Employees should continue to practice good hygiene by adhering to the following guidelines:

- Wash your hands with soap and water or use hand sanitizer, especially after touching frequently used items or surfaces.
- Avoid touching your face.
- Sneeze or cough into a tissue, or the inside of your elbow.
- Disinfect frequently used items and surfaces as much as possible.
- Employees are asked to inform themselves on the current Public Health Order.

**Word of the Day by G. David Myers:**

**endemic**
/enˈdemɪk/

*adjective*
1. (Of a disease or condition) regularly found among particular people or in a certain area.

2. (Of a plant or animal) native and restricted to a certain place.

*noun*
1. an endemic plant or animal.

Scientists predict COVID will become **endemic** over time but there will still be sporadic outbreaks where it gets out of control. The transition from pandemic to **endemic** will likely play out differently in different locations around the world.
Remember When:

Scheduled for this Week:

**MONDAY – December 20th**
Karen Gutierrez – Out
Jerry Parsons - Out
Randy Koehn – Out
Austin Nelson – Out
Dick Cooke – Out

8:00 AM – Monday Mornings w/ the Mayor (Tim & Ron will also join) – 1490 AM

1:00 PM – Special Council Meeting – Council Chambers

**TUESDAY – December 21st**
Randy Koehn – Out
Dick Cooke – Out
8:00 AM – Ruidoso Hazard Mitigation – Zoom

**WEDNESDAY – December 22\(^{nd}\)**
Randy Koehn – Out
Dick Cooke – Out

**THURSDAY – December 23\(^{rd}\)**
December 23\(^{rd}\) – Village Offices Closed

**FRIDAY – December 24\(^{th}\)**
December 24\(^{th}\) – Village Offices Closed

**SATURDAY – December 25\(^{th}\)**

**SUNDAY – December 26\(^{th}\)**

**Human Resources**
Employees with BBVA Bank they need to update their direct deposit with their new PNC account number.
HR is back at Village Hall!

**Fire Department**

- ZIA Natural Gas Training 12-2pm 12/20
- Meeting Aviation Division’s Airport Development Administrator (NMDOT) Dec. 21st, 2021. 12-2
- Blood Drive (Mobile) @ FS#1 12-22@1030hrs

The Ruidoso Fire Department would like to provide you with a little information about Defensible Space. Defensible space is what we, in the fire service, consider the buffer between a home and the wildland vegetation. This space is often the difference in a house surviving a wildfire event and not.

- Homes should be clear for 30’ of all dead vegetation, including pine needles and leaves and firewood piles
- Trees in the 30-foot zone should be thinned to minimal numbers, trimmed up high, and dead trees should be removed.
- Grass and other ground vegetation should be mowed regularly
- Railroad ties that butt-up against a house should be removed as fire often travels them and they are difficult to extinguish.

The Ruidoso Fire Department encourages you to walk a 100’ radius around your property and survey the thing that could contribute to losing your home in a wildfire. If you would like the fire department to conduct a survey of your home, please contact us at 575-257-4116.

**Greetings from the Ruidoso Fire Department**

It may seem like common sense, but when the busyness of the holiday season captures your attention, you can easily overlook the practical steps you can take to help avoid accidental fires. These six reminders will help keep your holiday free from fire mishaps.

1. Turn off or unplug all electrical holiday lights before leaving your home or office, or before going to bed.
2. Never leave food cooking on your stovetop or in the oven unattended.
3. Keep candles and sparklers away from combustible materials, and extinguish all candles before leaving the room or going to bed.
4. Do not overload electrical outlets and keep all electrical cords out of reach of children.
5. Use non-combustible decorations where possible. Keep Christmas trees and combustible decorations away from your fireplace and heaters.
6. Do not block doorways, keeping paths to exits in the house clear can help you and your family get out safely in case of a fire.
   - Choose a tree with fresh, green needles that do not fall off easily
   - Make sure the tree is at least 3 feet away from any heat sources
   - Make sure the tree is not blocking an exit
   - Make sure your tree always has water
   - Make sure you are using the correct types of lights
   - Make sure the string of lights isn’t worn out and don’t have any broken cords or loose bulbs
   - Make sure you aren’t connecting more light strands than the manufacturer’s instructions
   - Make sure you turn off the Christmas tree lights before leaving or going to bed

After Christmas be sure to get rid of the tree before it becomes too dried out. Trees are a fire danger and should not be left tossed in the garage or outside near the home.

