



VILLAGE OF



NEW MEXICO

## »» State of the Village

January 29, 2024  
Mayor Lynn D. Crawford





Mayor Lynn Crawford

# State of the Village

January 29, 2024

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It is with great pleasure and a strong sense of civic duty that I present to you the 2024 State of the Village. This annual report serves as a comprehensive overview of the current state of our community, highlighting achievements, challenges and the path forward. It reflects on the collective progress we have made, the resilience that our community continues to show in the face of challenges, and the unity that makes this such a great community to be a part of. The State of the Village report is not just a compilation of facts and figures but a testament to our shared efforts and aspirations that define us. The report delves into key areas including infrastructure improvements, community engagement, economic development, and annual highlights goals for 2024 from each VOR department.

In the spirit of transparency and open communication, this report provides insights into the decisions made by Village administration and the Village Council addressing concerns and emphasizing the importance of resident involvement in shaping how the Village continues to move forward.

There were several key accomplishments and milestones that were completed in 2023:

- Mechem Meadows Housing Development
- Magistrate Court Building
- Wingfield House Construction Remodel
- Reconstruction of Runway 12/30 and rehabilitation of Taxiway B at SBRA
- HVAC system replacement at Ruidoso Public Library
- Pavement rehabilitation of Hull Road, Service Road, and Reese Drive
- NMDOT Co-op roadway rehabilitation project
- NMDOT MAP roadway rehabilitation project
- Upper Sudderth striping and new sidewalk
- FEMA sewer line rehabilitation project (Phases I and II)
- Service Road drainage improvements
- Mary Drive water line replacement
- New Joint Utility shop building

This list should give residents a good idea of the number of projects that the Village has in progress throughout the year. There are many more projects that are “in progress”, and many more that will be started this year. I can tell you that the Village Council and I are committed to working to make constant improvements where we can in an effort to improve our residents’ quality of life.



## MECHEM MEADOWS: INAUGURAL WORKFORCE HOUSING PROJECT

Marking a significant milestone achieved in 2023, on May 16, 2023, our community came together to inaugurate Ruidoso's premier workforce housing development. This achievement is the result of a collaborative effort, with contributors like FHLB Dallas, New Mexico Mortgage Finance Authority, and various others, making it possible for families to now call these homes their own. Amidst the recovery journey from the McBride Fire, we take pride in providing a beautiful home for numerous families in the years ahead.



## FINANCIAL SUSTAINABILITY: THE FINANCIAL STATE OF THE VILLAGE IS STRONG AND STABLE

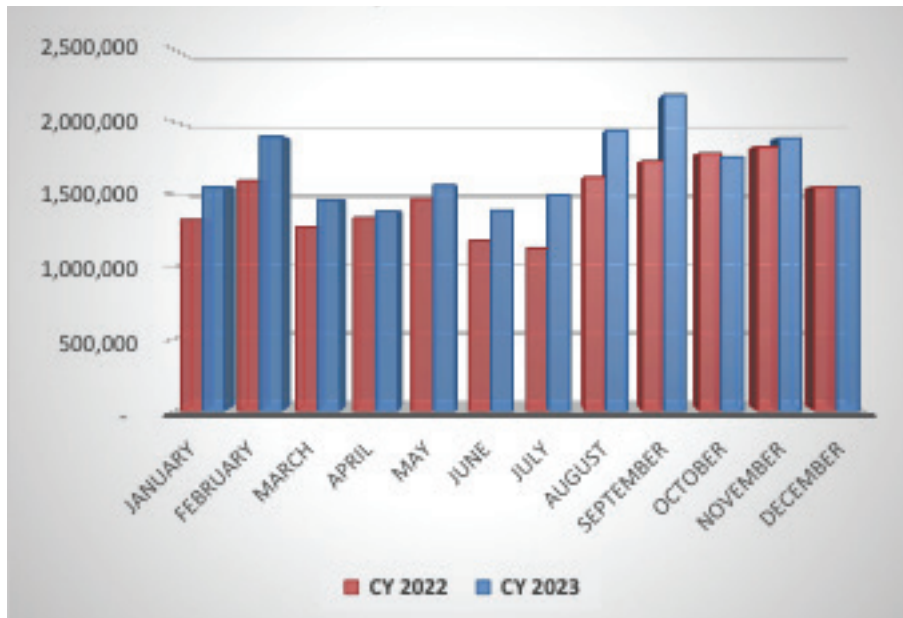
The Village began FY 2024 with a cash balance of \$63.8M and is currently projecting revenues at \$74.0M, which amounts to \$137.8M of available cash to spend. Personnel was increased to bring hiring rates closer to competitive levels. In addition, several capital projects were rolled over from FY 2023 and the Village has been very successful in securing grants for these projects. As of December 2023, the Village's operating budget for personnel, operations, and capital outlay totaled \$112M. Some of the grant funded capital projects include the Airport's Runway 12/30 and Taxiway B Rehabilitation, FEMA Sewer Line, and several legislative appropriations. Therefore, anticipated ending cash balance for FY 2024 is projected at \$25.8M. All other revenue categories, especially Gross Receipts Taxes, are performing better than budget.

Fund Type	Beg Cash	Budgeted Revenues	Budgeted Expenditures	Budget Net Transfers	End Cash
General Fund	\$8,663,686	\$17,018,741	\$(20,331,571)	\$(2,409,283)	\$2,913,573
Special Revenue Funds	\$17,379,981	\$12,878,664	\$(26,775,536)	\$2,057,125	\$5,560,234
Capital Project Funds	\$13,986,148	\$13,450,052	\$(22,157,488)	\$3,622,380	\$8,901,092
Debt Service Funds	\$856,984	\$2,380,281	\$(1,753,293)	\$(273,126)	\$6,936,398
Enterprise Funds	\$22,671,793	\$27,520,647	\$(40,258,946)	\$(2,997,096)	\$6,936,398
Internal Service Fund	\$57,919	\$759,938	\$(759,938)	-	\$57,919
Agency Funds	\$174,250	-	-	-	\$174,250
	<b>\$63,762,761</b>	<b>\$74,008,323</b>	<b>\$(112,016,772)</b>	<b>-</b>	<b>\$25,754,312</b>



