

# CSCCI

THE CITY OF SOCORRO COMMUNITY INITIATIVE

2021-2025

# Strategic PLAN

*History | Wellness | Culture*



*History*

*Wellness*

*Culture*

CITY OF SOCORRO COMMUNITY INITIATIVE

# Executive Summary

Recognizing an opportunity to better serve the residents of Socorro, Texas, and realizing the persistent lack of non-governmental organizations (NGOs) serving the Socorro community, the City Council of the City of Socorro approved the establishment of the City of Socorro Community Initiative (CSCI) in February 2019. The CSCI represents the convergence of diverse and passionate vested interests and the amplification of unified efforts pushing the Socorro community towards a brighter future.

As an affiliate to the City of Socorro, the CSCI assists in carrying out the City’s mission to improve the Socorro community by focusing its efforts where consensus and collaboration between local government, key partners, and the community exists. The CSCI’s work as an organization is focused on the confluence of history, art, culture, health, and wellness. Our projects and programs will aim to reflect the overlap between history, the arts, and our culture as a way to connect communities while promoting health and wellness in Socorro, Texas.

During Year 1 of its existence, the CSCI achieved the drafting and adoption of its formation documents and completed the foundational work of establishing a shared mission, vision, and values. During Year 2, and through the lens of the COVID-19 pandemic, the CSCI developed its four-year, data-driven Strategic Plan. The CSCI is eager to implement its Strategic Plan during Year 3, gather evidence of success, and cement itself as a trustworthy partner to the City of Socorro and the Socorro community.

The CSCI firmly believes in the power of partnerships and collaboration to achieve our shared mission and invites you to share in our current work and future success.

**Claudia Garcia,**  
Chairman of the Board, CSCI

**Adriana Rodarte,**  
President, CSCI



September  
**2025**

The CSCI believes in establishing a shared vision and strategic plan for our community that engages local leaders, stakeholders, and Socorro community members

## A Collaborative Focus

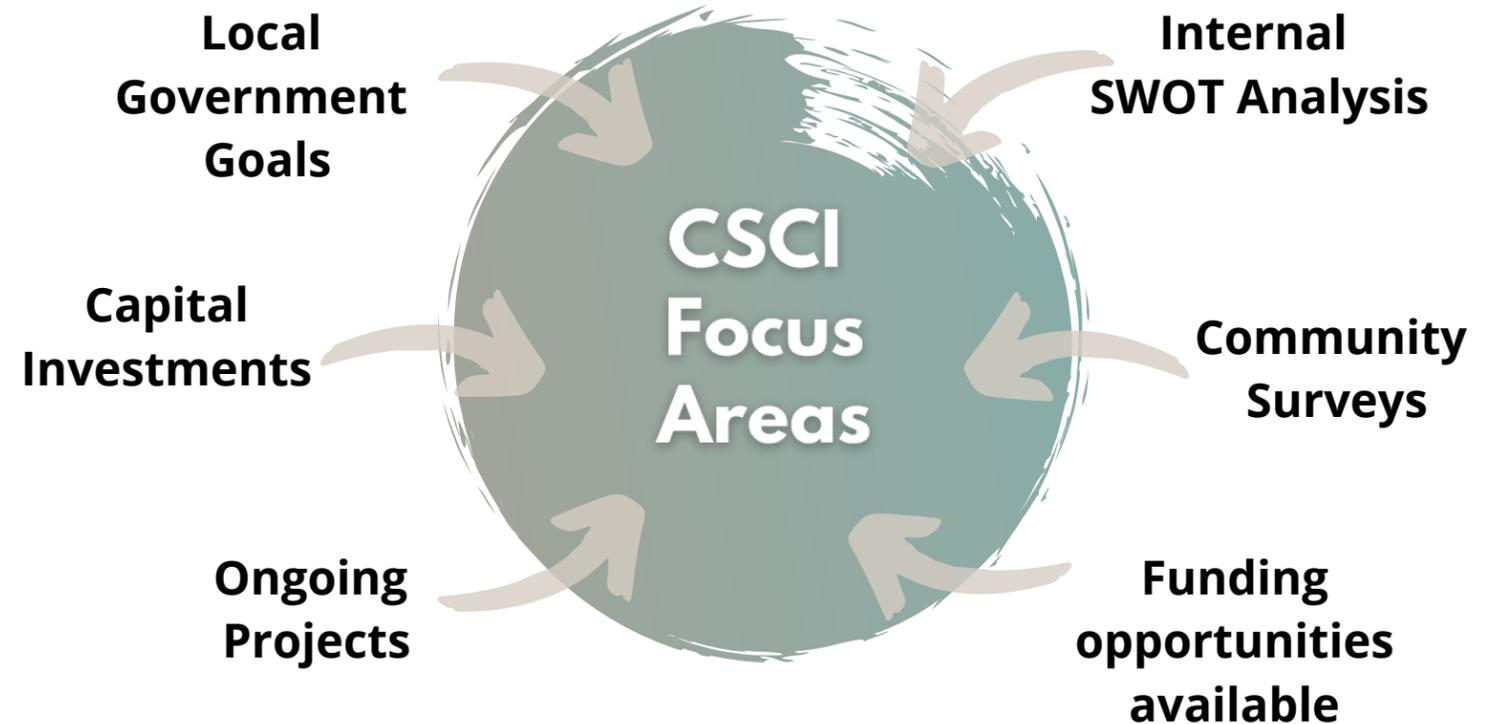
The CSCI began its strategic planning process in August 2019 with the goal of defining the CSCI's direction and priorities. Since then, the CSCI has worked towards a data-driven and consensus-building strategic plan that leverages existing resources, partners, and stakeholders to address the needs of the Socorro community. Through this process, the CSCI hopes to amplify existing efforts and resources to make a bigger impact. The CSCI conducted an internal S.W.O.T.

