



2017-2022

City of Rio Rancho Strategic Plan



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Vision

“Leading the way as the best City in the Southwest.”

Mission Statement

“Building our Future by Optimizing Opportunities through Operational Excellence.”

Core Values

- **Cooperation:** We believe in open lines of communication and partnerships that link common goals for the greater good of our community.
- **Respect:** We believe in different points of view and accountability to each other.
- **Stewardship:** We value our resources and are adaptable for the betterment of those that live, work, and play within the City of Rio Rancho.

Key Result Areas Accompanied by Goals & Objectives

1. Economic Viability

City Manager’s Office, Development Services, Financial Services, Library, Public Works, and Utilities

Goal: A diverse and robust local economy that is stable and facilitates community prosperity.

Objectives:

- a. Grow the tax base by recruiting and retaining and/or expanding large and small retail businesses.
 - Within the next year, complete a review and brief the Governing Body regarding all existing economic development incentives/policies and develop modifications/enhancements for Governing Body consideration.
 - Within the next year, develop a plan to utilize resources that create small business resource and information centers.
 - On an ongoing basis, utilize completed and updated Retail Study that provides data assistance with attracting retailers to the community, with efforts overseen by the City’s Economic Development and Business Relations Manager.
- b. Pursue economic base job creators and review associated communication/marketing of the community.
 - On an ongoing basis, assess current methods and approaches and implement modifications where determined to be beneficial.

-On a quarterly basis, have the Sandoval Economic Alliance (SEA) attend a Governing Body meeting to provide updates under the City Manager's Report.

-Prior to the adoption of the Fiscal Year 2021 Budget (spring 2020), analyze existing economic development efforts and resources for effectiveness and efficiency opportunities, and develop modifications (if any) for implementation. *(October 2019 amendment)*

c. Make strategic and targeted public infrastructure improvements.

-Within the next year, identify areas in the City that have high development potential with public infrastructure deficiencies. This information and potential project funding/capital program placement can be taken into consideration as part of the annual budget development and adoption process.

-On an ongoing basis, continue to prioritize public infrastructure improvements, as available funding allows, on already identified key development areas such as Unser Gateway, City Center, Enchanted Hills, Southern Blvd., and along N.M. 528.

d. Explore all options to diversify revenue sources in order to provide financial stability for public services.

-Within the next year, analyze and assess all department grant seeking activities and develop recommendations to streamline and enhance success rate.

-Within the next year and ongoing, brief the Governing Body on issues impacting City revenue sources, the ramifications and alternatives to address.

e. Ensure land use regulations and policies are conducive to Rio Rancho being a desirable place to live and operate a business.

-Within the next year, initiate update to the Comprehensive Plan that establishes the policy for the physical development of the City.

-On an ongoing basis, audit, streamline and make recommended changes where applicable to land use plans (e.g., Specific Area Plans, Overlay Zones).

-Within the next year, review the existing Development Process Manual, and develop modifications (if any) for implementation. *(October 2019 amendment)*

f. Mixed-used development

-On an ongoing basis, explore opportunities, and take appropriate action, that would support and/or facilitate mixed-used projects locating to the City Center area. *(October 2019 amendment)*



2. Safety

City Manager's Office, Police, and Fire & Rescue

Goal: Ensure that public safety service levels are maintained and that safety awareness is fostered.

Objectives:

a. Public Outreach and Partnerships.



-Annually conduct regular special events and proactively create opportunities for community members to interact with public safety personnel in conjunction with the City's overall public outreach efforts.

-Annually work with different community groups to conduct awareness, intervention and training related to public safety.

-Annually meet with neighboring governmental entities and other organizations to evaluate existing partnerships, and the potential for new opportunities in order to improve upon public safety efforts and resources.

-On an ongoing basis, review and update as determined necessary and/or beneficial public safety plans in order to achieve enhanced public safety.

b. Establish a recurring bond cycle in order to invest in public safety equipment, vehicles and facility needs that are beyond the City's existing resource capabilities.

