

Community Initiative

May 3, 2022

CITY OF SOCORRO COMMUNITY INITIATIVE (CSCI) SEEKS NON-PROFIT EXECUTIVE DIRECTOR

The City of Socorro Community Initiative (“CSCI”) nonprofit corporation seeks a qualified nonprofit Executive Director to perform the service requirements as per the Independent Contractor Agreement attached herein. This is a 1099 independent contractor position.

The CSCI is a relatively new nonprofit organization established in 2019 with the goal of cultivating a flourishing community by preserving and promoting our local history and places, supporting and advancing our cultural heritage, and fostering health and wellness in Socorro, Texas. The CSCI’s projects and programs bridge the areas of history and arts and culture as a way to connect the Socorro community while promoting health and wellness.

Find out more about the CSCI’s mission, vision, and projects at <https://socorroinitiative.org/>.

The Executive Director will perform management services under a 1099 Independent Contractor Agreement for the CSCI nonprofit corporation. The Executive Director will be responsible for providing services to the CSCI including overseeing the administration, programs, and strategic plan implementation of the organization. Key services include fundraising, grant-writing, marketing, and community outreach. The Executive Director reports to the Board of Directors.

SUBMITTAL INSTRUCTIONS

Interested parties are invited to submit an application packet for consideration. Only fully completed application packets will be considered.

Submit one electronic copy and one signed paper copy to:

Electronic submission:

SUBJECT: Executive Director
Attn: Alejandra Valadez, Secretary
City of Socorro Community Initiative
Email to: grants@costx.us

Paper submission:

Attn: Alejandra Valadez, Secretary
City of Socorro Community Initiative
124 Horizon Blvd.
Socorro, Texas 79927

Application Packet Submission Checklist:

Requirements	Description
	Signed Cover Letter
	Signed Application Form
	Resume

For information, please contact:

Alejandra Valadez, Secretary
City of Socorro Community Initiative
915-858-2915 ext 5015
Mon-Fri 8:00 AM – 5:00 PM

CITY OF SOCORRO COMMUNITY INITIATIVE (CSCI) CONTRACTOR APPLICATION FORM

Contractor Application

Applicant Information

Full Name: _____ Date: _____
Last First M.I.

Address: _____
Street Address Apartment/Unit #

City State ZIP Code

Phone: _____ Email _____

Date Available: _____ Social Security No.: _____ Desired Compensation: \$ _____

Position Applied for: _____

Are you a citizen of the United States? YES NO If no, are you authorized to work in the U.S.? YES NO

Have you ever worked for this company? YES NO If yes, when? _____

Have you ever been convicted of a felony? YES NO

If yes, explain: _____

Education

High School: _____ Address: _____

From: _____ To: _____ Did you graduate? YES NO Diploma: _____

College: _____ Address: _____

From: _____ To: _____ Did you graduate? YES NO Degree: _____

Other: _____ Address: _____

From: _____ To: _____ Did you graduate? YES NO Degree: _____

References

Please list three professional references.

Full Name: _____ Relationship: _____
Company: _____ Phone: _____
Address: _____

Full Name: _____ Relationship: _____
Company: _____ Phone: _____
Address: _____

Full Name: _____ Relationship: _____
Company: _____ Phone: _____
Address: _____

Previous Employment

Company: _____ Phone: _____
Address: _____ Supervisor: _____

Job Title: _____ Starting Salary:\$ _____ Ending Salary:\$ _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Company: _____ Phone: _____
Address: _____ Supervisor: _____

Job Title: _____ Starting Salary:\$ _____ Ending Salary:\$ _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Company: _____ Phone: _____
Address: _____ Supervisor: _____
Job Title: _____ Starting Salary:\$ _____ Ending Salary:\$ _____

Responsibilities: _____

From: _____ To: _____ Reason for Leaving: _____

May we contact your previous supervisor for a reference? YES NO

Military Service

Branch: _____ From: _____ To: _____

Rank at Discharge: _____ Type of Discharge: _____

If other than honorable, explain: _____

Disclaimer and Signature

I certify that my answers are true and complete to the best of my knowledge.

