEMA Sewer Line Project. The restoration of the existing sewer line, lift station, and force mains are under construction. The final Hazard Mitigation Phase is designed and is currently out to bid and anticipated to start in June 2023.
- The design of the seven (7) FEMA bridges was awarded in 2021, and the design is scheduled for completion in April 2023. Procurement of construction of the bridges will go out for bid shortly after. Anticipated construction will begin in July 2023. The bridge structures should be completed by winter 2023.

Priority recommendations for 2022

- The Department needs to streamline and separate the Purchasing part from Capital Projects to specialize in procurements and allow all Village Departments to purchase goods and services more efficiently.
- Implement software to help monitor and report on Capital Projects from inception to completion.
- The Department will close out Phase II (Lift Stations and Force Mains) and Phase III (Hazard Mitigation) of the Sewer Line FEMA Project.
- Complete the engineering on the remaining FEMA Bridge Projects and procure the construction.

UTILITY BILLING

Highlighted accomplishments

- The Department assisted utility users to sign up for the Eye on Water Software. This software gives real-time meter reads to assist customers in identifying leaks.
- There are approximately 733 registered users out of approximately 7,900 utility accounts.
- The Department was contacting past due utility users with information on the State's Utility Grant Program.
- The Department also established the IVR (Interactive Voice Recognition) module to assist customers in paying utility bills over the phone. In addition, customers can view account and consumption amounts by registering with the software.

Priority recommendations for 2022

- The Department will be exploring how to become a One-Stop-Shop for connecting to our water system with a single application.

- The Department is currently reviewing delinquent accounts to determine a process and policy for decreasing the number of accounts and enforcing payment of liens.
- The Department will also be re-designing the appearance of the utility bill so that it is easier to read and identify each utility service, water, sewer, wastewater, and solid waste fee.

INFORMATION TECHNOLOGY

Highlighted accomplishments

- The Department assisted with relocating several departments from the Annex Building to the newly remodeled Village Hall.
- The Department also transitioned employees to work at home during the COVID-19 pandemic.
- The Department continues to monitor the progress of connecting Village locations to the Windstream fiber network.

Priority recommendations for 2022

- The Department is currently working on a scope of work to connect citizens' homes with reliable internet.
- The Department will evaluate the current phone system to determine if we need to switch to a new plan to decrease the amount and number of times the phones are out of service.
- The Department will evaluate Village public areas as potential public Wi-Fi access points.

CLERK

Highlighted accomplishments

In 2021 the Village Clerk's Department:

- Provided timely, thorough, and easy access to Village Council meeting agendas, staff reports, supporting documents, and minutes. Assisted and coordinated with other Departments in the drafting of ordinances and resolutions.
- Provided internal support to all departments and streamlined the agenda memo process to meet critical deadlines.
- Continued to make vital Village Council records available on the website for the public (including meeting agendas, staff reports, minutes, and executed resolutions and ordinances).
- Continued the coordination of updates to all ordinances.
- Tracked and coordinated all responses to Public Records Act requests for public documents.

- Ensured ongoing compliance with the Open Meetings Act.
- Provided training for the Novus Agenda platform.
- Responded promptly to the legislative and administrative needs of the Mayor, Village Council, and their constituents.
- Attended Election School for the 2022 Municipal Election.

Priority recommendations for 2022

In 2022, the highest priorities for the Clerk's Department are to:

- Effectively administer and coordinate the March 1, 2022, Municipal Election.
- Implement the Granicus video streaming platform.
- Construct a suitable location to store records, along with storage racks and a record tracking system.
- Expand the Laserfiche database platform.
- Coordinate staff training and development on current legal and legislative mandates.

HUMAN RESOURCES

Highlighted accomplishments

In 2021, the Human Resources Department was successful in accomplishing the following:

- The Employee Evaluation Process improved by setting annual goals for each employee by conducting quarterly evaluation check-ins.
- Implemented a Pay for Performance Plan for all employees to earn increases as they completed assigned goals and objectives to build capacity within Village departments.
- We implemented a Pay Plan and Step Plan for all general employees and police and fire employees as a retention strategy. This plan aligns us with industry standards and allows employees to advance on the scale upward for certifications, education, and relevant skills and laterally for years of service and experience.
- Succession plan implementation is ongoing for all departments to develop employees and plan for vacancies of critical positions.
- Currently, we are conducting a thorough review of the Personnel Policy with the Policy Review Committee to bring policies up to date. We need clear policies to guide us and strengthen the organization. The committee's focus is to craft policies that affect each Department positively and look at the best interest of the employees and the organization. This project will be completed in early 2022.
- We are working proactively to follow proper COVID protocols and guidelines to maintain a safe and healthy work environment.

Priority recommendations for 2022

In 2022, the Human Resources Department will focus on the following priorities for the Village:

- Re-energize our Health and Safety Program for employees by recruiting a Safety Officer to ensure that employees receive adequate Safety Training to mitigate on-the-job hazards and accidents and comply with local, state, and federal safety regulations.
- Recruit a temporary Compliance Officer to assist with all OSHA mandates related to the vaccine requirement and weekly COVID testing. We will continue to work with employees as a team as we navigate through the pandemic and follow the required procedures to keep all employees safe and healthy.
- Develop a formal Incentive Plan that will benefit our Village employees.
- Develop recruitment incentives for our Public Service Departments and other positions that are more difficult to fill due to required qualifications.
- We will partner with Directors on Department Planning and Projects to understand their staffing needs and timelines.
- We are improving the level of service in hiring and onboarding to get employees through the process more efficiently to assist the Village team.
- Implement in-house and online training resources for our employees to gain skills and build capacity within the Village.

COMMUNITY DEVELOPMENT

Highlighted accomplishments

The highest priority for 2021 has been the re-write of Chapter 54, which is the Land Use Section of the Village Code. The Village is currently under contract with Sites Southwest to create a code that works for our community and is compatible with the Comprehensive Plan.

Our code needed a complete overhaul to promote growth and protect private property rights.