-Brief and seek Governing Body approval summer/fall 2017 to place a G.O. Bond question on the March 2018 ballot. As follow-up to ballot placement, provide public information about projects that would be funded by 2018 G.O. Bond. Repeat this process/ballot placement every two years.

c. Enforcement of Codes.

-Within the next year, develop and implement a new, coordinated and proactive approach for the City's Code Enforcement Division to help remediate problem properties and deteriorating neighborhoods.

d. Annual Reporting.

-Annually prepare reports related to crime statistics and different response times (e.g., emergency medical response, criminal activity), and proactively discuss and explain the results within the community.

e. Communications system

-By the end of 2019, develop a cost proposal to expand and improve the public safety communications system and seek funding from the New



Mexico Legislature in 2020 (and beyond if necessary), as well as other sources. (October 2019 amendment)

f. Drones

-On an ongoing basis, explore and analyze ways to utilize drone technology related to enforcement of local ordinances (e.g., illegal dumping). (October 2019 amendment)

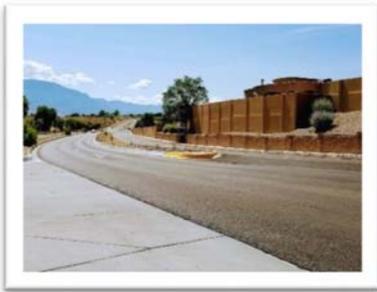
3. Infrastructure

Public Works and Utilities

Goal: Efficient, maintained and planned public infrastructure to meet current and future needs.

Objectives:

- a. Complete annual assessment of all roads and water/wastewater infrastructure, create a prioritized list of required improvements and safety enhancements, and take action with available resources.



-Annually crack patch and seal a minimum of 22 lane miles of paved roads.

-Annually replace a minimum of 500 residential water service lines.

-On an ongoing basis, explore and seek opportunities to increase available resources that allows for maintenance work to be at optimal levels.

- b. Water and Sewer.

-On an ongoing basis, work to implement the City's water management plan and its different aspects (e.g., conservation, water rights acquisition and reuse).

- c. Leverage Resources.

-On an ongoing basis, initiate contact with other entities to compare approaches and explore sharing resources (e.g., equipment) to increase output and maximize efficiencies.

-On an ongoing basis, explore opportunities for public-private partnerships in relation to infrastructure projects (e.g., solar). (October 2019 amendment)



- d. Traffic Improvements.

-Within the next year, develop a prioritized list of traffic improvement-related projects for inclusion in the City's Infrastructure and Capital Improvement Plan, and then seek funding on an ongoing basis to implement.

- e. Continue a recurring bond cycle to address roadway needs that are beyond the City's existing resource capabilities.

-Brief and seek Governing Body approval summer/fall 2017 to place a G.O. Bond question on the March 2018 ballot. As follow-up to ballot placement, provide public information about projects funded by past G.O Bond and what would be funded by 2018 G.O. Bond. Repeat this process/ballot placement every two years.

f. Customer Service.

-On an ongoing and consistent basis, address citizen infrastructure-related concerns in a timely and empathetic manner.

4. Quality of Life

City Manager’s Office; Parks, Recreation and Community Services; Library; Public Works; Convention and Visitors Bureau; and Development Services

Goal: Creating opportunities to improve one’s wellbeing, environment, and make connections with their community.

Objectives:

a. On an ongoing basis, evaluate existing community special events and explore changes and additions to what is offered.

b. Encourage and provide opportunities for life-long learning and healthy lifestyle for all ages.

-On an ongoing basis, review existing program demands and cultural trends and adjust where applicable and advised.

c. Within the next year, develop plans and identify funding sources in order to create a signature outdoor community gathering space in the City Center area.

d. Within the next year, identify the future location of a second senior center and options for this new facility to also provide library and recreation services/programs (i.e., multi-generational center), and begin to explore design and funding needs (one-time and recurring).

e. On an ongoing basis, develop and implement strategies to expand the volunteer tree steward program.

f. On an ongoing basis, develop a plan to increase public outreach in regards to illegal dumping and opportunities to take part in community cleanup activities.

g. Within the next year, bring forth a proposal for Governing Body consideration that would promote water conservation via new development landscaping.

h. Main Corridor Enhancements.

