

FINAL

**NEEDS ASSESSMENT FOR A
CITYWIDE GEOGRAPHIC INFORMATION SYSTEM (GIS)
for the
CITY OF RIO RANCHO**

****EXCERPTS FOR GEOG584****

Submitted to:

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October 18, 2011

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1. INTRODUCTION

1.1 Project Background and Objectives

The City of Rio Rancho has initiated a Citywide Geographic Information System (GIS) planning project which includes a needs assessment, strategic plan, and implementation plan. This project is designed to evaluate current City operations and the status of existing GIS used to define a path for a more effective and efficient enterprise GIS environment that benefits all City Departments and offices. The City has hired Croswell-Schulte IT Consultants, a nationally-recognized GIS consulting firm to carry out the needs assessment and planning work.

This project is being led by the Engineering Division of the City Public Works Department. The project objectives are to conduct and prepare:

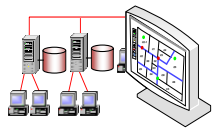
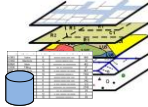

- Inventory of current GIS status and IT/GIS resources (establishes baseline for planning)
- GIS business requirements and needs (basis for technical and organizational design)
- Technical and organizational design for future GIS program (foundation for planning)
- Strategic Plan and Business Case (defines long-term vision, goals, justification for investment, and basis for implementation planning)
- Implementation plan (detailed roadmap, costs, and management practices for long-term and short-term GIS development and operation)

This report is Deliverable #1, the GIS Needs Assessment. It provides a picture of current GIS and related IT resources and information sources, business processes related to GIS, identification of potential GIS applications, recommended technical architecture, and organizational/staffing needs for a citywide GIS program.

1.2 Important System Concepts

For the purposes of this project, the term geographic information system (GIS) describes the total technical and organizational structure and resources that support the management and use of maps and geographic information to support City business needs. Figure 1 shows the major components of GIS which will be addressed in this needs assessment and planning project.

Figure 1: Main Components of a GIS Program

Technology infrastructure, including hardware, software, and networks	
Geographic data consisting of digital map layers and associated geographic data in all formats	
Organizational Environment and User Community encompassing the people, organizational structures, management roles and responsibilities, policies, and coordination among all elements of the user community	

Appendix A provides a brief tutorial on GIS concepts and components.

1.3 City Characteristics

The City of Rio Rancho was incorporated in 1981 and covers an area that was part of the original Rio Rancho Estates—a commercial and residential development in Sandoval County developed by the AMREP corporation. The City encompasses an area of approximately 105 square miles which makes it the second largest City (in land area) in New Mexico. Approximately 70% of the City's area is still undeveloped land. The City's population is currently about 90,000.

The following statistics summarize the status of City transportation and utility infrastructure in 2003:

Land	Population/Growth	Infrastructure
<ul style="list-style-type: none"> Land Area: 105 sq. miles Total Parcels*: 75,000 County Location: Vast majority of the City is located within Sandoval County. A small portion in the southeast is located in Bernalillo County and a larger portion in the southwest corner of the city is also in Bernalillo County. <p>*Number includes ROW and arroyo parcels. The original Rio Rancho Estates development from which the City was formed was nearly fully subdivided into residential size lots at the time of incorporation. Many of these lots remain undeveloped</p>	<ul style="list-style-type: none"> Current population: ~90,000 2000 population: 51,800 1990 population: 32,500 1980 population: 10,000 <p>According to projections by the Mid-Region Council of Governments, high growth rates in the region will continue despite recent economic slowdown in the last 2 years.</p>	<ul style="list-style-type: none"> City Maintained Roads: 475 miles (paved) and 144 miles (unpaved) * Water Distribution Lines: 564.4 miles Sanitary Sewer Lines: 385.5 miles City Facilities: Approximately 60 locations including 2 main City office locations (City Hall and Public Safety), 5 Fire Stations, Public Works ROW yard, 40 parks, Libraries, Community Centers, several other City run facilities. <p>*There are also over 110 miles of unimproved roads for which, in the future, the City may be responsible for maintenance</p>

Since the early 1980s, Rio Rancho has been New Mexico's fastest growing City experiencing annual population growth rates of at least 5% until the economic slowdown in 2009. Land use projections call for a pick-up in growth in the future.

1.4 Information Collection Approach and City Contacts

Croswell-Schulte used three main approaches to collect information for this needs assessment:

- Survey forms provided to representatives of City Departments and offices
- On-site interviews and brainstorm sessions with City personnel and representatives of three external organizations (COG, Flood Control Authority, Sandoval County)
- Communications via email and phone

Croswell-Schulte consultants also gathered and reviewed a large amount of digital and hard copy documentation about the City's business processes, GIS and IT infrastructure and systems, budget documents, GIS documentation, and other material.

