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HAPPY NEW YEAR!

With the start of the new year we are in full election and legislative mode here at the League Offices. Having already had declaration day for elective office and the legislature convening on Tuesday, January 16th our parking lot has been full and we have seen elected and appointed officials from around the state file through our offices.

Please don’t hesitate to stop in our offices to say hello and chat a bit. If you have election questions, the staff is available to answer your questions whether immediately or after we have had a chance to discuss the matter and determine what our advice would be. Please understand that we talk to each other regularly and try not to give conflicting answers to your inquiries.

If you are visiting our offices and the weather is inclement, please use caution when pulling into our parking lot. While we strive to keep the driveways and parking lot clear of snow, sometimes the driveways and lot will be slippery as a result of the cold weather and ice under the snow. Over the years we have had a few fender benders as a result of someone pulling into the lot and sliding on the ice. Please be aware of the conditions and if you are traversing the parking lot on foot, take your time so that you do not fall and injure yourself. Over the years we have had a number of mishaps in the lot because we don’t proceed cautiously. Let’s make this a safe winter season.

If the parking lot is full, please refrain from blocking in properly parked cars. Blocking in others not only is an inconvenience to the person blocked in it also creates safety issues for others coming into our lot and especially for emergency vehicles if they need to access the lot. The state built a parking structure across the street from the west side of the capitol and it is available for parking for visitors to the Capitol. While we strive to accommodate our members regarding parking in our lot we also must accommodate our staff and renters.

Changing subjects, the League staff recently received four hours of sexual harassment training from an attorney and a human resources consultant. The presentations were enlightening and timely based on the current atmosphere here in New Mexico and across the country. If you and your employees have not received sexual harassment and hostile work environment training recently, I would encourage you to contact Safety Counselling to schedule a training workshop. Even if we think we know all about the subject providing the training can help protect you and your municipality if allegations are made.

On a final note, we should all be hoping that the recent weather pattern over New Mexico changes soon. Watching the news, we are woefully short on moisture across the state and there appears to be no end in sight. Without moisture it will be a dangerous fire season across the state. Not only is the lack of moisture creating extremely dry conditions across the state, it is also impacting our economy. With ski areas in the state having barely enough snow to operate even some of their runs, tourism and employment related to our ski season are depressed.

Be safe out there.
GOVERNING BODY RULES OF ORDER

By Randy Van Vleck, League General Counsel

New Mexico law requires all governing bodies (at least all Mayor-Council governing bodies) to adopt rules for its own proceedings. §3-12-3.A (5) NMSA 1978 reads: “The governing body of a municipality having a mayor-council form of government shall determine the rules of its own proceedings.” It’s interesting to note that there is not a statutory requirement that municipalities that are home rule or commission-manager forms of government formally adopt rules for their own proceedings. As we will discuss below, it is nevertheless a good idea for municipalities of these forms of government also adopt rules of procedure.

Rules of procedure are important for many reasons. First and foremost, having rules of procedure in place will help the governing body (“body”) expedite business. If all members know the rules of procedure, and better yet follow those rules of procedure, the process of implementing a representative government will be assisting the body in achieving its purpose.

The application of rules of procedure (“parliamentary procedure”) is the best method yet devised to enable bodies of any size, with due regard for every member’s opinion, to arrive at the general will on the maximum number of questions of varying levels of complexity while investing the minimum amount of quality time under all kinds of internal climate ranging from total harmony to hardened or impassioned division of opinion. Having rules of procedure in place also provides the body with a firm basis for resolving questions of procedure that may arise during a meeting.

There are many approaches to the conduct of meetings. In many settings an informal approach is warranted. What works for one board may not work for another. One thing is certain; one size does not necessarily fit all. There are many recognized authorities on meeting procedure, and all have something favorable to offer depending on the setting presented. The most well known and the “gold standard” is Roberts Rules of Order. Other authorities include: The Standard Code of Parliamentary Procedure, Demeter’s Manual of Parliamentary Law and Procedure, Mason’s Manual of Legislative Procedure, and Riddick’s Rules of Procedure.

While it is easy to adopt one of these recognized authorities on parliamentary procedure as your body’s rules of procedure, understanding and applying the principles outlined in the chosen authority might pose more difficulties. No system is worthwhile if the members are unable to apply it to their meetings. The most effective approach is to take ideas and principles from a variety of sources and incorporate them into a meeting procedure that is best suited to the body’s needs.
“Parliamentary law is based primarily on a group of principles which underlie the whole scheme of parliamentary rules. Thought of in terms of principles instead of rigid, detailed, technical rules, parliamentary law is essentially logical and simple.” Mason’s Manual of Legislative Procedure. These principles are listed below:

1. Courtesy towards all members and participants;
2. Maintaining order;
3. Justice for all members and participants;
4. Equality for all (members have equal rights, responsibilities and obligations);
5. Consideration of one thing at a time;
6. Right of the majority to prevail;
7. Right of the minority to be heard;
8. Right of absentees to be protected;
9. Every member has the right to know what the motion is and its effect before voting.

Keeping these principles in mind will assist the presiding officer and other members, in the application of whatever rules of procedure are adopted by the body.

Before delving into the intricacies of parliamentary procedure, I think it is important to first understand some basic principles of group decision-making. An appreciation of these basic principles will make the need for any parliamentary authority more clear. Some of these principles have their roots in statutory law; others are derived directly from parliamentary authority. There are ten basic principles of group decision-making:

1. The group must have the authority to take the actions it purports to take. This is a requirement of state law. §3-11-1 NMSA 1978 is an example: “the governing body of a municipality may adopt ordinances or resolutions not inconsistent with the laws of the State of New Mexico for the purpose of . . . .” This is a clear limitation on the authority of a body to act.