## GROSS RECEIPTS TAX

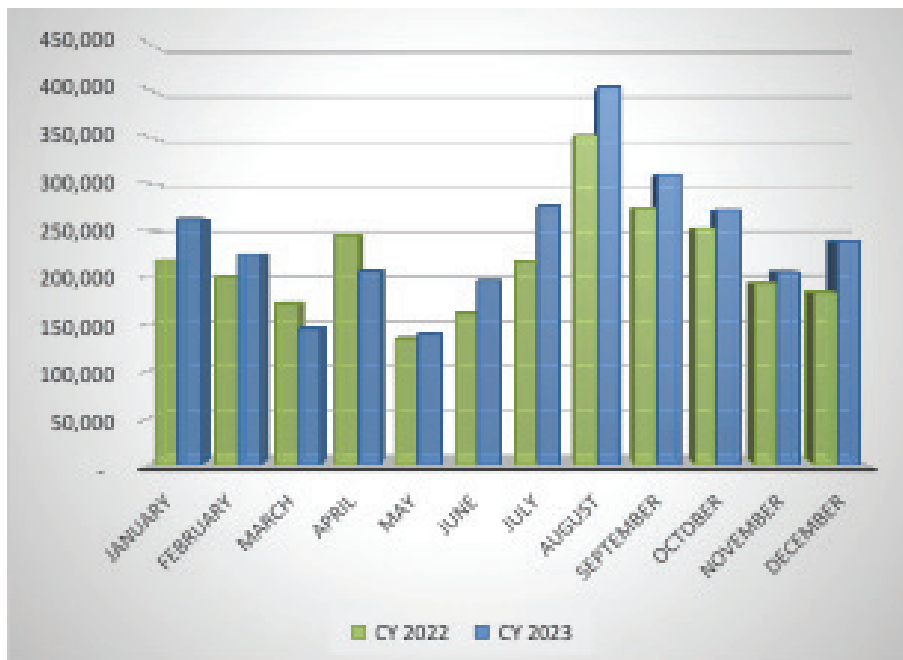
### GROSS RECEIPTS TAX DISTRIBUTIONS



The Village has been able to maintain a growth rate in GRT. As the Village becomes a host to events and attractions, GRT has dramatically increased. According to the chart distributions in August and September (sales months of June and July), there was an increase of over 20% from the prior year. New summer programming has made a big difference. The overall growth rate from CY 2022 to CY 2023 was 12.79%. Currently projections are indicating that the Village will be up approximately \$3M over budget.

## LODGER'S TAX

### LODGERS' TAX RECEIPTS





Another revenue area that benefited from increased tourism was Lodgers' Tax. Tax receipts also began to exceed prior year amounts in January (December) and continued growing at a rate of 10.68% over CY 2022. The Village has been able to spin off an events fund that has helped summer activity. Currently in December 2023, the increase from FY 2023 to FY 2024 is 15.83%. The outlook for 2024 is a continued upward trend.

## DEBT FINANCING

The Village recently issued its Series 2023 General Obligation (GO) Bonds for water infrastructure projects. The bond cycling program began in 2014, and this is the tenth issuance for a total of \$15,000,000 in available funding. The GO Bonds are publicly supported funding options from a 1.5 mill levy on property taxes voters approved in the March 2022 election. During the March 2024 election, voters will decide whether to continue with the Mill Levy GO Bonds. The outstanding balance on these bonds is \$7,870,000 on December 31, 2023.

## DEBT REDUCTION

The Village paid off a Water Trust Board Loan for the Eagle Creek Wellfield Phase II in the amount of \$679,483.45 on January 18th.

## DEBT – BOND RATING

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

## DEBT – GO CAPACITY

State Statutes limit the general obligation debt a governmental entity may issue to four percent (4%) of the total average valuation. The current debt limit for the Village is \$25,311,726, which is significantly more than the Village's outstanding general obligation debt, which totaled \$7,870,000 as of December 31, 2023.

## PUBLIC INFRASTRUCTURE & FACILITY PROJECTS

### FY 2023 CAPITAL PROJECT REVENUE SOURCES



In FY 2024, the Village has started work on over \$22M of capital projects most of which are continuation of projects started in prior years. Some of these projects include the FEMA Restoration of the existing sewer line and lift stations, FEMA Bridges, Pinecliff subdivision water line replacement, Public Safety Building (Horton Complex). As the Village completes these



projects, they also serve as an economic impact strategy to help stimulate the economy with a spending multiplier effect by generating GRT revenue to the Village. In addition, one-third of the projects are financed by grants obtained from both Federal and State Agencies.

Comprehensive Annual Financial Report (CAFR) and assisting in the rate analysis for all utilities.

## **AUDIT**

The results of our Fiscal Year 2022 Audit were released and resulted in no findings and no material weaknesses. The Village completed the Fiscal Year 2023 audit on time and is currently under review by the New Mexico State Auditor's Office (SAO). The audit results will become a public record in late March 2024. The overall financial health of the Village of Ruidoso remains robust, and both governmental and proprietary funds reported increases to the net position, thus exceeding required reserves and increasing the Village's cash position.

## **LEGAL: ADVANCING JUSTICE AND PROTECTING COMMUNITY INTERESTS**

### **2023 Achievements:**

- Addressed a spectrum of legal challenges, including tort claims and losses from natural disasters, while maintaining a delicate balance between offering quality government services and safeguarding the civil rights of residents.
- The legal department, comprising general counsel and special counsel for complex litigation, demonstrated a steadfast commitment to addressing issues in a professional, ethical, and cost-effective manner.

### **2024 Priorities:**

- Continued collaboration with the legal team to uphold the Village's goals with a dedication to open, transparent, and ethical governance.
- Defense of the Village's rights and the rights of residents, ensuring compliance with sunshine laws and other constitutional safeguards that enable citizen participation in government.
- Improvement of land use ordinances for enhanced clarity in planning and zoning matters, fostering a more informed and engaged community.
- Exploration of innovative legal avenues to facilitate housing and economic development opportunities for both current and prospective residents and visitors.
- Diligent efforts to mitigate risks, safeguard the public treasury, and pursue justice in the pursuit of the Village's overall well-being.

In 2024, the legal department remains committed to its multifaceted role, striving to improve legal frameworks, protect community interests, and contribute to the growth and prosperity of the Village of Ruidoso.





# LAW ENFORCEMENT: BUILDING SAFER COMMUNITIES, ONE STEP AT A TIME

## 2023 Achievements:

- Ruidoso Police Department's exceptional year, earning the prestigious Department of the Year for 2022, reaffirming the commitment to transparency, accountability, and public confidence.
- Continued dedication to utilizing the latest tools and technologies, enhancing instruction and support for personnel, and optimizing workforce potential through career growth and succession planning.
- Transformational changes to the department's culture, including the relocation of the Consolidated Dispatch to a state-of-the-art facility in September 2023.
- Equipping and training all department members with breaching tools for emergency situations, generously provided by a donor, post the tragedy in Uvalde in 2022.
- Grant-funded retention stipends for officers from the New Mexico Department of Public Safety and the Department of Finance Authority.
- Successful completion of the fourth Citizens Police Academy and a significant expansion planned for the 2024 academy.
- The 3rd Annual Shop with a Cop event marked a substantial success, sponsoring 78 children, reflecting the department's commitment to community engagement.



## 2024 Priorities:

- **Maintain and Strengthen Community Relationships:** Continue efforts to build trust and collaboration within the community.
- **Mental Health Initiative:** Address the mental health epidemic by providing support and resources for village members.
- **Enhanced Training for Officers:** Focus on additional training for officers dealing with individuals experiencing apparent mental health issues.
- **Competitive Salaries for Dispatchers and Officers:** Recruit and retain top talent through competitive compensation.
- **Take-Home Radius on Vehicles:** Expand the reach and effectiveness of law enforcement with take-home vehicle programs.
- **New Laptop Computers:** Complement the Computer-Aided Dispatch (CAD) system with modern laptops, enhancing operational efficiency.



