VILLAGE OF RUIDOSO NEW MEXICO

Living in Natures Playground

VISION

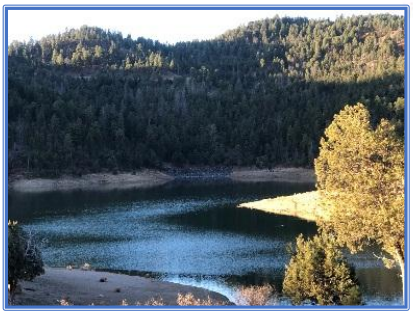
Living in Nature's Playground

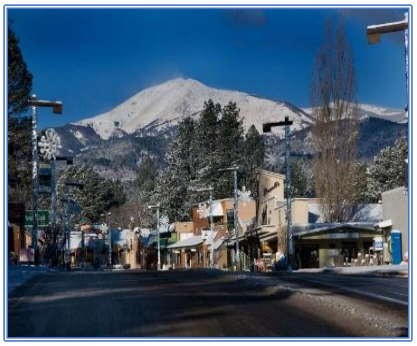
MISSION STATEMENT

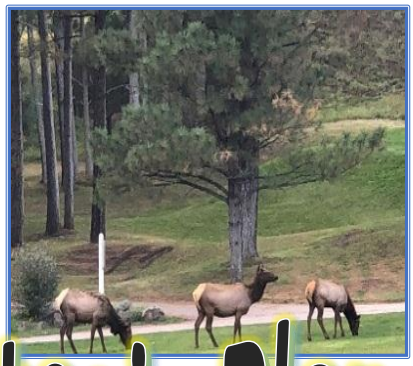
The Village of Ruidoso is committed to providing exceptional services which will promote opportunities for all who live, work and play in *Nature's Playground.*

UNCHANGING VALUES

- Integrity:
  - Honesty
  - Ethical
  - Trustworthy
- Respect
- Dedication
- Quality Customer Service
- Commitment to Service
- Accountability
- Public Health & Safety
- Loyalty
- Compliance
- Environmental Sustainability

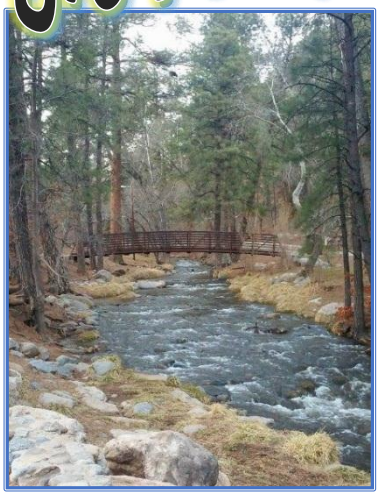






Strategic Plan

November 2018



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It's not just the plan that is important, it's the process of planning and building a sense of community that matters.

INTRODUCTION & BACKGROUND

Ruidoso is a Village in Lincoln County, adjacent to the Lincoln National Forest in the southern Sacramento Mountains of South Central New Mexico. Ruidoso is a mountain resort community close to the slopes of Ski Apache, the Mescalero Apache Tribe-owned ski resort on Sierra Blanca, a 12,000-foot mountain. The population is listed as 8,029 in the 2010 census and the Village is the 27th largest city in New Mexico based on 2017 estimates from the US Census Bureau.

The Village received its name from the Rio Ruidoso (Spanish for "Noisy River"), a small stream that weaves through the Village. From the slopes of Ski Apache to the thundering hooves at Ruidoso Downs Racetrack, Ruidoso is the premier year-round playground of the Sacramento Mountains. Ruidoso is a tight-knit community of longtime residents, second-homeowners and diverse visitors, all of which play a vital role in the day to day business that takes place in the Village.

The Leadership for the Village of Ruidoso sees the importance of guiding its future growth and delivery of services through the development of a Strategic Plan. The purpose of this Plan is to provide a framework for our organization to facilitate good management and give clarity about what we want to achieve for future benefit.

This strategic Plan consists of 7 strategic goals and 35 objectives and is based on input from the Village Council, Management and Employees. Financial stability, transparency of operations, resident satisfaction with services, quality of life, code enforcement and other key indicators have been identified as high priorities. Everyone's input was supported, and a consensus was built around key strategies. The goal of this Plan is to implement a strategic direction that supports our residents and invites tourists from all areas to come to Ruidoso and experience Nature's Playground.

"Planning is bringing the future into the present so that you can do something about it."

PLANNING PROCESS OVERVIEW

Effective strategic planning involves the gathering, sorting and prioritizing of the best thinking of the Village's policy leaders and executive managers, focused on the core purposes of the organization and the most important attributes needed for success. There were two strategic planning workshops with the second one conducted on October 22, 2018 with the Mayor and Council. This resulted in the development and agreement on a framework to guide the decisions of both elected leaders, Village Manager and Department Directors over the next 12 months as other ongoing planning efforts are completed.

The elements of that framework included:

- Validation, revision and confirmation of the existing statements of the municipal government's vision, mission and core values.

- An examination of the current operational environment and the identification of internal and external forces that influence and impact the Village's ability to meet citizen expectations and accomplish strategic goals.

- Assessment of the Village's organization's strengths, weaknesses, opportunities and threats – SWOT Analysis.

- Development and prioritization of strategic goals around key policy decisions that can be made to support organizational and operational activities to implement the objectives identified in the plan.

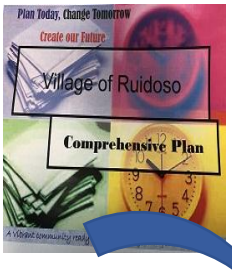
The strategic planning workshop focused primarily on what the Village needs to do to implement a plan. As such, the strategic planning process is more foundational in nature and less about the day-to-day business. Good strategic planning addresses challenges and need for improvement along with strategies for implementing success. Accordingly, the planning workshops were designed as an exercise in collective foresight as both elected leaders and professional staff worked together to clarify what success looks like for the Village of Ruidoso considering expected future conditions challenges and the direction that the Village's policy leaders want to take this municipal organization. This plan will assist the staff in the development of the budget and formulation of policies and procedures. Overall, the strategic planning process will set the direction to achieve the goals and strategies approved by the Village Council.

COMPREHENSIVE, STRATEGIC & OPERATIONAL PLANNING MODEL

Comprehensive Plan

PURPOSE - VISION

- Long Range Plan: 5 to 20+ Years
- Natural Resources
- Future Land Use
- Housing
- Transportation
- Community Services
- Hazard Mitigation



VALUES

Shared Community

GOALS

Strategic Plan

- Vision Statement
- Mission Statement
- Values
- Challenges
- SWOT Analysis
- Goals

Informs

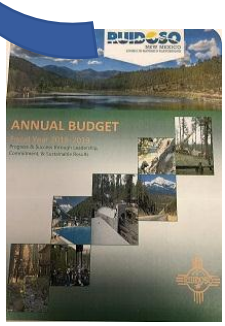
Aligned Organizational Mission & Priorities

Annual Budget and Financial Plan

- Annual Budget – 1 year
- Department Financial Goals
- Capital Outlay
- Capital Equipment Replacement
- Debt Obligation

Drives $

Balanced Need, Wants and Resources



Detailed Operational & Capital Plans

Strategic Management

- Performance standards
- Policies & Procedures (SOP)
- Results and transparency

Enables

Performance Management

Vision, Mission, and Values

Values ← VISION → Mission

↓

GOALS

↓

IMMEDIATE OBJECTIVES

↓

STRATEGIES
Key Steps to an ACTION PLAN

All elements need to be in Alignment. Each one should compliment the other to provide a clear direction that delivers services to our citizens. The key result areas should, accumulatively, enable goals to be met and should contribute to accomplishing the Vision.....

Provides Clarity and Direction

VISION STATEMENT – The road map, guiding transformational initiatives by setting a defined direction.

An organization's Vision is aspirational in nature. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the community.