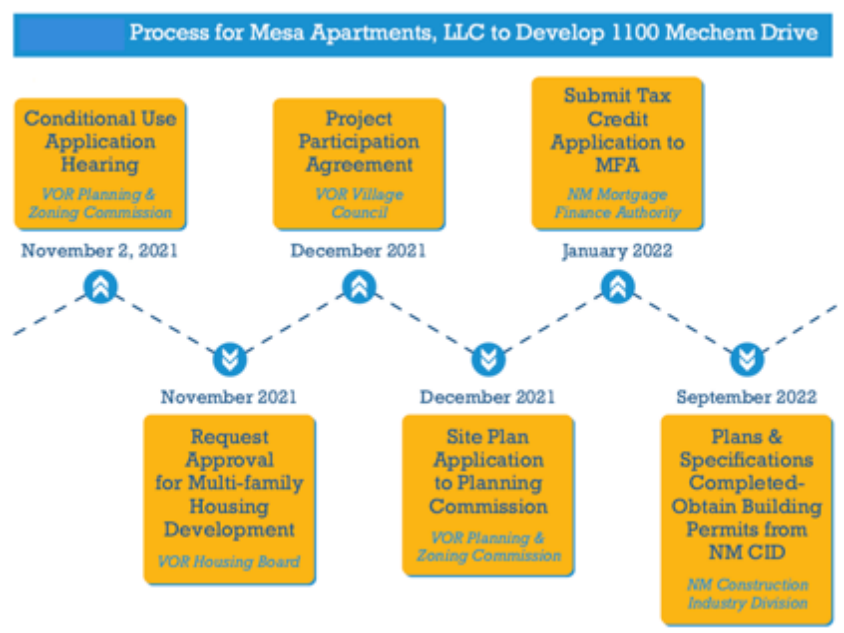
The re-write will enhance Economic Development, support multi-family housing, include new uses such as recreational cannabis, and help improve the quality of life for community members. Staff and Sites Southwest has been researching to develop unique solutions that will work well in our mountain Village. This goal is essential to encourage development and be more user-friendly.

The Department's second priority has been to create workforce housing.

The Village of Ruidoso is currently seeing extensive revitalization and development with the municipality. The Village and its departments focus on collaborating with existing and new

businesses in the development process with an economic development goal to foster economic growth and improve the quality of life through attracting and retaining business by providing resources to encourage tourism while supporting community revitalization. This goal is imperative to sustain future growth and provide for existing businesses; creating housing is imperative to provide a workforce to the local business owners. The Workforce Housing Board recommended that the Governing Body name Mesa Apartments, LLC as a Qualified Grantee develop Workforce Housing following the Village's Affordable Housing Ordinance and the New Mexico Affordable Housing Act. Below is a graphic depicting the steps taken to develop this property:

Progress will continue throughout 2022 to solidify this goal to meet the community's needs.



The Building Division made a vast advancement by having the additional capacity of another inspector for plumbing and mechanical. The Village of Ruidoso is one of a few communities that offers full service permitting and inspection of construction permits.



Priority recommendations for 2022

The highest priority for 2022 will be correcting physical addresses throughout the Village. Incorrect addresses have been a snowballing crisis for years. Correct E911 addresses are crucial for residents and Emergency Responders during times of urgency. Overcoming this challenge will need to be done precisely to avoid confusion and unintentional costs to our property owners.

In 2021, the Village transitioned Cityworks for issuing all permits across Village departments. The next step for this upcoming year is to develop and implement the customer-based portal. This portal will allow the public to apply for permits 100% online. The Department will strive to meet the public's expectations and priorities before going live with the software.

Another goal will be to contract with a new analytical provider that will be used to gain insight for our community. The information gained will leverage a competitive advantage over other tourism-based communities. We will be looking for a company that provides cell phone data and credit card data.

TEAM TOURISM

Team Tourism is a collective group composed of the Community Development Director, Parks and Recreation staff, Convention Center Manager, Tourism Director, Visitor Center Director, Ruidoso Midtown Association Director, and The Agency, our outside marketing and advertising agency.

In 2021, Team Tourism continued to market Ruidoso as a destination getaway while being cognizant that there was still living in this worldwide pandemic. As we had done since March of 2020, we worked closely with all Village Departments to ensure we had a cohesive message and that our marketing strategies aligned with Village goals and all New Mexico Public Health Orders. We continued campaigns across multiple mediums focused on COVID-safe practices and ways tourists could visit Ruidoso while staying safe. We continuously updated DiscoverRuidoso.com, all affiliated social media channels, and Ruidoso-NM.gov with current COVID-19 information important to tourists and locals alike. We shifted away from what had primarily been a brand awareness marketing strategy during the height of the pandemic and moved back to call-to-action campaigns. In doing this, we continued efforts to inform tourists on standard safety protocols, including mask mandates and guidelines. By the end of the calendar year – even with being nimble and shifting messaging as needed, Lodger's Tax revenue saw an increase of 28.48% over 2020.

In the early months of 2021, as COVID vaccines were beginning to be administered, Team Tourism changed the brand awareness campaign to a call-to-action campaign centered on a "Far Away – Close to Nature" message. As people were beginning to travel more, especially within the older population, this

message allowed Ruidoso to highlight various assets available to visitors, including outdoor activities we offer, from mountain



biking and hiking to deck-sitting. With Spring Break approaching, commercials aired focusing on what the community was doing to keep visitors safe while still having fun. We crafted two different versions of the commercials – one focusing on retail and one focusing on outdoor activities.

New Mexico Tourism Department Co-op Marketing Program

With summer approaching and Lodger's Tax numbers continuing to climb year over year, the Village saw increasing visitors in town every weekend. The marketing messages continued to focus on call-to-action ads encouraging visitors to come and enjoy the many COVID-safe activities that our Village has to offer. During this time, Team Tourism was able to apply for the New Mexico Tourism Department's Co-Op Marketing Program. We also received a substantial \$104,000 NM True CO-OP grant, allowing for expanded marketing efforts through our Fall and Winter media buying calendar.