analysis, met with City leaders to identify existing capital projects and investments, identified available funding sources and gaps, and conducted an external S.W.O.T. analysis through the deployment of a community survey. This information was analyzed to identify the overlaps in existing efforts, gaps in resources, and the needs of our community.

The CSCI identified historic preservation and promotion, arts and culture, and health and wellness as its primary focus areas.



## Feedback and Analysis



*"Our strongest asset is our historical Mission and the history of Socorro. The best thing about living here is the people and its culture"*

- SOCORRO RESIDENT

# About Us

The City of Socorro Community Initiative, Inc. ("CSCI") was established as a Texas nonprofit corporation on June 27, 2019, with the goal of supporting the mission of the City of Socorro to foster a thriving community and improve the quality of life of its citizens through investments in cultural heritage, arts & culture, and community development projects that impact health and wellness.

The City of Socorro Community Initiative, Inc., is an affiliated entity to the City of Socorro, Texas, and supports the City of Socorro in

developing arts & culture community projects, creating opportunities for health and wellness activities for youth and adults and supporting the designation, preservation, and promotion of local historic sites and properties.

Although affiliated, the CSCI and the City of Socorro operate independently of each other. The CSCI is governed by its own Board of Directors. CSCI Directors are appointed to the Board by the City of Socorro City Council. In turn, the CSCI submits an annual report to the City of Socorro.



# Mission, Vision & Values

## MISSION

The mission of the City of Socorro Community Initiative is to promote a dynamic quality of life through advancements in cultural heritage, community development, and health and wellness in Socorro, Texas.

## VISION

We envision a flourishing community where every individual can prosper within a cooperative environment to build a vibrant future.

## CORE VALUES

- Community** Committed to continuous communication to bring people together and invest in our community through collaborative efforts.
- Accountability** Communicating progress towards measurable goals in a clear, consistent, and timely manner, sharing successes, and evaluating our strategic approach.
- Collaboration** Consistent outreach to the City, our partners, key stakeholders, and the public to identify shared goals and align key strategies.



Through a responsive strategic planning process, the CSCI has identified the following three main Focus Areas. CSCI Focus Areas seek to connect people with our history and culture while creating opportunities for healthy living in Socorro, Texas



## History

### Priority Initiatives

- 1.** Preserve our local historic sites, assets, and culture
- 2.** Promote our local historic sites, assets, and culture
- 3.** Educate ourselves and others about our local historic sites, assets, and culture



## Arts & Culture

### Priority Initiatives

- 4.** Empower our community through arts and culture programs and partnerships
- 5.** Engage the public in interactive events, contests, and activities focused on arts & culture
- 6.** Transform the Socorro community through the arts & culture



## Health & Wellness

### Priority Initiatives

- 7.** Develop the social, economic, and built environments to support health & wellness
- 8.** Educate the community about active living and healthy eating
- 9.** Empower the community to live active lives and eat healthier



