

CITY OF RIO RANCHO

STRATEGIC PLAN 2023 - 2028



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INTRODUCTION

In 2022, the City of Rio Rancho completed its first 5-year Strategic Plan. The Plan was implemented as a means to set, prioritize, and track goals and objectives of the city operations, in an effort to fulfill the mission of the organization.

This 2023-2028 Strategic Plan is a continuance of the City's commitment to using a systematic method for policy formation and the delivery of services to the citizens of the City of Rio Rancho.

This document highlights the strategic planning process utilized for the development of the 2023-2028 Plan and outlines what the Plan entails.



WHAT IS STRATEGIC PLANNING?

Strategic planning is a proactive technique to managing an organization. This planning process entails a comprehensive examination of the operations, including an assessment of law-mandating obligations and stakeholder and community expectations in line with established goals and objectives. Further, performance and productivity of the organization and the availability of resources are reviewed. Feedback is obtained from internal and external stakeholders and used throughout the strategic planning process to understand satisfaction levels, identify critical issues, and to pursue the most effective path to provide services.

The strategic planning technique is known for its ability to communicate purpose, prioritize tasks, track progress, and to identify and help address organization issues:



Communication - the plan communicates established tasks and activities to staff workers so that they know what is expected of them and how their individual efforts support the overall mission of the City.



Prioritization - goals and resources are prioritized. The Governing Body, City Manager, and staff must work together to accomplish the same set of goals in the established order of importance or need, as identified through the strategic planning process.



Tracking Progress/Accountability - the plan is an instrument for monitoring and reporting progress on goals and objectives. The data is then used to evaluate the advancement against set standards or benchmarks. Together, the tracking and evaluating provide for accountability, both internally and externally.



Addressing Organizational Issues - The evaluation data is also used to flag or address potential issues so that adjustments can be made proactively, as needed.



DEVELOPMENT PROCESS

INPUT FROM GOVERNING BODY

In December 2022, the Governing Body held a working group meeting with a planning consultant to review results of 2022 plan and to begin the process of establishing a new, five-year Strategic Plan. The Governing Body identified strengths and opportunities for improvement based on the results of the previous Strategic Plan, reviewed citizen input, reaffirmed goals, and identified objectives to be pursued in the new Plan.



INPUT FROM THE COMMUNITY

From December 2022 through January 2023, community and stakeholder feedback was collected during a series of town-hall meetings conducted by a third-party moderator. An online survey was also made available for two months to obtain input, whereby the results were aggregated by the consultant and trending data from the bi-annual National Community Survey was analyzed.



INPUT FROM STAFF

A Strategic Planning Committee was formed in January 2023 to review the results of the previous Strategic Plan and draft a new one. The Strategic Plan Committee, comprised of one representative from each department, utilized input from the Governing Body, the public, and their own subject matter expertise to develop the goals and objectives listed in the Plan. To help guide the process, the committee established a project charter which detailed the Committee's objectives, scope, deliverables, roles/responsibilities and plan of action, as well as a project timeline. The Committee met over the months of February to June 2023, during which they reviewed the data collected, developed proposed vision and mission statements, core values, key service areas, and goals and objectives.

VISION

Where do we want to be?



To provide a nationally recognized, small community environment with robust amenities for all.

MISSION



Why do we do what we do?

How will we get there?

The mission of the City of Vision is to deliver high quality of life for all people of Rio Rancho through exceptional municipal services.



CORE VALUES

How do we behave?



- **Stewardship – be fiscally responsible, conserve, and sustain for future generations.**
- **Integrity – be ethical and transparent with the highest degree of honesty.**
- **Safety and well-being – be responsive, proactive, and resilient in maintaining a safe and enjoyable living environment.**
- **Respect – treat one another with dignity and professionalism.**

METHODOLOGY

KEY SERVICE AREAS:

Five Key Service areas have been identified as those most reflective and essential to the citizens based on survey data and stakeholder input. Each goal and objective contributes to one or more Key Service Area:

Quality of Life | Community & Economic Development
Public Infrastructure | Public Safety | Organizational Excellence

GOALS:

As part of the strategic planning process, goals have been set to support the organization in achieving the vision and mission of the City of Rio Rancho. Each goal was developed using the S.M.A.R.T criteria (Doran, 1981), in that they are specific, measurable, attainable, realistic and timely.