In 2024, the Ruidoso Police Department remains dedicated to ensuring the safety and well-being of the community through proactive measures, community engagement, and continuous improvement in training and resources.

## **FINANCE: MANAGING FUNDS TO RUN A COHESIVE MUNICIPALITY**

### **2023 Achievements:**

- Closed out FEMA Project Close Road Bridge. Awarded a contract for a Rate Study and Master Plan for all utilities. Ending construction cost \$2,878,527, of which the Village paid \$226,247.
- Closed out nine (9) legislative appropriations. Grant reimbursements totaled \$4,461,723.
- Prepping the close out of FEMA Project Sewer Line. Staff has been able to find checks and invoices from FY 2018 to current in an effort to support cost. Currently the 70% design and construction of the sewer line is at \$29,736,761. Project should be completed summer 2024. The Village will be responsible for 7% of the cost.
- The Staff Accountant I position has been filled and the new employee has been able to take over the processing of checks, the daily deposit, update of accounts payable registers, and has helped with the phones.

### **2024 Priorities:**

The main goal of Finance is to find an Assistant Finance Director. In addition, Finance will finalize manuals on how to perform processes such as a budget adjustment, a purchasing requisition, or how to run reports in the financial software system. Finance will also be developing on a process of addressing delinquent accounts and applying liens. On the financial reporting side, our department will be gathering information needed for the statistical section of preparing a Comprehensive Annual Financial Report (CAFR) and assisting in the rate analysis for all utilities.

## **UTILITY BILLING: CUSTOMER SERVICE-DRIVEN SOLUTIONS**

### **2023 Achievements:**

- The department survived both retirements of the Utility Supervisor and Utility Clerk. The positions have been filled and the new employees are making several changes to make the department more efficient and customer friendly.
- Most of the meter endpoints have been replaced and actual reads are being received.

### **2024 Priorities:**

- The department is redesigning the bill.
- Revamping the lien process along with input from the Village Clerk.





# INFORMATION TECHNOLOGY: MAINTAINING CUTTING-EDGE SERVICES

## 2023 Achievements:

- Windstream has begun the construction phase of laying fiber to homes. Estimated completion date late 2024.
- Able to help implement the access control panels for the doors at Village Hall and Horton Complex.

## 2024 Priorities:

- Evaluate the phone system in preparation for procurement.
- Purchase Microsoft 365 for the Village and replace several servers.

# CAPITAL PROJECTS: ENHANCING OUR VILLAGE

Despite serving a resident population of around 8,062, the Village of Ruidoso is currently engaged in Capital Projects on a scale equivalent to a municipality four times its size. Leveraging engineered projects and strategic fund allocation, we've secured grants to fuel construction across various sectors, including infrastructure, buildings, and equipment, ensuring the continuity of our service standards.



Our ongoing projects not only contribute to the village's growth but also serve as an economic stimulus, generating GRT revenue through a spending multiplier effect. Notably, about a third of these endeavors are funded by grants obtained from Federal and State Agencies.

## 2023 Achievements:

- Successful completion of the Mechem Meadows Workforce Housing Project
- Completion of the Magistrate Court
- Closeout of the Close Road Bridge FEMA project

## 2024 Priorities:

- Implementation of project management software for efficient monitoring and reporting of Capital Projects throughout their life cycle.
- Finalization of Phase III (Hazard Mitigation) in the Sewer Line Rehabilitation Project.
- Completion of Phase 1 and 1A of the Horton Complex
- Redesign of Main Road 2 Bridge and initiation of replacement for remaining bridges.
- Project Management oversight for the Solar Replacement Project at the RWWTP and the fine screen project installation.

In our commitment to progress, these initiatives not only enhance our infrastructure but also reinforce the economic vitality of the Village of Ruidoso.



## **CLERK'S OFFICE: FACILITATING TRANSPARENCY AND EFFICIENCY**

### **2023 Achievements:**

- Successful development of a streamlined process for filing Inspection of Public Records Act requests. The Community Development Department and the Records Clerk for the Police Department received comprehensive training on this new procedure.
- Implementation of a systematic process for the filing and release of utility liens. A thorough audit was conducted, leading to the release of expired liens dating back to 2009.
- Initiation of a comprehensive process for the retention and destruction of public records. The information was disseminated to all departments, resulting in monthly processing of Certificates of Destruction from various departments.

### **2024 Priorities:**

- Conducting Municipal Officer Elections on March 5, 2024, to elect four Councilors and one Municipal Judge.
- Restructuring the document scanning and retention system in LaserFiche. The Clerk's Office aims to provide training to all departments, ensuring the successful scanning and retention of municipal documents. This initiative will contribute to the efficient retention and destruction of public documents, enhancing overall office operations.

In the pursuit of transparency and efficiency, the Clerk's Office remains committed to implementing strategic processes and embracing technological advancements in the year ahead.

## **HUMAN RESOURCES: NURTURING GROWTH AND EXCELLENCE**

### **2023 Achievements:**

- Successful implementation of ongoing training opportunities, including monthly safety sessions facilitated by our safety coordinator and the Risk Management Team of the New Mexico Municipal League. Additional training courses conducted by NMML ensured compliance and understanding of laws and regulations. Collaboration with Eastern New Mexico University- Ruidoso campus provided diverse training opportunities, such as a Class A Commercial Driver's License Course.
- Expansion of the Human Resources Team with the addition of a full-time position, strategically addressing staffing challenges. This addition facilitated efficient management of a heavier workload in filling vacancies, resulting in a positive influx of highly qualified applicants across various organizational levels.

### **2024 Priorities:**

- Development of a formal training process for Supervisory and Management positions, emphasizing succession planning. With an eye on the future retirement of top leaders, the Human Resources Department aims to equip new Supervisors and Managers with essential tools for success. Training areas will cover Leadership and Management, Mentoring, Decision Making, Performance Management, and others, facilitating a seamless transition into their roles. Resources from the New Mexico Municipal League Risk Management Team will be utilized for comprehensive training.





- Creation of an incentive plan for employees participating in and completing state and national certification courses. The focus will be on tiered incentives for different certification levels, ensuring the Village remains competitive in the industry. In-house training and support will be emphasized to assist employees in preparing for exams and obtaining certifications that add value to the organization. This initiative reflects our commitment to employee growth and organizational excellence.