### Priority Initiative 1:

**Preserve** our local historic sites, assets, and culture

**Goal 1:** Increase the number of preservation projects that focus on our local historic sites, assets, and culture.

- Strategy 1: Support the preservation, full rehabilitation, and adaptive reuse of our local National Register sites and the Mission Trail.
  - Objective 1: Identify financial support and partnerships for the full rehabilitation and adaptive re-use of the Rio Vista Farm Historic District by September 30, 2025.
  - Objective 2: Establish collaborations with groups supporting preservation projects along the Mission Trail, such as the Socorro Mission, and identify ways in which the CSCI can support preservation projects and programs by September 30, 2022.
- Strategy 2: Update our local historic survey and nominate eligible sites for state and national recognition.
  - Objective 3: Fund and implement an updated historic survey for the Socorro community by September 30, 2023.
  - Objective 4: Nominate at least two (2) eligible historic sites identified through an updated historic survey for state or national recognition by September 30, 2025.
- Strategy 3: Increase the number of successful local preservation projects.
  - Objective 5: Develop and fund a Socorro Preservation Fund to provide capital, as well as capacity-building training, for local preservation projects by September 30, 2024.
  - Objective 6: Use partnerships to research, collect, and curate oral histories by September 30, 2023, and exhibit this collection via multimedia interactive exhibits by September 30, 2024.

### Priority Initiative 2:

**Promote** our local historic sites, assets, and culture

**Goal 2:** To promote Socorro's historic sites, assets, and culture and create opportunities for the public to visit or interact with these sites, assets, and culture

- Strategy 4: To develop an interactive tour/scavenger hunt of Socorro's local historic places, incorporating places of interest (eats and drinks) in a print and multimedia format.
  - Objective 7: Develop a list of historic places, places of interest, and resources (videos, photographs, oral histories, websites) for the driving tour by April 30, 2022.
  - Objective 8: Secure funding to implement a pilot driving tour by September 30, 2022.

**Goal 3:** Increase the number of people visiting our local historic sites, assets, and cultural programs.

- Strategy 5: Increase the number of events and exhibits that focus on highlighting our local historical sites, assets, and culture
  - Objective 9: Develop at least one (1) annual local history event, symposium, or conference focused on our local history by September 30, 2023, in-person and/or virtually.
- Strategy 6: Identify and reduce barriers related to access to our historic sites (physical, informational, etc.)
  - Objective 10: Conduct a Historic Tourism feasibility study and action plan by September 30, 2023, and begin implementation by September 30, 2024.
  - Objective 11: Increase the online presence (content and information) of our local historic sites, assets, and culture, through the development and implementation of a marketing strategy (website, virtual tour, online newsletter, blog, podcast, video content, or other means), by September 30, 2022.

### Priority Initiative 3:

**Educate** ourselves and others about our local historic sites, assets, and culture

**Goal 4:** To increase the community's and the general public's access to our local history and places

- Strategy 7: To establish a collection of local history resources (books, articles, publications, oral histories, photographic collections) in a public place that the public can access
  - Objective 12: Develop a budget and secure funding needed to purchase, procure, or obtain a minimum of ten (10) local history resources (books, articles, publications, oral histories, photographic collections) regarding significant historical events and time periods in Socorro, Texas by September 30, 2022
  - Objective 13: Identify two (2) potential locations where the "history library" can be housed both temporarily (while Rio Vista library is established) and in the long run and assess logistics (agreements, fees, curation, hours, accessibility, etc.) by February 28, 2023.

**Goal 5:** Educate the community and the general public about our local history through accessible, multimedia educational resources

- Strategy 8: To identify innovative and appropriate multimedia formats to reach different types of audiences and the general public (such as the Digital Wall)
  - Objective 14: Research and develop a proposal to include cost, location, and resources needed to implement a Digital Wall focused on Socorro's History by June 30, 2022.
  - Objective 15: Research and explore partnerships to fund and release two (2) virtual 360 tours focused on our local National Register sites, the Socorro Mission and the Rio Vista Community Center, by September 30th, 2022.



### Priority Initiative 4:

**Empower** our community through arts and culture programs and partnerships

**Goal 6:** To increase arts & culture learning opportunities in Socorro, Texas

- Strategy 9: Increase the number of classes and programs focused on arts and culture for youth, adults, and seniors in Socorro, Texas.
  - Objective 16: Engage a minimum of 150 local youth ages 5-17 in a high-quality visual arts afterschool program (such as the Socorro Youth in Culture Program) by September 30, 2023.
  - Objective 17: Engage a minimum of 50 adults in arts or cultural programmings, such as art therapy classes, music instruction, or others, by September 30, 2024.
- Strategy 10: Increase the number of opportunities available to local artists, musicians, and artisans to develop their skills and talents locally
  - Objective 18: Establish one local artist residency program serving a minimum of two (2) local artists, musicians, or artisans annually by September 30, 2025.