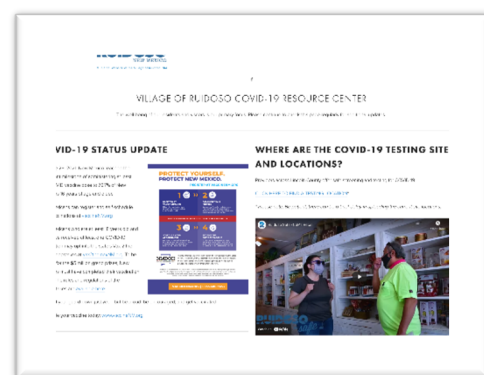
Participating in this program allows us to continue our advertising strategy while also adding additional buys to the program that we had been unable to make due to prohibitive costs. These buys include another out-of-home billboard/transit, programmatic digital display, crowdsourced photo, and video management, connected TV, and a video shoot that will provide us with a :30 commercial spot as well as b-roll and still footage.



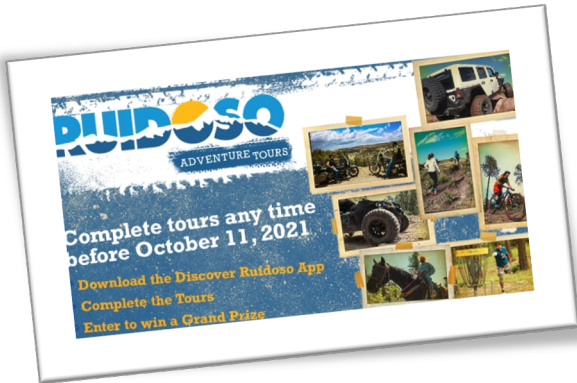
In the Fall and Winter, we continued to see an increase in our visitors, with many of our annual events coming back, along with new attractions like the Ruidoso Adventure Tours and the Wingfield Park Ice Skating Rink. With the lack of snow in the latter half of 2021, we highlighted other outdoor activities and events with Ruidoso Winter Park.

COVID-19 Information Dispersal

Team Tourism continued through 2021 to be the conduit of COVID-19 information from the Village to both residents and visitors. Utilizing the tourism and municipal websites, along with social media channels attached to each of those entities, we provided up-to-date information on everything from Public Health Orders to loan and grant opportunities for businesses to vaccination and testing information.



Ruidoso Adventure Tours



In conjunction with the VOR Parks & Recreation Department, Team Tourism developed and marketed the inaugural Ruidoso Adventure Tours (RAT). This series of seven outdoor tours were designed to take participants to various places throughout Lincoln County as they completed designated stops on each tour. Once they completed a tour, they earned an entry into the drawing for six (6) Grand Prizes.

Over the course of four months, we had 352 individuals complete a total of 859 tours (a person could complete more than one hour). Through social media advertising, we reached 452,010 with 1,258,802 overall impressions.

Because we used the Discover Ruidoso app to organize and record the RAT, the traffic on our app increased over 250% YOY (224,236 page views), and the total number of users increased 134% YOY (16,546 users). Overall, the event was a success, and we look forward to the 2022 Ruidoso Adventure Tours!

Highlighted accomplishments

Goals Achieved in 2021

GOAL #1:

Achieve a 20% Growth in Lodger's Tax Revenue

ACTUAL:

Team Tourism achieved a 28.48% YOY increase in Lodger's Tax revenue

GOAL #2:

Launch new events across the community to increase tourism dollars and economic growth

ACTUAL:

Successfully launched the Ruidoso Adventure Tours – a series of 8 tours designed to take participants throughout the county on a variety of “adventures” with the goal of earning an entry in the drawing for six Grand Prizes.

GOAL #3:

Apply for participation in the New Mexico Tourism Department Co-op Marketing Program.

ACTUAL:

Applied for and received \$104,000 in matching co-op funds for the 2021-22 Tourism Marketing Budget.

GOAL #4:

Utilize analytic tool to increase economic growth within the Village of Ruidoso.

ACTUAL:

There have been several Midtown businesses that have used the analytic tool to help further define their market segmentation and growth opportunities. We would like to continue to see more existing businesses and new businesses use this powerful tool to spur economic growth throughout the Village.

Priority recommendations for 2022**GOAL #1:**

Use the tourism marketing strategy to grow Lodger's Tax Revenue by 15% YOY.

GOAL #2:

Grow participation in the Ruidoso Adventure Tours by 30% over 2021 participation numbers.

GOAL #3:

Increase involvement in the New Mexico True Co-op Program.

GOAL #4:

Conduct qualitative and quantitative research to evaluate tourism in Ruidoso.

PUBLIC WORKS

The Public Works Department used staff to support each department during the flood event of July 6, 2021. The Village departments came together with local contractors to clean up 78 loads of debris out of the river and roadways in the Upper Canyon and for the McDaniel Bridge reconstruction. The Public Works Department also worked on snow removal and filling potholes throughout the Village roadways.

WATER DISTRIBUTION

Highlighted accomplishments

RJU Shop building

Wilson and Company have completed the Site Plan Realignment. White Sands Construction, Inc. has entered into a contract to construct the new building. Progress has been made with White Sands Construction, Inc. breaking ground and placing footings; the structure has been delivered on-site.

FEMA Sewer line projects

SAK Construction, LLC has completed the slip lining and maintenance hole rehab and is finalizing the punch list on the first phase of the Federal Emergency Management Agency (FEMA) sewer project, which is the rehabilitation of existing sewer lines and maintenance holes. Smith Constructors was awarded the second phase of the Federal Emergency Management Agency (FEMA) sewer project to install two (2) lift stations. The first lift station, which is the circle lift station, is nearing completion and the breaking ground of the Sleepy Hollow lift station is underway.

GO Bond and CDBG

The Village of Ruidoso has exceeded the mandated 200 sewer hook-ups. The Village of Ruidoso has received a Community Development Block Grant (CDBG) to extend new sewer, water lines, and streets to the Town and Country Subdivision. We leveraged additional dollars with GO Bond funding for water line replacement and General Hydronics Utilities, LLC was the contractor selected for construction. The project is nearing completion. Engineering has begun on the Water Sewer and Streets Project for the Pinecliff area; we are leveraging GO Bonds with CDBG grant funds for this project as well.