If this application leads to employment, I understand that false or misleading information in my application or interview may result in my release.

Signature: _____ Date: _____

Executive Director Independent Contractor Agreement

This **Executive Director** Independent Contractor Agreement (the "Agreement") is entered into between the City of Socorro Community Initiative (the "CSCI") and _____ (the "Executive Director").

The CSCI and the Executive Director (collectively the "Parties"), for and in consideration of the terms stated in this Agreement, hereby agree as follows:

1. **Term.** The Executive Director shall perform services under this Agreement beginning on the date signed below, until the CSCI terminates such Agreement as set forth herein, or until the end of the contract period, on September 30, 2023, whichever occurs first. The CSCI reserves the right to extend the contract period for one additional fiscal year at the end of the term. This Agreement shall be renewed upon additional grant funding available and as agreed to by both parties.
2. **Independent Contractor.** The Parties stipulate and agree that the Executive Director is an independent contractor and is not an employee of the CSCI. The CSCI does not maintain the power or right to control and direct the material details of how the Executive Director performs the work specified in this Agreement, although the CSCI can and shall inform the Executive Director of specific assignments. Nothing in the Agreement prevents the Executive Director from performing services for other entities. As a professional, the Executive Director shall exercise independent judgment, based upon the Executive Director's training and expertise, in determining how best to accomplish any and all work to be performed under this Agreement.
3. **Certification and Credentials.** The Executive Director represents that any records or information provided in connection with his or her service as an Executive Director are true and correct.
4. **Representations.** At the beginning of this Agreement, and at any time during this Agreement, the Executive Director agrees to submit to a review of his or her national criminal history record information, if required by the CSCI. The Executive Director also agrees to notify the CSCI, in writing, of any arrest or of any indictment, conviction, no contest or guilty plea, or other adjudication of the Executive Director, before or during the Executive Director's employment.
5. **Services.** The Executive Director agrees to perform the services (the "Services") of Executive Director for the CSCI in conformity with the Executive Director Service Requirements (Exhibit A), the CSCI Strategic Plan and Work Plan (Exhibit B), CSCI Bylaws, Board Manual, and other adopted policies, and Texas State Law, for the duration of this Agreement. Such duties are described in Exhibit A of this Agreement. The Executive Director is required to travel to Socorro, Texas and outside of Socorro, Texas to appropriate locations at the CSCI Board's discretion in order to promptly consider for execution the Services, responsibilities and deliverables in connection with this Agreement. The Executive Director shall promptly execute the Services, including as assigned by CSCI Board or its designee. If necessary, the Executive Director shall be provided with an office and necessary office equipment, which shall be utilized by the Executive Director solely when executing the Services. Additionally, the Executive Director may request from the City Manager the utilization of City of Socorro, Texas personnel for work to be performed under this Agreement.