Table 1 lists the individuals from City offices and external organizations who have participated in this information gathering.

Table 1: Project Participants

Organization/Department/Office	Names
City Offices:	
Public Works Dept., Engineering Division Records and GIS Section (Code: PW-GIS)	BJ Gottlieb (GIS Manager); Orlando Garcia; Cliff Le Queiu; Tim Archuleta
Public Works Dept., Engineering Division (Roads and Drainage CIP Section, Utilities CIP Section, Traffic Operations Section) (Code: PW-EN)	Scott Sensanbaugher, City Engineer; John Ketchum; John Archuleta; David Hunter; Jamie Marrufo; Randall Carroll; David Serrano; Leonard Rivera; Tim Brown
Public Works Dept, Real Property Division (Code: PW-RP)	Peggy McCarthy
Public Works Dept, Utilities Services Division (Code: PW-US)	Guy Rodgers; Libby McCracken; Jordon Jackson, ;Henrietta Hughes
Public Works Dept., Utilities Division- (Water, Wastewater, Environmental, OMI) (Code: PW-UT)	Larry Webb, Manager; Steve Gallegos; Ryan Thomas; Doug Shaw; Cliff Leeper; Marion Wrage; Flavio Salazar ; Eddie DeLara; Ryan Channell; Sara Rhoton
Public Works Dept. Streets and ROW Division (PW-SROW)	Jason Gallegos
City Manager' Office-Economic Development (Code: CMO-ED)	George Bootes
Development Services Dept. (Planning, Zoning, Building) (Code: DSD)	John Korkosz, Planning Manager; Christy Foreman; Shannon Eubanks; Angela King; Nancy McKinney; John Martineau; Joyce Jordan; Brian Kent
Parks, Recreation, and Community Services Dept. (Code: PR)	Jay Hart, Director; Dyane Sonier
Financial Services Dept. (Code: FS)	Marta Ortiz; Kathy Fox; Celeste Soto
Fire/Rescue/Emergency Management Dept. (Code: FR)	Michael Meek; Rick Bassi; Theresa Willey
City Clerk (Code: CC)	Roman Montoya
City Manager's Office-Public Information (Code: CMO-PIO)	Peter Wells, PIO
Police Department (Code: PD)	Captain Gary Wiseman
Information Technology Dept. (Code: IT)	Lisa Schimmel, Director; Michael Garcia, Chris Orlando
Emergency Dispatch Office (Code: ED)	Monte Roberts, Manager; Sandra Davison
External Organizations:	
Sandoval County GIS Office (Code: SC-GIS)	Jeff Epler, GIS Administrator and Gary Pals, GIS Analyst
Southern Sandoval County Arroyo Flood Control Authority (Code: SSCAFCA)	Charles Thomas, Executive Engineer; Gerhard Schoener, Watershed
Mid-Region Council of Governments (Code: MRCOG)	Carol Erp, GIS Analyst/Cartographer

2. CITY GOVERNMENT ORGANIZATION, VISION, AND GEOGRAPHICALLY-RELATED BUSINESS PROCESSES

2.1 City Vision and Strategy

Rio Rancho's motto is "the City of Vision". That vision is elaborated in the City's Strategic Plan which establishes priorities for the period 2009 to 2014. The mission and vision statements from this plan are:

Mission Statement:

The City of Rio Rancho's mission is to ensure the health, safety and welfare of the community by providing excellent service to achieve a high quality of life for residents, businesses, and visitors.

Vision Statement:

A diverse, sustainable, family-friendly community that is safe, vibrant and attractive to residents, businesses and visitors.