Priority recommendations for 2022

For 2022, Water Distribution/Sewer Collections Department's goals are to complete design and bid out the Water Sewer and Streets Project for the Pinecliff area; to complete and close out the CDBG project for Town and Country areas; and to update and replace the water infrastructure and serve residents with sewer while eliminating on-site systems. Funding for these projects comes from the \$750,000 CDBG and \$1.5 Million GO Bond. Additionally, our goal is to continue enforcing Village ordinances and connecting residents to sewers where available. This process allows for water and sewer to be made available for the future development of approximately 60

new homes. The Water Distribution/Sewer Collection Department will also complete the new RJU shop building.

STREETS

Highlighted accomplishments

- The Street Department has finished with the 20-21 MAP (Municipal Arterial Grant Program) Project on Carrizo Canyon Road and surrounding roads. Carrizo has been level coursed, chip sealed, and striped.
- The Street Department started on the 21-22 Map Project on Grindstone Canyon Road to continue Highway 48. The Street Department finished the drainage in this area.
- The Street Department did not receive funding from the State this year for the CO-OP (Cooperative Grant Program).
- The Street Department has received all their equipment ordered last year, two F-350 flatbeds with dumping capabilities and plows, one 1-Ton Chevy flatbed with plow, and a motor grader.
- The Street Department has fixed the roads at the end of Upper Canyon with millings.
- The Street Department is going to start working on drainage for Gavilan Canyon Road for the upcoming Cutler Project (roadway improvements to include pavement rehabilitation, roadway striping, utility cover adjustments, traffic control, construction observation and testing on Gavilan Canyon Road, Warrior Drive, and Paradise Canyon Road with a 1.5" mill, 1-1.5" remix of existing road, and with a 2" overlay using a heater scarify/process).
- When the weather warms, the Street Department will start paving Grindstone Canyon to complete the MAP Project by June and start the next series of projects. The Street Department will continue to fix street cuts and potholes.

Priority recommendations for 2022

The Street Department's highest priority is to finish the second phase of the Carrizo Canyon MAP Project, which is Grindstone Canyon and has a completion date of June of 2022. The Street Department will continue to work on customer service and strive to be as efficient as possible.

SOLID WASTE

Highlighted accomplishments

The Solid Waste Department provided a high level of service all year around and intends to continue to build up the department to continue servicing our wonderful community.

The Solid Waste Department purchased 396 dumpsters through HGAC governmental procurement, which will allow us to ensure that trash receptacles are safe and operative.

The Solid Waste Department completed the remodel of the shop building, all electrical for the lights, all new airlines to the latest piece of the building.

The department received the new service truck equipped with parts and tools. The additional equipment will support the staff by providing them with the tools needed to streamline their processes.

The Solid Waste Department renewed the agreement between the Village of Ruidoso and Lincoln County to utilize the Transfer Station, which brought in \$85,000.00 in annual revenue. This additional revenue stream will provide us with other resources to improve Solid Waste services.

Priority recommendations for 2022

The Solid Waste Department's priorities in 2022 will be the replacement of the container delivery truck and trailer to change out and repair trash cans more efficiently. This strategy supports our efforts to provide outstanding customer service by delivering quality trash cans to be serviced. The department will continue to order new dumpsters. Metal prices have increased, and the company is running behind on its deliveries.

The Solid Waste Department will be going out for RFP for the Master Plan and Rate study in 2022. This plan will assist us in analyzing our core operating strategies as it pertains to our debt, revenue, and services offered.

WATER RESOURCE

Highlighted accomplishments

In 2021, the Water Resource Department completed the American Water Infrastructure (AWIA) Risk and Resiliency Assessment and the Emergency Response Plan. These documents combined will provide a framework for the Village Water Utility to economically address investment in disaster mitigation techniques and more proactively respond to disasters.

This program focused on the water utility because of EPA requirements to complete water utility upgrades. The Village will complete the process for sewer collections and the Regional Wastewater Treatment Plant in the upcoming year. Additionally, the Asset Management Plan was completed. An Asset Management Program is a strategic business process that enables more efficient and effective management of assets. This program will guide the utilities to

maintain a better inventory of assets, their conditions, maintenance schedule, and criticality to system operations. Having this assessment will guide the scheduling of maintenance of support, which will reduce unplanned utility shutdowns due to failures and will aid in reducing the number of system leaks.

The department also led the effort to start a comprehensive Master Planning and Rate Analysis for the Utility Enterprise Funds (Water, Sewer Collections, Wastewater Treatment, and Solid Waste). The Village completed the procurement process and has entered into agreements with two firms to complete the work. We anticipate that the Master Planning effort will occur over 2022, and the rate analysis will occur in early 2023.

Priority recommendations for 2022

In 2022, the Water Resource Department should continue working with consultants to complete the Master Planning Process and begin the Rate Analysis. The Department should continue working on Water Conservation in the system and have the entire distribution system tested for leaks by a third-party company. We need to advance the Asset Management Program. The digital asset database needs to be upgraded to use the ESRI's Utility Network to accomplish this priority. This software system will improve operations and provide a graphical way to portray water shutdowns to citizens.

WATER PRODUCTION

Highlighted accomplishments

Increasing production from Eagle Creek continues to be a top priority as the Apple Orchard Well was completed in 2021, and another Well Restoration Project started.

This project will restore the Brown and Fault Wells and was partially funded through a grant from the Water Trust Board of \$501,750.00. Furthermore, the construction of the Alto Crest Treatment Plant Improvements Project has continued and is scheduled for completion in 2022. Water from Eagle Creek treated at the Alto Crest Water Treatment Plant supplies approximately 60-70% of the Village's drinking water supply.

Priority recommendations for 2022

Continuing to increase production from Eagle Creek is a top priority for Water Production. The Brown and Fault Wells Rehabilitation Project is scheduled for completion in 2022, and the third phase of Eagle Creek Well Improvements (Alto Wells 3 & 4) will start later in the year. Furthermore, the Upper Canyon Surface Diversion will be rehabilitated to improve the efficiency

of the water diversion and improve operations. The Upper Canyon Surface Diversion brings water from the Rio Ruidoso to the Grindstone Reservoir. Another top priority for Water Production is the completion of the Grindstone and Alto Dam Projects. The Grindstone Dam Cleaning Project was awarded to a contractor and completed in 2022. The Grindstone Dam outlet structure and conduit inspection started in 2021 and was finalized in 2022. Finally, the division should continue updating the Distribution System Sampling Plan to keep the drinking water system compliant with monitoring requirements proactively.