Each goal has been grouped under the Key Service Area that it most accurately relates to.

S.M.A.R.T METHOD:



SPECIFIC



MEASURABLE



ATTAINABLE



RELEVANT



TIME-BASED

OBJECTIVES:

Objectives, action items or outputs required to accomplish the goals have been created to track and assess the progress of accomplishing both the objectives and goals. Reports on the progress of the goals/objectives will be maintained and provided to the Governing Body and made available to the public via the City's website.



QUALITY OF LIFE



ENHANCE COMMUNITY GATHERING SPACES

- Complete construction of Phase 2 of Campus Park
- Complete construction of Phase 2 of Broadmoor Senior Center
- Execute initial planning of Multi-Generational Recreation Facility (FMP)

INCREASE CULTURAL AND LIFELONG LEARNING OPPORTUNITIES

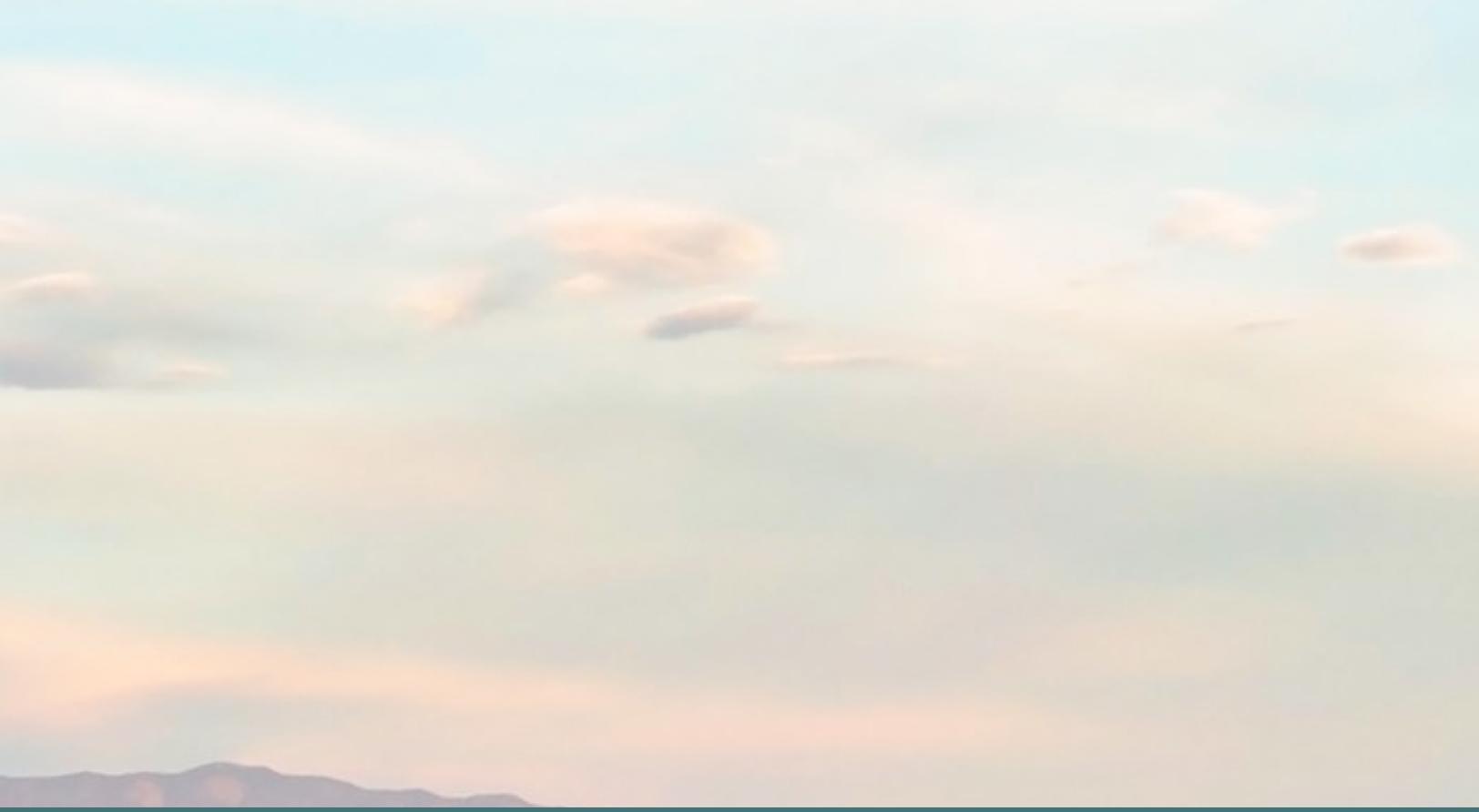
- Apply for or secure at least one temporary museum-quality exhibit to the library per year
- Conduct four all-ages, community-wide Library events per year
- Enhance existing large-scale community events at City parks and open spaces by increasing participant capacity and vendor opportunities