## COMMUNITY DEVELOPMENT: FOSTERING HOUSING AND COMMUNITY ENHANCEMENT



### 2023 Achievements:

- The Mechem Meadows housing development stands as a significant achievement, providing homes for families displaced by the McBride Fire. These homes, purchased through donations, grants, and local funds, meet the income threshold of 140% low-to-moderate guidelines for Lincoln County. Located at 1114 Mechem Drive, these units are held in the Village of Ruidoso Housing Trust Fund as long-term rentals. An additional 3-bedroom home, due to development challenges, will be placed at 99 Sunny Slope under the same rental guidelines.
- Ongoing collaboration with Mesa Apartments, LLC for reapplication of 9% tax credits from the New Mexico Mortgage Finance Authority. If granted, this initiative aims to develop up to 72 apartment units at 1104 Mechem Drive, a prime location near arterial highways, recreation activities, and public schools.

### 2024 Priorities:

- Top priority: Addressing the ongoing crisis of incorrect physical addresses throughout the Village. US Highway 70 has been corrected, and Sudderth Drive, though presenting challenges, is under consideration for improvement. The Governing Body has directed staff to issue a Request for Proposals to bring on a contractor for analysis and assistance in addressing this issue.



- Second priority: Obtaining a grant to update the Comprehensive Plan adopted in 2019. The Comprehensive Plan serves as a vital guide for community development, identifying resources, long-range needs, and shared goals. Community consensus will be a key focus, ensuring the plan reflects the collective vision for a vibrant and cohesive community. This initiative underlines our commitment to continuous improvement and community well-being.

## TEAM TOURISM: SHAPING A VIBRANT FUTURE FOR RUIDOSO

### 2023 Achievements:

- Ruidoso experienced a surge in guest numbers, overnight stays, and revenue compared to 2022, showcasing the town's growing appeal.
- There was a 10.68% percent increase in Lodgers' Tax collection over 2022. Currently, we are tracking at a 15.83% increase in FY 2024 over FY 2023 thus far.
- Team Tourism, comprising municipal officials, community stakeholders, and communications professionals, took a groundbreaking approach by organizing focus groups to understand the preferences of residents and tourists. These insights became the cornerstone for collaborative stakeholder efforts, leading to the implementation of impactful initiatives.

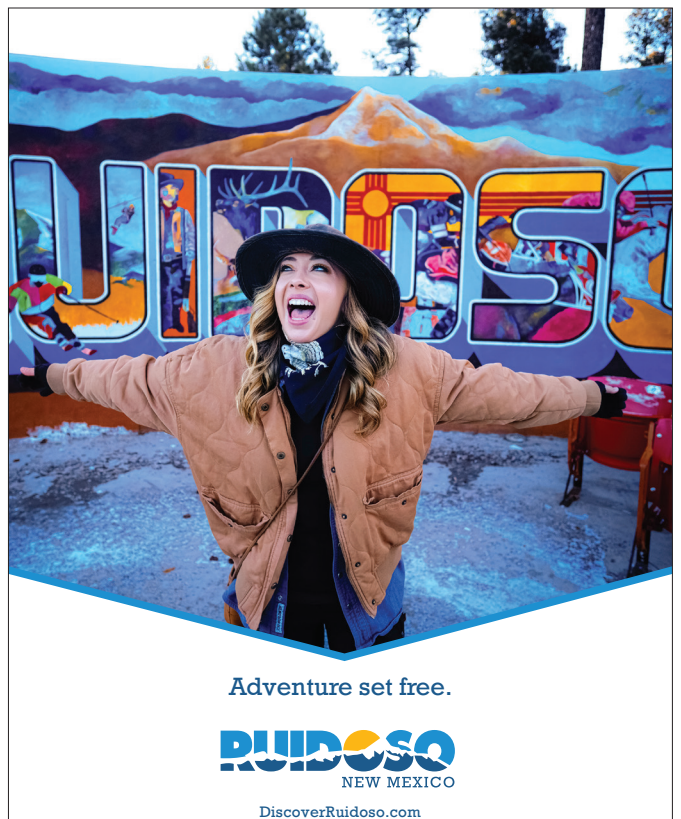


### Key Initiatives:

- **Sustainable Tourism Portal:** Launched to unite the Ruidoso community in preserving and enhancing the town for future generations.
- **Discover Knowledge Initiative:** A free educational series empowering hospitality businesses with insights and resources to create intentional customer experiences.
- **Real Ruidoso. Ruidoso Real Campaign:** Inviting visitors to explore the authentic charm of Ruidoso, reflecting the spirit embodied by its people.

### Ongoing Efforts:

- Continuation of television, print, and digital advertising campaigns to enhance accessibility to information.
- Tailored promotional efforts and strategic partnerships to maximize reach and impact.





## 2024 Priorities

- Expand outreach efforts to reach a wider audience.
- Enrich offerings to enhance visitor experiences and community engagement.
- Diversify delivery channels, leveraging evolving technologies and platforms.
- Redesign platforms to ensure a seamless and engaging experience for users.
- Create content that not only benefits visitors but also strengthens partnerships within the community, contributing to the growth of Village revenues.

In collaboration, Team Tourism is dedicated to shaping a vibrant and sustainable future for Ruidoso by fostering a harmonious balance between tourism and the local community.

## EVENTS AND PARTNERSHIPS: A YEAR OF TRIUMPHS AND FUTURE VISIONS

### 2023 Achievements:

In an extraordinary feat, the Village of Ruidoso accomplished two significant milestones in 2023, positioning our community globally.

- **XTERRA Triathlon Host Site Selection:** The Village of Ruidoso hosted a pivotal site visit for Steve Andrus, the esteemed head of XTERRA Triathlons for Canada, the United States, and South America. Our warm welcome and insightful information secured the honor of hosting the 2025 Silver Elite Level XTERRA Triathlon. This prestigious event is set to draw participants from across the U.S. and worldwide. Leveraging XTERRA's vast marketing reach, the Village of Ruidoso is poised to captivate millions through extensive promotion via marketing portals and social media.
- **"Lost Bus" - Apple Studios Feature Film:** Ruidoso was chosen as a filming destination for Apple Studios' upcoming feature film, "Lost Bus." Centered around the 2018 Camp Fire in Paradise, California, this poignant narrative showcases a school bus driver's heroic efforts to save 22 children amid the devastating blaze. Boasting a stellar cast and an accomplished production team, this film is projected to bring 300 to 500 people to our community for two months. Beyond creating job opportunities in the film industry, it opens avenues for a new revenue stream through the burgeoning film sector.

### 2024 Priorities:

- **IRONMAN Triathlon Bid for 2025:** The Village of Ruidoso has officially submitted a bid to host the esteemed IRONMAN Triathlon in 2025, standing out among six regional destinations. Our comprehensive proposal and compelling letter of intent have paved the way for further discussions in 2024. If successful, hosting the IRONMAN Ruidoso Triathlon in 2025 will attract over 8,000 participants globally, securing unparalleled exposure through IRONMAN's expansive marketing platforms.
- **FilmRuidoso.com Development:** We are actively enhancing the FilmRuidoso.com website to catalyze the influx of film projects to our community. This platform offers local businesses an opportunity to showcase their offerings and serves as a valuable resource for casting and local crew information. By fostering a robust filming community, we aim to tap into new opportunities and revenue streams within the dynamic film industry.