6. **Outside Employment:** The Executive Director may undertake consultant work, or other outside professional duties and obligations that do not conflict or interfere with the Executive Director's responsibilities to perform the Services. The Executive Director agrees to comply with all applicable ethics rules, laws, and CSCI policy regarding reporting potential and actual conflicts of interest. In addition, the Executive Director agrees to provide information regarding income from such activities to the CSCI as necessary for financial and conflict reporting requirements.
7. **Compensation.** The CSCI agrees to pay the Executive Director the total of \$_____ per month. This payment shall be prorated for any partial months for which services are provided.
8. **No Benefits.** The CSCI shall provide no benefits to the Executive Director as the Executive Director is not an employee. As the Executive Director is not an employee of the CSCI, the CSCI is not obligated to pay and shall not pay any employment-related taxes and deductions. The Executive Director is solely responsible for the payment of any and all federal, state or local taxes required as a result of any Services provided under this Agreement. The CSCI will not provide workers' compensation insurance or any other insurance or benefits of any kind to the Executive Director.
9. **Expenses.** The CSCI will not reimburse the Executive Director for any of the Executive Director's expenses, including expenses incurred for training that may be required of the Executive Director in order to fulfill the terms of this Agreement, with the sole exception of one training session each year as approved by the CSCI Board. Reimbursable expenses are limited to conference registration and reasonable air fare, hotel, rental car and *per diem*, all of which must be approved by the CSCI Board in advance and be in conformity with CSCI policy on travel. The CSCI shall not reimburse the Executive Director for this training session if the Executive Director is also employed as an Executive Director by another public entity.
10. **Termination or Suspension.** The CSCI may suspend this Agreement, including any payment requirements, or terminate this Agreement at any time and for any reason as determined by CSCI or its designee. No property interest, express or implied, is created in the continuation of this Agreement. The Executive Director shall provide sixty (60) days' notice if he or she wishes to terminate this Agreement. The CSCI shall provide thirty (30) days' notice of termination of this Agreement.
11. **Return of Materials.** All data, processes, software, photographs, historical records, financial records, property, information, and materials used by, provided to, prepared and/or compiled by the Executive Director, furnished to the Executive Director, or used by the Executive Director during the performance of all services for CSCI, whether before or after this Agreement, as well as all copies, abstracts, and notes thereof (collectively the "Materials"), including without limitation reports, manuals, and correspondence, shall remain the sole property of CSCI. None of the Materials shall be retained by the Executive Director, or shall be transmitted to anyone at any time, either now or in the future, except as reasonably and in good faith required in connection with performance of this Agreement by the Executive Director. Upon termination of this Agreement, or upon request by CSCI, the Executive Director shall promptly return the Materials to CSCI. The Materials constitute trade secrets of CSCI, and are included within the definition of Confidential Information.

12. **Intellectual Property.** In the event that the Executive Director directly or indirectly develops or participates in the development of any displays, presentations, services, research, processes, methods, programs, training, software, confidential information, trade secrets, and other intellectual property for or on behalf of CSCI, then, unless otherwise agreed to in writing by CSCI (in an agreement signed by CSCI after approval by the Board of Directors of CSCI), such displays, presentations, services, research, processes, methods, programs, training, software, confidential information, trade secrets, and other intellectual property shall belong solely to CSCI, and the Executive Director or anyone working with or in association with the Executive Director shall not have any claim or right to any such displays, presentations, services, research, processes, methods, programs, training, software, confidential information, trade secrets, and other intellectual property. The Executive Director further agrees not to utilize protected intellectual property of third parties in violation of law.

13. **General Provisions.**

13.1 **Amendment:** This Agreement may not be amended except by written agreement of the Parties.

13.2 **Severability:** If any provision in this Agreement is, for any reason, held to be invalid, illegal, or unenforceable, such invalidity, illegality, or unenforceability shall not affect any other provision of the Agreement. This Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been a part of the Agreement.

13.3 **Entire Agreement:** All existing agreements and contracts, both verbal and written (including any and all prior employment agreements), between the Parties are superseded by this Agreement. This Agreement, and any addenda, constitutes the entire agreement between the Parties.

13.4 **Applicable Law and Venue:** Texas law shall govern construction of this Agreement. The Parties agree that venue for any litigation relating to this Agreement shall be in El Paso County, Texas. If litigation is brought in federal court, the Parties agree that venue shall be with the El Paso Division of the United States District Court for the Western District of Texas.

13.5 **Paragraph Headings:** The headings used at the beginning of each numbered paragraph in this Agreement are not intended to have any legal effect; the headings do not limit or expand the meaning of the paragraphs that follow them.

14. **Notices.**

14.1 **To the Executive Director:** The Executive Director agrees to keep a current address on file with the CSCI's Secretary. The Executive Director agrees that the CSCI may meet any legal obligation it has to give the Executive Director written notice regarding this Agreement or the Executive Director's employment by hand-delivering the notice to the Executive Director or by sending the notice by certified mail, regular mail, and/or express delivery service to the Executive Director's address of record.