REGIONAL WASTEWATER TREATMENT

Highlighted accomplishments

In 2021, the RWWTP was evaluated for potential solar panel installation to mitigate a portion of utility bills at the plant. Staff and consultants developed the most strategic solar installation based on property availability and will apply for grant/loan funding through the Clean Water State Revolving Fund.

Regular filter cleaning has continued in the Spring and Fall, with four basins cleaned in 2021. In 2021 there were no discharge violations for wastewater effluent.

The facility became fully staffed with full-time operators. We are continuously searching to fill one vacancy for Water Maintenance Tech that will work at both the Regional Wastewater Treatment Plant and Water Department.

Priority recommendations for 2022

In 2022, the division should continue the Solar Project at the plant and apply for grant/loan funding. A new NPDES permit will be applied for and issued by EPA to Wastewater Plant for the next five-year cycle. Additionally, the fine screens at the entrance works will need replacing to help protect and aid in the longevity of the filters and other equipment in the treatment plant.

WATERSHED

Highlighted accomplishments

The Village has continued efforts to expand the Watershed Program. In 2021 the Village partnered with the Lincoln National Forest to secure a Joint Chiefs' grant to implement watershed projects on the Village of Ruidoso and Lincoln National Forest Land. The portion of the project on Village-owned land will be performed in early 2022.

The Village started construction on the Horton Complex, including the Stormwater Management of the building and parking lots, with a completion date set for the end of 2022. Furthermore,

the Village has begun designs for Stormwater Management around the newly remodeled Village Hall and will construct the project in 2022.

We have progressed on the Watershed Based Planning effort with the New Mexico Environmental Department (NMED), which will outline steps the region and implement to reduce impairments to streams in the Ruidoso area. Furthermore, the Department has been working with NMED to update the Source Water Protection Plan to protect the Village's water sources from contamination.

Priority recommendations for 2022

The Village will continue construction for the Horton Complex and Village Hall stormwater improvements. Upon completing the Wingfield Master Plan, the next step will be to complete designs and construction on the Stormwater Projects proposed at Wingfield Park.

The Village should continue to secure funding for implementing other Watershed Projects, including the projects for Hazard Mitigation and Fish Habitat along Robin Road. The Village should continue partnering with NMED on the Watershed-Based Plan and Source Water Protection Plan to open opportunities for additional funding sources.

PARKS AND RECREATION

Highlighted accomplishments

In 2021, The Ruidoso Parks and Recreation Department reimagined and created programs and events striving to provide an economic impact to the region. Some of the new and exciting opportunities were the First Annual Indigenous day, Ruidoso Adventure Tours, Christmas Drone Show, Wingfield Market and Music Series, and C10 Truck Show. Popular community events were brought back and improved to diversify what Ruidoso has to offer to locals and tourists such as Christmas in the Park, the Trail of Lights, Wingfield Park Haunted Walk thru, Midtown Halloween, Pumpkin Roll, Coffin Race, and operating Ruidoso Little League Soccer and Basketball for the first time. A last-minute opportunity in 2021 to secure an ice rink rental was presented to and approved by the Lodgers Tax Committee which brought more holiday fun to Wingfield Park.

Ruidoso's outdoor recreation assets were key in 2021 by providing locals and visitors an added opportunity to enjoy outdoor recreation. The Wibit, expansion of the Ruidoso Winter Park to include summer tubing, the addition of fishing docks, completion of the Beach at Grindstone, purchasing the Alto property for the future development of a Kid's Pond, continuation of the popular rainbow trout stocking program all contributed to attracting visitors and improving their experiences in Ruidoso.

To continue the pursuit of first-class outdoor recreation, several conceptual plans for Moon Mountain, Eagle Creek Sports Complex and Alto Lake were completed. Master planning for Grindstone Reservoir and Recreation Area were undertaken along with the White Mountain Recreation Complex and Wingfield Park. The Eagle Creek Conceptual Plan has led to development of a Mountain Coaster, the first in New Mexico, that will open Memorial Day Weekend 2022. An official designation with the New Mexico Department of Game and Fish for a Kids Pond at Alto Lake was also achieved which will provide families with a fun and educational fishing experience in Ruidoso. The Kids Pond includes an outdoor recreation concessionaire, boat dock to support kayak rentals, and a pedestrian bridge that provides a safe crossing of Eagle Creek. A Feasibility Study of first-class recreation opportunities on Moon Mountain will also be completed in the next few months, which will continue to allow Ruidoso to compete as a leader in outdoor recreation in the State.

Several Infrastructure projects were implemented and managed through the year including the replacement of Midtown sidewalks, the addition of new benches, and the planning of new light poles and speaker project in Midtown. Coordination with the Ruidoso Midtown Association will be key for providing a comprehensive and consistent Wayfinding Plan directing visitors to key outdoor recreation and infrastructure assets in the area.

Ruidoso's Outdoor Recreation Opportunities.

Planning, diversification, and construction. The Parks Department is set to meet these challenges in 2022 and beyond by seeking Grants and Local Funding for implementation of projects based upon recently completed Master Plans.

A zipline and summer tubing were added to the Eagle Creek Sports Complex which complemented the return of youth and adult softball/baseball tournaments. Other outdoor sporting events returned such as the 32nd Annual State Disc Golf Tournament in August which attracted approximately 200 players to the Grindstone Course, a top-rated course in New Mexico, and the 12 Hours in the Wild West Bike Race returned to the Grindstone Trails as well as the Ruidoso Marathon.