The Village of Ruidoso is poised for a future marked by global recognition, economic growth, and the continued celebration of our vibrant community.



# WATER DISTRIBUTION AND SEWER COLLECTIONS: EFFICIENT WATER MANAGEMENT

## 2023 Achievements:

- FEMA Lift Station Project Completion:
  - » Successfully completed and closed out the second phase 2 FEMA lift station project, achieving a deduction of \$62,323.43 in the contract price.
  - » Circle lift station now efficiently collects sewer from Upper Canyon, preventing river water infiltration and minimizing the risk of sewer spills into the Rio Ruidoso.
- Sleepy Hollow Lift Station Upgrade:
  - » Upgraded the Sleepy Hollow Lift Station to collect sewer from the west side of Sleepy Hollow, contributing to the replacement of Sleepy Hollow bridge.
  - » This upgrade ensures proper sewer management and supports infrastructure improvements.
- Pinecliff Subdivision Water Line Replacement:
  - » Initiated the Pinecliff Subdivision water line replacement project, including engineering, bid facilitation, and contract award.
  - » Replacement of 7,942 linear feet of asbestos cement waterline with 6-inch PVC waterline is underway, with J&H Services making significant progress.

## 2024 Priorities:

- Hazard Mitigation Project Completion:
  - » Focusing on the completion and closeout of Phase 3 Hazard Mitigation FEMA project awarded to AUI, Inc.
  - » Mitigating nine locations from North Loop in Upper Canyon to Leach Drive, involving armoring the sewer line in the river and installing/replacing manholes.
- Country Club Water Line Replacement:
  - » Completing engineering, contractor selection, and construction for the Country Club subdivision waterline replacement.
  - » Addressing frequent leaks and improving flow and pressure by replacing approximately 18,840 linear feet of existing 2-inch and asbestos-cement waterlines with new 6-inch PVC waterlines.
- Pinecliff Water Line Replacement Completion:
  - » Finalizing the Pine Cliff water line replacement, replacing 7,942 linear feet of asbestos cement waterline with a 6-inch PVC waterline.

The Water Distribution and Sewer Collections Department remains committed to infrastructure improvement, hazard mitigation, and ensuring efficient water management for the benefit of the Village of Ruidoso.



# STREETS: ENHANCED ROAD NETWORKS ENSURING SAFETY

## 2023 Achievements:

- Hull Road Paving:
  - » Contributed to the completion of Hull Road paving in collaboration with Cutler, enhancing the quality of our road infrastructure.



- MAP (Municipal Arterial Grant Program):
  - » Successfully completed the 22-23 MAP, covering Resort Drive, D Street, and Upper Sudderth.
  - » Totaling \$314,818.60, with the Department of Transportation (DOT) providing 75% (\$225,225) and the Village covering 25% (\$89,593).
- CO-OP Grant:
  - » Accomplished the CO-OP grant, involving the improvement of multiple streets.
  - » This project amounted to \$197,333, with the DOT contributing 75% (\$148,000) and the Village funding 25% (\$49,333).

- Equipment Enhancement:
  - » Strengthened our capabilities with the acquisition of a Caterpillar D-5 Fire-rated dozer, 950 Loader, two Elgin Street sweepers, and a Superior broom.

## 2024 Priorities:

- Country Club Drive Overlay:
  - » High priority on overlaying 1.5 miles of Country Club Drive with a budget of \$285,300 as part of the MAP project.
- Innsbrook Village Mill and Pave:
  - » Focus on milling and paving Innsbrook Village (\$257,077) and surrounding roads as part of the Village CO-OP project.
- Ongoing Commitment:
  - » Continuing work on various projects throughout the Village to maintain the highest level of service.
- Emergency Preparedness:
  - » Ensuring readiness for repairing and building infrastructure in the event of any natural disasters.

The Streets Department remains dedicated to enhancing our road network, ensuring safety, and responding effectively to the needs of the Village of Ruidoso.





## **SOLID WASTE: COMMITTED TO A HIGH STANDARD OF SERVICE**

### **2023 Achievements:**

- Dumpster Expansion:
  - » Procured 75 additional dumpsters, enhancing our capacity for efficient waste management.
- New Refuse Truck Acquisition:
  - » Successfully introduced a new refuse truck to our fleet; unfortunately, it was later totaled.
- Transfer Station Enhancement:
  - » Improved operational efficiency with the installation of large exhaust fans at the Transfer Station.
- Tommy Lift Replacement:
  - » Upgraded all Tommy lifts on bear mess trucks, ensuring the continued effectiveness of our waste collection operations.

### **2024 Priorities:**

- Refuse and Grapple Truck Replacement:
  - » Our top priority for 2024 is the replacement of refuse trucks and a grapple truck to maintain operational efficiency.
  - » Ensuring the continuity of excellent customer service remains a key focus in this process.
- Dumpster Replacement Initiative:
  - » Following the truck replacements, our next priority in 2024 is the systematic replacement of more dumpsters.
  - » This initiative aims to sustain and improve our waste management infrastructure for the benefit of the community.

The Solid Waste Department is committed to maintaining a high standard of service and efficiency.

## **WATER RESOURCE: ENHANCING INFRASTRUCTURE AND ENSURING SUSTAINABLE PRACTICES**

### **2023 Achievements:**

- River Restoration at Two Rivers Park:
  - » Successfully completed two vital river restoration projects at Two Rivers Park.
  - » Aiming to reestablish vegetation, enhance fish habitats, and stabilize riverbanks in the lower reaches of the park.
- Master Planning and Rate Analysis:
  - » Initiated the Master Planning and Rate Analysis effort in 2022.
  - » Completed the Master Plan segment by June 2023, focusing on future considerations for water, sewer collections, wastewater treatment, and solid waste.
- Line Replacement Recommendations:



- » Ongoing Rate Analysis includes recommendations for employee numbers, facility upgrades, and line replacements.
- » Utilized modeling software to assess potential growth, aging infrastructure, and leak considerations for informed decision-making.

### **2024 Priorities:**

- Eagle Creek Well Field Improvements - Phase 3:
  - » Continuing efforts to increase water production within Eagle Creek.
  - » Progressing with the third phase of Eagle Creek Well Field improvements (Alto 3 and 4 wells), scheduled for completion by June 2024.
- Upper Canyon Surface Diversion Rehabilitation:
  - » Secured funding from the Water Trust Board to rehabilitate the Upper Canyon Surface Diversion.
  - » Aiming to enhance efficiency and operations in diverting water from the Rio Ruidoso into the Grindstone Reservoir.
  - » Construction of the Upper Canyon Surface Diversion project is set to commence in Fall 2024.

The Water Resource Department remains dedicated to optimizing water production, enhancing infrastructure, and ensuring sustainable practices for the benefit of the Village of Ruidoso.