-Within the next year, develop a plan for uniform and consistent public right-of-way landscaping.

-Within the next year, develop recommendations for a right-of-way kiosk/way-finding system.



i. Neighborhood Connectivity.

-On an ongoing basis, explore opportunities and programs for neighborhoods to connect with local government and each other.

j. Trails.

-On an ongoing basis, explore funding options to begin phased implementation of trail system enhancements.

k. Land Use.

-On an ongoing basis, ensure land use efforts are coordinated and reflect open space and other amenity needs.

l. Recycling.

-Within the next year, review existing recycling policies, practices, and goals (both internal to local government and those assigned to contractors for the community), and develop modifications (if any) for implementation. *(October 2019 amendment)*

m. Transportation.

-Within the next year, explore and analyze on-demand rideshare services and how local government may establish, fund, or partner with the private sector to create a program in Rio Rancho for specific user groups (e.g., seniors). *(October 2019 amendment)*



5. Organizational Vitality

City Manager's Office, Financial Services, Human Resources, and Information Technology

Goal: Highly motivated and performing City employees delivering programs and services that are relevant and provide value to the public as well as promoting engaged citizens.

Objectives:

a. Citizen Input.

-Conduct regular statistically valid surveys to obtain citizen input in order to guide decision-making as well as to gauge performance.

b. Technology Enhancements.

-Utilize information from forthcoming Technology Assessment Study in relation to all City services/programs in order to bring about enhancements and efficiencies.

c. On an ongoing basis, utilize priority-based budgeting philosophies, and strive for associated consistent priority-setting via the Governing Body.

- d. Community 101 Program for enhanced citizen engagement/awareness with its local government.

- Develop curriculum within the next year. Seek funding as part of the Fiscal Year 2019 Budget process. Initiate program fall 2018.

- e. Professional Development.

- On an ongoing basis, continue to review and implement, where applicable, a variety of approaches that provide for training and career advancement opportunities for staff.

- f. Data-Driven Decision Making.

- Incorporate into all briefing documents presented to the Governing Body and applicable internal staff documents, a specific section outlining the data associated with any recommendation as well as its connection to the Strategic Plan, if appropriate.

- g. Rebranding.

- Within the next year, explore methods and associated costs related to a City rebranding effort (i.e., slogan, logos, etc.).

- h. Governing Body engagement.

- On a quarterly basis, hold an additional Governing Body work session meeting to discuss local government's opportunities, strengths, threats and weaknesses in order to enhance the Governing Body's ability to better address matters on a proactive basis. *(October 2019 amendment)*



-END-

APPENDIX

Background

A Strategic Plan is an agreed upon set of priorities that helps guide decision-making. It is a catalyst for allocating limited resources for stated goals, and is one of the most important documents for any organization.

Development

The last City Strategic Plan adopted by the Rio Rancho Governing Body covered the years of 2009-2014.

In spring 2016, as part of the annual budget adoption process, the Governing Body gave direction that a priority for 2017 would be updating Rio Rancho's Strategic Plan.

Efforts to create a Strategic Plan spanning 2017-2022 formally began in early 2017. The process involved utilizing a consultant that specializes in government strategic plan facilitation and development. Ten City staff members from various departments were appointed by the City Manager to serve on a team designated to work with the consultant to develop an updated plan.

The plan was developed using input received from Governing Body members, citizens via social media/City website and two public meetings held in March 2017, and City staff.

Follow-up

Upon adoption of the Strategic Plan update, City staff efforts will shift towards implementing the plan's goals and objectives. In conjunction with the Mayor of Rio Rancho's Charter duty to "*convene and lead an annual meeting of the Governing Body to discuss and identify the city's goals and priorities in order to provide guidance for the City Manager and to inform the public,*" City staff will provide progress updates to the Governing Body on plan implementation and review/discuss any identified modifications.

Consultant

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