**Goal 7:** Increase partnerships, collaboratives, and networks between local artists, musicians, and artisans, and the public, non-profit, and business sectors

- Strategy 11: Research, understand, and address the needs of local artists, musicians, artisans, and creatives and the barriers they face towards prosperity.
  - Objective 19: Recruit local artists, conduct a needs assessment, analyze needs, and identify funding sources and by September 30, 2023
  - Objective 20: Establish an Art Business Collaborative to address the identified needs of artists and provide capacity-building services to a minimum of ten (10) local artists by September 30, 2025.

### Priority Initiative 5:

**Engage** the public in interactive events, contests, and activities focused on arts & culture

**Goal 8:** Increase opportunities for the public to engage with local arts & culture.

- Strategy 12: Increase the number of local arts & culture events that the public can attend each year.
  - Objective 21: Implement a Local Artists/Artisan Market to be held at least annually by September 30, 2023.
  - Objective 22: Develop and implement at least one (1) other arts or culture event annually along the Mission Trail by September 30, 2024.
- Strategy 13: Increase the number of ways the public can interact with local arts & culture each year.
  - Objective 23: Develop and implement an annual community-wide art, music, or artisan contest or exhibition by September 30, 2023, highlighting the work and talent of local Socorroans.
  - Objective 24: Identify, develop and implement one (1) additional way the public can interact with arts & culture on an annual basis by September 30, 2024, such as open mic nights, virtual galleries or newsletters, temporary public art installations, or written publications.

**Goal 9:** Increase opportunities for the public to engage with local arts & culture while increasing health and wellness in Socorro, Texas

- Strategy 14: Develop and implement programs that draw the public into the community to interact with local arts & culture through the use of sidewalks, trails, and parks.
  - Objective 25: Develop, fund, and recruit artists to implement a local Art Walk connecting local historic sites and points of interest via public art by September 30, 2025. Develop, fund, and implement Phase I of the Art Walk by September 30, 2023.

### Priority Initiative 6:

**Transform** the Socorro community through the arts & culture

**Goal 10:** Transform and beautify public spaces in Socorro, Texas, through arts & culture components.

- Strategy 15: Increase the number of City projects, such as streets, sidewalks, trails, and other infrastructure that incorporate arts & culture components
  - Objective 26: Incorporate arts & culture components in at least two (2) City projects annually (such as the Passmore Shared-Use Path project) by September 30, 2023.
- Strategy 16: Increase the number of public art murals, sculptures, and installations accessible to the Socorro community.
  - Objective 27: Develop and fund a Socorro Public Art Fund to provide capital for local art by local artists, and local art by guest artists, by September 30, 2023.
  - Objective 28: Establish a selection committee and fund at least two (2) major public art projects annually by September 30, 2024.



## Priority Initiative 7:

**Develop** the social, economic, and built environments to support health & wellness

**Goal 11:** To increase capacity in the built environment to support health & wellness activities in Socorro, Texas

- Strategy 17: Increase the number of facilities and structures that support health & wellness in Socorro, Texas
  - Objective 29: Develop a minimum of five (5) miles of bike/walk trails or paths connecting local historic sites, schools, and places of interest by September 30, 2025.
  - Objective 30: Develop at least one (1) additional facility for physical activity (outdoor gym, dance room, basketball court, etc.) by September 30, 2025.

**Goal 12:** To reduce barriers to health & wellness activities in Socorro, Texas

- Strategy 18: Increase accessibility and amenities that encourage people to live more active lives and eat healthier.
  - Objective 31: Increase accessibility and amenities in at least five (5) miles of bike/walk trails or paths to include shade, trees, lighting, wayfinders, art installations, or educational exhibits by September 30, 2025.
  - Objective 32: Increase accessibility to local foods by forming a coalition of local growers and producers (vegetable, fruits, dairy, etc.) that can supply local foods to new farmer's markets, restaurants, and grocery stores by September 30, 2023.

