Provide All Customers with Quality Service

Mission Statement

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

Goals Objectives Strategies 2016

GOAL: Improving Infrastructure including IT and Parks

OBJECTIVE: Implementation of CIP & ICIP

Improve efficiency of IT network/infrastructure

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

GOAL: Effective Management of Water Rights

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

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

GOAL: Planning for our future

OBJECTIVE: Update comprehensive plan

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

Smarter Goals

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

A Plan is only good as those who see it through
Goals Objectives Strategies 2016

GOAL: Develop an asset management system
OBJECTIVE: Regionalization, life cycle costs, integrate into budget and ICIP cycle and planning
STRATEGY: Working with consultants in concert with each department; GIS and mapping

GOAL: Protect VOR from catastrophic fire
OBJECTIVE: Manage fuel on public/private land
STRATEGY: Systematic maintenance of VOR and surrounding fuels overtime

GOAL: Renovation of public facilities that will last 50 years
OBJECTIVE: Centralization and improved public services
STRATEGY: Planning, automation and financial backing

GOAL: Improving services through development of equitable partnerships
OBJECTIVE: Diversify and increase activities
STRATEGY: Planning and implementation

GOAL: Prepare a CAFR (Comprehensive Annual Financial Report)
OBJECTIVE: Provides a 10 year financial history of VOR success
STRATEGY: Compile the information and generate report

GOAL: Performance Based Compensation Plan
OBJECTIVE: To create a fair and equitable process to compare job description with work duties and is results oriented
STRATEGY: Get a small diverse group of directors that will help build a system for all employees without creating an administrative burden.

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

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

### Strengths - Internal
- Things that are good and can be used as leverage
- Leadership - Manager/Mayor/Governing Body
- Quality Personnel
- Eclectic mix of people
- Financial stability
- Relationships between Departments
- Increased focus on customer service
- Resourcefulness, creativity and ability to solve problems under pressure
- Diversity of ideas, creative thinking and strong work ethic
- Collaboration amongst Departments
- Recreation services
- Customer services -

### Strengths - External
- Factors of the environment in which impacts the VOR
- Sense of Community
- Improved relationship with community
- Transparency
- Public education
- Disseminating Information
- Inter-agency relationships
- Commitment to Planning and Economic Development
- Collaboration with other organizations and agencies
- Natural beauty – attracts tourists

### Weaknesses - Internal
- Things that are not beneficial - absence of important skills
- Staff vacancies
- Merit-based evaluation system
- Empowering employees
- Succession planning
- Managing employees with progressive discipline
- Performance based compensation plan
- Technology – broadband – connectivity

### Weaknesses - External
- Factors that negatively impact progress
- Ability to recruit and hire competent employees
- High cost of living
- Lack of affordable housing
- Communicating priorities to the community
- Nonsense Law suites
- Community expectations
- Resistance to change
- Code Enforcement

### Opportunities
- Things that are good investments in the future
- Employee ideas and suggestions – imaginative
- Commitment to Economic Development
- G O Bond funding
- Marketing as a place to live and work
- Mainstreet program – Arts & Culture District
- Partnership with ENMU, FS, Chamber, CORD, LC
- Operate like a business

### Threats
- Things that negatively impact the future and progress
- The 10%ers that work hard at not working hard
- Attitude of “No Change”
- Constant – broken pipes and infrastructure
- Too many free services Village/County/Schools
- Businesses struggling
- Need to diversify economic drivers

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