Ruidoso Convention Center Event Schedule
Here is the link for the radio station request form!!
https://forms.office.com/r/8Ejt4ZSABu

Community Center
The Ruidoso Community Center’s RSVP Program is having a Martin Luther King Coat Drive until January 17, 2022. There are drop off bins located at Albertsons, Walgreens, Club Gas, Horton Gymnasium, and the Community Center. The drive will be accepting gently used, jackets, warm coats, gloves, scarves, and any other warm clothing. For more information you can call us at (575)257-4565.
www.ruidoso-nm.gov/community-center

Ruidoso Community Center
Activities

501 Sudderth Dr.
Ruidoso, NM 88345

(575) 257-4565

Home of the Retired and Senior Volunteer Program

Monday- Thursday 8:00am-4:00pm
Fridays 7:00am-3:00pm

Enhanced Fitness Mondays, Wednesdays, and Fridays @ 9:00am
Yarn Club Mondays 1:00pm – 4:00pm
Clogging for Beginners Mondays & Wednesdays @ 6:00pm *Starts Jan 5th*
Constitution Class Wednesdays @ 5:30pm
Coffee & Snacks Tuesday Mornings 8:30am – 10:30am
People Works Counseling Tuesdays & Thursdays 9:00am-12:00pm
Gentle Fitness Class Tuesdays & Thursdays 9:00am-10:00am
Duplicate Bridge Games Tuesdays & Thursdays 1:00pm
Quilters & Stitchers 1st & 3rd Tuesday of Each Month 1:00pm-4:00pm
Art Lessons Tuesdays @ 1:00pm
Needle Craft Group Tuesdays 9:30 – 11:30 am. For more info call 575-937-5248
Clogging Lessons Tuesdays & Thursdays 4:00pm-5:30pm
Table Tennis Wednesdays & Fridays 10:30am-12:30am
$1 Luncheon Wednesdays 11:45am
Humana Bingo & Seminar 3rd Wednesday of Each Month 1:30pm *Prizes for Winners*
Party Bridge Games Wednesdays & Fridays @ 1:00pm
Hear on Earth Hearing Care Last Wednesday of each month 10:00 am – 1 pm
Book Club 4th Wednesday of the Month @ 1:30pm
$2 Breakfast Thursdays & Fridays 8:00am to 9:30am
Dance Lessons Thursdays: Beginners @ 6:30 pm & Intermediate @ 7:00 pm
Mahjong Fridays @ 1:00 pm

Free Fitness Equipment Usage
Pool and Ping-Pong Tables
Blood Pressure Checks
Coffee Available Everyday

For more information, please contact Anthony or Amber at:
AnthonyMontes@ruidoso-nm.gov or AmberWord@ruidoso-nm.gov

Transportation Services are Available: Call Z-Trans @ (575) 439-4971
This week’s Santa Story Time and Ride on the Moose Caboose was a big success with approximately 112 attendees! A big thank you to Santa for a story well read and a magic trick for a magical time had by all! There will be no story time for the next two weeks, but we will resume again on Jan 5, 2022. Our new printing software will be installed on Monday, December 20, 2021, which will give patrons the ability to print from mobile devices. Our collaboration with White Mountain Elementary on the Angel Tree was a huge success! We had gifts listed on 46 angels for children and families of White Mountain Elementary and all 46 angels were taken. Gifts on all 46 angels were purchased, wrapped and returned to the library where they were picked up for distribution to White Mountain Families. Thank you to the community for being so very generous this holiday season! I know the students and their families appreciate it. Happy Holidays to Everyone from the Library Staff and stay safe.
December 27th – Monday Mornings w/ the Mayor (Tim & Ron will also join) @8:00 AM – 1490 AM