## **WATER PRODUCTION: ENSURING SAFETY, RELIABILITY AND REGULATORY COMPLIANCE**

### **2023 Achievements:**

- Grindstone Dam Outlet Structure and Conduit Inspection:
  - » Successfully completed the inspection and cleaning of the Grindstone Dam Outlet Structure and 48" Conduit.
  - » Approval of the final report by the Office of State Engineer's Dam Safety Bureau in November 2023.
- Brown and Fault Wells Project:
  - » Completed the Brown and Fault Wells project, partially funded by the Water Trust Board.
  - » The project enhances production from Eagle Creek, contributing to the Alto Crest Water Treatment Plant, which supplies 60-70% of the Village's drinking water.
- Regulatory Compliance:
  - » Achieved a significant milestone by producing safe drinking water that met all state and federal regulations, without any violations.



### **2024 Priorities:**

- Grindstone Emergency Spillway and Concrete Repairs:
  - » High priority on completing the Grindstone Emergency Spillway and Concrete repairs project in 2024.



- » Addressing deficiencies identified in the Grindstone Dam Inspection by the Office of State Engineer's Dam Safety Bureau.
- Tank Restoration Project - Phase I:
  - » Undertaking Phase I of the Tank Restoration Project.
  - » Focus on rehabilitating the Alto West, Little D, and Grindstone Tanks, addressing deficiencies outlined in the 2021 Sanitary Survey by the New Mexico Environment Department.

The Water Production Division remains committed to ensuring the safety, reliability, and regulatory compliance of the Village of Ruidoso's drinking water supply.

## **REGIONAL WASTEWATER TREATMENT: IMPLEMENTING UPGRADES AND CONTRIBUTING TO ENVIRONMENTAL SUSTAINABILITY**

### **2023 Achievements:**

- Increased Cleaning Capacity:
  - » Staff successfully cleaned all 6 MBR basins in 2023, surpassing the historical cleaning rate of four basins per year.
  - » This initiative was undertaken to accommodate the rise in visitors to Ruidoso, showcasing the dedication of WWTP staff.
- Master Plan Completion:
  - » Successfully completed the Master Plan for the Wastewater Treatment Plant.
  - » The plan identifies and prioritizes equipment upgrades, laying the foundation for future facility enhancements.
- Solar Project Progress:
  - » Finalized the layout for the solar project, a sustainable initiative for the facility.
  - » Received approval from the New Mexico Environment Department Construction Bureau for the project design, with bidding scheduled for January 2024.

### **2024 Priorities:**

- Compliance and Water Quality:
  - » Striving to consistently produce the highest quality treated wastewater to the Rio Ruidoso, meeting all Total Maximum Daily Loads (TMDLs) of the NPDES permit throughout the year.
- Fine Screens Replacement:
  - » Priority on replacing fine screens in the Spring of 2024.
  - » This upgrade contributes to the longevity and efficiency of the facility.
- UV Equipment Replacement:
  - » Purchasing and installing new UV equipment, a project prioritized in the Master Plan.
  - » This upgrade aligns with modern standards and ensures effective wastewater treatment.

The Regional Wastewater Treatment Facility is committed to maintaining high-quality standards, implementing essential upgrades, and contributing to the environmental sustainability of the Rio Ruidoso.





## WATERSHED: PROTECTING WATER QUALITY AND HABITATS

### 2023 Achievements:

- Acquisition of funds from the NMED Surface Water Quality Bureau to develop a Watershed-Based Plan (WBP). This plan aims to address water quality issues causing stream impairment.
- Establishment of a framework for applying for EPA Section 319 and Water Trust Board funding to execute water quality and habitat improvement projects based on the Watershed-Based Plan.

### 2024 Priorities:

- Grant Applications for Rio Ruidoso Projects: The Village has submitted grant applications for projects similar to the Two Rivers Park River Restoration. These initiatives will focus on the remaining sections of the Rio Ruidoso within the Village Municipal Limits. If funded, the project is anticipated to span approximately three years.

In 2024, the Watershed Department remains committed to securing resources and implementing projects that contribute to the preservation and improvement of water quality and habitats in the Rio Ruidoso watershed. These efforts align with the Village of Ruidoso's dedication to sustainable environmental practices.

## PARKS AND RECREATION: CREATING SPACES FOR COMMUNITY ENJOYMENT

### 2023 Achievements:

- Securing a \$1,000,000 grant for the renovation of Schoolhouse Park, enhancing community spaces for recreation.
- Introduction of the Oso disc golf course, providing a new and exciting recreational opportunity.
- Installation of two new bathrooms, improving facilities at Grindstone Lake and the Grindstone Disc Golf Course.
- Permanent power installation at Wingfield Park, ensuring enhanced accessibility and functionality.

### 2024 Priorities:

- Complete School House Park Renovation: Bring the School House Park renovation project to fruition, further enhancing the community's recreational spaces.
- Complete Moon Mountain and Links Trail Projects: Ensure the completion of trail projects at Moon Mountain and Links, offering diverse outdoor experiences.
- New Playground at Two Rivers Park: Introduce a new playground at Two Rivers Park, providing an additional area for families and children to enjoy.
- Bathroom Additions: Install bathrooms at North Park and the Oso disc golf course, improving convenience for park visitors.

In 2024, the Parks and Recreation Department is dedicated to completing ongoing projects, introducing new amenities, and ensuring that community spaces continue to evolve for the enjoyment and well-being of residents and visitors alike.



# **RUIDOSO COMMUNITY CENTER: ENHANCED FACILITIES AND EXPANDED SERVICE**

## **2023 Achievements:**

- Grant Success for Center Expansion:
  - » Successfully secured grant agreements totaling \$52,000 from the New Mexico Aging & Long-Term Services Capital Outlay Department.
  - » The funds are designated for planning and designing an addition to the community center, including an expanded commercial kitchen, new meeting space, an additional office, and upgraded restrooms.
- Kitchen Equipment Upgrade:
  - » Obtained \$32,826 in funding from the NM Aging & Long-Term Services Capital Outlay Department for new kitchen equipment.
  - » The project successfully replaced aged and failing equipment, ensuring the center's ability to provide free to low-cost meals to the public.

## **2024 Priorities:**

- Grant Application for Center Addition:
  - » A key goal for 2024 is to submit a grant application for the addition to the community center.
  - » The proposed addition aims to address limited class capacity, enhance programming, and increase meal services to the public.
  - » Seeking funding from the New Mexico Long-Term Capital Outlay Department for additional commercial kitchen space, storage, office space, and a large meeting area.
- Bathroom Renovation Project:
  - » Utilizing grant funding of \$94,000 from the New Mexico Aging & Long-Term Services Capital Outlay Department.
  - » Planning and designing the restoration of bathrooms with new counters, sinks, fixtures, walls, and improved privacy through new doors.
- Community Engagement and Fitness Focus:
  - » Continuing to provide meeting space to boost community involvement and social interaction.
  - » Serving as a hub for fitness goals and overall community health improvement.

The Ruidoso Community Center is committed to enhancing its facilities, expanding services, and creating a welcoming space for community members.

