



Living in Nature's Playground

# **Our Past and Present Future Report of Progress**

**2014**

*January 30, 2015*

**Provided to the Ruidoso Village Council on February 10, 2015**

*Prepared by the Village Manager, Debi Lee  
with participation from the  
Deputy Manager and Department Directors*

*Steady and Sustainable – Together we will make a Difference*



# Report of Progress

January 27, 2015

Mayor Battin and Village Council:

Developing and overseeing the implementation of our strategic plan is extremely important to the Village as we deliver services to our community. Creative leadership grows out of plans that are thoughtful, collaborative and visionary. Through this planning effort, our Department Directors work in the overall best interest of you and the citizens of our community to make a difference in the services we deliver. It is imperative that we identify challenges, set realistic goals and reflect on our progress.

This report is presented in an effort to identify and celebrate accomplishments and success over the past years representing a positive future for Ruidoso. Specifically, we identified the need to continue and advance overall community sustainability, which involves a balance of economic, social, environmental, physical and cultural factors. Leadership from Council along with citizen input has been crucial to our planning and implementation of strategic directions driven by specific goals. Effective leadership engaged by our Department Directors and employees are contributing factors to the progress made.

As we reflect on the previous years, we find that Village Departments are committed to our vision, collective values and community resulting in a positive future for our citizens. This report will clearly demonstrate progress made where priority goals and initiatives are in progress or have been successfully completed. This success strengthens our Ruidoso community with an active, culturally rich, safe environment in which to live, work and play. This success is a result of progressive and competent leaders responsible for municipal operation.

By collectively advancing clear priorities, the Village of Ruidoso will continue to move forward. Together, we will create a sustainable and bright future.

*Let's take time to celebrate our Success!*

*Debi Lee*

Debi Lee  
Village Manager  
Village of Ruidoso

Success is the result of preparation, hard work and learning from failure.

## Village of Ruidoso Vision Statement

### *"Living in Nature's Playground"*

The Village Council along with Department Directors embrace the Village of Ruidoso vision statement. To be successful in keeping this vision in motion, it is essential to support and ensure the following:

- A financially sustainable municipality
- A naturally beautiful and economically tourist based community
- A more vibrant place to live and work by celebrating our unique heritage, small-town charm and natural amenities.
- More balance by achieving innovative economic development while sustaining our ecological, human, economic and social resources.
- More engaged communications with local entities, citizens, business and visitors; working collaboratively, thus allowing everyone to enjoy a sense of place and quality of life living in nature's playground.

## Village of Ruidoso Department Mission

The Village of Ruidoso will provide responsible government services which are professional and fiscally sound, achieved in collaboration with its citizens to create a high quality of life for current and future generations. We will foster sustainable economic diversity that encourages year-round populations, enhances community identity by preserving historical and cultural assets. We will promote a healthy and safe environment, maintain a healthy ecosystem and provide sustainable growth with redevelopment that allows for a variety of living and educational opportunities for all citizens

## Department Values

**Values** are the foundation that define the character of our organization and will surface in times of challenge and diversity as well as support the action behind our ability to successfully accomplish our goals. Below represents the collective set of VALUES from all Department Directors and Supervisors that participated in our strategic planning process. These Values will govern the decision making process internally, reflect our work ethic and demonstrate the character of our organization.

## COLLECTIVE Values

Accomplishment, Challenge, Commitment, Compassion, Creativity, Credibility, Dependability, Determination, **Dignity, Discipline**, Diversity, **Good Work Ethic, Effective Leadership**, Multi-tasked, Efficiency, Enthusiasm, Excellence, Experience, **Fairness, Faith**, Friendliness, Harmony, Health, Helpfulness, **Honesty**, Humor, Imagination, **Integrity**, Intelligence, Kindness, Knowledge, **Love, Loyalty, Making a Difference**, Motivation, Open-mindedness, **Passion**, Perseverance, Persistence, **Professionalism, Public**

## How has your Department Changed in the last five years?

(Comments of the Directors as a Group)