Executive Director Address: _____

14.2 **To the CSCI:** The CSCI agrees that the Executive Director may meet any legal obligation he or she has to give the CSCI written notice regarding this Agreement or the Executive Director's employment by providing one copy of the notice to the CSCI Board Chair and one copy to the CSCI Secretary. The Executive Director may provide such notices by hand delivery, or by certified mail, regular mail, and/or express delivery service.

City of Socorro Community Initiative (CSCI)
Attn: CSCI Board Chair / CSCI Secretary
124 Horizon Blvd.
Socorro, Texas 79927

I have read this Agreement and agree to abide by its terms and conditions:

Executive Director / Name: _____

Signature: _____

Date signed: _____

City of Socorro Community Initiative

By: _____
Board Chair

Date signed: _____

Exhibit A

Service Requirements

Position: Executive Director

Reports to: CSCI Board of Directors

FLSA Status: Independent Contractor / Nonemployee

Compensation: Up to \$50,000 – \$70,000 annual compensation

The Executive Director is to provide management services to the City of Socorro Community Initiative (CSCI) nonprofit corporation. The Executive Director is responsible for providing services to CSCI including overseeing the administration, programs, and strategic plan implementation of the organization. Key services include fundraising, grant-writing, marketing, and community outreach. The Executive Director reports to the Board of Directors.

GENERAL RESPONSIBILITIES:

- 1) **Board Governance:** Works with the Board in order to fulfill the organization's Mission.
 - Responsible for carrying out the organization's Mission and vision as defined by the Board of Directors.
 - Responsible for communicating effectively with the Board and providing, in a timely and accurate manner, information necessary for the Board to function properly and to make informed decisions.
- 2) **Fund Development and Financial Performance:** Develops resources sufficient to support strategic plan implementation and ensure the financial health of the organization.
 - Responsible for fundraising and development of new revenue streams (to include donations, gifts, grants, program-generated income, etc.) from diversified sources (to include foundations, corporate sponsors, individual donors, state and federal funding agencies, etc.) as necessary to support the CSCI's mission, programs, and strategic plan.
 - Responsible for the fiscal integrity of the CSCI, to include submission to the Board of a proposed annual budget based on the goals specified in the CSCI's strategic plan, and monthly financial statements, which accurately reflect the financial condition of the organization.
 - Responsible for fiscal management that generally anticipates operating within the approved budget, ensures maximum resource utilization, and maintenance of the organization in a positive financial position.
- 3) **Organization Mission and Strategy:** Works to ensure that the Mission is fulfilled through programs, strategic planning, and community outreach.
 - Responsible for implementation of the CSCI's programs that carry out the organization's Mission.
 - Responsible for strategic planning and strategic plan implementation to ensure that the CSCI can successfully fulfill its Mission into the future.
 - Responsible for developing the CSCI's standing as a trusted community partner by actively developing fruitful partnerships and working collaboratively with community members, and local professional, civic, and private organizations.
- 4) **Organization Operations:** Oversees and implements appropriate resources to ensure that the operations of the organization are appropriate.
 - Responsible for tracking and reporting of key performance metrics to CSCI Board on a monthly basis

- Responsible for the recruitment and engagement of volunteers and partners.
- Responsible for the effective administration of the CSCI operations.
- Responsible for signing all notes, agreements, and other instruments made and entered into and on behalf of the organization.
- Responsible for development and implementation of on-brand multimedia marketing strategy and day-to-day media communications to build brand awareness and communicate the CSCI Mission, operations, and successes with partners, community members, and potential donors

SERVICES REQUIRED:

1. Communicate with the Board of Directors and seek their involvement in policy decisions, fundraising, programming, strategic planning, and to increase the overall visibility of the organization.
2. Coordinate and collaborate with organization staff, volunteers, community partners, and local government partners.
3. Strategic planning and implementation.
4. Planning and operation of annual budget and monthly financial statements.
5. Development of annual work plan and monthly organizational performance dashboard with key performance metrics both financial and non-financial.
6. Actively work to support a work environment emphasizing equity, teamwork, and mutual respect.
7. Establish positive relationships with community leaders and serve on local committees/task forces; seek advantageous partnerships with community businesses, vendors, individuals, etc.
8. Identify, track, and continually update grant funding opportunities and be responsible for all research, writing, and submission requirements, including engaging partners and the Board, as necessary.
9. Implement grant programs according to local, state, and federal requirements, and ensuring compliance with funding agency requirements.
10. Serve as the CSCI's primary spokesperson to the organization's constituents, the media and the general public.
11. Establish and maintain relationships with various organizations and utilize those relationships to strategically enhance the CSCI's Mission.
12. Meet fundraising goals, acquire grant funding, and develop other revenues.
13. Develop and oversee marketing and other communications efforts.
14. Oversee organization Board and committee meetings.
15. Other services as assigned by the Board of Directors.

Professional Qualifications Needed:

- A bachelor's degree.
- Transparent and high integrity leadership.
- A community-focused and service-driven work ethic.
- Five or more years' senior nonprofit management experience.
- Experience and skill in working with a Board of Directors.
- Exceptional attention to detail and exceptional writing skills.
- Strong marketing, public relations, and fundraising experience with the ability to engage a wide range of stakeholders.
- High level strategic thinking and planning. Ability to envision and convey the organization's strategic future to the staff, board, volunteers and donors.
- Ability to effectively communicate the organization's Mission to donors, volunteers and the overall community.
- Demonstrated ability to collaborate with volunteers and staff.
- A history of successfully generating new revenue streams from diversified sources (to include donations, gifts, grants, program-generated income, etc.) and improving financial outcomes.

- Active fundraising experience. Excellent donor relations skills and understanding of the funding community.
- Previous success in establishing relationships with individuals and organizations of influence including funders, partner agencies and volunteers.
- Solid organizational abilities, including planning, delegating, program development and task facilitation.
- Strong financial management skills, including budget preparation, analysis, decision making and reporting.
- Strong written and oral communication skills.
- Strong public speaking ability.
- Strong work ethic with a high degree of energy.

Other Job Characteristics:

This is an independent contractor agreement position for the City of Socorro Community Initiative (CSCI).