## Priority Initiative 8:

**Educate** the community about active living and healthy eating

**Goal 13:** Create educational opportunities related to active living and healthy eating in Socorro, Texas

- Strategy 19: Increase the number of educational resources in the built environment
  - Objective 33: Incorporate mile-markers and interpretive signage along three (3) miles of bike/walk trails or paths in at least three (3) parks and all recreation centers that incorporate active living tips or educational materials by September 30, 2024.
  - Objective 34: Implement at least one (1) community garden to be used as an educational resource on native plants and pollinators, local vegetables and fruits, historical agricultural crops, and healthy culinary experiences by September 30, 2023.
- Strategy 20: Increase the number of educational programs related to active living, mental health, wellness, culinary arts, and nutrition in Socorro, Texas
  - Objective 35: Implement at least two (2) educational health programs in Socorro, Texas, by September 30, 2023, targeting mental health, active living, nutrition, culinary arts, or other wellness topics.

## Priority Initiative 9:

**Empower** the community to live active lives and eat healthier

**Goal 14:** Create opportunities for active living and healthier eating in Socorro, Texas

- Strategy 21: Increase the number of community or regional events that incorporate opportunities for physical activity (dancing, walking, biking), healthy eating, and access to healthy local foods and produce
  - Objective 36: Implement at least two (2) events annually focused on active living (walk-a-thon, bike tour, Zumba-thon, etc.) by September 30, 2023.
  - Objective 37: Implement a farmers/artists market to occur at a minimum every quarter by September 30, 2024.
- Strategy 22: Increase the number of opportunities for physical activity in Socorro, Texas
  - Objective 38: Implement at least three (3) recurring physical activity programs (running club, yoga, sports league, Zumba, etc.) targeting all age groups by September 30, 2023.

# Implementation Timeline



ACTIVITY	Description	Construction Yes / No	Deadline	Percent Complete	YEAR 1 - 2022	YEAR 2 - 2023	YEAR 3 - 2024	YEAR 4 - 2025
<b>Objective 7</b>	Develop a list of historic places, places of interest, and resou	No	4/30/2022	0%	[Timeline bar]			
<b>Objective 14</b>	Research and develop a proposal to include cost, location an	No	6/30/2022	0%	[Timeline bar]			
<b>Objective 2</b>	Establish collaborations with groups supporting preservation	No	9/30/2022	0%	[Timeline bar]			
<b>Objective 8</b>	Secure funding to implement a pilot driving tour by Septemb	No	9/30/2022	0%	[Timeline bar]			
<b>Objective 11</b>	Increase the online presence (content and informa on) of ou	No	9/30/2022	0%	[Timeline bar]			
<b>Objective 12</b>	Develop a budget and secure funding needed to purchase, p	No	9/30/2022	0%	[Timeline bar]			
<b>Objective 15</b>	Research and explore partnerships to fund, and release two	No	9/30/2022	20%	[Timeline bar]			
<b>Objective 13</b>	Identify two (2) potential locations where the "history library	No	2/28/2023	0%	[Timeline bar]			
<b>Objective 3</b>	Fund and implement an updated historic survey for the Soco	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 6</b>	Use partnerships to research, collect, and curate oral histori	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 9</b>	Develop at least one (1) annual local history event, symposiu	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 10</b>	Conduct a Historic Tourism feasibility study and action plan b	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 16</b>	Engage a minimum of 150 local youth ages 5-17 in a high-qu	No	9/30/2023	50%	[Timeline bar]			
<b>Objective 19</b>	Recruit local artists, conduct a needs assessment, analyze ne	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 21</b>	Implement a Local Artists/Artisan Market to be held at least	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 23</b>	Develop and implement an annual community-wide art, mus	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 25</b>	Develop, fund, and recruit artists to implement a local Art W	Yes	9/30/2023	0%	[Timeline bar with Phase I and Phase II labels]			
<b>Objective 26</b>	Incorporate arts & culture components in at least two (2) Cit	Yes	9/30/2023	0%	[Timeline bar]			
<b>Objective 27</b>	Develop and fund a Socorro Public Art Fund to provide capit	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 32</b>	Increase accessibility to local foods by forming a coalition of	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 34</b>	Implement at least one (1) community garden to be used as	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 35</b>	Implement at least two (2) educational health programs in S	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 36</b>	Implement at least two (2) events annually focused on active	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 38</b>	Implement at least three (3) recurring physical activity progr	No	9/30/2023	0%	[Timeline bar]			
<b>Objective 5</b>	Develop and fund a Socorro Preservation Fund to provide ca	No	9/30/2024	0%	[Timeline bar]			
<b>Objective 17</b>	Engage a minimum of 50 adults in arts or culture programmi	No	9/30/2024	0%	[Timeline bar]			
<b>Objective 22</b>	Develop and implement at least one (1) other arts or culture	No	9/30/2024	0%	[Timeline bar]			
<b>Objective 24</b>	Identify, develop and implement one (1) additional way that	No	9/30/2024	0%	[Timeline bar]			
<b>Objective 28</b>	Establish a selection committee and fund at least two (2) ma	No	9/30/2024	0%	[Timeline bar]			
<b>Objective 33</b>	Incorporate mile-markers and interpretive signage along thr	Yes	9/30/2024	0%	[Timeline bar]			
<b>Objective 37</b>	Implement a farmers/artists market to occur at minimum ev	No	9/30/2024	0%	[Timeline bar]			
<b>Objective 1</b>	Identify financial support and partnerships for the full rehab	Yes	9/30/2025	0%	[Timeline bar]			
<b>Objective 4</b>	Nominate at least two (2) eligible historic sites identified thr	No	9/30/2025	0%	[Timeline bar]			
<b>Objective 18</b>	Establish one local artist residency program serving a minim	No	9/30/2025	0%	[Timeline bar]			
<b>Objective 20</b>	Establish an Art Business Collaborative to address the identif	No	9/30/2025	0%	[Timeline bar]			
<b>Objective 29</b>	Develop a minimum of five (5) miles of bike/walk trails or pa	Yes	9/30/2025	0%	[Timeline bar]			
<b>Objective 30</b>	Develop at least one (1) additional facility for physical activit	Yes	9/30/2025	0%	[Timeline bar]			
<b>Objective 31</b>	Increase accessibility and amenities in at least five (5) miles o	Yes	9/30/2025	0%	[Timeline bar]			