After an initial ice-breaking exercise, the workshop participants reviewed and validated the existing Village of Ruidoso Vision statement, revised the Mission statement and confirmed their unchanging Values. The current Vision stated was agreed up and approved by the Council in a Strategic Planning Session. The Vision statement for the Village is:

Living in Nature's Playground

MISSION STATEMENT – Describes the organization's purpose.

A Mission Statement describes the organization's purpose. It defines the "business" of the organization and its relationship to its customers. Workshop participants reviewed and, after group discussion, revised the mission statement as follows:

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*

VALUES: A belief or a philosophy that is meaningful and influences decision-making and action.

Finally, Core Values are the fundamental principles that guide how members of the organization conduct themselves while carrying out the mission in pursuit of the vision. Together, the values provide an ethical framework for decision-making and action. As with the statements of vision and mission, the Village Elected Officials, Management and professional staff developed a set of core values and built consensus around the top TEN unchanging Values that best represents their character and foundation for success.

They are as follows:

UNCHANGING VALUES

• Integrity:
  ○ Honest
  ○ Ethical
  ○ Trustworthy
	• We exhibit personal integrity with every decision
	• We serve by leading and lead by serving

• Respectful • Dedication • Quality Customer Service	• We show a high level of respect and concern for our coworkers and customers
• Commitment to Service • Accountability	• We encourage creativity and innovation to improve our effectiveness
• Public Health & Safety • Loyalty • Compliance	• We learn and grow in a progressive work environment to ensure compliance in all regulations
• Environmental Sustainability	• We excel through desire, determination and dedication

"Plan in decades, Think in Years, Work in Months, Count in Days and Live in the Moment."

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Environmental Scan / Role as a Leader

Strategic planning cannot occur in a vacuum. Rather, it must be based on a clear understanding of the environment within which the strategy will be carried out and our role as a community leader will be essential. We must also understand our core purpose and what it means to live in “Nature’s Playground”. To begin the environmental scanning process, the Mayor and Council members, the Village Manager, and professional staff participated in a structured exercise to describe the current conditions impacting the Village of Ruidoso ability to effectively understand, plan and deliver services in the public interest. This includes both internal and well as external conditions. They discussed their role and purpose in the delivery of services.

ROLE as a LEADER in the Community:

- **Mayor**:
  - To serve as the leader and facilitator of the governing body;
  - Responsible for Village Business and setting the Council Agenda;
  - Act as the Fiduciary Agent for the community;
  - Set Policy and direction for progressive change; and
  - Serve as liaison between community and Village of Ruidoso
- **Councilors**:
  - Work with the Mayor to set the Vision for the future;
  - Govern in a way that sets a positive tone for the community including being transparent with decision-making;
  - Address issues that are brought forward;
  - Tell the Village’s story of progress as well as challenge
  - To engage community members, educate and inform the citizens of the activities of the Village, as well as solicit their input; and
  - Recognize and engage volunteers and committee members.
- **Village Manager:**
  - Work at the direction of the Mayor and Council;
  - Manage the day to day business/operations of the Village;
  - Have a positive infectious attitude and foster a culture of teamwork;
  - Effectively communicate progress and activities
  - Work with the Mayor and Council to enhance public trust in Village business;
  - Motivate and lead Department Directors to accomplish the strategic goals of the Council;
  - Engage Village employees to improve individual employee performance and overall, organizational effectiveness; and
  - Address problems as they are presented;
- **Village Professional Staff**
  - Serve the community with integrity;
  - Serve as an Ambassador for the Village and deliver services with pride
  - Maintain a positive attitude towards and exercise initiative regularly;
  - Stay apprised of Village activities and offer ideas and suggestion;
  - Feel connected to the Vision and contribute towards its realization; and
  - Work as a productive team member.

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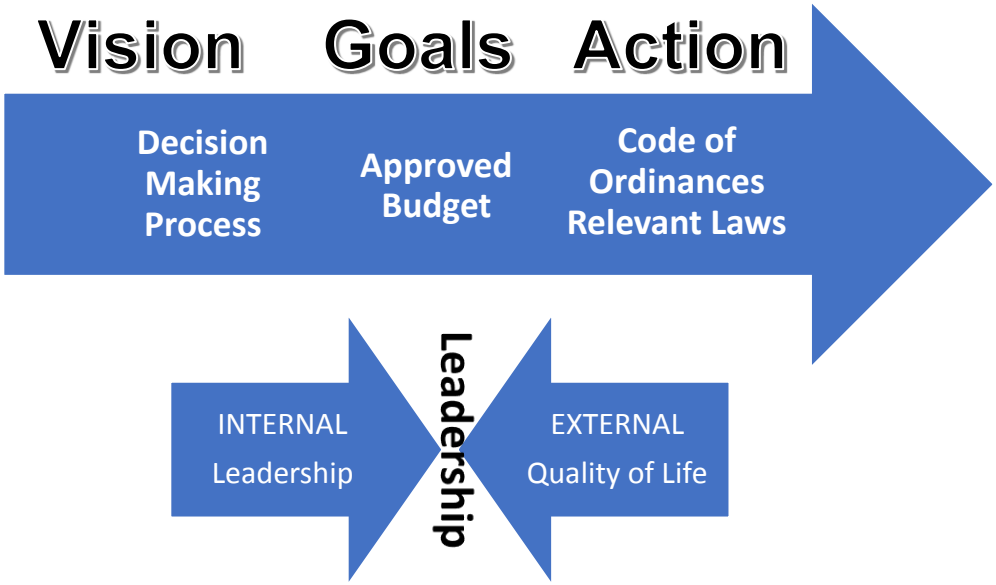
- **Community members**
  - Actively communicate with the Mayor and Council;
  - Engage and understand so to hold the Village accountable; and
  - Beyond participating on Boards, Commissions and Committees seek to be involved with the Village on the future planning of the community.



"A Leader is one that knows the way, goes the way and shows the way"

Responsibilities-Roles: Comments

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- To support the decision-making process of the governing body and to deliver the programs and services to the population within the framework of the Code of Ordinances and relevant laws within the budget approved by the governing body.
- Provide responsible governmental services which are professional and fiscally sound and achieved in collaboration with the citizens of Ruidoso.
- To provide a safe friendly environment for residents and visitors to the community. They need to be able to depend on the honesty and integrity of the Village staff to ensure the community is operating in their best interest for their families and the visitors and providing services essential to creating a sustainable community
- To provide water and sewer services to the Village and keep the infrastructure up to date and working properly
- To plan, manage, schedule and oversee daily operation, maintenance and repair of the system components with compliance with all NMED and US EPA drinking water standards and permit requirements.
- To provide services to the citizens of Ruidoso and tourists, to include economic development, create quality of life for current and future generations by expanding outdoor activities, while maintaining financial soundness and providing a fair and equitable work environment for our employees to succeed in.
- To hire competent staff and entice them with good benefits and competitive wages and to provide support and motivation along with holding all staff accountable for their job functions.
- To provide safe, efficient, and affordable services to the residents and visitors
- To SERVE in a capacity in which the Village can be successful and safe (LEADERSHIP)! Give people the tools to be successful and do not stand in the way of progress.
- To support the Vision with the ability to see the future. Stay Positive
- To provide quality services to the community with transparent fiscal accountability.
- To manage the many Capital Projects with accountability and transparency.
- To serve the Public with honesty and consistency and to apply the Village ordnances to ALL residences in the same way regardless of political affiliation.
- To provide excellent customer service.
- To ensure that water and sewer infrastructure id maintained and ensure projects are happening in a timely and efficient manner and meters are correctly reading for customer billing.
- To be financially stable through financial planning, quality projects, and reporting
- To provide the Village of Ruidoso with clean and safe drinking water that meets regulatory standards and compliance.
- To operate and maintain the water production and water storage facilities of over 700 million gallons of water each year from 11 wells 15 pumping stations, 35 pressure reducing valves, and 13 storage tanks with 17,403,000 gallons of storage capacity. In addition, crews perform compliance monitoring, sampling, and State and Federal regulatory agencies.

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IS THERE ROOM FOR IMPROVEMENT?