2. There must be a meeting of the decision making group. This principle is embodies in the Open Meetings Act, §10-15-1: “The formation of public policy or the conduct of business by vote shall not be conducted in a closed meeting. All meetings of any public body, except the legislature and the courts shall be public meetings. . . .”

Continued on page 24
SILVER CITY: DETERMINED, INNOVATIVE, EFFECTIVE LOCAL GOVERNMENT
Silver City, incorporated in 1878, is one of New Mexico’s oldest municipalities, characterized by a beautiful melding of its colorful history and rich heritage, a diverse and engaged citizenry, a vibrant and enterprising attitude toward the future, all grounded in its founding values of self-determination, innovation and an undying dedication to responsive, effective governance.

This jewel of a town, nestled at nearly 6,000 feet in the gentle foothills of the Pinos Altos Range of the Mogollon Mountains, has been named by dozens of publications as one of the country’s best small towns, and with good reason. Known for its gentle climate, friendly people, breathtaking vistas and award-winning local government, Silver City welcomes newcomers with open arms and an amazing array of opportunities to engage civically and culturally, recreate and relax.

Arts and Culture

Though Silver City was built on the discovery of rich deposits of first copper then silver, the waning mining and ranching economy has been augmented by a flourishing arts and cultural district, a plethora of festivals, musical events, theatrical performances, poetry readings and much more that fill nearly every weekend (and much of each week) throughout the year. Silver City is also home to Western New Mexico University (WNMU), a four-year, multi-disciplinary institution which contributes many arts and cultural-related events and activities to the community.

The festival season kicks off each Memorial Day weekend with the Silver City Blues Festival, a free, three-day event which draws thousands of blues fans from throughout the country, and features some of the world’s finest blues acts. “Blues Fest” is a signature event of the Mimbres Region Arts Council, winner of the Governor’s Award for the Arts.

By Lisa Jimenez, Freelance Writer
event of the Mimbres Region Arts Council (MRAC), winner of the New Mexico Governor’s Award for the Arts.

In June, Fiesta Latina! celebrates the area’s Hispanic cultural heritage with three days of Latin music, traditional foods and children’s activities, a tequila tasting and a juried folk arts mercado, featuring world-renowned folk artists from Mexico and beyond. Fiesta Latina is also a free event, sponsored by WNMU’s Office of Cultural Affairs. July features Silver City Clay Festival, an international celebration of all things clay, and a signature event of the Silver City Arts and Cultural District.

September is traditionally the busiest month of the festival season, with no less than nine events happening each year, including the Gila River Festival, a week-long series of music, films, art installations, workshops and river-related adventures that celebrate this precious natural resource, emphasizing the importance of its conservation.

The Rolling Stones Gem and Mineral Show is held every Labor Day weekend at the newly renovated Veterans Memorial Business and Conference Center, and Silver City MainStreet hosts “A Taste of Downtown.” Other September festivals include MRAC’s newly established Southwest Print Fiesta, and the bi-annual Southwest Festival of the Written Word.

These annual events are augmented throughout the year by a variety of events with local musicians, writers and artists, offered up at restaurants, coffee shops and Silver’s 30-plus art galleries and other unique merchants in the historic downtown. For more information about Silver City events, visit http://www.visitsilvercity.org/.

Silver City is also home to two museums, the Silver City Museum and the Museum at WNMU. The Silver City Museum is housed in the historic H.B. Ailman House, built in 1881, offering cultural and educational events and a permanent collection of some 50,000 artifacts, paper archives and more. The current exhibit, Flamenco: From Spain to New Mexico, runs through May 28, and traces flamenco from its arrival in the United States, and its rise as an international art form.

The WNMU Museum houses the NAN Ranch Collection, the largest, most comprehensive collection of...
of prehistoric Mimbres pottery and other artifacts from a single site. Other collections include the Eisele Collection of prehistoric Southwestern pottery and artifacts, and other collections include Navajo rugs, basketry and a comprehensive selection of historic photographs.

The Visitor’s Center features one of several youth mural art projects located throughout Silver City, as well as a solar-generating parking area, which will soon include a vehicle charging station. Visitors can actually arrive by air from Phoenix or Albuquerque on Boutique Airlines, which offers several daily flights to and from the Grant County Airport, approximately 30 minutes south of town.

A Recreational Wonderland

Silver City is the gateway to the Gila Wilderness, the nation’s first wilderness area, encompassing 3.3 million acres of pine forests, gentle rolling foothills and some of the highest mountain peaks in the state. At the heart of the Gila lie the headwaters of the beloved Gila River, one of the nation’s last free-flowing wild and scenic rivers, and the focus of current controversy over the state’s plan to dam and divert its water.

Embraced also by the Gila National Forest and the Aldo Leopold Wilderness to the north, Silver City is an outdoor enthusiast’s paradise. Residents and visitors alike enjoy easy access to numerous outdoor activities, including camping, hunting and fishing, hundreds of miles of mountain hiking and biking trails, internationally recognized birding areas, kayaking and more. Silver City is also a hub and resting spot for hikers and bikers along the Continental Divide Trail, celebrated in April with the CDT Trail Season Kick-off event.

Silver City residents also enjoy some 30 miles of town-owned and maintained hiking and mountain biking trails, including Boston Hill, a local favorite greenway, purchased by the town for public recreation from Freeport McMoRan, Inc. Recently the town added a staff person to its community development department, specifically for trail maintenance and development. The department is also spearheading local efforts to increase and improve the town’s trail system, most recently focused on development of the Big Ditch Community Trail System, drawing hikers and nature lovers to what used to be Silver City’s Main Street, before it was wiped out by severe flooding in the late 19th century. Other recreational amenities include the municipal swimming pool, an affordable 18-hole
golf course, numerous softball and soccer fields, and some 20 local parks and community gardens.