December 27th – Mayors’ Council @11:00 AM – WebEx

December 27th – Parks and Recreation Commission @5:00 PM – Council Chambers

December 30th – Council Pre-Agenda @8:00 AM – Council Chambers

December 30th – Ruidoso Hazard Mitigation @10:00 AM – Zoom

December 30th – DR 1783 Village of Ruidoso @1:00 PM – Conference Call

December 30th – RJU Shop Building Construction Meeting – On Site

December 31st – Village Offices Closed

January 3rd – Monday Mornings w/ the Mayor (Tim & Ron will also join) @8:00 AM – 1490 AM

January 3rd – Utilities Committee Meeting @3:00 PM – Council Chambers

January 4th – Council Workshop @8:00 AM – Council Chambers

January 4th – Planning Commission Meeting @2:00 PM – Council Chambers

January 5th – Ruidoso Valley Chamber of Commerce Meeting @3:00 PM – Chamber

January 6th – Ruidoso Hazard Mitigation @10:00 AM – Zoom

January 10th – Monday Mornings w/ the Mayor (Tim & Ron will also join) @8:00 AM – 1490 AM

January 11th – Council Meeting @1:00 PM – Council Chambers

January 12th – JUB Chair Review @10:00 AM – Council Chambers
January 13th – Director’s Meeting @8:00 AM – Council Chambers

January 13th – Ruidoso Hazard Mitigation @10:00 AM – Zoom

January 13th – DR 1783 Village of Ruidoso @1:00 PM – Conference Call

<table>
<thead>
<tr>
<th>Employee</th>
<th>December Birthdays</th>
</tr>
</thead>
<tbody>
<tr>
<td>EBY, JOSEPH</td>
<td>101-010 - LEGISLATIVE DEPARTMENT ACTIVE - ACTIVE 12/01</td>
</tr>
<tr>
<td>ROSE, MATTHEW</td>
<td>522-200 - SOLID WASTE DEPARTMENT ACTIVE - ACTIVE 12/03</td>
</tr>
<tr>
<td>DOWNS, TRACY</td>
<td>101-100 - LIBRARY DEPARTMENT ACTIVE - ACTIVE 12/10</td>
</tr>
<tr>
<td>YARBOROUGH, TERRY</td>
<td>502-210 - WATER PRODUCTION DEPA ACTIVE - ACTIVE 12/11</td>
</tr>
<tr>
<td>BRYANT, ROBYN</td>
<td>522-200 - SOLID WASTE DEPARTMENT ACTIVE - ACTIVE 12/12</td>
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<tr>
<td>ZAMORA, JEREMY</td>
<td>510-410 - KW WTP DEPARTMENT ACTIVE - ACTIVE 12/15</td>
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<tr>
<td>POTTER, EMMETT</td>
<td>101-020 - MUNICIPAL COURT DEPARTI ACTIVE - ACTIVE 12/16</td>
</tr>
<tr>
<td>BRASHAR, JONATHAN</td>
<td>101-045 - POLICE ADMINISTRATION DEPARTMENT ACTIVE - ACTIVE 12/17</td>
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<tr>
<td>PFEEFFERKORN, CRAIG</td>
<td>101-155 - PARKS AND RECREATION DEPARTMENT ACTIVE - ACTIVE 12/17</td>
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<tr>
<td>SALAZAR, DAVID</td>
<td>101-391 - CONVENTION CENTER MAN. ACTIVE - ACTIVE 12/19</td>
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<tr>
<td>NEVARRETE, EDUARDO</td>
<td>101-050 - SENIOR CITIZEN DEPARTMENT ACTIVE - ACTIVE 12/21</td>
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<td>SOUTHARD, JOSEPH</td>
<td>101-050 - FIRE DEPARTMENT ACTIVE - ACTIVE 12/21</td>
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<tr>
<td>GREEN, JONATHAN</td>
<td>101-040 - POLICE DEPARTMENT ACTIVE - ACTIVE 12/23</td>
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<tr>
<td>FRIESEN, DANIEL</td>
<td>502-170 - AIRPORT DEPARTMENT ACTIVE - ACTIVE 12/24</td>
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<tr>
<td>ULATE, OSCAR</td>
<td>101-155 - PARKS AND RECREATION DEPARTMENT ACTIVE - ACTIVE 12/24</td>
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<tr>
<td>FREEMAN, TILLMAN</td>
<td>101-040 - POLICE DEPARTMENT ACTIVE - ACTIVE 12/25</td>
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<tr>
<td>STARKOVICH, JUDI</td>
<td>101-020 - FINANCE DEPARTMENT ACTIVE - ACTIVE 12/26</td>
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<tr>
<td>POLENDO, MIRNA</td>
<td>101-132 - CAPITAL PROJECTS - PURCHA DEPARTMENT ACTIVE - ACTIVE 12/28</td>
</tr>
<tr>
<td>MARTINEZ, MARCOS</td>
<td>522-200 - SOLID WASTE DEPARTMENT ACTIVE - ACTIVE 12/29</td>
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Employee December Anniversaries