### **INTERNALLY:**

- Employee attitude has improved-Camaraderie/unity is present
- Accountability has improved effectiveness and provided results
- An focus and commitment is in place to accomplish what is needed
- Employee personnel with experience, professionalism and Integrity
- Have developed a cohesive team which has improved morale
- Progress and completion of critical projects with improved relationships with State agencies
- A focus on efficiency – employees are empowered and are given opportunity to solve problems and participate in setting goals
- Trust amongst Directors has improved greatly
- Grants and funding requests are in progress; grant administration improved

### **EXTERNALLY:**

- Little Bear Fire had a significant impact on the delivery of water with the loss of the water shed but Village staff have found creative effective ways to deliver water and improve the water system.
- Aging infrastructure is a significant challenge but a bond issue has been approved by the voters to fund needed improvements.
- Fire and Police protection continue to provide excellent services and the implementation of the capital replacement program is in place to meet their needs
- Living in a mountain community, the Village Forestry Department has set the pace for creating a safer community and assisting residents with federal funds.
- Solid Waste is meeting the demand for services but are being challenged with additional white goods, pine needles and logs placed on the curb. A new direction was established with recycling forest debris and logs which has reduced the cost of hauling.
- Community services including Library, convention center, community and senior services are growing and new programs, and improvements are enhancing the services provided to our users.
- Airport services have improved greatly and is a destination point for many.
- Recreation continues to be an opportunity for economic benefit and trail development has been accomplished with more in progress.
- A new cemetery has been acquired and it's development is in progress
- Regional Waste Water Plant has been constructed and has proven to be a one of the best in the Nation; managed with minimal chemicals and effective operations.
- Planning and Zoning continues to provide full service building inspections along with short term rentals, comprehensive planning and zoning. A new direction is in progress.
- Administrative services including Finance, Purchasing and Human Relations have achieved audit compliance and financial stability. Established the Capital Equipment Replacement Fund, On-Line Auction and transparency with financials.
- A new personnel policy has been approved and included the efforts of all Departments.



**ACCOMPLISHMENTS –collectively discussed with the Manager and Directors:**

- Repaired and Restored Financial Stability
  - Eliminated and Removed 240+ Audit Findings
  - Removed the budget deficit without reducing services
  - Balanced budget annually
- Established a Infrastructure Capital Improvement Plan from unspent funds
- Established an Internet Auction to help fund the Capital Equipment Replacement Program - **\$225,919.73** has been used by Departments for the purchase of Capital Equipment Replacement.
- Updated list of all equipment and vehicles – reconciled with insurance – NMSIF to ensure proper coverage
- Completed construction of the RWWTP
- Online Payments – Utility Bills and Planning & Zoning permits
- Airport 139 Certification continued
- Campaign to approve G O Bonds to replace aging water lines
- Managed drought and loss of water shed
- Successfully managed the Administrative Order and improved relationships with NMED while improving the water production facilities and infrastructure
- Completed Personnel Policy
- Adopted Water Conservation Ordinance
- Improved sustainable water supply: wells, PRVs, waterline replacement, Improvements to Alto Dam and Grindstone Dam
- Sewer connections to Ruidoso citizens
- Reduction of fuels in the Village – Forestry Department is on track
- Enhance revenues – outside funding, partnership and collaboration
- Established Internal Finance Committee including Council members and citizen
- Established Utility Committee include two Council Members
- Started Employee Committee – Recognize employee of the quarter
- Efficiency with Forest Cost Reimbursement and benefit to citizens
- Improved communications between Departments
- Reach out –community partnerships (Chamber of Commerce, Schools, City of Ruidoso Downs, Lincoln County, Mescalero Tribe)
- Accountability with Budget – positive improvement with internal controls
- Promote PP Program (Positive People) – Recruitment
- Transparency of Records Management
- Transitioning to paperless Agendas - toward Less Paper overall
- Improved relationships within Village Departments – promote teamwork
- Improve citizen perception – Held a Health Fair, public information on the web page, press releases, Forest Coalition, etc.
- Business After Hours-, connecting with the community and promoting Village Departments – BIG SUCCESS – over 300 people attended.
- Records Management – Become more electronic and paperless
- Reorganize Department Employees
- Added new trails and enhanced existing trails.
- Finalize Regional Wastewater Treatment Plant with permitting- in progress
- Establish a Friends of our Parks
- Library – Online Technology
- Better Marketing – Public Relations
- Improved public information – Radio shows, press releases, newsletters
- Established good relationship with Mayor and Councilors –
- Citizens early warning system – Reverse 911, Sound of Safety