The Gila is also home to the annual Tour of the Gila, one of North America’s premier bike races, drawing top competitors from across the globe. The 32nd running of this prestigious five-stage event happens April 18-22, and features a high-speed criterium in historic downtown. The success of the Tour spurred two additional cycling events, the Signal Peak Challenge and the new, Gila Monster Gran Fondo in the fall.

Each June, the Wild Wild West Pro Rodeo celebrates Silver City’s ranching and cowboy culture, with big bulls, fast riding and roping and some of the toughest, most talented cowboys and cowgirls in the region.

Silver City is a bicycle-friendly community, and town staff developed a bicycle master plan, just one of many examples of town government responding to the needs and interests of local residents. Silver City’s bicycling community is large and adept at advocacy efforts to increase the number of bicycle lanes, clean, clear roadways and improved bicycle safety for all ages. And after all the activity, residents and visitors alike will enjoy a good night’s sleep, thanks to town noise and dark sky ordinances, which are strictly enforced.

Creating a Sustainable Future: Collaboration, Cost Savings and Innovation

Today the word “government” prompts general malaise across the political spectrum, with local government caught in America’s cloud of angst and frustration. Silver City management, staff and elected officials are working hard to respond to local community needs and provide cost efficient services with limited resources, while dealing with an uncertain future of “hold harmless” legislation, state budget challenges, and attacks on key federal funding.

Silver City government is almost entirely dependent on gross receipts taxes, receiving just 10 percent of its budget from local property taxes. As such, Silver City’s future is closely tied to tourism, and town leaders
are working closely with Grant County government in a joint research effort to determine what types of tourism-related initiatives offer the biggest return on investment. Though the project is just underway, Silver City has already reaped benefits. Tourists surveyed at a recent event commented that city streets in the downtown historic district were too dark. Town Manager Alex Brown immediately responded by working with a PNM energy efficiency program, adding additional street lamps with LED lights. With PNM rebates, the project will save some $3K annually, and the investment will be recovered in just two years.

The town also enjoys major energy cost-savings at its solar-powered wastewater treatment plant, installed in 2012, the second in the state. This project resulted in direct savings of $350,000, and long-term, indirect savings. PNM increased its rates just months after Town Manager Brown had successfully negotiated a fixed, 20-year rate of six cents per kilowatt hour. The town also realizes a major cost savings by purchasing its own gasoline in bulk.

Precious Water

Silver City’s water supply is predicted to be sufficient for at least the next 100 years, and the town has enacted a number of water conservation initiatives included in the regional water plan, including installation of electronic water meters, which immediately detect leaks, ultimately conserving water and saving taxpayer dollars, as the town saves money by pumping less water.

Water conservation methods are also embedded in local street and trail infrastructure improvement projects, which not only conserve water, but save money too. Less water run-off onto Silver City streets reduces road debris, resulting in fewer road sweeps and cleanings.

Underlying the town’s water conservation efforts are a newly revised comprehensive plan and a sustainability plan, both of which were developed with extensive community input. Town governance and staff work hard to be responsive to the community, and also nurture strong collaborative efforts with local government. Such partnerships are resulting in better coordination and sharing of resources regionally, which allows important infrastructure and service improvements, despite fiscal challenges.

This regional water plan, for instance, was recently recognized by the National Development Council for its successful collaboration. The first phase of the project provides some $9.5 million in infrastructure development to bring water from the Grant County Airport water field to the Town of Hurley, whose current water contract with Freeport McMoRan Inc. (FMI) expires this year. Brown and his staff have been working since 2006 to secure water for Hurley, and have knitted together funding from various government agencies. Silver City contributed $1.8 million in water rights last year to help complete the project.

“The Town is collaborating with Grant County and other local municipalities better than ever,” says Brown, who also sits on the board of the Southwest New
Mexico Council of Governments. “The regional water project is a great example of this. We’ve worked together to get water to all of the municipalities throughout the county. No one entity could have done this alone.”

Another major community-wide initiative has been years in the making, and is now close to becoming a reality. Tu Casa is a $2 million substance abuse rehabilitation center that will fill a much-needed service gap in the region for people and families impacted by substance abuse. Hidalgo Medical Services, a nonprofit community health center, will manage the center, while Grant County is managing construction, and will own the building. Much of the federal grant match was covered by Silver City, which installed water and sewer lines, waived nearly $11,000 in related fees, and will pay the lease on this state-owned land.

The town also partners closely with WNMU, which manages the town’s 18-hole golf course and restaurant. Recent street improvements on the south side of campus provided an opportunity for the university to develop a campus gateway, with colored sidewalks, new lighting to match the historic-style downtown street lamps, and new landscaping. That project is scheduled for completion in June.

Nonprofit sector partners, including Silver City MainStreet, New Mexico’s first MainStreet project, offer important collaborative opportunities for improving Silver City’s historic downtown and enhancing its attraction as a tourist destination of the Southwest. The historic Silco Theater was completely renovated and re-opened downtown in 2016, after 55 years of being used as something other than a movie theater. The success of this project is a result of many years of dedication by MainStreet staff and volunteers, in partnership with the town, which purchased the building and entered into a long-term lease with the private party managing the popular 156-seat venue. In addition to MainStreet and the Arts and Cultural District, Silver City also developed a metro redevelopment district as another tool for town development and revitalization.

A History of Self Determination

Silver City developed as a result of its geology and geography. As early as 1804, Don Francisco Manueel Elguea, a wealthy entrepreneur from Chihuahua, Mexico, developed a rich vein of copper ore some 12 miles east of present-day Silver City, then known as La Cienega de San Vicente. In the ensuing decades, copper mining would continue to draw entrepreneurs, who developed lumber mills, furnishing early building material, along with fur traders and other adventurers.