- To provide support through the Human Resource Services including payroll services, benefit services, insurance services, worker's compensation, responsible for the safety program for the Village of Ruidoso
- To be responsible for making sure the Village is compliant with FLSA, OSHA, ADAAA, FMLA and several other laws.
- To provide administrative services as far as developing policies assisting employees, supervisors and managers in the implementation of personnel policies, following and enforcing policies. Provide guidance and assistance to all employees on their benefits, pay, job opportunities, retirement, 457 plans, etc.
- To be responsible with the management of the Village's Water rights administration
- To facilitate a water conservation program and projects that save water
- To be responsible for current and future water planning and watershed management
- To support the Village with GIS services including mapping, addressing, etc.
- Capital project administration: Records keeping (Laserfiche); Work order system (Mobile311); GIS services Street and Forestry Departments; Assisting other GIS programs
- Provide a safe aeronautical environment for customers to fly in and out of, while meeting FAA Regulations.
- To provide for Aircraft parking, fueling, and hangering. Assisting customers as needed when arriving or departing the airport with rental cars, personal cars, and luggage.
- Wildlife Mitigation and Hazard Management through proper grounds keeping. ARFF & EMS coverage to aircraft arriving and departing Navigational Aid maintenance, airport vehicle maintenance, and equipment maintenance. Customer lease agreements for private and village owned buildings, parking, parking structures, and sunshades.
- To provide for Fire, rescue and medical services to all callers and overalll Leadership, on safety - We are diversified in all things if asked to do a job we are the department to get it done 24/7. This department is dedicated to this community and all who live and visit. We are thankful to live and work in such a beautiful place.
- To provide financial support to ensure dept budgets are adhered to, accounting practices are followed, and deadlines are met
- To provide administration and financial support to all Capital Projects (50 plus)
- To provide safe and quality roads and assisting other departments.
- Emergency notifications to the residents and visitors through emergency sirens and the emergency notification system and adequate trainings related to emergency mgt.
- Obtain funding for emergency services in the Village and update all emergency policies.
- To ensure the Village is compliance with Fuels Management ordinance.
- To educate the community on the importance of fire mitigation, fuels management and guidance on constructing defensible space for home protection.
- Make recommendations regarding environmental and natural resource impacts of proposed projects and activities.
- To ensure that the Beautiful Forested Environment that draws people to live and play in Ruidoso is maintained in a healthy natural condition.

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- **EFFECTIVE:** The things the right way
- **EFFICIENT:** Do more with resources allocated
- **PRODUCTIVE:** Create more impact with less work
- **FOCUSED:** Are fixed squarely on their goals

Average Score from all Departments
8.5

There is always room for improvement! After much discussion, it was agreed that the Village could improve by:

- **Communications** – Top to bottom – Employees in the field and in the office need to be informed and invited to offer suggestions and ideas to improve the department.
- **Accountability -** Hold all employees accountable to do their jobs as indicated in the job description.
- **Creativity –** Inspire creative thinkers to provide suggestions to improve services and/or solve problems.
- **Resources -** Having a dependable and recurring revenue source to support prioritized project, activities and operations including equipment and vehicles.

WAYS TO IMPROVE OUR OPERATIONS

Financial Resources

Prioritization of Projects	Efficient collection of revenues

Cost of Service Analysis

Evaluate Basis Servcies - Rates and Fees	Expanded Servcies-partnerships

Empower and Train Employees

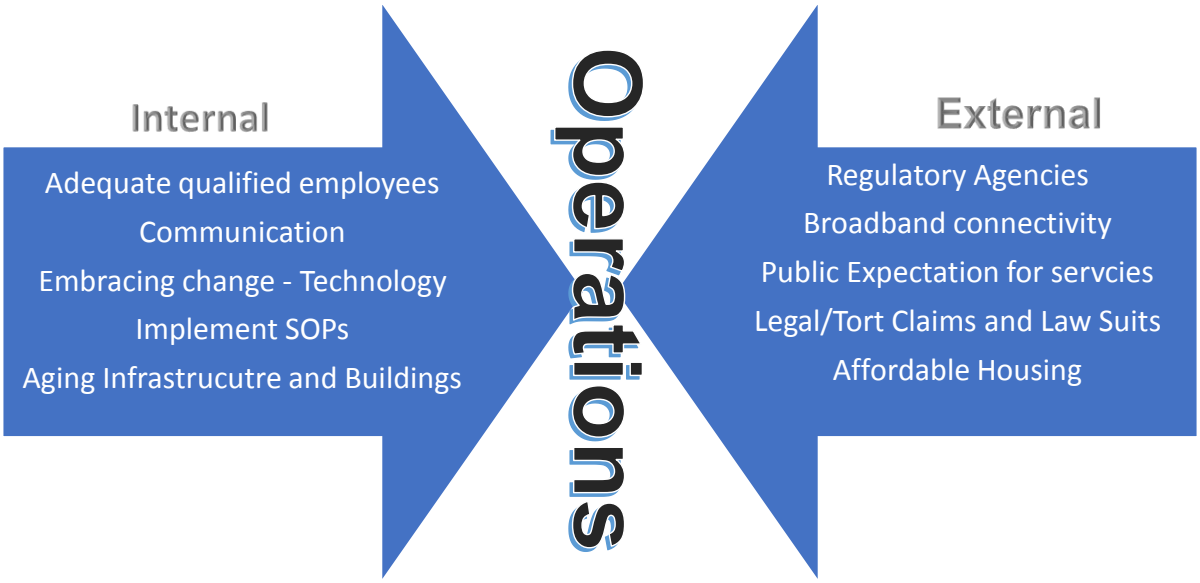
Educate and Train Employees	Create and follow policies

Challenges – What will keep you from being successful?

Working in small groups, the professional staff discussed what might hamper their ability to execute their role in delivering services.

- Need for additional Employees, money, equipment, hours in a day,
- Lack of internal processes, training with staff, Ordinances aren't fluid, Management of Documents, (finding permanent records, permits, case studies, etc.)
- Increase in construction and increase of Short Term Rentals, all reactive no compliance issues
- Personnel management, as we progress with technology some of our employees aren't keeping up with necessary technology. So, we either train them or look at how we hire differently
- Amount of legal issues presented and ability to answer in a quick manner.
- Tort Claims and lawsuits. Broadband, records management
- Communication and meeting deadlines
- Education of the citizens - Educating vendors re: governmental processes;
- Staff training and saying the same things re: regulations and meet the needs of citizens and complying of the ordinances.
- Getting the buyin on the new projects & managing the project
- Working with competent contractors by performance base bidding to ensure quality results
- Explaining why and how with transparency
- Understanding how Government processes work; how to work within a budget and get the most out of that budget
- Old facilities and maintenance needed – Funding.
- Meeting expectations/demands of all the responsibilities that's Parks & Rec have.
- Regulatory agency challenges and complying.
- Educating the public and earning their trust.
- Hard water issues and complaints.
- Overwhelmed with lots of different projects…. hurry up and wait (FEMA)!!!
- Communication and processes that are efficient. Being able to manage a variety of personalities and efficiently managing the team
- Project management – Don't be reactive…. take time to complete requests.
- Need to take the time and effectively plan daily work, project and complete them.
- We drop what we are working on due to URGENT request which interfere with our plans
- Compliance issues and regulatory issues.
- Need for specialized experience for compliance – need to appropriately compensate
- Part time residents not contributing to the tax base through GRT as Full time.
- General lack of written communication between Directors and employees
- Public feel ownership in Libraries but it's not necessarily reality. People don't like change so perception of what is going on in the library. Technology with broadband slowing effects perception.