# **RUIDOSO CONVENTION CENTER: ENHANCED FACILITIES AND COMMUNITY EMERGENCY RESILIENCE**

## **2023 Achievements:**

- Leadership Transition:
  - » In April 2023, Bernadeen Herrera was promoted to the position of Convention Center Manager after serving as the office manager for 23 years.
  - » Katelyn Freitas was hired in July 2023 as the Convention Center Administrative Assistant, bringing valuable support to the team.



- Event Success:
  - » Successfully secured two major events:
    - National Model A Convention scheduled for June 23-28, 2024.
    - New Mexico Municipal League Annual Conference set for September 2-5, 2025.

### **2024 Priorities:**

- Roof Replacement:
  - » Initiating a crucial infrastructure improvement by replacing the roof, with work scheduled to commence in February 2024.
  - » Emergency Preparedness Collaboration:
    - » Collaborating with the Emergency Management team and other departments to enhance the Convention Center’s capability as the primary evacuation center.
    - » Installing a backup generator to ensure operational continuity during emergencies.
- Restroom and Shower Amenities Planning:
  - » Coordinating with the Parks and Recreation Departments to plan for additional restroom and shower amenities at the Convention Center during emergencies.
  - » This initiative aims to provide essential facilities for individuals seeking refuge during crisis situations.

The Convention Center is dedicated to maintaining high standards, enhancing facilities, and contributing to community resilience during emergencies.

## **KRUI 1490, THE MOUNTAIN COMMUNITY RADIO**

### **2023 Achievements:**

- Listener Growth and Online Presence:
  - » Experienced continued growth in listenership for locally produced shows, such as Monday with the Mayor, Chamber Chat, The Weekend Preview, and Let’s Talk Music.
  - » Witnessed a notable increase of 10-15% in online listener impressions, showcasing a growing digital audience.
- Community Information Hub:
  - » Expanded the role as the primary public information source for the Village of Ruidoso.
  - » Actively supported local nonprofits by providing airtime for on-air interviews and locally produced radio Public Service Announcements (PSAs).

### **2024 Priorities:**

- Local Programming Expansion:
  - » Focusing on creating more local programming, including a Ruidosos history program in collaboration with The Wingfield House Heritage Center.
  - » This initiative aims to enrich the community’s connection with its history and heritage.





- Exploring Low-Power FM License:
  - » Continuously monitoring the availability of a low-power FM license to enhance listenership and provide more comprehensive local radio coverage.
  - » This step aligns with the goal of reaching a broader audience and better serving the local community.

As KRUI 1490 - The Mountain, moves into 2024, the commitment to community engagement, informative content, and the exploration of new programming avenues remains steadfast.

## **WINGFIELD HOUSE MUSEUM: MAKING LOCAL HISTORY ACCESSIBLE, ENGAGING AND EDUCATIONAL**

### **2023 Accomplishments:**

- Building Rehabilitation Completion:
  - » Successfully completed the construction to finish the rehabilitation of the Wingfield House, stabilizing the property and returning it to its original footprint.
  - » Adapted the building for use as a local history museum, providing a valuable space for preserving and showcasing the community's heritage.
- Establishment of Policies and Procedures:
  - » Created essential policies and procedures to guide the museum's operations, including a Mission Statement, Collections Management Policy, and Code of Ethics.
  - » Installed the collections database, Past Perfect, and established cataloging procedures to initiate the processing of the collection.



### **2024 Priorities:**

- Exhibit Design and Installation:
  - » Working towards completing the design, fabrication, and installation of permanent and temporary exhibits within the Wingfield Heritage House Museum.
  - » Aiming to open the site to the public in the Spring of 2024, offering an immersive experience of local history.
- Community Engagement and Outreach:
  - » Initiating efforts to get the community involved with the museum by creating a volunteer corps.
  - » Developing educational programs and seeking

outreach opportunities to generate excitement among staff, volunteers, and the public about the museum and local history.

As the Wingfield House Museum progresses into 2024, the focus remains on making local history accessible, engaging, and educational for the community, fostering a sense of pride and connection to our rich heritage.



# RUIDOSO PUBLIC LIBRARY: A YEAR OF UPGRADES AND COMMUNITY ENGAGEMENT

## 2023 Achievements:

- Facility Upgrades:
  - » Successfully upgraded the HVAC system in September, providing improved climate control for the library.
  - » Control system improvements and the addition of a catwalk enhanced maintenance efficiency, allowing for easy filter replacement and ductwork protection.
- Wi-Fi Capability Enhancement:
  - » Upgraded and enhanced Wi-Fi capabilities, replacing one outdated access point with six new, updated access points.
  - » Improved coverage, allowing the community to access Wi-Fi from anywhere inside the building, parking lots, and the space behind the library.
- Staffing Changes and Community Outreach:
  - » Filled the positions of Library Supervisor and Youth Services Librarian with existing staff.
  - » Hired 2 Temporary Library Assistants for Summer Reading.
  - » Expanded community outreach through various programs, including the Dia Celebration, Summer Reading Programs, Summer Music Series, AspenFest collaborative booth, and Christmas Concert/Santa Story Time.
- Collaborative Marketing Plan:
  - » Collaborated with The Agency to implement a new marketing plan.
  - » Witnessed improvements in marketing programs and services, enhancing community awareness.

## 2024 Priorities:

- Rich Cultural and Educational Programming:
  - » Striving to provide rich cultural, educational, and recreational programming throughout 2024.
  - » Aiming for sustainability within the community and greater Lincoln area.
- Enhanced Access and Services:
  - » Focus on providing a public space with improved access, programming, and events.
  - » Enhancing service and resources related to housing, education, employment, health, and public assistance.
- Community Hub Role:
  - » Continuing to serve as a hub in the community by connecting individuals with services.
  - » Supporting the community in keeping up with technology, staying connected, learning new skills, and seeking employment.

As the Ruidoso Public Library moves forward in 2024, the commitment remains to offer a free, safe environment for learning, growth, and thriving within the community.



# RUIDOSO FIRE DEPARTMENT: A YEAR OF GROWTH AND PREPAREDNESS

## 2023 Achievements:

- Staffing Expansion:
  - » Added 6 new firefighter positions in town, enhancing the department's capacity for emergency response.
- Equipment Upgrades:
  - » Received a new Class A fire truck, fulfilling an order placed in March 2021.
  - » Purchased two new type 6 brush trucks to replace older vehicles, acquired a new ATV for off-road rescue and firefighting, and invested in a new air trailer for filling SCBA bottles on fire scenes.
  - » Ordered 1 new administrative truck to replace an older vehicle, ensuring a modern and efficient fleet.
- Operational Highlights:
  - » Experienced a busy year with an increase in call volume, addressing structure fires, wildland fires, medical emergencies, rescues, and providing mutual aid responses with Lincoln County, Ruidoso Downs, and Mescalero.
  - » Extended assistance to other areas in the state and country for wildland fire response, including Lincoln County, Mora, NM, Las Vegas, NM, and Oregon.
- ISO Rating Maintenance:
  - » Maintained the Insurance Services Office (ISO) rating of #2 throughout 2023.
  - » Demonstrated effective emergency response and risk reduction strategies, impacting community safety and influencing homeowners' insurance premiums.