*With clear Vision, you*

*can see where you are.*

- Evacuation Mapping and Plan
- Established the Fire Auxiliary
- Online credit cards for citizens to pay utility bills
- Improved Website
- Installed new IT Network – Tyler Incode Software
- Improvements to the Airport
- Completed Eagle Bridge and funding reimbursement requested
- Managing the FEMA process - Completed 30% Design of the sewer line relocation project –
- Lobbied to get NM Department of Security to plan and budget for their match of Village emergency projects.
- Removed Debris from Duck Pond
- Maintained good customer service in Streets– complete “significant \$ projects”
- Manage Emergencies exceptionally well...i.e. (Freeze, Swallow Fire, White Fire and Little Bear Fire)
- Met budget goals – lived within our means – financially stable
- Significant improvement at the Water Plants and delivery of water.
- Improved relationships with NMED with compliance and reporting
- Worked with citizens to connect to Village water and sewer system.

## **HIGHLIGHTS- DEPARTMENT ACCOMPLISHMENTS**

### **ADMINISTRATION - FINANCE – VILLAGE CLERK**

- Financial Stability - Balanced Budget approved by NMDFA
- Repaired and Restored Financial Stability
  - Eliminated and Removed 240+ Audit Findings
  - Removed the budget deficit without reducing services
  - Balanced budget annually and submitted on time – 2009 to current
    - Received DFA Approval
  - Completion of past 4 audits in less than 2 years removing the “At Risk” designation from the State Auditor Office
  - Submitted annual audits on time – Dec 1 as required since 2011.
  - Improved Bond Rating – from C to AA and A1
- Refinance Debt – saving in excess of \$20 million over the life of the bonds
- Adoption of new Personnel Policy
- Replaced heating cooling system (eliminated space heaters and window air conditioners)
- Bank Reconciliations completed timely (were 26 months behind in 2009)
- Monthly Financial Reports to Departments and Council – Posted on web site
- Monthly close out of financials – Reported to Directors and Council
- Monthly financial status reports to Lodgers Tax Advisory Board
- Purchase of Agenda Automation Software
- Organized and streamlined VOR Agreements – Manage renewals and new agreements
- Records Management – scanned and automated
- Records Retention and Destruction – on schedule
- Updated recording system in Council Chambers
- Remodeled Council Chambers with new look – rock front, new carpet, new chairs

*Success is the sum of small efforts repeated every day.*

## **HUMAN RESOURCES**

- Completed Personnel Manual- Copied and conducted workshops for all employees to receive a copy
- Improved benefits for employees – Health Insurance and coverages
- Continued improvements to Village web site
- Established Employee Committee with Village Manager to recognize employees of the quarter, address employees issues, plan activities
- Implemented the Tyler Payroll Process – Automated time sheets
- Record storage and destruction
- Applicant Tracking – in progress
- Salary Survey and Performance Mgt System – in progress
- Safety Committee – reorganized and in place
- Funded Risk Manage Fund with WC Dividend Credit from the NMSIF, Purchased: (6) SCBA's for the Fire Dept, traffic signage and cones, AED units, replaced front steps at Village Hall, etc.

## **LIBRARY**

- Established Adult Literacy Program
- Summer Reading Program – huge success
- Updated Technology - servers and computers
- Collection Department
  - Print books
  - Audio book base program
  - Xino – Downloadable magazines
  - New Mexico Library to Go – downloadable e-books/audiobooks
  - Mango Language e Program
- Outdoor Summer Music Program
- Chautauguas
- Science Program Grant – promoting books w/secure topics
- NMLF grant
- Community Outreach
  - River Raccoons
  - Nob Hill
  - Sierra Vista Primary School
  - White Mountain Elementary Schools
  - Ruidoso Middle School
  - Chamber of Commerce
  - ENMU
  - Rotary Club
  - Lions
  - Optimists
  - Altrusa
  - Creative Aging – Speaker series
  - Leadership Lincoln (Board of Directors; current Chair)
  - Hosted NMLA Conference
  - Training Sessions on how to put on a summer reading program
  - Media: Radio Programs/ newspaper/ PR

