

CITY MANAGER REPORT
SIX MONTH REVIEW
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CITY OF ROSWELL, NEW MEXICO
OCTOBER 12, 2017

This report is to provide a status update for the elected officials on the City Administration and Department activities over the past six months. There are a number of other items being worked on so it is not an all-inclusive list. Staff regularly complete many other duties to meet the overriding vision for the City of Roswell. The sections of this report follow the 2017 Goals and Initiatives Report provided by the City Manager on May 11, 2017. It introduces many of the concepts outlined in the Roswell Comprehensive Master Plan dated July 14, 2016.

High Priority Matters

1. Comprehensive Plan - Implement the targeted development opportunities, including the Roswell International Air Center and the city-owned 600 acres at the Old Municipal Airport.
 - A. Directives from City Council
 - i. Strategy 3.3 (2017): Evaluate the cost/benefit of implementing a rate increase for ground leases, hangar storage, landing fees, parking, and fuel flowage.
 - ii. Strategy 3.1 (ongoing): Ensure that air service to Dallas-Fort Worth and Phoenix is maintained by performing all necessary actions to support this function. Encourage expansion of air service to other cities in the Southwest region.
 - iii. Strategy 1.5 (2017): Identify excess City-owned properties that would be available for public/private sale, lease, or donation for affordable housing and/or economic development purposes. This could also include coordinating with other local agencies, such as Chaves County or Roswell Independent School District, to identify properties that could be considered for similar purposes.
 - B. Tasks completed or underway
 - i. Developing an Airport Lease Guidance Resolution. This resolution will provide assistance to Staff as lease agreements are negotiated. Concept was presented to Legal committee in September 2017.
 - ii. Discussed the Old Municipal Airport master plan.
 - iii. Implemented a property RFP process to explore opportunities to release property to redevelopment opportunities.
2. High-Performance City Organization-Continued development of a high-performance management team and high-performing organization.
 - A. Directives from City Council

- i. Strategy 1.1 (ongoing): Support on-going training and certification for all current and future City police officers, firefighters, and emergency medical technicians.
 - ii. Strategy 1.2 (ongoing): Ensure that Roswell Police and Fire Departments are adequately staffed to meet current and future community needs. This should include adequate staffing for each shift.
- B. Tasks completed or underway
 - i. Overhauling the Employee Policy Manual and eliminating conflicting policies.
 - ii. Completed an employee satisfaction survey. Developing a plan to improve identified areas of concern from the survey.
 - iii. Developing a position control process to track and assure that employees remain on their appropriate grade based upon responsibility. This includes comprehensive organizational charts that establish criteria for performance.
 - iv. Implemented a justification report that must be completed prior to approval for any new or open positions within the city.
 - v. Considering adoption of a more robust, understandable Salary Scale to meets the needs of the city to attract and retain quality employees.
 - vi. Preparing a more comprehensive employee recognition policy to recognize those employees that go above and beyond.
 - vii. Re-energizing the City's employee safety program.
 - viii. Hired a facilitator that will assist the city in establishing higher level expectations for its organization over the next 6 months.
 - ix. Developing a process to develop our supervisors.
- 3. Public Safety/Crime Reduction-Development of policing and community initiatives to address the spike in domestic and drug-related violent crimes.
 - A. Directives from City Council
 - i. Strategy 5.3 (2017): Continue to work with and/or cite properties, structures, and vehicles determined to be a nuisance to the community, and place liens on properties where necessary.
 - ii. Strategy 3.1 (2017): Work with Chaves County to ensure adequate staffing and consistent enforcement and application of the ETZ regulations within the ETZ area.
 - B. Tasks completed or underway
 - i. Create or strengthen partnerships with agencies committed to providing community assistance.
 - ii. Held public discussions on homelessness and animal control.