# Key Projects

The CSCI has adopted a shortlist of key projects selected specifically because they embody the overlaps between the CSCI's Focus Areas and are supported both by the local government and the community. Each of these projects touches on two or more CSCI Focus Areas and seeks to connect people with our history and culture and create opportunities for healthy living in Socorro, Texas.



## PASO DEL NORTE TRAIL

Supporting the extension of the county-wide Paso del Norte Trail connecting Socorro, Texas to the surrounding communities.



## RIO VISTA FARM REHABILITATION

The full rehabilitation of the Rio Vista Farm historic site for re-use as a public library, community hub, and resource center.



## PASSMORE SHARED-USE PATH

A 12-foot shared-use path for pedestrians and bicyclists connecting neighborhoods to schools, the Mission Trail, and the Ysleta del Sur Pueblo reservation.



## SOCORRO YOUTH IN CULTURE (SY!C) PROGRAM

A collaborative art program for Socorro youth focused on empowering young artists to connect with their community, history, and culture.



# Next Steps

With the adoption of the CSCI 2021-2025 Strategic Plan, CSCI Directors and Officers now turn their attention towards implementation. In all areas, the CSCI Board of Directors, Officers, and volunteers will assess each action taken by the initiative on their adherence with our Core Values of **Community**, **Accountability**, and **Collaboration**.

True to the nature of the CSCI, the initiative will continue to seek partnerships with the City of Socorro, key stakeholders, and the community to identify shared goals and align key strategies. With your support and collaboration, we will work towards elevating our local history, increasing opportunities for the arts and culture, and fostering health and wellness in Socorro, Texas.

## CSCI BOARD OF DIRECTORS

Claudia M. Garcia

**BOARD CHAIR**

Emil Chaparro

**VICE-CHAIR**

William Correa, P.E.

**DIRECTOR**

Marty Loya

**DIRECTOR**

Jesus Enriquez, CPA

**DIRECTOR**



## CSCI LEADERSHIP

Adriana Rodarte

**PRESIDENT**

Charles Casiano, CPA

**TREASURER**

Alejandra Valadez

**SECRETARY / VICE-PRESIDENT**

The logo for the City of Socorro Community Initiative (CSCI) features the lowercase letters 'csci' in a bold, white, sans-serif font. The letters are contained within a white rectangular border that has a slight shadow effect, making it stand out against the orange background. The 'c' and 's' are connected, and the 'i' has a simple vertical stem.

**csci**

**CITY OF SOCORRO COMMUNITY INITIATIVE**  
**2021-2025 Strategic Plan**