- Staffing and technology tools for staff and attitude and resistance to technology. Facility is aging and because it is a public facility the noncompliance with ADA is becoming an issue. Funding for this and other issues. Policies haven't been written or updated. No consistence which makes staff members unable to follow anything.
- Need to connect at least 200 sewer connections by 2020. Every day is a new day.
- Personnel, Manpower and budget. Because of personnel shortage it makes it difficult to be proactive and to do any marketing, economic development
- Aging infrastructure, Costs to our utility and communication
- Communication: Some do not listen and get on the same page. We need to be more efficient with our time and movement on tasks.
- Communication both internal and external- as we have made changes and get information out to the public better - it still needs work. We still have some communication problems within some departments and between departments, but we have gotten better, just still needs work.
- Understanding Technology and how it works – This is both an internal and external challenge. We have changed some of our processes as we make things more electronic and add things to our website, but we need to make sure staff and the public know about these services and how to use them.
- Financial Sustainability could become an internal threat if our level of spending is not supported with recurring revenues and new money coming into the Village. We should not provide so many free services or have ways of finding new funding. Also, with the possibility every year of the Hold harmless going away, we need to institute the additional gross receipts tax so that tourists are helping to cover some of the additional cost for services. We might also need to see if there are other private/public partnerships or outsourcing opportunities.



"Success occurs when opportunity meets preparation."

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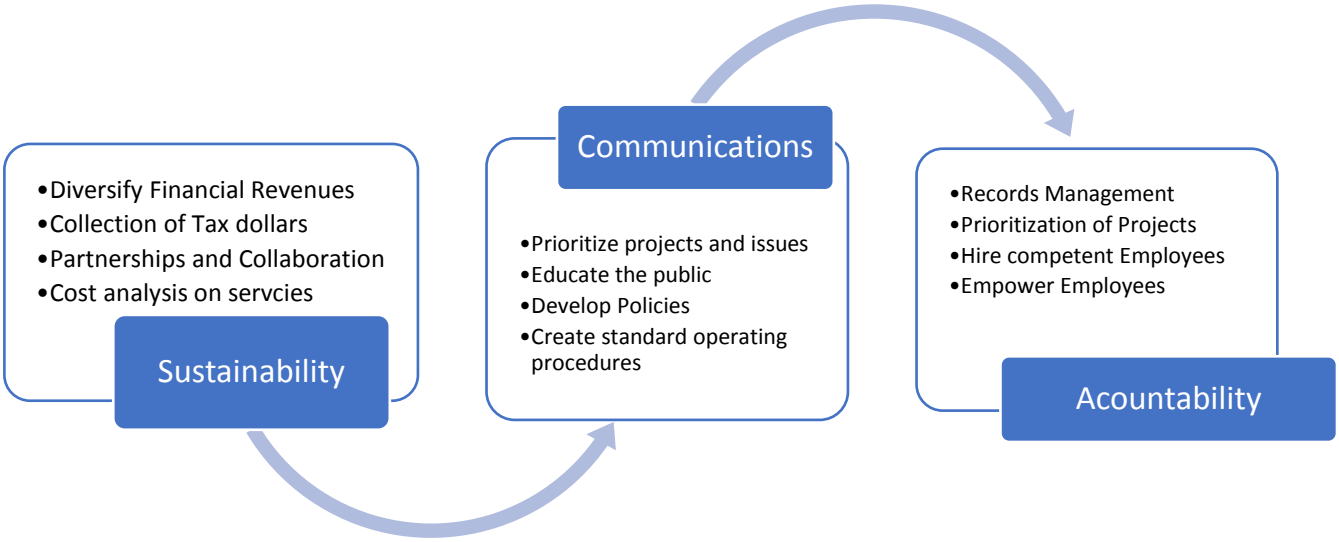
METHODS TO OVERCOME CHALLENGES

After identifying the obstacles, the group identified ways and methods to overcome them or reduce the impact they have. Here are their suggestions.

- Diversify Financial Resources –Leverage Village resources with outside funding sources – partnerships, grants, efficiency in operations.
- Clear and concise communications – Ensure that directives and goals are clearly communicated with everyone
- Records management – ability to access records electronically and efficiently
- Creating Policies/SOPs – to operate daily operations without duplication
- Hire competent and quality employees; educate those that lack understanding
- Empower employees to implement and follow policies
- Prioritization of issues and projects- Allocate realistic manpower and resources
- Communicate and educate the public on issues, projects, challenges and decisions of the governing body.
- Workforce Housing is necessary to support employees and community
- Efficient collection of tax dollars: GRT, Gas Tax, Fees, Fines, Services,
- Cost analysis on all services provided to the public



Efforts and courage are not enough without Purpose and Direction" John F. Kennedy

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STRENGTHS-WEAKNESSES-OPPORTUNITIES -THREATS

Whereas, the environmental scan is a process of gathering information about events, issues, challenges, and capabilities within the organization's internal and external environments. The purpose of an environmental scan is to identify strengths, weaknesses, opportunities, threats and analyze their relationship to our organization as it relates to our ability to accomplish the goals set by the governing body. As part of this environmental scan, the participants participated in a SWOT analysis, where workshop participants were asked to critically and constructively consider attributes of Village of Ruidoso; internal and external and determine factors for a strategic direction.

- **Strengths** are those assets and capabilities currently available within the organization and that can be leveraged to achieve desired results.
- **Weaknesses** are those problem areas or aspects of the government organization that are currently standing in the way of strategic success and that must be overcome to achieve optimal results.
- **Threats** are current or potential future internal or external events that, if unmitigated, have the potential to seriously impair the organization's ability to realize strategic success. These may be political, economic, societal, natural or man-made in nature.
- **Opportunities** are future-focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming weaknesses and mitigating threats. The SWOT matrix, on the following pages, display the Strengths, Weaknesses, Opportunities and Threats identified by the workshop participants.

The SWOT matrix on the following pages displays the comments from the participants regarding Strengths, Weaknesses, Opportunities and Threats. This analysis will help to best determine strategic goals and objectives for the benefit of Ruidoso

"STRENGTH doesn't come from what you can do

It comes from OVERCOMING the things you once thought you couldn't do".

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STRENGTHS – INTERNAL **Things that are good and can be used as leverage**	STRENGTHS – EXTERNAL **Factors of the environment in which impacts the VOR**
Leadership; Knowledge and expertise of the staff Leadership is strong with the Manager/Mayor and Governing Body we have maintained this strong leadership over the last few years.	Tourism and ideas and approaches. New direction in marketing and tourism Social Media
Relationships with outside agencies	Natures Playground is a magnet for tourists
Comradery with coworkers and able to help each other	Our relationships with agencies due to geographical area in the Region and State
Financial stability and sustainability	Relationships with external
Employees and Management with institutional and local government knowledge / experience.	Public Information strengthens community interaction. Environment. Natural Beauty Location, Location, Location
Leverage our funding to complete projects	Being the hub for Lincoln County for many services.
Village Assets	Natural Environment
Emergency Management Training	Relationships – we have maintained our relationship with other agencies, community, and other municipalities and have even improved some of those relationships.
In Emergencies – Pull together as a team	Transparency, providing Information and disseminating information. We have gotten better at this and I think with Team Tourism and the Agency we can improve how we get information out and the timeliness of the information.
Strong Management team that works well together and performs as a Team.	We have improved on community information by promoting water conservation through customer education.
Cohesiveness – Social relations, task relations, perceived unity	Not difficult to recruit conferences and events to Ruidoso because of our beautiful environment
The ability to manage projects better, time utilization, and The ability to think creatively.	Have become the poster city for compliance with regulations
Resourcefulness we always seem to find a way to solve a problem and sometimes we are very creative. Diversity of people and ideas and what everyone brings to the table.	Often asked to provide support and information to outside municipalities and communities

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Have some knowledgeable, dedicated staff A large portion of staff do really care about the welfare of Ruidoso Departments are increasingly collaborating and working to address problems that affect multiple departments	Council decisions have been effective for long term results now being used as an example
The village is doing a great job with tourism and advertising.	Water Rights management in compliance with OSE
Unity when there is a need we come together as a Village and community to tackle all things.	Environment, climate, temperature, forest beauty