The department will work and coordinate with community businesses and organizations such as the Ruidoso Midtown Association, Ruidoso Convention Center, Chamber of Commerce, and local businesses to continue to develop partnerships that benefit and improve outdoor recreation. Expansion of the Ruidoso Winter Park, improvements to the Grindstone Water Park, rentals and concessions, improvements to disc golf courses, development of the Alto Kids Pond, community music series, continuation of the Ruidoso Adventure Tours, attraction of new sporting events

and tournaments, purchasing a mobile stage that can provide a “turnkey” setup for events, implementation of a comprehensive wayfinding plan that will inform and educate visitors on what our area has to offer are just some of the many tasks the Department will take on in 2022/23 to meet our goals.

Priority recommendations for 2022

Priorities include planning, diversification, and constructing Ruidoso's outdoor recreation opportunities. The Parks Department will meet these challenges in 2022 and beyond by seeking grants and local funding to implement recently completed Master Plan Projects.

The department will work and coordinate with community businesses and organizations such as the Ruidoso Midtown Association, Ruidoso Convention Center, Ruidoso Valley Chamber of Commerce, and other local businesses to continue to develop partnerships that benefit and improve outdoor recreation. Outdoor infrastructure goals include expanding the Ruidoso Winter Park, improvements to the Grindstone Water Park, rentals and concessions, improvements to disc golf courses, and the Alto Kids Pond development.

Activity goals include:

- The Community Music Series,
- A continuation of the Ruidoso Adventure Tours,
- The attraction of new sporting events and tournaments,
- The purchase of a mobile stage providing for a "turnkey" setup.

We are also focused on implementing a Comprehensive Wayfinding Plan that will inform and educate visitors on what our area has to offer are just some of the many tasks the Department will take on in 2022/23 to meet the Parks and Recreation Department goals.

Outdoor Recreation and Tourism would benefit from outdoor infrastructure improvements to areas such as Alto and Grindstone Lake, Wingfield Park, Eagle Creek Sports Complex, and Moon Mountain. Improvements to these areas include the opening of the Alto Kids Pond, continuation of the supplemental trout stocking program in both Alto and Grindstone Lakes, the construction of trails at Moon Mountain, the rehabilitation of the Links Walking Trail, and the completion of the Mountain Coaster at the Eagle Creek Sports Complex.

Planning priorities that benefit Outdoor Tourism should include the completion of a Moon Mountain Feasibility Study, a Trails Master Plan, Ruidoso River Master Plan as well as the completion and implementation of an Outdoor Recreation Wayfinding Plan.

Partnering with organizations and community partners, led by Team Tourism, will improve community events, local entertainment options, and outdoor events which will enhance the stay of those seeking the outdoor adventure that Ruidoso offers. We will strive to provide an

authentic, extraordinary, and high-quality experience that draws repeat visits to our community.

COMMUNITY CENTER

Highlighted accomplishments

2021 proved to be a productive year for the local Ruidoso Community Center. The Center experienced massive success in reintegrating programming and meals once the Emergency Public Health Order COVID-19 restrictions were lifted. Many instructors returned to offer their classes at the center with a few more additions, including another day for breakfast. The staff was able to schedule community classes much more efficiently.

The Retired and Senior Volunteer Program had many volunteer stations closed due to the pandemic. However, most stations have since re-opened with an addition of two more, therefore making performance measure goals more achievable. The center also successfully received grant funding to give volunteers mileage reimbursement opportunities. This funding has been an exemplary program implementation since gas prices have spiked. The Retired and Senior Volunteer Program (RSVP) recognizes senior volunteers that support many non-profit organizations. RSVP volunteers produced \$460,000 worth of volunteer hours to the local economy while assisting with improving lives, helping to build strong social interaction, volunteerism, and civic pride.

The local Transportation System, Z-Trans, has since re-opened, offering transportation services for the local community. Z-Trans first initiated free rides for those needing transportation to benefit the many people who lost employment due to the pandemic.

Over 50-years-old, the Ruidoso Community Center was an old building and needed many renovations. The Community Center staff obtained grants through the New Mexico Aging & Long-Term Services Capital Outlay Department to restore the building to optimal standards. Some of the grant applications that were applied for and received were as follows:

Rooftop Replacement: \$175,000

Lobby Tile Replacement: \$12,800

Dining Room Tile Replacement: \$19,777

HVAC Addition: \$49,200

In addition to the grants obtained through the NM Aging & Long-Term Services Department, the Village of Ruidoso has supplemented the Community Center with funding. The funding enhanced the building by adding sidewalks around the center (\$6,600) and stucco repair, paint, and gutter additions (\$59,986).

Priority recommendations for 2022

The goals that the Ruidoso Community Center seeks to achieve in 2022 are the installation of insulation, ceiling tiles, and upgraded LED lighting within the Center with the grant funding received from the New Mexico Aging & Long-Term Services Department (NMALTSB). The Community Center also plans to utilize NMALTSB grant funding received to replace much of the exercise equipment available that the public uses free of charge.

Grant appropriations received in the amount of \$16,521 will be utilized in 2022 to upgrade existing equipment to attract more users. Programming is continuously sought after to fill in any time slots available each day. Understanding the community priorities helps us implement programs and services our local citizens want while promoting active and healthy lifestyles.

The Community Center provides a meeting place, increasing community involvement showcasing recent improvements while revitalizing the community's social interaction. The center will function as a convenient place for people to focus on their fitness goals and improve the health and wellbeing of the community. Many volunteers and program participants travel from neighboring states, living in Ruidoso seasonally while contributing to the economy.

CONVENTION CENTER

Highlighted accomplishments

The Ruidoso Convention Center saw a significant return to operations during 2021. As COVID-19 related health order restrictions on large gatherings changed, staff and events returned to the facility. Renewed efforts are now underway, in conjunction with the sales staff at the MCM Elegante, to attract large groups and events that not only provide an economic benefit but contribute to the quality of life. With the new Convention Center Manager's hiring in November of 2021, there are also recent efforts to better connect the Convention Center activities with those of the Parks and Recreation Department and Team Tourism. The goal is to expand the variety of events held at the facility to reflect the changing interests of both visitors to Ruidoso and its full-time citizens.

Looking forward to 2022, the staff at the Convention Center will continue to work towards booking the facility's calendar with larger groups from outside the area while also filling in traditionally slower times with cultural and artistic events.