Then, early in the summer of 1870, silver was discovered and La Cienega would never be the same. Miners flooded into the quickly named “Silver Flat Mining District,” and leaders began laying out a town grid in the style of their flat, eastern homelands, ignoring the geography of this high-desert terrain with its own natural contours and arroyos, and caliche-based soil. Floods wiped out the original Main Street, now referred to as the Big Ditch Park, where the town is partnering with Youth Conservation Corp students, primarily at Aldo Leopold Charter School, to clean up, repair
and restore walking trails along this natural, historic greenway.

The discovery of red brick clay in the area was key to the town’s development, as people still looked eastward for architectural standards. By March of 1871, just 10 months after the silver boom began, a reporter from the Las Cruces Borderer wrote:

“Silver City is essentially an Eastern town, full of energetic and intelligent men who have come there to stay … the town already contains three stores, one saloon, a boarding house, livery stable, two blacksmith shops, one shoe shop and a paint shop, and situated as it is, in the beautiful cienega, surrounded by rolling and picturesque hills covered with pine, cedar and oak, must in time become the most beautiful town in southern New Mexico.”

Early settlers of Silver City knew they lived someplace special and were willing to protect their way of life. By 1876, Silver City and the rest of Grant County - for which the town has served as the county seat since 1871 - was clamoring for secession from New Mexico, preferring to join the territory of Arizona, with which its political and economic interests were more closely aligned.

New Mexico government was controlled by the “Santa Fe Ring,” a group of political and economic elite, dominated by northern New Mexico’s Spanish-American culture and heritage, which set up a direct cultural clash with Silver City’s founding entrepreneurs and early settlers from Chihuahua, who didn’t cotton to the Spanish influence.

Silver City’s citizenry was driven by two key legislative goals: authority to establish an educational system and incorporation for their town. In the 1871-72 legislative session, Democrats took advantage of political division among Republicans, taking control of one house of the legislature. The Santa Fe political establishment refused to acknowledge the now-Democratic controlled House, organized their own, and then Republican Governor Marsh Giddings called in federal troops to “keep the peace.” The political insurgency was defeated, but only temporarily. Taking quick advantage of his victory, Governor Giddings cut southern New Mexico’s legislative representation in half, thus ushering in gerrymandering in New Mexico.

Though Silver City went on to develop its booming mining industry, its citizens did not lose sight of their quest for self-determination. The anti-democratic antics of the Governor fueled the secessionist movement, and in 1876 citizens unanimously approved annexation with Arizona, also favored by A.P.K. Safford, then Governor of Arizona. Silver City was a boom town, and recognized as progressive. The Albuquerque Republican Review called the town, “the liveliest and most enterprising … the only really American town in New Mexico.”

National political shifts, combined with the Santa Fe Ring’s reluctance to lose the state’s wealthiest town to Arizona, ultimately resulted in Silver City’s victory. Its territorial charter was approved in 1878, six years before the state’s municipal incorporation law was passed in 1884. Thus, Silver City citizens were pioneers
in self-governance. Today, Silver City is the only municipality in New Mexico to enjoy special privileges afforded by its original charter. “Territorial Charter Day” is celebrated each year on the Saturday closest to February 15th, the day of the original signing in 1878.

This year, Territorial Charter Day will be celebrated February 17th at the Silver City Museum, featuring a 5K run, youth run, mining and other exhibits.

Mayor Ken Ladner and other elected officials will offer remarks, dressed in period attire.

“Territorial Charter Day is an important day to celebrate Silver City’s dedication to self-determination, and our vibrant, enterprising culture of innovation and resiliency,” says Ladner. “On this day, we also look to a promising future of efficient, effective local government that is responsive to its citizens, welcoming to newcomers and a trusted partner to all.”

Finally winning its territorial charter in 1878, Silver City became New Mexico’s first municipality, and quickly made effective use of its ability to assess and collect taxes. The state’s first secular, two-story, brick school house opened in 1882. Silver City was the first to pave its streets, develop an electrical grid and install street lamps.

Other “firsts” include:
- Development of a municipal water system, which today provides water to town residents, as well as an additional 10,000 Grant County residents;
- Approval of public anti-smoking and collective bargaining ordinances, before the state; and
- Creation of the state’s first teen court.
Just as public utilities and the interstate highway system made New Mexico more accessible and habitable over the past century, the internet — today’s information superhighway — is what links the state’s entrepreneurs with potential customers and partners around the world.

In a state with far-flung rural villages and growing urban hubs, such infrastructure enhancements as fast and reliable internet service determine whether residents are isolated or engaged and whether enough taxable revenue can be generated through economic development to improve public safety and community amenities.

With that in mind, New Mexico municipalities are getting creative in their pursuit of broadband service, and many are finding that collaboration is essential to procuring this indispensable collective asset.

Larger urban communities with hundreds of thousands of potential customers have little trouble attracting broadband service providers. It’s a different story in communities where one company has a monopoly on phone lines through which broadband fibers run.

The state Department of Information Technology (DoIT)’s Community Broadband Master Plan Guidebook (http://www.doit.state.nm.us/broadband/reports/NM_Broadband_Guidebook_v1_1_final.pdf) acknowledges the inherent risk “that a new broadband project … will not be able to attract enough customers or earn enough revenue to continue operating.” But a community that does nothing risks stunting its economic potential.

Among existing models are:

Public-private partnerships — Communities can build links to existing fiber optic cables owned by public or private utilities and become internet service providers, or they can team up with a private company to provide service that affordably meets the population’s needs.