WEAKNESSES– INTERNAL **Things that are not beneficial- absence of important skills**	**WEAKNESS – EXTERNAL** **Factors that negatively impact progress**
Staffing – Meet the needs of the community and overload of work in certain departments	Demand for services - Lack of public knowledge on what it takes to provide them
Technology – ability to connect internally and externally	Having to serve a community that fluctuates immensely in the summer
Training – Not being passed down to others	Short Term Rentals and the ability to track them
Housing – affordable for employees to live in the Village	Affordable Housing
Funding basic services and priorities first	Workforce – skilled and competent employees currently working and ability to hire
Having knowledge of what each dept. does	Inexpensive use of parks and facilities
Efficiencies on day to day Business friendly, and dedicated to safety	Informing the public what's going on – determining media that reaches the majority
Succession Planning	Public does not see some VOR services as customer friendly and helpful

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Policies and procedures – need for SOPs Lack of written documentation; SOPs, memorandums, meeting notes, etc	Time Management – Ability to keep up with the demands
Deliver reliable utilities	Lack of Fiber Connectivity
Effective listening- We have a tendency to hear people, but do we really listen and pay attention to the person speaking?	Compliance with ordinances. – Absent homeowners.
The Village as a whole needs to improve on communications skills (management should make sure information is being passed down to all employees and the employees need to communicate better with the management)	Citizens' complaints- need to go through proper channels (Manager /Dept Director) who needs to take the time to address the compliant and follow through with communications to the citizen that the issue was resolved or not. Do not just pass it around or ignore.
Accountability and follow through- Holding everyone accountable for their time at work and to make sure jobs or projects are completed and done correctly. (cradle to grave concept)	Record keeping (including digital record keeping) Files (Ordinances, Resolutions, Minutes) are not available in Laserfiche and easily accessible
Time Management – Utilizing time wisely Redefining and modifying the process.	Transportation problem. Lyft is not operating outside of village.
Vision in the sense of a decision made today we do not see the ripple to our services, money and work load-based customer satisfaction. We keep giving to all and are unable to fund or keep up with prior engagements.	Not fully staffing departments. Leaves customers with less service, and in our department, is a safety issue for our customers.
Meetings/Time Management the paperwork to get anything done is slow and non-productive to a point in which is hard to stay motivated at times. It will get done with the great TEAM we have.	We are sometimes reactive and not proactive. We are good at Collaborating with each other during emergencies, and on projects, but not really on the day-to-day business that affects multiple departments

V

Attitude is everything! Keeping your employees motivated has been tough over the past few years.	Tort Claims – Non-sense law suits
Managing employees with progressive discipline	Long term planning Limited accountability to meet goals of planning documents

OPPORTUNITIES **Things that are good investments in the future**	**THREATS** **Things that negatively impact the future and progress**
Development Review being expanded to fully assess projects and development	Planning growth that is sustainable within the Village and planning our financial resources to support it.
Develop a SOP for plan submission for project review and plans. Doing a better job of deciding what impacts both short term and long term make towards our village and our depts. both financially and with staff.	Lack of adequate review – project proposal review with adequate time to review
Reference planning documents on all Agenda Items	Take on too much and never say NO! and don't determine the consequences to the Village or the environment.
Evaluate customer expectation with realistic resources Plan growth that could be sustainable.	Short sighted with approval of projects and communication with all depts. as to the effect that project would eventually have.
Communicate and cascade strategic planning principles to plan, finance, and fund budget and annual operating plan components	Cost Analysis on projects for all depts. Over the length of the project
Assess risks to the organization and community Training for emergencies	Small % of employees working hard at NOT working hard.

Communicate and cascade strategic planning principles to plan, finance, and fund budget and annual operating plan components Reach the strategic destination	As it applies for emergencies in the Village of Ruidoso, Training, Staffing and Apparatus, Communications and Equipment the demand on these services are more everyday with all the new emergencies (drugs, shooting and population) we struggle to keep up. Being proactive and not reactive is a must.
Deliver reliable utilities	Too many free services or services being provided at less than actual costs.
Living in a beautiful area that many want to visit and possibly live and/or retire	Need to diversify economic drivers – Lack of Broadband is holding us back
Develop economic activity north of town	Inability within the organization to accomplish the tasks and responsibilities in the job descriptions.
Skill based college courses to keep our kids who are not college bound here in town	Being complacent in doing the same things, the same way because “That’s how it’s always being done”
To get Employees ideas and suggestions, take advantage of our area with more hiking and biking trails and encourage business to partner with us to expand these items and provide services. We need to stay Proactive on as many fronts as possible instead of reactive.	Not being prepared for emergencies such as fire, floods and active shooters.
Promote interdepartmental efforts and projects Solidify and support development review Plan capital projects in a way that maximizes benefits to multiple programmatic areas	Failing infrastructure and aging buildings will impact our inability to be efficient Not keeping up with replacement of vehicles and equipment will all be a hinderance on our ability to work productively.
Outside resources for funding and help to grow and maintain all the great things we are doing.	Health care is a serious threat as it has such an impact on the budget

V

DEVELOPING STRATEGIES TO ALIGN WITH SWOT ANALYSIS

Before developing strategies that align with the SWOT analysis, the participants discussed the importance of not creating a false perception that mis-represents our abilities and intentions and that we are sincere and transparent in our operations. The group discussed F.E.A.R. which is False Evidence Appearing Real. It's important that we not create a false impression that we are accomplishing tasks or accepting responsibilities when there is no real substance in our accomplishments. It was agreed that everyone should be accountable for their actions and delivering results related to their job responsibilities. It was also agreed that the Improvement Plan Process was an excellent tool to address specific areas that are deficient or need alignment with individual job descriptions. The pay for performance Pay Plan was implemented with the purpose of identifying measurable outcomes as well as addressing areas of weakness that need improvement. This new Pay Plan will contribute to the success of accomplishing the goals identified in this plan. As the strategic planning process evolved, resources and capabilities were defined along with the group's high priorities and initiatives that they would like to implement. Collectively, if implemented, will be a significant gain in the successful implementation of the strategic plan.

We can find self-generated fear in the acronym **F.E.A.R: False Evidence Appearing Real.** It appears real, even though it may have no real substance, arising when we feel threatened or undermined, which makes us cling to the known and familiar. Such fear creates paranoia, worry, nervous disorders, and apprehension.

The Key to Change is to let go of FEAR

False
Evidence
Appearing
Real

"Patience and perseverance have a magical effect before which difficulties disappear and obstacles vanish"

Jhn Quincy Adams

PRIORITIES AND INITIATIVES

The next step in the strategic planning process is to identify priorities and initiatives that would support strategic goals that could be adopted by the Mayor and Council. In a group setting, the Mayor and Council members identified their priorities for the upcoming years.

MAYOR /COUNCIL

- Having a place to live/Affordable Housing
- Economic vitality
- Broadband for growth and economic improvement
- Homebased businesses to bring to our community which would lessen the effect on our resources
- Stay on FOCUS and complete our 50 + projects
- Communication with Village Employees and an open door with employees
- Proactive with the community and helping solve their problems and needs
- Educate our staff; help them understand the benefits they have in working conditions and to be proud of their job and proud of the Village
- Maintain positive attitude including the community & staff
- Consistent leadership with a commitment to directives and/or goals
- Integrity and ethical behavior always
- Be motivated
- Keeping employees and families happy
- Performance based compensation is important to be realized
- Good morale and listening to employees needs and requests
- Continuation of improved infrastructure
- Define what will we look like in 10+ years.
- No longer be dependent on buying water rights
- Eliminate the Legal controversy with JUB
- No Micro Management
- Work together and respect each other as Councilors
- Have Patience
- Community Members: When receiving negative calls/info, we need to encourage citizens to talk when they are in favor of projects.
- Educating our citizens on the projects and the truths of the projects.
- Keep the ball rolling on the projects
- Maintain quality people in the key positions within the Village
- Community participation by employees and Councilors on clean up days and other Village improvement activities
- Transparency to the citizens and visitors
- Workforce Housing is so important to our community and the future workforce of our community.
- A Rain Garden at Wingfield Park for the community and visitors to enjoy.
- Clean our Village of clutter at businesses, (RV housing behind businesses) and property owners held accountable.
- Address property owners and hold them accountable for abandoned structures.