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<tr>
<th>Employee</th>
<th>December Anniversaries</th>
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</thead>
<tbody>
<tr>
<td>216-080 - STREET DEPARTMENT</td>
<td>PRUDENCIO, MARCHALL 12/03/2001</td>
</tr>
<tr>
<td>502-220 - WATER DISTRIBUTION DEPARTMENT</td>
<td>PEREZ, JOE 12/27/2005</td>
</tr>
<tr>
<td>503-170 - AIRPORT DEPARTMENT</td>
<td>BASTARDO DOMINGUEZ, DANIEL 12/30/2011</td>
</tr>
<tr>
<td>522-202 - SOLID WASTE DEPARTMENT</td>
<td>NAJERA, PAUL 12/07/2015</td>
</tr>
<tr>
<td>101-050 - FIRE DEPARTMENT</td>
<td>MILES, JEFFERY 12/13/2015</td>
</tr>
<tr>
<td>101-040 - POLICE DEPARTMENT</td>
<td>FREEMAN, TILLMAN 12/21/2015</td>
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<tr>
<td>101-030 - FINANCE DEPARTMENT</td>
<td>WARREN, STEPHANIE 12/26/2018</td>
</tr>
<tr>
<td>101-047 - CONSOLIDATED DISPATCH DEPARTMENT</td>
<td>MIZE, ALESSA 12/02/2019</td>
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<tr>
<td>101-100 - LIBRARY DEPARTMENT</td>
<td>OLVERA, MARISA 12/01/2020</td>
</tr>
<tr>
<td>101-155 - PARKS AND RECREATION DEPARTMENT</td>
<td>Tucker, Austin 12/20/2020</td>
</tr>
<tr>
<td>SOUTHARD, JOSEPH</td>
<td>CHAVEZ, AARON 12/21/2020</td>
</tr>
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Valuable Infrastructure Funding Sources and Strategies
To drive your city’s equitable redevelopment goals forward, consider a variety of revenue sources and regional, cross-sector partnerships

When it comes to overdue infrastructure upgrades needed across the country and how to pay for them, most eyes have been on Washington, D.C., throughout 2021. And for good reason: There are big, unusual funding streams for city leaders to potentially leverage: 1) The Infrastructure Investment and Jobs Act, which will fund roads, bridges and other kinds of projects, and 2) The American Rescue Plan Act, which allows aid to cities to be allocated for water, sewer, and broadband projects.

Cities can tap many local funding sources to pay for infrastructure projects—options go well beyond property and sales tax revenues. When strategizing how to reach infrastructure goals, city leaders should look beyond discrete funding sources. By bringing together private sector and quasi-public organizations from across a region together in cross-jurisdictional partnerships, they can drive infrastructure-related investments and broader redevelopment goals forward.

[The rest of this article explores common (non-federal) infrastructure funding sources, as well as how cities forge successful regional partnerships.]

Local Options

Historically, infrastructure projects have reinforced inequity in U.S. cities—decisions to construct freeways through poorer, non-white neighborhoods is a prominent example from the 20th century. Given this history, it’s important to think carefully about if and how local funding sources are equitable in nature.