Rather than managing its own system, the City of Santa Fe chose to invest $1 million to connect a 2-mile fiber optic cable to Century Link’s Santa Fe-to-Albuquerque service line. Because multiple carriers are
using the 2-mile section, prices have dropped and speeds have increased in areas served by the city’s hubs.

Other communities have expanded internet by securing E-Rate grants that provide federal funds to connect public schools to the internet. As the line is installed, municipalities build towers along the route and thus allow the public wireless internet access. When a broadband line was installed from Albuquerque to the Jemez Pueblo school under an E-Rate grant, neighboring Zia Pueblo joined the project and paid its pro-rated share, thus reducing the cost to both pueblos. In such setups, other customers can participate by paying a pro-rated share.

Business collaborations — Multiple neighboring businesses can combine buying power to improve their appeal to private providers, according to the “Broadband for Businesses Study” (http://www.doit.state.nm.us/broadband/reports/FINAL_CTC%20Report%20-%20NM%20Broadband%20for%20Business%20Policy%20Cons%20-%2020170117.pdf). This involves developing a request for proposal to solicit bids from vendors who compete to offer the lowest per-unit pricing and reduced nonrecurring charges. Likewise, nonprofit businesses have partnered with municipal governments to initiate broadband service when such access aligns with their organizational mission.

Setting a course

Communities contemplating a broadband initiative should consider what bandwidth is needed to serve existing and predictable needs and what the project will cost. The “Broadband for Businesses Study” estimated that businesses in underserved commercial corridors pay between $1,000 and more than $5,000 for broadband access. The statewide average is about $2,000 if adjacent broadband providers expand to a bulk customer base.

If a community has a specific project and wants to know if it can be accomplished with existing funds, DoIT’s Office of Broadband and Geospatial Initiatives, which coordinates broadband activities, can offer its perspective (http://www.doit.state.nm.us/obgi.shtml).

Finance New Mexico partners with the New Mexico Municipal League on the Grow It! project and other economic development initiatives. To learn more, go to www.FinanceNewMexico.org and www.GrowItNM.org.
Las Cruces ranks 32nd on the 2017 list of safest cities in America by the personal finance website WalletHub.com. El Paso, TX came in at number 38 and Albuquerque, NM at 112.

According to the Las Cruces Police Department’s 2016 annual crime statistics, violent crime and property crime were both down six-percent.

“Being the leading safe city in our region demonstrates our commitment to creating and maintaining a safe and comforting environment for our residents and guests,” said City Manager Stuart C. Ed. “But we are striving to do better. I compliment the women and men of the Las Cruces Police Department for their commitment to duty. Through their efforts and public partnership through the principles of community policing, we will continue to improve our service delivery.” Ed also extended his thanks to police chief Jaime Montoya who retires at the end of this month following 26 years of service. “Chief Montoya was instrumental in Las Cruces obtaining this ranking. His leadership resulted in many positive outcomes.” In addition, Ed thanked the families of law enforcement for the ongoing support they give those in uniform each and every day.

WalletHub reports that its analysts compared 182 cities - including the 150 most populated U.S. cities - across three key dimensions: 1) Home & Community Safety, 2) Financial Safety, and 3) Natural-Disaster Risk.

WalletHub states it evaluated those dimensions using 35 relevant metrics with their corresponding weights. Each metric was graded on a 100-point scale, with a score of 100 representing the highest level of safety.

They then determined each city’s weighted average across all metrics to calculate its total score and used the resulting scores to rank-order their sample. In determining their sample, WalletHub considered only the city proper in each case, excluding cities in the surrounding metro area.

The second Wednesday of December, Smith Engineering provides a catered lunch for all City employees. Last year we added a Dessert Competition. This year we added an office seasonal decoration competition. The lunch is always great (Henry’s BBQ), the desserts doubled from last year and the decoration competition garnered a good number of entries. The elected officials and Department Heads contribute toward gifts which are acquired by spinning a wheel upon entry to the luncheon. The desserts are voted on by the employees by casting a ticket into a cup in front of the favorite dessert. Prizes were later given out by drawings with the names of all City employees entered. These prizes were given by businesses and community members in Artesia.

This luncheon takes place in our Recreation Center. This has been a great event. The friendly competitions are gaining in popularity. 20 more employees attend this year than last and we expect, we will see another surge in attendance annually.
Residents and guests to Las Cruces will soon begin experiencing a notable, positive change in the way City government responds to their needs through the new PEAK Performance initiative.

PEAK stands for:
- Perform Mission
- Evaluate Measures
- Assess Outcomes
- Keep Climbing

“The transition to PEAK Performance is part of the new strategic plan adopted by City Council last summer,” said Mayor Ken Miyagishima. “The transition is well underway and residents will begin noticing our service improvements soon.”

“By transitioning to a high performing organization, we are focusing municipal government on the community,” said City Manager Stuart C. Ed. “Our goal is for every associate with the City organization to view everything we do from the customer perspective.”

Ed further stated that the PEAK initiative will result in constant improvement, and through a transparent process, the public will be able to review and assess City government’s progress. “We are developing convenient ways for our customers to monitor our progress, and provide us their feedback so we can make the necessary adjustments to maximize our performance.”

Each of the City’s 13 departments are transforming to a performance-based model in a phased approach. The departments that have already undergone the process are Parks & Recreation and Economic Development. The complete transition is scheduled to occur by the end of 2018.

“A performance-based model of government means our community will experience enhancements in the way we do business,” Ed said. “It is a huge undertaking but one that will always benefit our customers, and make how we do business more efficient, effective and transparent.”