- Important for the Village to continue networking and developing partnerships with the Schools, Village of Ruidoso Downs, Commission and Mescalero to mention a few.
- Continue to provide leadership and maintain solid relationships with other entities
- Change the Community Services Building back to Senior Citizen Building.

DIRECTORS /MANAGERS SUGGESTIONS

- Create an App – The app would have things for citizens and VOR Employees. On the citizen side you could have all your complaint forms or 311 form on the app for submission, they could take pictures and submit potholes and location, employees doing good job, it could have map of Ruidoso with listing of short term rentals, rentals, house for sale, along with activities going on in the community, You could push the E911 information out on the app, give updates on fire restrictions, road closure or construction etc. You could put the garbage schedule or snow schedule on the app it could be another communication tool. On the App for Employees they could incorporate Tyler ESS so employees enter their time, have access to wages, Fill out FMLA and submit, access to benefit information, policies, submit employee doing something right, submit work orders to any department if they see a pothole or down dumpster, along with the information above so they could provide improved customer service. Employees would also receive their Village email on the app and it could provide maybe a sort of intranet to communicate with employees.

- Consider flexible working hours in some of the departments to 4 x10 or 4X9's and a half day. Make sure department is covered but have staff hours staggered. Or it would be nice since we vacation that departments had enough staff that people could take their vacation without putting the department in a bind or having to pay other individual's overtime.

- Horton Campus should contain all departments that regularly interact with the public. Citizens should hot have to go to Village Hall and could be accommodated at the Horton. Eventually everything could move the Horton over time, Village Hall could be leased.

- Implementing digital files storage (Laserfiche). Using Laserfiche connector to help connect other software programs to Laserfiche, especially GIS.

- Require actions/projects be in line with planning documents. Have bureaucratic process document how projects, policies, and procedures support planning document goals and objectives.

- All employees should be provided opportunities and time to learn supporting skills, or further advance their core job skills and succession planning. Staff should have training schedule developed with supervisor, which can help determine if travel for training is necessary. Village should be better taking advantage of free trainings and webinars.

- Explore opportunities to create internship/scholarship programs for positions that are difficult to fill. For example, provide scholarship to water/waste water programs in state with a contractual commitment to work with Ruidoso for X years.

- Cross train and utilization of employees in different departments to handle different peak periods. Rotating these employees to help cover during manpower shortages.

- Finalize construction schedule and revenue required for the Utility's current list of infrastructure rehabilitation projects.

- Existing software (GIS, Laserfiche) could be utilized to create digital filing structures that files documents tied to a geographic location on a digital map. For instance, utility applications, building plans, forestry compliance, correspondences could be attached to parcel data and brought up by clicking on a property on a map, in addition to a typical filing structure

- Front end staff are dispersed. Should have single front desk for interactions with the public.

- The staff of the village need to provide the best customer service possible. There will be times that the customers do not agree with the procedures of the Village, but the staff need to react properly in all situations. I feel that the most important resource of the village is its employees. The village needs to show that it supports and cares for all of them no matter what position they are in.

RESOURCES AND AREAS OF IMPORTANCE:

Developing a strategic focus requires a concentration on areas of importance and adequate resources to accomplish goals established by the Village. As a group, the participants identified areas of high priority that they would like to see included in the strategic goals and discussed resources and capabilities that will support a new direction. They also identified changes in the overall management, that they would like to see.

- Employees are our greatest resource, but we need to make sure they have the training and knowledge along with the resources they need to do their job. We strive and work very hard and endure hardships and continue to do what is asked. To know if we are doing a great job of services on the public can answer that truthfully!

- We are lucky without a doubt to have the employees we have. This with no question is our greatest resource. We have a very small pool of citizens to choose from and having employees that come to work and work for the common good of the village is extremely important.

- Another resource is our Area and what we have to offer to our community and tourists.

- Our Relationships is another resource that we have that impacts our capabilities to provide services

- Hometown feel, we are not too big an organization. Most employees are willing to roll up their sleeves. Gap in moving employee base to more technology use to ease job and get the information out. More online communication to inform not only year-round residents but also our vacation home owners.

- Better customer service. (Communication). *Provide the right training to the employees (motivation speakers, team building, ropes course).*

- Continue Capital Improvement Bond funding for water line projects with G.O. bonds.

- *Do not be set in your ways – Be adaptable to change and think outside of the box.*

- *Begin with the end in mind. - The ability to utilize creative thinking - Have a positive attitude.*

- Go paperless for all meetings. Instead of the Manager or her staff making copies of agenda and any documents, I would like to see it go out in a pdf and for us to use our tablets, laptops, phones to go over the information and take notes. If individuals want paper, then they should print it and bring it with them to the meeting. We throw lots of paper away with extra copies etc.

- Have a comprehensive plan that identifies all major issues and the departments responsible (issues will likely involve several departments). The comprehensive plan will include other necessary planning documents and track or create requirements to update other planning documents as needed. Reorganize existing committees, create new task forces, working groups, and committees to be responsible for addressing major issues. Require agenda memos to outline how approval supports/ meetings goals of comprehensive plan

- Increase responsibilities of departmental middle management, support management training for middle management. Require creation of SOPs for basic job duties and regulatory compliance needs and ensure they are followed.

- Streamline record keeping and management; make sure digital copies are available to appropriate staff

- Delivery of services (internal and external): applications or work should be completed within a specific timeframe after an event. For instance, results of dye tests should be distributed within a week of completion, applications to connect to sewer should be addressed within a week, Application should be reviewed for completeness by front end staff before accepting the application, council meeting documentation should be scanned by x days after meeting, etc. SOPs should be created for basic duties.

- Create a REALISTIC calendar in which we apply all project and daily maintenance or daily routines that departments have to complete so we can slow down the train, so employees are actually allowed to work, complete, and be proud of their involvement with the village.

CAPABILITIES:

- Work effectively as a team to deliver services to the community
- Strengthen our relationship with partners and entities
- Reevaluate and update rehabilitation projects list and correspondence
- Evaluate Revenue requirements on an annual basis.
- Finalize construction schedule and revenue required for the Utility's current list of infrastructure rehabilitation projects.
- Existing software (GIS, Laserfiche) could be utilized to create digital filing documents tied to a geographic location on a digital map. For instance, utility applications, building plans, forestry compliance, correspondences could be attached to
- Provide Education and guidance to the public on constructing defensible space for home protection
- Develop and initiate strategies to reduce the probability of a catastrophic fire while maintaining the beauty of a forested environment.

MANAGEMENT CHANGES:

1) Consolidate or minimize the number of meetings that we have on a weekly basis (if possible – combine DDM with Development Review).
2) Streamline or change the complaint process (when people call in a complaint)
3) Improve on communication amongst departments (all VOR management).
4) Accountability and follow through.
5) If changes are made to policies, they should be conveyed by writing (via a memo or policy change document) instead of relying on word of mouth.
6) Dead weight – Get rid of the problematic personnel that create problems and are non-producers.

EXPAND OPPORUTNITIES AND IMPROVEMENT through:

Responsibility - We are committed to fiscal and environmental stewardship of all resources. Employees are called upon to demonstrate courage, accountability and make prudent decisions to maintain the critical balance between financial stability, reliable operations and delivering services to customers at the best value.

Collaboration - Effective teamwork is critical for achieving and sustaining high performance. We create a climate of collaboration by developing cooperative goals, sharing information, resources and fostering relationships.

Continuous Improvement - We are a learning organization. Processes are constantly evaluated and improved. Employees understand priorities and create opportunities and solutions to better meet organizational goals.

SHORT-TERM GOALS AND PRIORITIES

A **goal** is a desired result / broad primary outcome.

- Short Term Goal – Priority – what is most important right now (within 5 years). Can make Big Changes
- Long Term Goal – A strategic target that requires planning and resources (5 – 10 years)

A **strategy** is a plan or method (approach) for obtaining or achieving a specific goal.

- Compliance with State and Federal regulations and laws
- Ensure delivery of services is meeting or exceeding the needs of the residents
- Develop a process to manage the workload and increase business activity, construction and short-term rentals

An **objective** is a measurable step you take to achieve a strategy.