For example, sales taxes are regressive in nature. Property taxes, while officially proportional to the value of a home, often disparately impact taxpayers of color because of over-assessments of their properties relative to market value. Fines and fees disproportionately impact people of color. “Black taxpayers and other taxpayers of color bear a heavier tax burden for public services due to the local assessment and collection practices of tax and non-tax revenues,” notes Tonantzin Carmona of Brookings’ Metropolitan Policy Program.

Thankfully, more redistributive funding sources exist that city leaders can use to support equitable redevelopment goals. Here are five such resources and funding avenues.

- **Land banks**: These are quasi-public agencies that acquire, manage, and redevelop distressed properties. About 200 land banks existed across 15 states, as of last year.
- **Community benefits agreements (CBAs)**: These are legally binding contracts between community-based organizations and a developer detailing the benefits a community receives in return for supporting a developer’s project. In Sacramento, California, for example, a CBA developed this year for a $1.1 billion mixed-use development generated $50 million in funding for affordable housing, anti-displacement investment, prioritized hiring for residents, and improved public transit infrastructure.
- **Community development agreements (CDAs)**: Also known as benefits sharing agreements, CDAs are an agreement between businesses and community groups (and sometimes also government agencies) to ensure equitable benefits from large projects. For example, in 2017 a variety of organizations came together across sectors, forming a CDA to ensure that Maryland’s Purple Line light rail project spurred equitable transit-oriented development.
• **Impact fees**: Typically, a one-time payment, impact fees can be imposed by a local government on a property developer to help pay for infrastructure improvements associated with a development project (i.e., roads, water, and sewer). The basic idea is to offset the financial impact a particular development places on nearby public infrastructure.

• **Developer exactions**: These are like impact fees in intent, but often differ in form. They can obligate a developer to build or pay for public infrastructure created by local governments. For example, they can take the form of **donated land** to create new city parks, or in-lieu payments to support a city’s acquisition of park land.

• **Community development financial institutions**: These are private lending organizations focused on supporting the development of low-income communities. They can take the form of banks, credit unions, and venture capital funds, and **help to fund various kinds of projects**, including affordable housing and municipal infrastructure.

The **Dayton Arcade** project in downtown Dayton, Ohio, is a prime example of how strategic redevelopment supported by a diverse mix of funding sources can spur more equitable outcomes. Phase one of the $95 million project was completed this year. It returns a collection of nine historic buildings back to its original use—a mix of retail, offices, public space, and housing. Already, the complex effort has helped centralize much of the city’s business development and innovation programming. Urban policy expert Bruce Katz, author of *The Metropolitan Revolution*, called Dayton Arcade “the most transformative project in America.”

It comprises nearly a dozen funding sources, including millions of dollars in tax credits, an $11 million loan agreement, a community reinvestment area tax abatement agreement, a bond ordinance, an energy improvement district resolution, and a new community authority petition. The Arcade redevelopment plan also focuses on social challenges, bringing together students, residents, and other city stakeholders to address critical challenges including the opioid crisis and food insecurity.

**The Power of Partnerships**

The Dayton Arcade is an example of a marquee redevelopment in a mid-sized city. Many smaller cities find it difficult to spur such large projects because they often lack the financial, human, or political resources of larger cities.

One potential solution to this challenge: Forge cross-jurisdictional partnerships that bring organizations together from across a region and then mobilize support for public sector efforts to upgrade infrastructure and achieve large equitable redevelopment goals. In smaller cities, working together with other jurisdictions is “critical for making efficient and effective infrastructure decisions, and figuring out how to pay for things,” says George McCarthy, president and CEO of the Lincoln Institute of Land Policy. He spoke to city leaders across the country in October 2021 as part of What Works Cities’ City Budgeting for Equity & Recovery program.