More information about PEAK Performance is available online at las-cruces.org, on the home page under Hot Topics.
KEEPING THE POWER ON
HOW TO EXTEND THE LIFE OF YOUR TRANSFORMER

By Robbie Collins, Lockton Companies

Transformers are a vital part of the electrical grid. Power plants create high-voltage electricity and send it down power lines where it is stepped down by a transformer. These transformers then send the lower-voltage electricity into our factories, businesses, and homes. Like any other piece of equipment, routine maintenance should be performed on transformers to increase reliability and maintain an uninterrupted power supply. Proper maintenance can extend the life of the transformer and prevent a business interruption claim.

Keeping Your Transformer Running Smoothly

Liquid-filled transformers contain oil that not only insulates but also cools the internal components of the transformer. When this oil decomposes or is broken down, it generates various dissolved gases, which are expected within the transformer. Due to electrical faults, overheating, and arcing within the transformer, these dissolved gases can become unbalanced and cause potential problems. A transformer Oil Gas Analysis (TOGA), sometimes referred to as a Dissolved Gas Analysis (DGA), is an effective means of evaluating the conditions of a transformer and can reveal symptoms that the unit may need servicing or replacing before a loss occurs. Through the TOGA testing, oil samples can be collected and analyzed by a laboratory. Increases in particular dissolved gases within the transformer oil are signs of internal deficiencies.

In addition to having a gas analysis completed, transformers should be checked for:

- General overall condition.
- Leaks.
- Temperature
- Current and voltage readings.
- Liquid level.
- Physical damage to the unit.

An infrared inspection of the electrical system can also be done to look for hot spots of the internal components. Higher heat signatures within the transformer can be identified and corrected before a failure occurs.

Depending on the situation, large transformers, particularly ones used in specialty applications, may take weeks or months to replace. The impact and business interruption in this case could be devastating to a company. If the utility company owns the transformer you use, confirm that it has a spare in case of failure.

With routine use of the TOGA testing, companies can identify and evaluate problems and prevent catastrophic failures before they occur. A TOGA test should be performed annually or more frequently, depending on the previous testing results. There are also newer, technologically advanced products on the market that can...
continuously sample the oil. These online monitoring tools allow companies to receive accurate, real-time data, which can, in turn, maximize the transformer’s life and ultimately save money.

<table>
<thead>
<tr>
<th>Key Gas</th>
<th>Indicated Symptom</th>
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<tbody>
<tr>
<td>Acetylene</td>
<td>Internal arcing</td>
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<tr>
<td>Ethylene</td>
<td>Severe localized oil overheating</td>
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<tr>
<td>Carbon Monoxide</td>
<td>Cellulose overheating</td>
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<tr>
<td>Ethane</td>
<td>General oil overheating</td>
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<tr>
<td>Methane</td>
<td>Overheating or corona activity</td>
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<tr>
<td>Hydrogen</td>
<td>Corona or partial discharge activity</td>
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<tr>
<th>Causes of Transformer Failures</th>
<th>Detected or Measured by TOGA</th>
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<tbody>
<tr>
<td>Electrical Disturbances</td>
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<tr>
<td>Other</td>
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<td>Lightning</td>
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<td>Defective Insulation</td>
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<td>Electrical Connection</td>
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<td>Overload</td>
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<td>Foreign Objects</td>
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<td>Moisture</td>
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<td>Line Disturbance</td>
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<td>Stress/Fatigue</td>
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Las Cruces City Manager Stuart C. Ed announced today the hiring of a new police chief. “Following a thorough recruitment process that involved community groups, representatives of the local police union, and senior level associates, I am pleased to report that we have selected an outstanding candidate to be our next police chief. Patrick G. Gallagher, who currently serves as police chief in Santa Fe, New Mexico, will be joining us as successor to Chief Jaime Montoya who retires at the end of this year,” Ed said.

Gallagher has nearly 30 years of law enforcement experience. Prior to becoming Santa Fe police chief, he served as that city’s professional standards commander. Before that, he served as police chief in Truth or Consequences, New Mexico for three years. He also worked with the New York City Police Department as deputy inspector and captain/internal affairs bureau division commander, World Trade Center Zone Commander (who directed and assessed recovery and physical operation at “Ground Zero” crime scene following the 9/11/2001 attack) and executive officer, 60th Precinct.

He earned his Bachelor of Arts degree in economics from Fordham University and his Master of Public Administration from Marist College.

Gallagher will begin his new assignment with the Las Cruces Police Department on January 15.

THREE LEAGUE EMPLOYEES NOTED FOR SERVICE

Three League employees have received the National League of Cities’ John G. Stutz Award for 25 years of service. Pictured above are (from left) Patsy Baca, Claims Technician; Dan Cisneros, Controller; and Anna Eccles, Examiner.
KIRTLAND TOWN CLERK RECEIVES CERTIFIED MUNICIPAL CLERK DESIGNATION

Gwen Warner, Town Clerk for the Town of Kirtland, has received the Certified Municipal Clerk (CMC) designation from the international Institute of Municipal Clerks (IIMC).

The Certified Municipal Clerk (CMC) is one of the two professional designations granted by IIMC and is designed to enhance the job performance of the Clerk in small and large municipalities. To earn the CMC designation, a Municipal Clerk must attend extensive education programs often totaling more than 120 educational hours. The CMC designation also requires pertinent experience in a municipality. The CMC program prepares the applicants to meet the challenges of the complex role of the Municipal Clerk by providing them with quality education in partnership with institutions of higher learning, as well as State/Provincial/National Associations. The CMC program has been assisting clerks to excel since 1970.

Founded in 1947, IIMC is a professional association with more than 14,000 members in the US, Canada and 15 other countries. IIMC’s primary goal is to actively promote the continuing education and professional development of municipal clerks through extensive education programs, certification, publications, networking, annual conferences and research. IIMC also engages in municipal research administration, enhances critical professional skill development and fosters a spirit of mutual assistance and good fellowship among municipal clerks around the globe. IIMC is governed by a 26-member Board of Directors.