Exhibit B

CSCI Strategic Plan and Work Plan

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

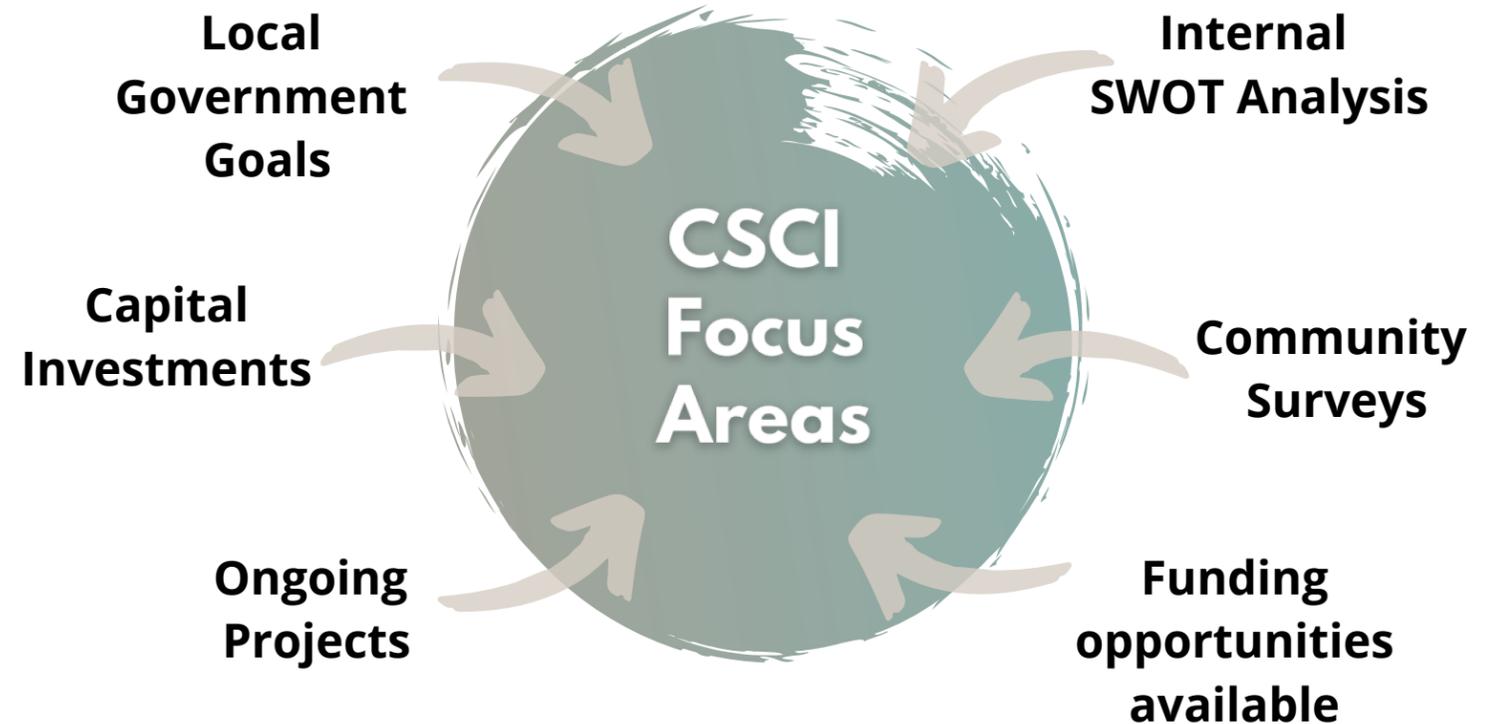
The CSCI began its strategic planning process in August 2019 with the goal of defining the CSCI's direction and priorities. Since then, the CSCI has worked towards a data-driven and consensus-building strategic plan that leverages existing resources, partners, and stakeholders to address the needs of 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.

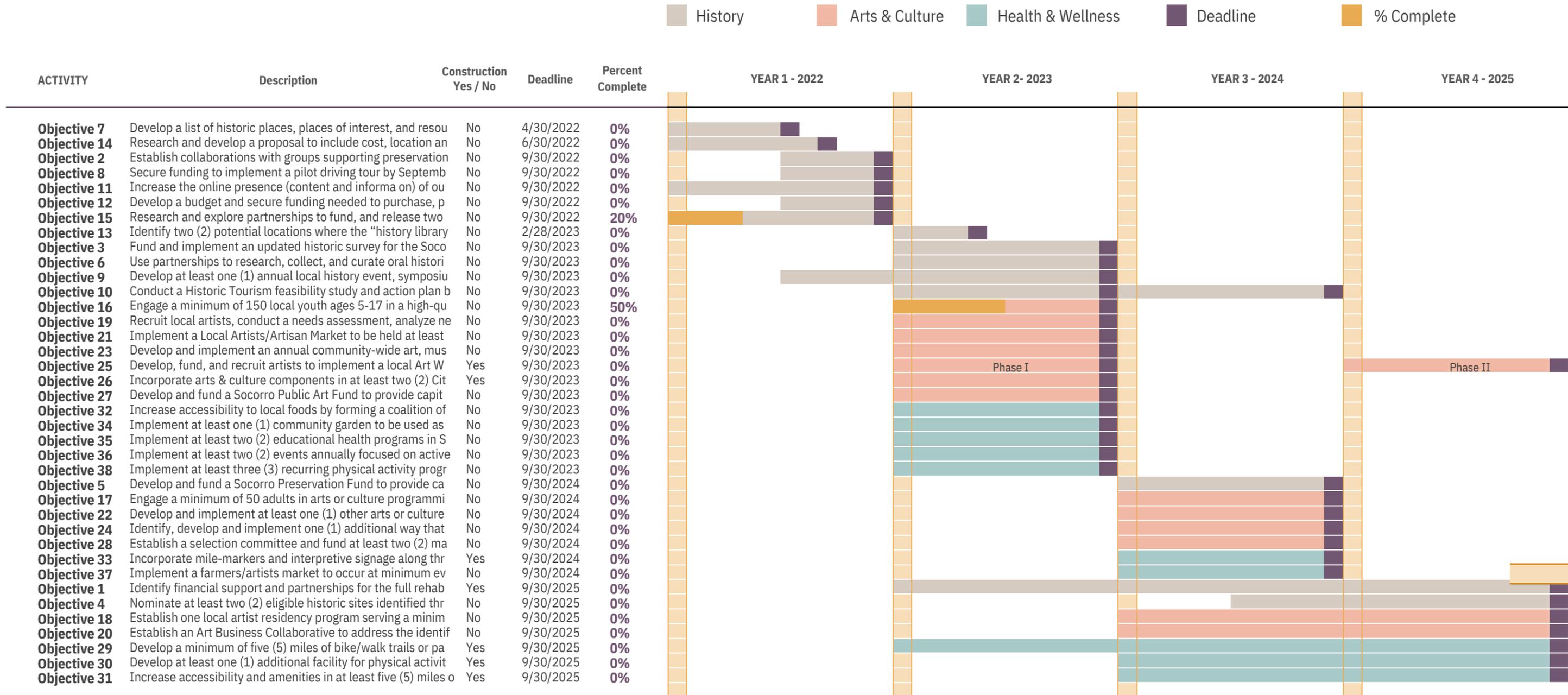
Priority Initiative 9:

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



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

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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

CSCI Annual Work Plan (draft)

Goals	Strategies	Objectives	Key Tasks	Status	Timeframe / Deadline	Lead	Expected Outcomes	Annual Targets	Resources	Notes			
History	Increase the number of preservation projects that focus on our local historic sites, assets, and culture.	1	Support the preservation, full rehabilitation, and adaptive reuse of our local National Register sites and the Mission Trail.	Objective 01	Identify financial support and partnerships for the full rehabilitation and adaptive re-use of the Rio Vista Farm Historic District by September 30, 2025.	In progress	9/30/25	A list of potential partners and of financial sources to	Submit grant proposals / funding requests totaling at least \$2 M	Personnel, Board, existing partners	There is a need to develop and expand a network of small and		
				Objective 02	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.	Not started	9/30/22	MOU with Socorro Mission, EPCHC, EPCF, and identify (3) shared goals	Address one shared goal per fiscal year	Personnel, Board, existing partners			
		2	Update our local historic survey and nominate eligible sites for state and national recognition.	Objective 03	Fund and implement an updated historic survey for the Socorro community by September 30, 2023.		9/30/23						
				Objective 04	Nominate at least two (2) eligible historic sites identified through an updated historic survey for state or national recognition by September 30, 2025.		9/30/25						
		3	Increase the number of successful local preservation projects.	Objective 05	Develop and fund a Socorro Preservation Fund to provide capital, as well as capacity building training, for local preservation projects by September 30, 2024		9/30/24						
				Objective 06	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	In progress	9/30/23						
	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	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 07	Develop a list of historic places, places of interest, and resources (videos, photographs, oral histories, websites) for the driving tour by April 30, 2022.	Not started	4/30/22	A catalogued list of resources available for driving tour	Review list of resources and update points of interest annually	EPCEDO, EPCHC, EPCF, local business, Socorro		
					Objective 08	Secure funding to implement a pilot driving tour by September 30, 2022.	Not started	9/30/22	Secured funding for pilot driving tour project	Track increase in driving tour visitors	eCivis, Foundation, Center, Grants.gov		
	3	Increase the number of people visiting our local historic sites, assets, and cultural programs	5	Increase the number of events and exhibits that focus on highlighting our local historical	Objective 09	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.		9/30/23					
					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.		9/30/23			
							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.	Not started	9/30/22	A well-developed marketing strategy and brand for the "Visit Socorro" experience	Track increase in visitors/views for online content created	EP County Economic Development Office, EPCHC, EPCF
	4	To increase the community's and the general public's access to our local history and places	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	Not started	9/30/22	Secured funding for local history library or collection	Track increase in visitors and usage for local history library or collection	Dr. Yolanda Leyva, UTEP History Department, CSCI Board, local preservationists		
					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.		2/28/23					
	5	Educate the community and the general public about our local history through accessible, multimedia educational resources	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.	Not started	6/30/22	A well-developed proposal and project scope	After implementation, track increase in visitor engagements with	EP Museum of History Digital Wall team		
					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.	In progress	9/30/22	Identified funding sources and partnerships for two 360 tours	Implement 360 tour for one historic site per fiscal year	FY2021 THC CLG grant award to the City for RV 360 tour		
	6	Increase arts & culture learning opportunities in Socorro, Texas	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.	In progress	9/30/23	A minimum of 150 local youth engaged in arts programming	Track engagement numbers and new participants annually	Existing SYIC Program	Fee-based pilot model to begin on 11/1/2021	
Objective 17					Engage a minimum of 50 adults in arts or culture programming, such as art therapy classes, music instruction, or other, by September 30, 2024.		9/30/24						