- iii. Developing a safety matrix outlining different levels of city programs to educate the community on what the city is doing.
4. Maintenance of Infrastructure-Development of a long-term plan to address the aging infrastructure of streets, utility lines, and municipal facilities.
- A. Directives from City Council
- i. Strategy 1.2 (2017): Prioritize and begin the implementation of the actions and projects identified in the 2012 City of Roswell Water System Master Plan Report including:
 - a. Strategy 1.2.E (2017): Complete a thorough condition assessment of the older portions of the water distribution system, including transmission pipelines and small diameter distribution mains; and,
 - b. Strategy 1.2.B (2017): Detailed analysis of locations where fire flow cannot currently be provided and determine improvements that would improve fire flow capabilities or work with the Fire Department to maintain additional fire hose that could be used to access other hydrants;
 - ii. Strategy 2.4 (ongoing): Continue following and implementing the Americans with Disabilities Act for new and updated development to address sidewalks, roadways, and ADA accessibility.
 - iii. Strategy 4.2 (ongoing): Continue to rehabilitate existing manholes and lift stations utilizing an alumina silicate concrete and interior epoxy coating in order to prevent further deterioration.
 - iv. Strategy 1.2.A (ongoing): Monitoring of the water distribution pipelines that experience high velocities and/or high headloss and program the pipelines for replacement in the future;
 - v. Strategy 1.2.D (ongoing): Rehabilitate transmission pipelines, conduct inspections and condition assessments of all transmission pipelines;
 - vi. Strategy 2.1 (2017): Complete a City-wide Street and pavement evaluation study that sets priorities for new street construction, maintenance of pavement, installation of curb and gutter, and rehabilitation of streets. Coordinate with the City's capital outlay program and the ICIP.
 - vii. Strategy 2.1 (ongoing): Continue to follow all requirements for drinking water and programs associated with surface and ground water discharge of treated effluent and other associated programs as regulated by the U.S. Environmental Protection Agency (EPA) and the New Mexico Environmental Department (NMED) compliance programs.
 - viii. Strategy 3.1 (2017): Establish and implement a preventative, ongoing maintenance program for all City-owned properties and facilities.

5. Single-Family and Multi-Family Housing-Development of initiatives to stimulate housing development, particularly transitional housing requirements for employees.
 - A. Directive from City Council
 - i. Strategy 1.1 (2017): Create an Affordable Housing Plan in compliance with the New Mexico Affordable Housing Act. The Affordable Housing Plan should include, but is not limited to the following: Population and housing market profile; Housing needs assessment; Land use and regulations review; and Goals, policies, and quantifiable objectives, within a 5-10 year time horizon.
 - B. Tasks completed or underway
 - i. Staff has introduced a Rental Housing Registration and Inspection program to help combat absentee landlords and substandard rental housing. This program will move into committee debate and various public discussion formats over the couple of months.
 - ii. This task is pending time and resources to initiate. It is anticipated that this item will be moved into the 2018-19 budget year for completion.

Operational

City Manager

I hope that I am meeting the expectations of the City Council and continue to be recognized as an asset to the community.

Department Operations and Resource Allocations

This area was mentioned as a High Performance City Organization item. All departments are working on this task and we should be able to provide some of the data and discovery prior to the end of the year.

Certifications and Training

Through the position control work and the re-energizing of the safety program, we are identifying what types of certifications and training are needed to keep our employees operating at a high level.

Succession and Growth Plan

This plan will continue to evolve as the resource allocation reports and position control work is completed.

Job Descriptions

This goes along with the other operational actions. During the position control research, some discrepancies were discovered between departmental job descriptions and grade positions. These will be corrected once the final plan is implemented.

Employee Satisfaction Survey

This item has been completed and covered under the High Priority items section.

Communication

Neighborhood Discussion Sessions

The homeless and animal control sessions were addressed under the high priority segment of this report. There are plans for at least 3 additional neighborhood sessions prior to the end of the year.

Along with these topical sessions, the City Manager has served as speaker for the Kiwanis, Thursday Rotary and the Women's Club.