- Department SMART Goals
- Budget Financial Highlights

After scanning the internal and external environment by completing the SWOT analysis the group discussed the difference between **G**oals, **S**trategies & **O**bjectives. They also listed their top priorities to be completed in five (5) years and over a longer period of time.

GOALS – PRIORITIES - SHORT TERM - NEXT 5 YEAR

- Complete the FEMA Projects
- 200 sewer connections (Funding for line extensions)
- Move into Horton – consolidate offices and services
- Change Community Center back to Senior Center
- Change Internet Providers
- Records Management System
- Creating a drainage plan with a Transportation Master Plan
- Comprehensive Plan: include drainage plan
- Fuel Management for Village Property & Moon Mtn and the school owned area
- Work with Schools to Master Plan Moon Mtn. Project
- Renegotiate our relationship with Green Tree
- Consolidated Dispatch services
- Capture Lodgers Tax & GRT assoc. with STR
- Workforce Housing
- Expand Trails and Parks
- Prioritize plans and complete plans instead of doing things partially including funding
- Improve efficiency through technology
- Revision of ordinances
- Maintenance schedule for all buildings
- Broadband
- Capital Equipment replacement schedule
- Develop and fund long term replacement plans
- Fuel Depot and fleet maintenance
- Alto Plant Renovation
- Addressing / Mapping / E911 coordination
- Round-about at the Y and intersection Hwy 70
- Less office staff more field people. Merging department that deal with each other daily.
- Move to online documents with Laserfiche to have needed documents at your fingertips instead of hunting.
- Maybe informational town hall meetings a quarter on
- projects the Village is working on or processes we are implementing

Goals – Priorities- Long Term

Capital	Operations	Administration
Develop Horton Complex	Add Employees: Fire, Police, Parks, Airport	Economic Development: Home based businesses, Heli-Pad
Infrastructure: Waterlines, sewer connections-PER	Maintain ISO 2 Fire Rating Volunteer Fire Program	Document imaging – Records Mgt
CERF: Replace Class A Engine for Station #3, Type 6 Fire Engine	Operate Airport in Compliance with FAA	Update All Job Descriptions – NEO – Gov
Control panel replacement for filters 1-4 at Plant 4	Operate Airport in compliance with FAA with no findings	Develop fund for Capital Buildings and Maintenance
Water Production Improv:Grindstone Dam Drains-Coutry Club Tank	Complete Safety Assessment and Safety Improvements at Village Facilities and Buildings	Develop Standard operating procedures for all operations Develop Improvement Plans for area in need
Alto Water Treatment Plant Improvements	Use Tyler functions for enhanced personnel management	Online procurement and billing
Building Recreation Complex to include Sports Fields, Replace Pool	Charter Services at SBRA Compliance with FAA	CAFR – Financial report Maintain adequate Reserves
Building Campsites at Grindstone and Bonito, Trails expansion – Moon Mnt.	Continue to fund replacement of filters at RWWTP Reuse.	Maintained Capital Fund for VOR Facilities and Equipment
Complete Fire Station 2 Remodel	Water Rights Sustainability Reduce Validity Score	Continue records management
Affordable Housing continued	Infrastructure Investment Connectivity of sewer system and expand water line	Partner with Ruidoso Mid Town Association for economic vitality

STRATEGIC GOALS AND OBJECTIVES

After listing short term and long-term goals, each participant discussed in groups, strategic themes that, if leadership and resources were in place, would launch the Village into a future that benefits everyone that lives and visits the community. From this exercise, a total of seven strategic goals emerged as the most important for the Village of Ruidoso.

Strategic Goals

- Financial sustainability
- Sustainability & Maintenance of Infrastructure Investment
- Vibrant and Sustainable Economic Development
- Enhance Community Collaborations
- Public Safety and Protection
- Engaged and Energized Workforce
- Environmental Sustainability

As defined above, the participants defined seven strategic goals that would support the successful implementation of the Village's Vision and Mission. In groups, the participants worked diligently to identify objectives needed to drive each of these goals.

STRATEGIC GOALS AND OBJECTIVES

Goal 1 – Financial Sustainability

- Objective 1.1 – Contain costs and increase operational efficiency.

  Profitability (recurring revenues)

- Objective 1.2 – Maintain adequate financial reserves in every Fund.
- Objective 1.3 – Develop and deploy a long range financial planning process including scheduling building improvements and replacement
- Objective 1.4 – Establish appropriate equipment replacement funding levels.
- Objective 1.5 – Develop and implement budget enhancements
- Objective 1.6 – Forecast Capital Projects and adequately plan resources

  Planning, Reporting, Return on investment

Goal 2 – Sustainability & Maintenance of Infrastructure Investment

- Objective 2.1 – Continue to manage and secure reliable future water supply.
- Objective 2.2 – Develop and fund an aggressive multi-year capital improvement program with a realistic timeline.
- Objective 2.3 – Expand, extend and maintain infrastructure assets in place including wastewater and storm water systems
- Objective 2.4 – Maintain and extend water and sewer connections in compliance PER; NMED/EP and NPDES permit.
- Objective 2.5 – Support strategic investments in Village facilities.
- Objective 2.6 – Maintain roadways; major and minor collectors in partnership with NMDOT

Goal 3 – Vibrant and Sustainable Economic Development

- Objective 3.1 – Complete a new comprehensive plan update with extensive stakeholder engagement.
- Objective 3.2 – Strengthen and observe development ordinances and standards so to effectively plan and manage land use.
- Objective 3.3 – Create a functioning Economic Development Committee that identifies signature projects to enhance economic vitality.
- Objective 3.4 – Develop a comprehensive economic development strategy and funding model that identifies highest and best use of land.
- Objective 3.5 — Support and enhance marketing opportunities to new business investment and activities.

Goal 4 – Enhance Community Collaborations

- Objective 4.1 – Actively engage and communicate with the community.
- Objective 4.2 – Leverage information technology to drive efficient and responsive service delivery. (Records Management)
- Objective 4.3 – Ensure transparent government with opportunities for partnerships
- Objective 4.4 – Clearly define service levels and the associated resources and ensure accountability and communications.
- Objective 4.5 – Provide leadership for driving success and engage and support Village sponsored committees to support activities.

Goal 5 – Public Safety

- Objective 5.1 – Safeguard public safety, security and health.
  - ✓ Adequate staffing (recruit and retain)
  - ✓ Public notification system –
  - ✓ Consolidate communications and equipment
- Objective 5.2 – Actively Improve public perception and protect neighborhood integrity.
- Objective 5.3 – Support and maintain vehicles and equipment - CERF
- Objective 5.4 – Enforce Village Fuels ordinance
  - ✓ Revise and Enforce ordinance

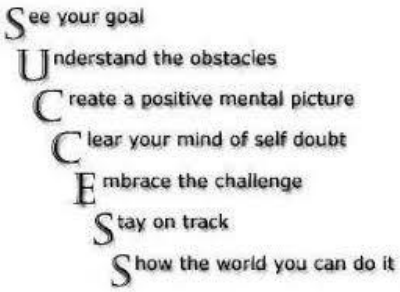
Goal 6 – Engaged and Energized Workforce

- Objective 6.1 – Encourage and reward employee innovation and creativity.
  - ✓ Review job descriptions and hiring process
  - ✓ Continue and enhance employee recognition
- Objective 6.2 – Recruit, retain and develop a diverse municipal workforce.
- Objective 6.3 – Support a competitive compensation/benefits program
  - ✓ Pay for Performance Plan
  - ✓ Leadership training and development.
  - ✓ Reduce size of workforce with increased compensation
- Objective 6.3 – Develop a succession plan and succession management process –
  - ✓ Develop a 5-year transition Plan for interested employees –
    - Provide training and mentorship to gain experience
- Objective 6.3 – Develop Affordable housing to recruit and keep employees

Goal 7 – Environmental Sustainability

- Objective 7.1 – Eliminate River/stream impairment
- Objective 7.2 – Develop a Watershed based plan with oversight by the Watershed Advisory Committee
- Objective 7.3 – Connect to onsite sewer systems
- Objective 7.4 – Support and Enhance Fuels Management Program
- Objective 7.5 - Insure that a healthy natural forest environment with large mature trees is a priority consideration in any development or project undertaken.