## **UTILITIES – Water Distribution/Sewer Collection - Water Production**

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

## **FORESTRY**

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

## **STREETS**

- Assist Parks Department and built Two Rivers Walking Trail
- Shoulder shore up on Nottingham
- Shoulder vertical drop offs on Village side of Gavilan



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

*Determine that the thing*

## **INFORMATION TECHNOLOGY**

- Village Network installed – improved stability
- VOIP Phone System (Shortel)
- Tyler Incode Implementation

## **SOLID WASTE**

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

## **AIRPORT**

- Ramp Light Pole Replacement and Upgrade
- Increased annual fuel sales
- Organized all management files and documentation
- Obtained State Pavement Assessment
- Terminal upgrade with improvements to the pilot lounge
- Airport Master Plan in progress – submitted to FAA
- Installed LED replacement lighting on Airport Ramp and Parking Area
- Developed Wildfire Plan – submitted to FAA
- Replaced SCBA with grant funds
- Upgraded Security System

- Added modular building for Pilots with water, sewer and air - need handicap access and insulation
- Vehicle Parking Cover
- Improved customer service
- Established dedicated crew chief program
- Successful passed 139 annual inspection
- Wild land Plan – FAA acceptance
- Security system upgrade
- Hangar Maintenance
- Repair ARFF Roof
- Air Show



## **CONVENTION CENTER – COMMUNITY /SENIOR CENTER**

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

## **PARKS & RECREATION**

- Complete Grindstone Trails
- Completed Phase I of River Walk Trail
- Improvements and opening of Gavilan Memorial Gardens Cemetery
- Host and coordinate for UNM Lobos
- Managed and coordinated the River Walk Trail – Phase I
- With Village Manager acquired land for Gavilan Memorial Gardens Cemetery – now under construction
- Recruit, coordinate and provide field preparation for numerous tournaments: baseball, softball, soccer, pickle ball, tennis, etc.

## **MUNICIPAL COURT**

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

## **POLICE**

- Animated finger print system linked to Roswell and Alamogordo
- K-9 Program with 2 trained K-9s
- Animal Control Officers certified nationally in abuse investigation
- Firing range built on Village property
- Replaced vehicles with Ford Inteceptors
- 1033 Military Program – 1 MRAP; 2 Hummers
- Telecommunications Officers certified – medical instruction
- Purchase of All Radios
- Emergency Generator purchase
- Verizon Tower installed
- Active Shooter Class

- Operation Buckle down, DWI, Traffic Safety Program, Seat belt program
- Member of narcotics Enforcement Unit

*A real leader has no need to lead - he is content to point the way.... Henry Miller*

- Acquired (no cost) a Modular Building on the Shooting Range for Officer Training
- Code Enforcement Officers certified National Animal Cruely Investigation
- New Emergency Generator in place
- Earned \$35,000 in auction funds – used for vehicle replacement

## **FIRE**

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

*Quality is never an accident; it is always the result of high intentions, sincere*

## **OTHER PRIORITIES IN PROGRESS**

1. Regional water planning to include collaboration with other entities and water re-use
2. Alto Dam – Improvements to water treatment plant; preliminary engineering report complete – Look for Funding for approved option
3. North Fork Wells – Diversity water supply and water rights
4. Address and participate in the SDEIS with Forest Service.
5. JUB – Mediation and revise joint powers agreement with collaboration from the Village of Ruidoso and City of Ruidoso Downs
6. Complete Water Master plan
7. Manage water rights within the 5 year accounting period
8. Apply and become a NM Main Street community – Arts and Culture District
9. Revisit Economic Development strategies and reapply for NM Certified Community