## 2024 Priorities:

- Infrastructure Expansion:
  - » Add two bays to Fire Station 2, enhancing capacity and efficiency in responding to emergencies.
- Equipment Acquisition:
  - » Work on the purchase of another Class A pumper or a water tender, ensuring the department is well-equipped for various emergency scenarios.
- Community Risk Reduction Program:
  - » Collaborate closely with the Village Forestry Department to improve and implement the Community Risk Reduction Program.
  - » Enhance preparedness and awareness within the community to minimize risks and improve overall safety.

The focus at the Ruidoso Fire Department remains on growth, preparedness, and community safety.





# EMERGENCY MANAGEMENT UPDATE: STRENGTHENING PREPAREDNESS AND COMMUNITY SAFETY

## 2023 Achievements:

- New Emergency Manager:
  - » Successfully hired Eric Queller as the Village Emergency Manager, bringing valuable expertise to the team.
- Hazard Mitigation Plan Update:
  - » Completed the update on the Multi-Jurisdictional Hazard Mitigation Plan, awaiting final approval from FEMA.
  - » Demonstrated commitment to proactive planning for potential hazards and emergencies.
- Community Engagement and Education:
  - » Attended civic events to promote the Village's emergency notification system and educate residents on responding to emergency situations.
  - » Worked with State and Federal recovery partners to significantly increase McBride Public Assistance reimbursement from \$11,000 to \$350,000+.
- Integrated Public Alert & Warning System (IPAWS):
  - » Successfully implemented IPAWS for village-wide emergency alerts, ensuring effective communication with both residents and visitors.

## 2024 Priorities:

- Community Notification and Education:
  - » Work with Village staff and the community to ensure residents and visitors are signed up for notifications and understand emergency procedures.
  - » Provide accessible links to emergency resources and fire safety items through various channels, including social media, radio broadcasting, and emergency notification systems.
- Emergency Notification Sirens:
  - » Replace three emergency notification sirens and order an additional three to enhance coverage and replace older sirens.
  - » Strengthen the effectiveness of outdoor warning systems for emergency alerts.
- Training and Preparedness:
  - » Continue working with Village employees to complete National Incident Management System training, ensuring proper preparedness and response to emergency situations.
- Emergency Operations Center Development:
  - » Develop a standalone, fully equipped Emergency Operations Center to enhance coordination and response capabilities.
- Outdoor Warning System Enhancement:
  - » Increase the coverage and capacity area of the Outdoor Warning System, improving its effectiveness in alerting the community during emergencies.

The Emergency Management Department remains dedicated to the safety and preparedness of the Village of Ruidoso.



# SIERRA BLANCA REGIONAL AIRPORT (SBRA): ADVANCING INFRASTRUCTURE AND OPERATIONS

## 2023 Achievements:

- Runway and Taxiway Reconstruction:
  - » Successfully completed the reconstruction of Runway 12/30 and Taxiway “B,” enhancing the airport’s infrastructure and operational capabilities.
  - » New leadership and staff:
  - » Appointed a new Airport Manager and hired additional airport staff, bringing fresh perspectives and expertise to the team.

## 2024 Priorities:

- Taxiway and Apron Rehabilitation:
  - » Prioritizing the rehabilitation of Taxiway “A” and the aircraft parking apron, ensuring continued safety and efficiency for aircraft operations.
- Fuel Farm Relocation:
  - » Undertaking the relocation of the Fuel Farm to optimize airport layout and functionality.
  - » Enhancing the overall safety and accessibility of fueling facilities.



As Sierra Blanca Regional Airport moves into 2024, the focus remains on strategic improvements and upgrades to maintain a high standard of service for both aviation stakeholders and the community.

## FORESTRY DEPARTMENT: PROMOTING SAFETY AND COMPLIANCE

### 2023 Achievements:

- Thinning Operations:
  - » Thinned 409 acres of Village-owned property, adhering to ordinance specifications.
  - » Demonstrated a commitment to fire prevention and forest health.
- Private Property Inspections:
  - » Inspected 1175 private properties for compliance.
  - » Certified 841 properties, covering a total of 409.93 acres.
  - » Ensured that private properties met safety standards, contributing to community resilience.

### 2024 Priorities:

- Continued Thinning Operations:
  - » Plan to thin 80 acres of Village-owned property to ordinance specifications, further enhancing fire prevention measures.
- Private Property Inspections and Database Consolidation:
  - » Aim to inspect 1000 private properties for compliance, ensuring safety standards are met.
  - » Consolidate databases for increased effectiveness in managing property information and compliance records.



The Forestry Department continues to work diligently to maintain the safety and well-being of the community, ensuring compliance with regulations and fostering a fire-resilient environment.

## **VILLAGE OF RUIDOSO LEGISLATIVE UPDATE: 2023 ACHIEVEMENTS AND 2024 PRIORITIES**

### **2023 Legislative Session Achievements:**

1. Capital Outlay Received:
  - Bridge Replacement projects: \$200,000 (Grant Agreement executed)
  - Sewer System Improvements: \$1,563,000 (Grant Agreement executed)
  - Wingfield House Museum Construction: \$750,000 (Grant Agreement executed)
  - Senate Bill “Junior Bill”:
    - » \$80,000 for the Main Street Program in Ruidoso (Grant Agreement executed)
    - » \$230,000 for Façade Grant Improvements in Ruidoso Mainstreet Businesses

### **2024 Legislative Session Priorities:**

The Village of Ruidoso has submitted Six (6) Capital Outlay request forms for funding consideration in the 2024 Legislative Session. The proposed projects include:

1. Workforce Housing: \$1,000,000
2. Outdoor Recreation Infrastructure Development: \$1,500,000
3. Main Road 2 Bridge Replacement Construction: \$2,000,000
4. McDaniel Bridge Replacement Construction: \$2,000,000
5. Fire and Watershed Improvements: \$500,000
6. Street and Drainage Improvement: \$750,000

These initiatives aim to address critical needs and enhance the infrastructure, housing, and recreational facilities within the Village of Ruidoso. Your support is crucial as we work towards securing funding for these projects during the upcoming legislative session.

## **SUMMARY STATEMENT**

In closing, I would like to thank those of you who actively work to keep our Village moving forward. Your input, ideas, and feedback are invaluable as we work together to create a vibrant and thriving community for residents and visitors alike. If you are not involved, look for ways to be a part of this great team – we welcome and encourage everyone to participate!

I would like to thank the Village Council for the hard work this group puts in on a consistent basis. I feel very lucky to work with such a positive group of individuals that want nothing but the best for Ruidoso.

Finally, a big thank you to my wife, Traci. I could not do this without her unwavering support.

Thank you!  
Lynn D. Crawford, MAYOR  
Village of Ruidoso