Arts & Culture

Health & Wellness

7	Increase partnerships, collaboratives, and networks between local artists, musicians, and artisans, and the public, non-profit, and business sectors	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.	9/30/25	
		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.	9/30/23	
		12	Increase the number of local arts & culture events that the public can attend each year.	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.	9/30/25	
	8	Increase opportunities for the public to engage with local arts & culture.	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, 2022.	9/30/23
			13	Increase the number of ways the public can interact with local arts & culture each year.	Objective 22	Develop and implement at least one (1) other arts or culture event annually along the Mission Trail by September 30, 2024.	9/30/24
	9	Increase opportunities for the public to engage with local arts & culture while increasing health and wellness in Socorro, Texas	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.	9/30/23
			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 24	Identify, develop and implement one (1) additional way that 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.	9/30/24
10	Transform and beautify public spaces in Socorro, Texas, through arts & culture components.	15	Increase the number of City projects, such as streets, sidewalks, trails, and other infrastructure that incorporate arts & culture components	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.	9/30/23	
		16	Increase the number of public art murals, sculptures, and installations accessible to the Socorro community.	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.	9/30/23	
11	To increase capacity in the built environment to support health & wellness activities in Socorro, Texas	17	Increase the number of facilities and structures that support health & wellness in Socorro, Texas	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.	9/30/23	
				Objective 28	Establish a selection committee and fund at least two (2) major public art projects annually by September 30, 2024.	9/30/24	
	12	To reduce barriers to health & wellness activities in Socorro, Texas	18	Increase accessibility and amenities that encourage people to live more active lives and eat healthier	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.	9/30/25
					Objective 30	Develop at least one (1) additional facility for physical activity (outdoor gym, dance room, basketball court, etc) by September 30, 2025.	9/30/25
	13	Create educational opportunities related to active living and healthy eating in Socorro, Texas	19	Increase the number of educational resources in the built environment.	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.	9/30/25
					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 farmers markets, restaurants, and grocery stores by September 30, 2023.	9/30/23
					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.	9/30/24
20	Create opportunities for active living and healthier eating in Socorro, Texas	20	Increase the number of educational programs related to active living, mental health, wellness, culinary arts, and nutrition in Socorro, Texas	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.	9/30/23	
				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.	9/30/23	
21	Create opportunities for active living and healthier eating in Socorro, Texas	21	Increase the number of community or regional events that incorporate opportunities for physical activity	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.	9/30/23	



14

(dancing, walking, biking), healthy eating, and access to healthy local foods and produce

Objective 37

Implement a farmers/artists market to occur at minimum every quarter by September 30, 2024.

9/30/24

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.

9/30/23