10. Develop an Asset Management Plan
11. Reduction of (wood)- Promote citizens to thin properties / Fuel in Village Limits
12. Evaluate Utility Rates annually– resources for Repair and Replacement
13. Compensation Pay with Incentives – Performance based compensation
14. Revisit Staffing – Critical Component for accomplishment – fund basic needs first
15. GIS – Mapping – Capture critical Data
16. Addressing – Need to coordinate with E911 and County system
17. Continue to fund Capital Equipment Replacement –
18. Continue Street Projects – MAP, COOP, Grant programs
19. Promote new Cemetery – Policies to ensure financial sustainability
20. Update the parks and recreation department infrastructure capital improvements plan (ICIP) in conjunction with the September 2010 Village of Ruidoso Comprehensive Master Plan
21. Complete the Grindstone Trail Enhancement Project in partnership with Tony Boone, LLC., EcoServants, Ruidoso Bicycle Club and the US Forest Service Lincoln County District
22. Emergency Operation Plan – Training for Management and Council
23. Fire Hydrant Program – Repair and Replacement – coordinate with water lines
24. FEMA Project(s) Construction – Complete Financing Plan
25. Master plan replacement of deteriorating Village Building
26. Utilize creative options to inform the Public about services and programs
27. ICIP – Five year planning tool for funding capital projects – include in budgeting process
28. Review and update the Comprehensive Plan
29. Work toward regional economic development, possibly Main Street program and partnership with Mid-town and commercial business owners
30. Reduction of Forest Fuels to provide a safe environment for Village residents and visitors.
31. Outreach to inform and educate the public and residents as to the need for Fuels and Forest Management. - Provide Service to the residents of Ruidoso for the management of Defensible space and Forest Health issues pertaining to their property.
32. Expand on critical employee training that goes beyond the mandatory fire, Live Burn, Line supervisor safety and emergency medical responder training requirements. This includes AAE Airport Safety &

*Management is doing things right; leadership is doing the right things.* " Peter F. Drucker

Operations (ASOS I & II) courses' both primary and advanced.

33. Evaluate fees for solid waste and ensure that revenue collected is adequate to support service

34. Dumpster replacement funding with 5 year cycle

35. Fund and train Governing Body and Directors in Emergency Management

### **WHAT ELSE CAN WE DO TO MAKE A DIFFERENCE - Improvements in Progress**

- Continue to inform the Community of what the Village offers and what we are working on, specific to infrastructure and recreation.
- Communicate in advance any projects planned
  - Street Dept successfully signed the Hull / Paradise project
  - Sewer Line Relocation Project – Public Information Campaign
  - Grindstone Liner Project – Inform public when we release water
  - Keep web site updated
- Promote our Departments and specific individuals that are going beyond their routine job functions
  - Utilize social media for information in a coordinated manner with IT
  - Employee Committee – Employee of the quarter
  - Need to portray a professional image personally, organize yourself, your vehicle and your office
  - Catch the Energy – Release the Potential – Have Fun
- Communications – Be factual and positive about progress. Take action on items that create a negative impact to the Village.
- System automation for all Departments - Eliminate paper
- Make employees a high priority - Develop Performance Pay Plan – incentives
- Plan and focus on high priorities as established by Council: Comprehensive Plan and ICIP

## **STRATEGIC DIRECTIONS**

**As a result of our strategic planning, the following Strategic Directions have been established**

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

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

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

*Successful people are not always the most gifted. They just*

**management**

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

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

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

**SUCCESS**  
IS  
THE  
**PROGRESSIVE**  
**REALIZATION**  
OF  
*worthwhile*  
**GOALS**  
{&}  
**DREAMS**

**VILLAGE OF RUIDOSO**

*Sometimes the most ordinary things could be made extraordinary simply by doing them with the right people.*

## **Management and Directors for the Village of Ruidoso**

Village Manager, Debi Lee                      Deputy Manager, Ron Sena  
Police Chief, Joe Magill                      Fire Chief, Harlan Vincent  
Judge Beverly Rankin,                      Penny Parks, IT Administrator  
General Services Director, Jeff Kaplan                      Forestry Director, Dick Cooke  
Human Resources Director, Tania Proctor                      Library Director, Corey Bard  
Community Dev Director – FEMA – Bobby Rose                      Bill Powers, CBO  
Finance Director, Judi Starkovich                      Karen Gutierrez, Asst Finance Director  
Bobby Snowden, RWWTP Mgr                      Billy Randolph, Purchasing  
Irma Devine, Village Clerk                      Rodney Griego, P&R Director  
Dave Pearce, Airport Director                      Sean Parker, Asst Airport Director  
Public Works Director, J.R. Baumann                      Water Production Manager, Randy Kohen  
Distribution/Collection Manager – Adam Sanchez



*Steady and Sustainable = Together we will make a Difference*