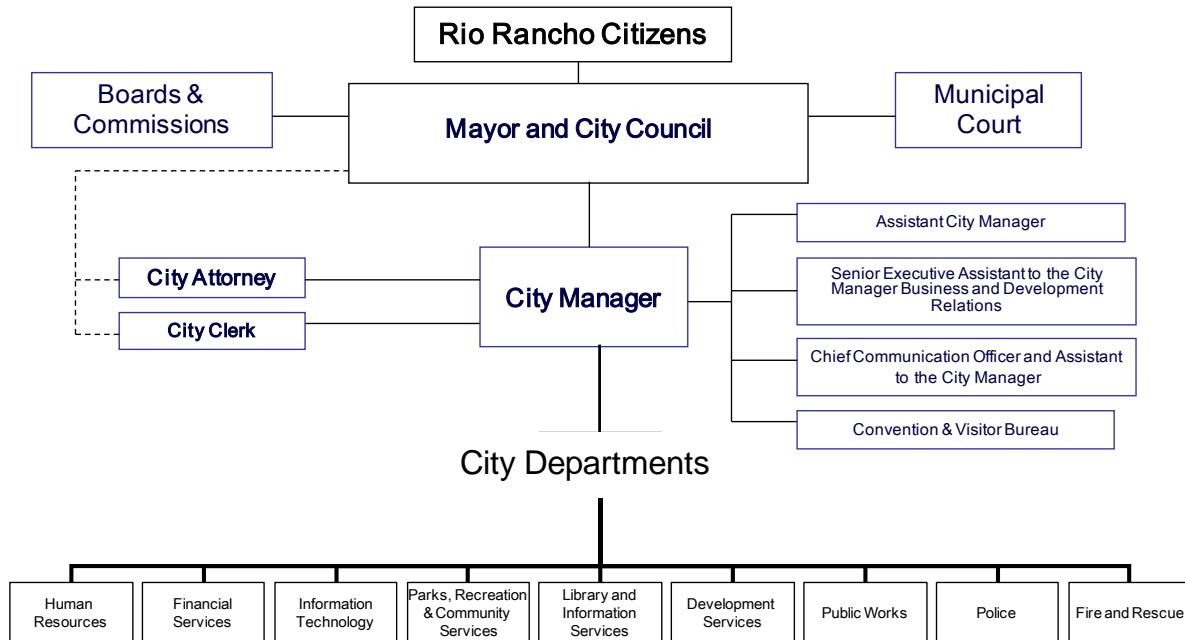
Major City goals are described in the City's 2009 Strategic Plan and these address the topic areas of:

- Maintenance, expansion, and improvement of transportation and utility infrastructure
- Support for and sound, efficient management of land and economic development
- Maintaining sound fiscal health
- Continued effective public safety and improve City's ability to respond to emergency events
- Providing effective government services to City residents and businesses
- Maintaining and improving an overall high quality of life

GIS is a tool that can directly support each of these goals by providing tools to efficiently manage geographically distributed assets, provide services to its citizens and businesses distributed throughout its area, and attract new residents and development, and plan for the future to ensure fiscal viability and a high quality of life.

2.2 City Organizational Structure and Department Responsibilities

The City is a Council-City Manager form of government. An elected Mayor and 6 Council members oversee City government operations, approve legislation, and set policy for the City. The appointed City Manager exercises executive authority over all City operations and executive departments and offices. Figure 2 shows the City's organizational structure and Table 2(a) and 2(b) summarizes the roles of City departments and offices and their potential use of GIS and outside organizations with GIS programs or needs or with which the City has current or a potential for GIS program.

Figure 2: City Organizational Structure**Table 2(a): City Office/Departmental Responsibility and Potential Role for GIS**

City Office/ Department	Responsibilities
City Administration/ Manager's Office (CMO)	<p>City administration is directed by the City Manager who coordinates the implementation of the City Council policy decisions and the initiation of all intergovernmental operations of the City. The city manager is responsible for directing the various departments and providing guidance in the implementation of the mandates of the City Council. In addition to oversight of City operations and direction of City departments, City administration activities include management of public information, economic development, and executive responsibilities.</p> <p><u>Significance of GIS:</u> GIS can play an important role in delivering information and specific products that directly support City administration activities. This includes a) supporting response to information requests from the public and businesses that benefit from a map view or geographic statistics, b) accessing map and geographic information to support economic development projects and for attracting potential developers and investors, c) providing geographically referenced data for status and performance reporting useful for executive decision making, d) preparation of information for the mayor and council to support policy and legislative decisions. Also, an interface between GIS and City Web services can augment existing e-gov tools and provide the public and businesses with needed information (reducing requirements for City staff).</p>
City Clerk's Office (CC)	<p>The City Clerk is the custodian of public records and has responsibility for storage, management, and distribution of records in compliance with laws, regulations, and policies. The Clerk's Office also provides support to the Council and the processing of records and information associated with legislation and Council actions. The Clerk's Office is also responsible for business registration and licensing and for administration of municipal elections.</p> <p><u>Significance of GIS:</u> Some of the responsibilities of the Clerk's Office have a geographic impact and there are potential benefits from use of GIS technology or products. Mapping and management of election districts and voting precincts is one possibility. There may also be some benefit in the use of mapping tools to see the location and status of licensed business and support business license application review. In its role as administrative support to the Council, there will be cases in which GIS could be used to prepare information for Council meetings, decisions, and legislation.</p>
Financial Services Dept. (FS)	<p>Financial Services provides financial and procurement services to the City. Financial services provides accurate financial records and information in the most effective and efficient manner possible. Procurement services enforce and ensure compliance with federal, state and city procurement regulations in the procurement of goods</p>