Creating regional partnerships to power equitable development takes time and effort. While no partnership will look exactly like another, city leaders can learn from successful strategies employed by smaller “legacy” cities with approximately 30,000 to 200,000 residents. Former industrial and manufacturing hubs such as South Bend, Indiana, and Worcester, Massachusetts, have built development ecosystems that enable economic growth and equity to go hand-in-hand.

How can cities create an equitable development ecosystem that brings together key leaders from the public, civic, and private sectors, as well as grassroots organizations? The strategy playbook detailed in a Lincoln Institute report on equitable development of “legacy cities” involves three steps: building
trust and repairing relationships, organizing a diverse coalition, and conducting strategic planning and visioning.

Ultimately, equitable redevelopment visions should be grounded in the needs of city residents, not affluent suburbanites. In the past, smaller cities have made the mistake of focusing strategies on specific assets (i.e., sports stadiums) to attract people. “We need to find investments that advance the interests of residents and protect their tenure in the place,” McCarthy says.

A statewide effort in Massachusetts shows how cross-jurisdictional partnerships can do this. In 2008, the governments of 11 smaller cities in Massachusetts, all former industrial hubs, decided to work together to spur equitable renewal and a new paradigm for urban investments. The mayors of these former manufacturing centers signed a compact to coordinate efforts for community and economic development. State legislators representing the 11 cities formed a caucus to flex their political power, both in the State House and with the governor.

Pushed by the regional partnership, the legislature created the Transformative Development Initiative (TDI) at MassDevelopment, the state’s quasi-public economic development agency. The new TDI strategy focused a range of development efforts in small core areas (a five-minute walking radius) to generate a critical mass of activity that inspires investments by local residents, businesses, and entrepreneurs, among others. MassDevelopment lent both capital and capacity to help a diverse group of smaller developers based in the 11 cities. The new development model catalyzed private investment in cities that hadn’t seen much of it in 40 years or more.

Larger cities can also benefit from cross-jurisdictional partnerships—especially while pursuing goals in inherently regional infrastructure areas, such as transportation. Indianapolis offers a great example of what this can look like. A broad array of stakeholders, including business and community groups, regional mayors, nonprofits, and labor groups, formed the Transit Drives Indy coalition. It successfully pushed for a state law allowing certain counties to dedicate a portion of income tax revenue for mass transit. Next it backed a referendum asking voters to approve a 0.25% tax increase to fund a five-year transit infrastructure plan. The measure passed in 2016; construction on a rapid-transit bus line is underway.

Homegrown Solutions

Across the country, infrastructure needs are immense. In early 2021, the American Society of Civil Engineers estimated that about $2.6 trillion in funding will be needed over the next 10 years to address roads, bridges, waterways, and other lackluster systems. ARPA funds and money flowing from the federal infrastructure bill are great starts.

Infrastructure needs will always persist and with new federal funding, there is opportunity to make investments that will impact communities for generations. The old way of doing things does not meet today’s demands to more equitably allocate resources. City leaders, therefore, should use data and evidence to drive their development investments, and explore and embrace multi-faceted solutions for funding projects that both upgrade the physical landscapes of cities and the lives of residents who are too often left behind (or harmed) by infrastructure projects.

The good news is that cities can potentially leverage a toolset of funding sources and strategic partners to achieve more equitable outcomes. If city governments build diverse coalitions that emphasize the benefits of equitable developments, they can garner support across the public and private sectors—and do great things.
“Christmas can't be bought from a store. Maybe Christmas means a little bit more.”
— Dr. Seuss

Christmas In The Mountain's

Christmas in the mountains
What a sight to see
A feeling of Yule tide
That's the way it should be
Celebrating the birth of Christ
Spread the message of cheer
It's the way we show our love
As we feel His presence near
A single walk through
Bethlehem
Reminds us how often
We should listen to His message
That is spoken so softly
The sight of the manger
Laying beneath the pines
Reminds us of a world together
And of prayers on our minds
The lights of luminaries
That send us on our way
Gives a message to everyone
To kneel down and pray
Hold in your heart this night
And ask for His help
For all of those less fortunate
That He grant them a stronger step
For Christmas in the pines
Was put here for a reason
To strengthen one and another
Throughout the Holy season