EXPAND PUBLIC ACCESS OF LIBRARY SERVICES

- Increase the number of Library cardholders from 35 thousand to 50 thousand
- Conduct 40 offsite events per year
- Enhance avenues for user feedback

ENCOURAGE AND AID IN HOME AND PROPERTY MAINTENANCE FOR COMMUNITY AESTHETICS

- Review and update property maintenance code
- Review and update nuisance sections of the Municipal Code
- Continue home repair assistance programs (subject to appropriations)



COMMUNITY & ECONOMIC DEVELOPMENT



IDENTIFY AND PROVIDE OPPORTUNITIES FOR ECONOMIC GROWTH

- Conduct site readiness gap analysis and a needs assessment plan to attract investments for economic base job creation and identify developmental steps needed to overcome hindrances businesses face in preparing a site for construction (target of 3 sites in plan cycle)
- Conduct an opportunity assessment for economic base job creation and capital investment in the chip manufacturing ecosystem and related supply chain

EXPAND DEVELOPMENT OF CITY CENTER FOR BUSINESS INVESTMENT AND EDUCATIONAL OPPORTUNITIES

- Complete Phase 1 of College Blvd. project
- Design Phase 2 of College Blvd. Project (Subject to UNM identifying and dedicating right-of-way)
- Develop 5-year sources and uses forecast for Higher Education GRT fund

TO IMPROVE SITE READINESS AND REINVESTMENT OPPORTUNITIES BY CREATING METROPOLITAN REDEVELOPMENT AREAS (MRAS)

- Update City ordinance to align with State
- MRA legislation
- Identify targeted areas for MRA designation and outline scope and intent of MRA plan designation to assess up to three nodes

SUPPORT AND ATTRACT BUSINESSES AND INVESTMENTS IN RIO RANCHO

- Develop and implement Business Retention and Expansion Program that supports the City's economic base businesses
- Develop and implement a micro-economic gardening program that helps micro- and small enterprises advance their growth trajectory
- Evaluate economic development organizational structure, tools, and resources and update existing ordinances, policies, and tools, as applicable
- Support additional and improved high-speed internet options

UPDATE GUIDELINES FOR THE NEXT 20 YEARS OF GROWTH IN THE CITY

- Reevaluate the Generalized Land Use Map (GLUM) in the Comprehensive Plan to identify new growth areas for residential and non-residential uses
- Use updated GLUM to encourage rezoning of Transitional Zoning areas
- Utilize land use best practices and community feedback to develop well-designed neighborhoods, commercial nodes, and increase housing variety

ADOPT AND IMPLEMENT AFFORDABLE HOUSING PLAN

- Complete Affordable Housing Study to assess demands and needs for diverse housing product
- Adopt and implement Affordable Housing Plan to enable resources and tools for affordable housing development

ADOPT AND IMPLEMENT UPDATES TO DEVELOPMENT-RELATED LEGISLATION

- Update Development Process Manual (DPM) with corresponding updates to Municipal Code
- Update and modernize the Sign Code
- Update Impact Fee Schedule





INFRASTRUCTURE

DEVELOP AND IMPLEMENT FACILITIES MASTER PLAN (FMP)

- Identify new building needs, funding sources, and begin planning and construction. Initially identified facilities (subject to Governing Body input):
 - Fire Station 8
 - Fire and Rescue Training Facility
 - Joint Public Safety Headquarters
 - Multi-Generational Recreation Facility
 - Operational Annex
- Assess conditions of existing facilities and develop regular maintenance schedule and capital reinvestment plan