For more information please visit our website at www.iimc.com or contact ashley@iimc.com or call (909) 944-4162.

LAS CRUCES BEST RUN CITY IN NM RANKED #6 IN U.S.

Las Cruces has been ranked as the most well-run city in New Mexico and 6th in the nation according to WalletHub, a personal finance website.

WalletHub reports it measured the effectiveness of local leadership by how well city officials manage and spend public funds by comparing the quality of services residents receive against the city’s total budget.

WalletHub compared the operating efficiency of 150 of the largest American cities to determine the best managed. The company constructed a “Quality of Services” score comprising 33 key performance indicators grouped into six service categories: financial stability, education, health, safety, economy, and infrastructure & pollution that were measured against the city’s per-capita budget.

“This impressive ranking is testament to the leadership of the Mayor and City Council and every associate who makes up the City of Las Cruces. We truly are an organization that lives up to our slogan, People Helping People,” said City Manager Stuart C. Ed.

Learn more at: https://wallethub.com/edu/best-run-cities/22869/.
CONTINUING STORIES

Governing Body Rules of Order
Continued from page 5

3. Proper notice of the meeting must be given all members of the body (and to the public). Also a requirement of the Open Meetings Act §10-15-1: “Any meetings at which the discussion or adoption of any proposed resolution, rule, regulation or formal action occurs and at which a majority or quorum of the body is in attendance, and any closed meetings, shall be held only after reasonable notice to the public.”

4. There must be a quorum present at the meeting. “A majority of the members of the governing body is a quorum for the purpose of transacting business.” See: §3-2-2 (B) NMSA 1978 of the Municipal Code.

5. There must be a question before the group upon which it can make a decision. “Unless otherwise provided by law, a question before the governing body shall be decided by a majority vote of the members present”. See: §3-12-2 © NMSA 1978 of the Municipal Code.

6. There must be an opportunity to debate the question. It is interesting that there is no statutory requirement for debate of a question, although this is a fundamental principle of parliamentary law.

7. The question must be decided by taking a vote. See number 5 above.

8. There must be a majority vote to take an action or decide a question. Also see number 5 above.

9. There must be no fraud, trickery or deception resulting in injury to any member. This is so obvious that there shouldn’t be the need for any law or statutory authority.

10. To be valid any action or decision of a body must not violate any applicable law or constitutional provision. I think this goes back to number 1.

Parliamentary procedure can be a very complicated subject. Rules are required to address how business is brought forth, the process for conducting the meeting and of disposing of the business, amending or changing propositions, rules governing which questions or propositions take precedence, resolving conflicts and reconsideration of business that has been already decided. All of these topics will be explored in the coming months.
LOCAL GOVERNMENT EMPLOYEES REVEAL WHAT MAKES FOR JOB SATISFACTION

By Tom Miller
NRC

Over three years, a city manager developed a plan to improve what, to her, were lackluster employee ratings of organizational quality – work environment, wages and benefits, communication and the like. By the end of the period, not only were employees reporting better work conditions, but here was the big surprise – in a citizen survey, residents also gave improved ratings of their community and local government.

Local government employee satisfaction also affects resident ratings of their communities

The link between employee perspectives and customer attitudes has been demonstrated in many studies. In the private sector, evidence shows that better organizational commitment to service (measured by employee surveys) links not only to better client relations, but is a bridge to better company financials. (See Schneider, B et al. “Organizational Service Climate Drivers of the American Customer Satisfaction Index (ACSI) and Financial and Market Performance.” Journal of Service Research. Volume 12 Number 1, August 2009 3-14, c 2009.)

Bottom line: the analogue to company financials for local governments is community livability. If you improve employee motivation, engagement and satisfaction, you make it more likely that you’ll be able to build a stronger, more livable community – just as tuning all the parts of a stock car engine is the necessary precursor to winning the Daytona 500.

Local government employee opinion is now being researched

Much of the research on government employee attitudes has come from regular federal government reports of its employees. Now, a large database unique to local government employee opinion is aggregating survey data from thousands of employees in cities and counties across America. The National Employee Survey™ (The NES™), conducted by National Research Center, provides results that help managers understand what already is well-oiled in the organizational machine, what still needs tuning and which parts of the machine matter most to success.

For each employee survey conducted in jurisdictions across the U.S., scores of answers are categorized into twelve dimensions of service: employee performance evaluation, communication and decision making, employee development, morale and modeling, wages and benefits, employee-supervisor relationship, quality of internal support services, timeliness of internal support services, department performance, employee contribution and fit, physical work environment, job satisfaction plus quality and timeliness of internal services. (Several survey questions on The NES™ come from The National Citizen Survey™, allowing these two survey tools to work together in a powerful way.)

What survey data reveal

Where jurisdictions have conducted The NES™, employees view these dimensions of work quite differently. But when we aggregate results from thousands of participating employees across a wide variety of jurisdictions in the U.S., we can see common, essential characteristics of the local government work environment. This graph shows two important results from these surveys: the ratings of each dimension of work and the two dimensions that are most closely linked to employee satisfaction.

![Graph showing twelve dimensions of work and two that best predict overall employee satisfaction]

1Indices are based on more than 7,000 employees answering all questions

Continued on page 28
UPCOMING EVENTS

MUNICIPAL OFFICIALS LEADERSHIP INSTITUTE 2018 DATES

Level I - May 16-18
La Posada de Santa Fe Hotel & Spa Resort

Education Program*

The Education program offers elected officials an opportunity to develop the specialized knowledge necessary for the leaders of New Mexico’s communities. Key topics include:
- How to utilize and read statutes and ordinances
- Effective lobbying and the legislative process
- The governing body’s role in land use decisions
- Delving into the relationship between municipal court and governing bodies
- Differentiate between municipal and personal liabilities of elected officials
- Learning how to conduct effective meetings with parliamentary procedures — Part One
- Let the Sunshine In: An in-depth look at the Open Meetings Act
- Understanding the budget — Part One

Fee: $300

This program starts at 8:00 a.m. on Wednesday and ends at noon on Friday. Attendance for the entire program is mandatory. A minimum of 2.5 hours of presentations may result in additional credits (see below).