Priority recommendations for 2022

In 2022, the staff at the Convention Center will work in conjunction with the new Tourism Director and Team Tourism to market the Convention Center as a premium destination for state and regional conferences and trade shows. Changes will also include integrating a new booking software, an aggressive increase in digital marketing, Ruidoso making a physical presence at trade shows, and close collaboration with other VOR departments, specifically Parks and Recreation.

KRUI 1490 THE MOUNTAIN

Highlighted accomplishments

In 2021, KRUI-1490 AM solidified its programming schedule and officially moved into its permanent location adjacent to the Wingfield House. Weekly local programming expanded to include *Mondays with the Mayor*, the Parks and Recreation *Weekend Preview*, *Chamber Chat*, *Let's Talk Music*, *George Troutman's Fishing Reports*, and the weekly *Ruidoso Roundup*. The station has also produced dozens of Public Service Announcements and has emerged as the primary source for updated information related to the Village of Ruidoso projects and programs. The work and successes of 2021 have firmly established the foundations for operating KRUI-1490 and set the station up for significant growth in 2022. Plans for 2022 include exploring the possibility of adding the station to the FM frequency through the installation of a translator, expansion of existing programming and addition of more live feeds, and closer coordination with other Village of Ruidoso departments, local non-profits, and businesses.

Priority recommendations for 2022

KRUI-1490 will prioritize growth in 2022 on multiple fronts. First, the staff will work closely with other departments to increase the station's status as the primary source of timely information regarding Emergency Service and Village of Ruidoso service information. Secondly, staff will improve both the quantity and quality of programming, including new live segments. Staff will also prioritize the installation of an FM-translator, which will significantly increase the radio station's ability to reach both locals and visitors with pertinent and timely information.

WINGFIELD HOUSE

Highlighted accomplishments

Following the Village of Ruidoso's acquisition of the Wingfield House property in 2021, work began restoring the home's exterior and interior to a state in line with its historic appearance. An ad-hoc steering committee was formed in 2021, composed of members of the Wingfield family and other local stakeholders. A new manager for the museum joined the Village team in November of 2021. Moving forward into 2022, the steering committee and manager will create an operational plan for the facility based on the newly defined mission statement and strategic planning goals. In January 2022, staff and the steering committee had completed a draft vision and mission statement for the Wingfield House Heritage Center.

Priority recommendations for 2022

In 2022, the primary priority for the Wingfield House will be to establish an operational plan and develop an annual programming and operation budget. Once the foundational elements are finalized, emphasis will change on designing and installing exhibits and opening the facility to the public. Staff anticipates that the facility will be ready to open to the public by the Fall of 2022.

PUBLIC LIBRARY

Highlighted accomplishments

In 2021, the Ruidoso Public Library successfully provided curbside service along with virtual and hybrid programming. The library was also successful in developing and executing a plan for re-opening the library to the community. To better serve the community, the library began expanding staff training and updating the facilities with repurposed space and new public computers and printing software.

Priority recommendations for 2022

The top priority for 2022 is to provide the best possible service to the community by expanding the outreach and adult and youth services programming. The library will seek funding to replace the heating and cooling system and the carpet and vinyl flooring in youth services area.

The library will continue updating the facilities and developing its collections and resources. The library will also strive to provide rich, cultural, educational, and recreational programming through collaborative work with the Village, county, and state entities.

POLICE

Highlighted accomplishments

The Ruidoso Police Department went through an administration change in 2021. In February 2021, Darren Hooker announced his retirement after 20 years of honorable service.

Immediately following the announcement, the Village of Ruidoso began a nationwide search for a Chief of Police. The announcement attracted 41 applicants from across the United States, with two candidates from within the Department. On April 1, 2021, Gary Gold was appointed Interim Chief of Police and ran the Department while the Village selected a permanent Chief of Police. After an extensive interview process, a 14-year veteran of the Ruidoso Police Department, Lawrence T. Chavez, was chosen as the permanent Chief of Police.

2021 was a hectic year for the Ruidoso Police Department. In 2021, numerous violent crimes were investigated, and more property crimes occurred. The calls for service were down from 9,663 to 9,453. The decreased number of calls for service can be attributed to the pandemic shutdowns. The Consolidated Dispatch Center was busier in 2021 than in 2020 with calls increasing from 18,496 to 19,947. That includes all emergency and non-emergency calls for the City of Ruidoso Downs and the Village of Ruidoso.

With the nationwide police reforms in 2021, our department had several training events to comply with new recommended standards. The department implemented a mental health initiative to provide the participants with crisis intervention techniques, giving officers tools to handle mental health issues in a fashion that has a proven record of resulting in peaceful resolutions. With the new policy reforms, a few officers chose to quit the profession and seek alternative employment methods, and with that, training and recruiting have been a challenge.

The first-ever Ruidoso Police Department Citizens Academy provided a collaborative effort to engage the community. Ten (10) participants graduated from the course. The Community Engagement Strategy has taken off, and there is positive energy between the community and the police department that has not existed for many years.

Priority recommendations for 2022

To continue engaging with the community, forming a partnership with community stakeholders, and enacting the community policing concept. We are completing the revamp of all police department policies. Our focus is on creating a sound Internal Affairs Division and achieving accreditation through the New Mexico Municipal League.

FIRE

Highlighted accomplishments

Our fire department had a very busy year in 2021. There has been an increase in call volume from 1,727 in 2020 to 1,899 in 2021. The increase includes structure fires, wildland, medical, rescue and mutual aide response in the county, Ruidoso Downs, and Mescalero.

The department adopted and implemented the 2015 Fire Code into the Village of Ruidoso Ordinance and Codes (Fire Prevention and Education).

New Type 3 Fire Apparatus has been ordered and will arrive mid-2022, which will ensure a safe and rapid response to all emergencies for the Village of Ruidoso.

The Ruidoso Fire Department and the Sierra Blanca Regional Airport have merged for a more effective and productive operation.

Recruitment and Retention was established for Fire Department employees with a new pay plan, which was approved by Council.

Throughout 2021, the Ruidoso Fire Department maintained Insurance Services Office (ISO) rating of #2. This rating reflects how the Village of Ruidoso and Ruidoso Fire Department respond to emergencies while reducing the risks to the community. This rating is vital to public and emergency responder safety. The ISO ratings will also affect the cost of home insurance premiums in a community.