"Success is a result, not a goal"



V

Strategy Execution

Strategy execution is often the most difficult and challenging aspect of the strategic management for the organization to tackle. Execution includes translating the strategy into operational plans including Department SMART Goals, building organizational alignment and monitoring performance against plans to ensure an organization stays on course to achieve its strategy. Developing a comprehensive action plan with SMART Goals and providing the necessary resources to make it happen will enable the Village to achieve results that are more predictable, in line with its stated direction. The model below depicts the four main components of strategic management. This model is an adaptation of the "balanced scorecard" approach and is widely considered a best practice in the strategic management discipline. As shown in the model, strategic management is a cyclical process, including the following major elements.

- **Formulate/Review Strategy:**

  Articulate the mission, vision, values, and high-level goals and success indicators. Review the strategy at least annually and adjust as needed.

- **Develop Operational Plans:**

  Develop departmental operations plans with SMART Goals and budgets that include the specific objectives, performance targets, initiatives/projects, resources, timeline and funding required to achieve the strategy.

- **Build Alignment:**

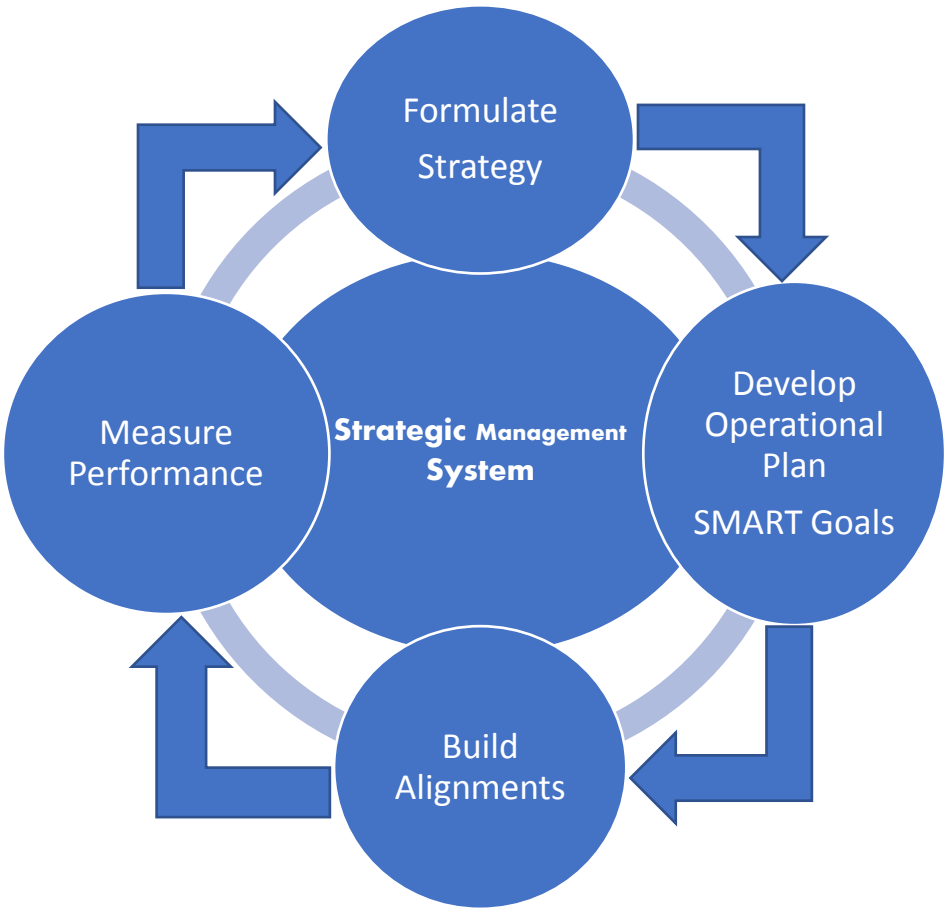
  Communicate the strategy and plans internally and with key external stakeholders, incorporate strategic goals and objectives into employee performance plans and link compensation and reward to strategic results.

- **Monitor Results:**

  Measure, analyze and report on performance results against plans/targets, resolve issues, make course corrections as needed, and share knowledge and best practices to improve overall organizational performance. With the completion of the strategic planning workshop, the Village of Ruidoso has made a first step towards finalizing the "Formulate Strategy" phase through the validation of its vision, mission and values and the development and prioritization of its high-level strategic goals. The next steps in the transformation of the city's operating model from business as usual to truly strategic management will require deliberate and systematic focus on the adoption and execution of the remaining three components of the cycle

V

Strategy Execution



Strategy Map

A strategy map is simply a graphical depiction of an organization's strategy in terms of its vision, mission, core values, strategic goals and business objectives. It serves as a quick reference guide to the Village's strategy and is a useful tool for organizing and aligning departmental plans, objectives and resources in support of the plan. A map summarizing the Village of Ruidoso's strategy is shown on the next page. This map can and should be reviewed and revised as the Village's strategy evolves considering the results of other, ongoing planning activities.

V

Strategy Map

Recommendations

The planning workshops organized and facilitated by the Village Manager was a continuation of the Village of Ruidoso long-established emphasis on the implementation of strategic thinking, planning and management. The results of this effort are encouraging and should help to establish a solid foundation for future refinement and improvement.

RECOMMENDATION Review, discuss and refine the strategic plan presented in this report as necessary and appropriate.

This effort is best described as a “first step” in the Village’s overall process of resetting the strategic plan within the larger concept of the comprehensive and financial planning model. The Council and professional staff should work together to review and confirm the strategic goals and objectives established in the planning workshops and, more importantly, align Department goals and objectives to support the accomplishment of the strategic goals identified in this plan.

RECOMMENDATION Commit to a regular, annual process of strategic planning directly linked to the budget process.

Going forward, the Mayor, Council and staff should follow a disciplined practice of collaborative planning and goal setting that is truly strategic in nature. An annual retreat should continue to be used to focus on accomplishments, major challenges and opportunities facing the Village, allowing the Council to provide the Village Manager with the key strategic focus areas and policy direction for the planning period. The results of the strategic planning session should then become the foundation for the staff’s development of the annual budget and support departmental operating plans, performance measures and targets.

RECOMMENDATION Develop and implement a strategy deployment and execution plan.

The Village Manager, in the role of the Village’s chief executive officer, should have the primary responsibility for strategy execution. For the Village Manager to do so, the Village Council, acting in its role of a corporate Board of Directors, must first take responsibility for strategy formulation. The Council sets strategic priorities, defines how their accomplishment will be measured, and then holds management accountable for the effective execution.

RECOMMENDATION Identify and adopt reporting tools and processes to monitor and track progress, identify further improvement opportunities and document results.

Once the Council adopts the Village's new strategic plan, that strategy becomes the documented policy of the governing body where the Village Manager and Department Directors are expected to execute and implement. The Council should focus more on the desired outcomes and results they expect the Village government to achieve and less on the detailed means / tactics by which those results are obtained; subject to limitations and guidelines established by the Council and state law.

By ensuring that strategic goal attainment and operating results are measured and reported by management to the Council and the public, an improved focus on accountability for results is created and can foster a climate of mutual confidence and trust between elected officials and appointed staff.

CONCLUSION:

I wish to thank Mayor Crawford, Council members, Directors and everyone that participated in this Strategic Planning Process. This Strategic Plan will be presented to the governing body in their regular meeting on December 11, 2108 for consideration and adoption. Once approved, the Plan will be posted on the Village website and copies will be given to each Department for communications with all employees.

With the synergy that was demonstrated in this process, I am confident that great things will happen in Ruidoso in the upcoming years. I truly enjoyed facilitating this Strategic Planning process and working with the quality of members that serve this community.

Debi Lee, Village Manager

VILLAGE OF RUIDOSO NEW MEXICO

Living in Nature's Playground

V