PROVIDE TRANSPORTATION INFRASTRUCTURE TO EXPAND AND IMPROVE OVERALL MULTI-MODAL EXPERIENCE

- Advance long-range transportation planning and future road project pipeline through corridor studies, right-of-way acquisition, engineering design for construction-ready projects for State/Federal funding opportunities and potential future GO Bond Cycles
- Address 26 miles per year of residential roads through crack-patch-seal or hybrid-mill-inlay
- Repair 90% of street lighting on arterial roadways within 48 hours of reported outage
- Improve access to City Center for existing and future users

PROVIDE A SAFE, RELIABLE, AND SUSTAINABLE WATER INFRASTRUCTURE SYSTEM

- Implement the Automatic Meter Infrastructure (AMI) program to install a minimum of 20 thousand smart water meters allowing access to usage data and remote notification of leaks, etc.
- Implement new customer experience and billing software system for new AMI
- Replace 3,000 antiquated service lines in accordance with EPA standards
- Pursue external state and federal grants to construct second Aquifer Injection Well
- Review utilities rate schedule



PUBLIC SAFETY



STRENGTHEN OUR CORE EMERGENCY RESPONSE AND SUPPORTING FUNCTIONS IN LINE WITH THE GROWTH AND NEEDS OF THE COMMUNITY

- Monitor local community trends to ensure Fire and Rescue and Police Departments meet public safety expectations and together develop short- and long-term goals to address growth in the community and departments.
- Deploy and deliver advanced training opportunities for public safety staff
- Plan Fire Station 8 (FMP)
- Plan Fire and Rescue Training Facility (FMP)
- Plan Joint Public Safety Headquarters (FMP)

IDENTIFY AND IMPLEMENT THE LATEST TECHNOLOGY TO IMPROVE EFFECTIVENESS AND EFFICIENCY OF PUBLIC SAFETY SERVICES

- Implement new Computer Aided Dispatch (CAD) system
- Implement new Records Management System (RMS)
- Evaluate feasibility of a Real-time Crime Center to increase community safety and integrate monitoring services

ENHANCE PUBLIC SAFETY COMMUNITY OUTREACH AND PROACTIVE COMMUNITY RISK REDUCTION EFFORTS

- Increase traffic education and enforcement for safe streets
- Evaluate and develop a joint Police and Fire comprehensive plan for preventative community outreach programs



ORGANIZATIONAL EXCELLENCE

DEVELOP LONG-TERM FINANCIAL PLANNING TO SUPPORT STRATEGIC INITIATIVES, FACILITIES MASTER PLAN (FMP), LARGE-SCALE CAPITAL (ICIP), AND OTHER NEEDS

- Utilize debt financing in strategic, long-term planning for capital projects, infrastructure, and other growth-related initiatives
- Review and update fee schedules to ensure appropriate cost recovery, counter inflation and maintain fair and equitable charges for services

STRIVE TO BE A PREFERRED EMPLOYER IN THE METRO AREA

- Assess department organizational structures for multiyear staffing projections
- Develop and implement career professional development for existing employees' progression
- Expand avenues to drive employee engagement
- Augment recruitment efforts through various types of targeted advertising and candidate outreach
- Maintain competitive employee compensation plan and total benefits package through continued market analysis and adjustments

CULTIVATE A HEALTHY AND SAFE WORK ENVIRONMENT

- Promote and expand access to mental health resources
- Further departmental risk assessment for targeted safety and technical training
- Establish online interactive employee benefits manual to allow for self-service