Additional Requirement: Completion of six elective credits (A list of approved credits can be found at www.nmml.org/certification-programs/moil/)

*Participants are encouraged to begin with this program.

Level II - September 12-14
La Posada de Santa Fe Hotel & Spa Resort

Governance Program

Level II builds on the skills and information learned from Level I, the Education Program, while adding more peer discussion and group work.

- Wednesday core topics:
  - All meetings will be open to the public (but not really): How to properly invoke the Open Meetings Act’s exceptions to avoid unnecessary confidentiality or litigation
  - Discuss parliamentary procedures as it pertains to abolishing, streamlining debate, and structuring
  - Learn how safety impacts municipal budgets and how roles can foster a culture of safety
  - Master effective communications with the media

Fee: $300

The Thursday and Friday presenters will offer a variety of different and relevant topics to build on the skills and abilities necessary for the leaders of today.

This program starts at 8:00 a.m. on Wednesday and ends at noon on Friday. Attendance for the entire program is mandatory. A minimum of 2 hours of the presentations may result in additional electives (refer to Level I Education Program additional requirements).

Advanced Institute - April 25-27
La Posada de Santa Fe Hotel & Spa Resort

Designed as a continuation of MOU, the Advanced Institute offers graduates the opportunity to continue their leadership training, network with peers from across the state and revisit core topics or hear completely new presentations. Fee: $250

Advanced Refresher
October 25-26
La Posada de Santa Fe Hotel & Spa Resort

Every other year we offer a Refresher program to complement the Advanced Institute. This year we will have new and exciting speakers discussing current topics of interest for Municipal Governments. Fee $250

Other opportunities for Certified Municipal Officials (CMO) to attend are: Thursday and Friday of the Governance Program (September 12-14) and the Leadership Program (November 6-9). Registration forms for MOU graduates are available online at www.nmml.org/certification-programs/moil/. Fee: $209

**This program starts at 8:00 a.m. on Wednesday and ends at noon on Friday. Attendance for the entire program is mandatory. Any absence of 1 or more of the presentations may result in additional electives (refer to Level I Education Program additional requirements).

**Municipal projects are evaluated by MOU staff who are happy to assist in finding a project that will help participants gain experience in areas of their own interest.

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THE MUNICIPAL REPORTER, FEBRUARY 2018
The Linda Gaume Jaramillo Scholarship
Eligibility Requirements

Increasing New Mexico’s elected officials’ knowledge through education was Linda Gaume Jaramillo’s passion. As the first Director of the League’s Municipal Officials Leadership Institute (MOLI), Linda devoted her time and energy to helping elected officials increase their awareness and grasp of the elements of civic duties and responsibilities needed to become more effective public officials. This scholarship program honors Linda’s dedication.

Full scholarships are available for elected New Mexico Municipal Officials. The purpose of these scholarships is to permit eligible individuals with a demonstrated financial need to attend the Institute. The scholarship amount will cover the registration fee for all three programs beginning with Education (June), then Governance (September) and lastly, Leadership (November).

Participants will be responsible for their own transportation, lodging, and some meals. Scholarship requirements are as follows:

1. Candidate must be an elected municipal official preferably in the beginning of their current term.
2. Candidate’s municipality must be a member in good standing with the New Mexico Municipal League.

If you meet this criterion, please complete the scholarship application located at http://nmml.org/certification-programs/moli/ and attach a full-page narrative (typed preferred, 1.5 spaced, 12 point) explaining your municipality’s financial need, how you and your community will benefit from your enrollment in the Municipal Officials Leadership Institute, and your commitment to complete all three programs and requirements to obtain the Certified Municipal Official (CMO) designation.

Return the completed packet to Tasha Martinez at the New Mexico Municipal League before or by March 27, 2015. Scholarship recipients will be notified in writing no later than May 1, 2015. For more information, contact Tasha Martinez at 800-432-2036 or tmartinez@nmml.org.
CONTINUING STORIES

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First, the aspects of local government work that are least favored by employees are employee performance evaluations followed closely by communication and decision making and opportunities for development. At the top of the ratings are job satisfaction, the physical work environment and employee contribution and fit to the job. Broadly, these top-rated dimensions are working best for the staff who are charged with providing top quality service to city or county residents.

The key drivers for overall job satisfaction: Morale and Modeling, Contribution and Fit

The dimensions of employment that have the strongest influence are those that matter most for better overall job satisfaction. The graph shows the most important aspects of work environment are morale and modeling combined with contribution and fit. As the key drivers of job satisfaction, these two dimensions are most closely associated with employees’ job satisfaction ratings (even though the dimension morale and modeling, on average, is rated lower).

Employees are most likely to express the greatest job satisfaction when they sense strong organizational morale, have trust in their leadership, their jobs fit their talents and they are able to make meaningful contributions. When organizational morale and personal fit are weak, job satisfaction suffers.

These insights offer a starting point as managers seek to improve the work-place: the engine that drives excellent service delivery and resident opinion about the quality of community life. You can tune up your organization by asking your employees to reflect on their jobs, commitment, colleagues, leadership and to determine the factors that are most important to them for a more satisfying job experience.
Happy New Year!

... and to new growth in 2018.

Visit growitnm.org/your-city

Grow It! is a New Mexico Municipal League economic development initiative to increase gross receipts tax revenue by building your local businesses.