City Office/ Department	Responsibilities
	<p>and services. The Department manages City grant applications and programs and supports all City offices on all aspects of financial management.</p> <p><u>Significance of GIS:</u> GIS has already been used for the City's Comprehensive Annual Financial Report (CAFR) by providing geographic statistics and to provide information for the annual Community Development Block Grant (CDBG) program. Opportunities are present for more effective use of GIS technology and data for administration of Special Assessment Districts (SADs), meeting the requirements of the General Accounting Standards Board Statement #34 (GASB 34) for tracking and reporting on the status of City infrastructure. In addition, there is a huge potential to use GIS more effectively for grant application and administration impacting such areas and capital improvement projects (supported by Federal or State funding), public safety, sustainability, and park/community development.</p>
Information Technology Department (IT)	<p>The Department is responsible for all information technology policy and management; which includes providing administrative overview, guidance and foundation in the areas of planning, recommending, installing and supporting of all computing and communication resources for City offices and facilities. The Department operates and maintains mid-range and server-based computer systems and networks, and supports and administers software licenses, applications, and databases.</p> <p><u>Significance of GIS:</u> With its information technology responsibility for all City offices, the Department has a role in supporting GIS development and operation in coordination with user departments. This includes support in procurement, set-up, and operation of hardware, software, and networks for GIS operation. Also, there is an important oversight role to ensure that GIS applications and databases comply properly with IT standards and policies. In addition, the Department has a role in the design, configuration, and operation of interfaces between GIS and other supported applications and databases.</p>
Parks, Recreation, and Community Services Dept. (PR)	<p>The Department's mission is to create and maintain spaces and activities that grow a greater sense of community and enhance the quality of life for its residents. The Department's role encompasses: a) planning and administration of recreation programs and events, b) operating and maintaining facilities including parks, community centers, ports facilities, aquatic center, swimming pools and trails, c) forecasting, comprehensive planning, implementation and tracking of assets and projects in partnership with all of the Divisions within the Department, d) administration of special service programs (e.g. Keep Rio Rancho Beautiful, senior services).</p> <p><u>Significance of GIS:</u> The Department plans and manages geographically distributed facilities, programs, and events and therefore requires maps and geographic information to support routine operations and planning activities. This includes providing additional tools for tracking facility maintenance activities and to document facility information to support reporting, insurance, safety, and liability claim action. In addition, planning for the expansion of existing and creation of new park, recreation, and community service facilities requires map and geographic information—for Citywide master planning, siting for new facilities, property/ownership surveys, and support for detailed design. There is a range of other potential ways that GIS could benefit the Department (and users of its facilities and programs) including tree management, bike route planning, public Web access, complaint reporting, and administration of the City's illegal dumping ordinance.</p>
Development Services Dept. (DSD)	<p>Development Services provides administrative and technical direction on the issues and projects that are relevant to the development of the City. This includes responsibility for key land planning and development review activities: subdivision development, building permits, zoning actions, comprehensive planning, special land use plans, business licenses, site plans, and other development review and planning activities. The Department provides staff support for the Planning and Zoning Commission meetings and interacts with other governmental entities and businesses concerning specific planning and economic development issues. Development Engineering oversees design and construction of developer contributed infrastructure. Other responsibilities include administering the City's National Pollutant Discharge and Elimination System (NPDES) / Storm Water Management program and the City's Right-of-Way use permitting program</p> <p><u>Significance of GIS:</u> GIS technology and data is central to the Department's mission and the current limited use of GIS by the Department has revealed the potential for expanded use and benefits. GIS can play an important role in the plan/permit review process by providing geographic information quickly so that reviewers can make accurate decisions, provide proper input to applicants, and speed up the review and approval process. GIS can also be used to track permitting and inspection status on affected property and Public Right-of-Way—with a map view, to more effectively manage activities and staff. GIS may be used as a tool to quickly identify land owners in an effected area (within certain proximity of a proposed zoning action). Since the Department must regularly communicate and coordinate with other City offices, external organizations, the public, and developers, GIS provides a better means to share information and collaborate on land development activities.</p>
Public Works Dept. (PW)	<p>The Department's primary responsibilities are to oversee and support infrastructure design, construction, and maintenance operations for water and sewer, roads, drainage, city facilities and city vehicles. In addition, it manages the utilities enterprise fund and related fiscal matters. The Department's mission is carried out by the six divisions whose roles are summarized below:</p> <ul style="list-style-type: none"> • <u>Engineering Division:</u> responsible for the planning of roads, drainage, and traffic. It also includes construction and inspection of water and sewer projects, roads and drainage, and other city facilities. Other areas of responsibility include traffic operations, line locating, GIS, and records management.