Priority recommendations for 2022

Implement a Community Risk Reduction Plan/Program.

For 2022 Goals, the Ruidoso Fire Department will work hard towards building on the goals of Community Risk Reduction Plan Development, a process to identify and prioritize local risks, followed by the integrated and strategic investment of resources to reduce their occurrence and impact. In other words, it is a process to help communities find out what their risks are and develop a plan to reduce the dangers viewed as a high priority. The steps involved in the CRR are conducting a Community Risk Assessment (CRA), forming a CRR Plan, implementing the plan, and evaluating the plan.

The CRA is a comprehensive evaluation that identifies, prioritizes, and defines the risks that pertain to the overall community. It is a critical first step in the CRR process and fully understands the community's unique risks, capabilities, and characteristics.

EMERGENCY MANAGEMENT

Highlighted accomplishments

The Emergency Management Department played a crucial role in the pandemic reporting, updating, and making recommendations for the COVID-19 response. The department worked with local, county, and state officials to evaluate the ever-changing situation and provide necessary feedback and direction for the pandemic response. We have worked with NMDOH and Curative to provide COVID-19 test sites throughout the county.

The department finalized the grant agreement with NMDHSEM for the 2019 snowstorm reimbursement. The Emergency Manager and Fire Chief evaluated the Emergency Siren System and will begin a replacement program for old sirens.

The Emergency Manager trained the new Airport Manager and Fire Department staff on airport operations.

Priority recommendations for 2022

In 2022, Emergency Management will continue to work with Village staff and the community to ensure residents and visitors are signed up to receive notifications and understand what to do in the event of an emergency. The Emergency Manager will also continue to provide links to the public to ensure they have access to emergency resources and fire safety items on social media, radio broadcasting, and emergency notification systems, which builds redundancy and reliability in the community. The department will re-evaluate evacuation routes and new signage for the routes. The Emergency Management Department, along with the Village, county, and other municipal entities, will update the Multi-Jurisdictional Hazard Mitigation Plans for the Village of Ruidoso and Lincoln County. This process will include a series of public meetings for input and suggestions.

SIERRA BLANCA REGIONAL AIRPORT (SBRA)

Highlighted accomplishments

Accomplishments for 2021 include completing and passing the FAA Part 139 Inspection Certification for the Sierra Blanca Regional Airport. Sierra Blanca Regional Airport successfully serviced 4,334 flight operations and averaged one (1) medical flight per day. The total fuel sales for the year 2021 reached 178,782 Gallons. The Village of Ruidoso and Armstrong Consultants started the PER and design on the Reconstruction Project of Runway 12/30 and Taxiway B. The department also updated, and the Governing Body approved, the MOU between the Bureau of Land Management and the Village. The Ruidoso Fire Department transitioned to taking over the

Airport operations in July of 2021. The Department worked with BLM on the easement for the water line on the airport property.

Priority recommendations for 2022

In 2022, SBRA, with the assistance of Armstrong Consulting, will complete the PER and design of Runway 12/30 and Taxiway B and begin the Reconstruction Project in mid-2022. The department will conduct and obtain the approval of the updated Emergency Action Plan for SBRA from the FAA. The intent is to work with the NM State Aviation Division on securing funds for new hangars, equipment needed for SBRA, obtain funding for restriping of Taxiway A, crack sealing on the apron, and tie-down areas.

FORESTRY

Highlighted accomplishments

The Village of Ruidoso is one of few communities with a Forestry Department. The Village of Ruidoso is ranked #1 for the possibility of a catastrophic forest fire. The Forestry Department thinned 136 acres of Village-owned property, certified 824 private properties as compliant with the 42-80 ordinance, removed 194 hazard trees, analyzed 31 new house construction projects to meet Firewise Standards, and thinned 18 Village Rights of Ways. The State of NM granted a \$300,000 grant to thin the trees on the Airport property. The 25-acre Ballpark Fire highlighted the benefits of treating the forest fuels to mitigate wildfire's threat and control.

Priority recommendations for 2022

Priorities for the Forestry Department for 2021 include thinning at least 60 acres of Village-owned property (45 acres adjacent to Fire Station #1 and 15 acres adjacent to the Ballpark Fire) to bring them back into compliance and certifying approximately 900 properties in the selected implementation area. Property owners must remove reported hazard trees and thinning Village rights-of-ways that do not meet 42-80 standards. The layout and preparation of the Airport Thinning Project will also be a high priority.

New Mexico 2021 Legislative Session Priorities

New Mexico Legislature – 2021

2021 Legislative Capital Outlay – The 2021 Legislative Capital Outlay listing of funded projects for Ruidoso Village is below. The CIP projects received the final Governor's approval on April 9, 2021.

- Bridge Replacement projects - \$200,000 – Grant Agreement executed.

- Sewer System Improvements - \$1,563,000 – Grant Agreement executed.
- Wingfield House Museum Construction- \$750,000 – Grant agreement executed.
- Junior Bill - Village Hall Improvements - \$115,000 – Grant agreement executed

New Mexico 2022 Legislative Session Priorities

Legislative Capital Outlay Requests:

As approved by the Council in the ICIP, the Village has submitted a total of seven (7) 2022 Capital Outlay request forms for project funding consideration. The list of projects include:

- Workforce Housing (\$5,000,000)
- Broadband Fiber Connectivity (\$7,000,000)
- E-911/Consolidated Dispatch (\$3,500,000)
- Water, Wastewater, and Roadway Improvements (\$6,000,000)
- Outdoor Recreation Infrastructure Development (\$5,000,000)
- Sewer Infrastructure Construction Improvements (\$12,000,000)
- Bridge Replacement Construction (\$2,000,000)

In 2021 we learned how the pandemic saga could twist and turn, but we all share the desire to continue to prosper and grow. Together we can work towards a brighter future that will help us achieve our goals in 2022 that will not only impact the current residents but will impact generations to come.

Thank you!

Lynn D. Crawford

Mayor of the Village of Ruidoso