ENHANCE ACCESS TO MUNICIPAL GOVERNMENT

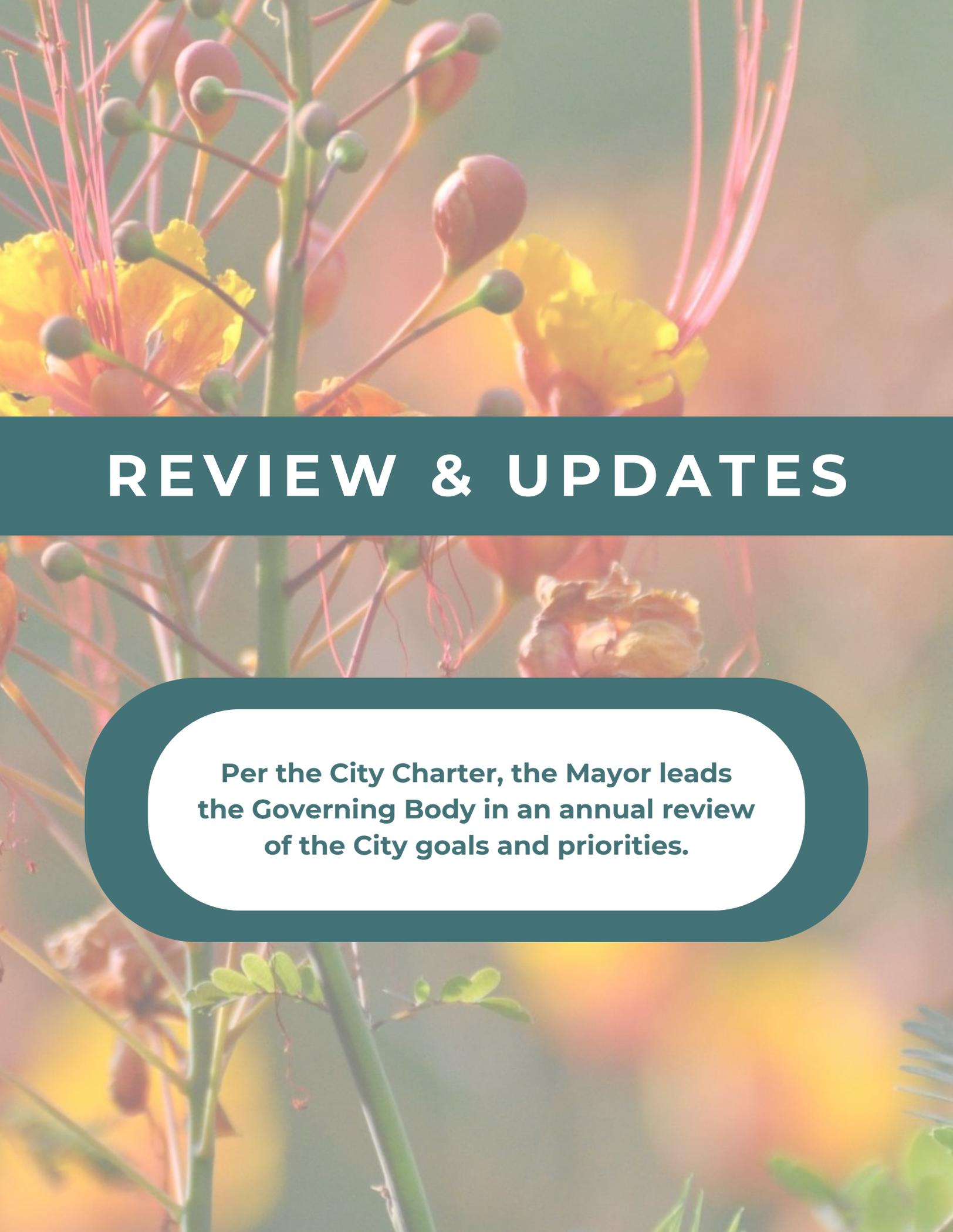
- Improve public interface to access and retrieve public records
- Enhance methods of e-payments and online customer interactions/transactions for city services

BUILD A SENSE OF COMMUNITY THROUGH CITIZEN PARTICIPATION

- Establish process to afford citizen further volunteer opportunities
- Continue to assess municipal election options with the goal of increasing voter turnout

IMPROVE OPERATIONAL EXCELLENCE THROUGH INTERDEPARTMENTAL SUPPORT AND COLLABORATION

- Strive for 50% of vehicles and equipment, including first responders, are repaired by in-house staff within 24 hours
- Implement a new Enterprise Resource Planning (ERP) system
- Establish and/or update interdepartmental processes

A close-up photograph of a flowering plant, likely a Mimulus, featuring bright yellow flowers with prominent pink stamens and several unopened buds. The background is softly blurred, showing more of the plant and a hint of green foliage.

REVIEW & UPDATES

Per the City Charter, the Mayor leads the Governing Body in an annual review of the City goals and priorities.