Electronic Surveys

Along with the Employee Satisfaction survey that was shared earlier and was provided in English and Spanish, there are 7 other surveys that have or are prepared to be started. Those surveys included 4 RIAC Fly Roswell Survey's started in July. The Spring River Zoo Survey will start on October 6 and a Recreation Program Survey will start on October 13, 2017.

An important Citizen Survey on department operations is being prepared for implementation no later than November 2017. The information gathered from this survey will be used to understand how the public perceives our services and to discover ways on how to improve or added services.

Notices to the Public

All public correspondence from staff is reviewed by the Public Affairs department or City Manager. This assures that the City is speaking with one voice and similar format on topics of interest.

Mayor/City Council communication

Respective of the open door meeting laws, staff will continue to disseminate appropriate operational information to the Mayor and City Council. Along with certain day to day topics, staff provides a Friday report. The regular City Council meeting agenda has also been amended to include a city manager topic section and for those items of confidential nature, executive sessions are utilized to assure information is disseminated to each elected official.

Financial Goals

Budgets

Along with the Resource Allocation reports and the Salary Scale matter, staff is also developing a vehicle/equipment replacement policy. When implemented, this policy will provide guidance to the reasons, decisions and budgeting of equipment purchasing and replacement. This policy is intended to be considered for approval prior to the 2018-19 budget cycle.

There are a number of conflicting fee schedules and some questionable decisions to waive set fees for services throughout the departments. A standing directive from City Administration is for all departments to track the waiver of fees or when supplying in-kind services. This tracking

will provide the fiscal impact of these services to the City Council so that proper decisions can be made when reviewing budgets. The special event policy is in the City Council discussion stage. It helps to collect the full impact of event expenses. This information is important when City Council must make final decisions on our limited resources.

The Finance Officer and Budget Manager have attended priority based budget training and will be assisting city administration in developing a priority based budget system for the City of Roswell. A priority based budget system assure that the limited funding is allocated to the most important items identified by City Council.

The Finance Office is re-instituting some cash management policies to assist with a proper collection and disbursement process. The City Council is currently considering an amendment to the Investment Policy. City Administration and Finance is also working on establishing a policy that will property allocate funds and expenses between the General Fund and Enterprise Fund.

Inventory and Replacement Plans

The Street Inventory and Inspection Master Plan and the Equipment Vehicle Replacement Policy were mentioned earlier in this report and are specific examples of this segment.

Partnership Initiatives

Economic Development

Strategy 3.4 (2017) -Complete the review and analysis of the Roswell Convention and Civic Center facility and operations and consider potential physical improvements to the existing facility has been completed and the project is under construction.

Strategy 5.4 (2017): Design and construct entry signage at the major gateways into Roswell (as shown on the Preferred Land Use Scenario) is in its final stages of completion. Staff will be preparing for the next stages of this project which will include wayfinding signage.

Education

This segment will be started as soon as time and resources can be allocated to the goals. Goals identified within the comprehensive plan include:

Strategy 3.1: Support and partner with Roswell Independent School District (RISD) and Eastern New Mexico University-Roswell (ENMU-R) in enhancing and developing workforce training programs related to existing and future business clusters in the region (e.g., aerospace, tourism and hospitality, arts and culture).

Strategy 4.2: Continue dialogue between the City, Roswell Independent School District, and Chaves County to promote Roswell as a regional hub for quality education.

Religious Organizations and Civic Groups

Along with the partnership that is developing between the City and the Roswell Homeless Coalition to develop a management plan for the homeless, Strategy 2.4 (ongoing) - Promote special events held in the City, such as the annual UFO Festival, Cinco de Mayo, Chile Cheese Festival, Summer Concert in the Park Series, etc., through social media is also being met. The City will continue to partner with other organizations to make this strategy occur. The Special Events policy is also designed to simplify the process for event coordinators and to consolidate staff assistance for event requests.

Cities, County, State and Federal

Beginning next month, Strategy 3.2 (ongoing): Initiate and participate in quarterly meetings with Chaves County to discuss land use, growth, and development issues, with specific attention paid to the ETZ will be implemented. Structure of these meetings is being developed and tentative start dates are being considered.