City Office/ Department	Responsibilities
	<ul style="list-style-type: none"> • <u>Streets and Rights-of-Way Division</u>: responsible for the maintenance and repair of paved, dirt and gravel roads, curbs, gutters, sidewalks, bike paths, and drainage. It also manages some medians, weed control, and landscaping along some roadsides, street sweeping, graffiti removal, and wall constructions and repairs. • <u>Utility Operations Division</u>: responsible for the system planning of the water and wastewater utilities, water reuse and conservation, industrial pretreatment, FOG management, and cross-connection prevention, and maintenance of federal and state permits for the utilities facilities. It also includes oversight of the city's solid waste collection contract, as well as the water and wastewater operation contract. • <u>Utilities Services Division</u>: responsible for water and wastewater services, account billing, and customer communication. • <u>Facilities and Fleet Maintenance Division</u>: responsible for repairs, maintenance and renovation of all City facilities. It is also responsible for the city's rolling stock and equipment. • <u>Real Property Division</u>: implements the policy adopted by the Governing Body and city administration as it relates to land management/real estate transactions. <p><u>Significance of GIS</u>: The current and potential future role and benefits of GIS data and technology for the Department cannot be overstated. Planning and operations for most of the Divisions depend directly on maps and geographic information. GIS supports facility inventory and maintenance, engineering development plan review and inspection, real property evaluation and acquisition for capital projects. Given long-term projects for City growth, GIS can play a critical role in planning for road and utility infrastructure development and improvements and financial projections that accompany planned growth. There is a potential for expanded use of GIS to support preliminary and detailed planning for capital improvement projects with opportunities for costs savings in allocation of in-house staff time and contracted services. The Department (Engineering Division) currently plays the lead role in management of the City's GIS program and will continue to play an important role in coordinating Citywide GIS development and services.</p>
Police Dept. (PD)	<p>The Department provides law enforcement, code enforcement, emergency communications, and animal control services with a goal to protect life, property and the constitutional rights of the people in Rio Rancho. Department Divisions include:</p> <ul style="list-style-type: none"> • Animal Control • Code Enforcement • Emergency and Safety Programs • Law Enforcement Services • Support Services • Online Crime Reporting Form <p><u>Significance of GIS</u>: As a public safety agency, the Police Department depends on geographic information to carry out all of its responsibilities. As in the case of the Fire/Rescue Dept., more efficient integration of GIS and dispatch operations can deliver more information to responders (locational information as well as property and building characteristics) to help lower response time and support response work. Automatic Vehicle Location technology interfaces with a GIS-based street map could provide additional tools for dispatchers and managers to support deployment of units. Crime mapping, with the ability to prepare custom maps (incident type, dates, time) can be a more effective tool to support tactical planning for disposition of resources.</p>
Fire and Rescue Dept. (FD)	<p>The Department has the responsibility for providing fire protection, fire fighting, emergency medical, and rescue services for the City. This includes the operation of 5 (soon to be 6) fire stations throughout the City. As part of their mission, the Department also has a role in building and special event permitting and inspection activities focusing on compliance with a range of safety ordinances and practices. The Department also includes the City's emergency management office that is responsible for emergency and disaster planning, coordination of response to major emergencies (e.g., flooding), and coordinating recovery and mitigation activities.</p> <p><u>Significance of GIS</u>: Geographic information in the form of maps and data is at the heart of the Department's mission. As is the case with the Police Dept., more efficient integration of GIS and dispatch operations can deliver more information to responders (locational information as well as property and building characteristics) to help lower response time and support response work. There is also the potential for GIS to support planning activities for resource allocation by creating incident maps (organized by incident type and time) and for tracking permit review and inspection activities. Emergency planning (including the recently initiated process for emergency plan revision) can make use of GIS for creation of maps and geographic analysis (evacuation routing, risk assessment). GIS also can deliver necessary information for coordinating response to emergencies. There is also a potential role for GIS to support the siting of new fire stations as City growth necessitates station expansion.</p>

Table 2(b): Non-City Organizations with GIS Programs or Needs

Organization	Responsibilities
<p>Sandoval County GIS Office (SC-GIS) www.sandovalcounty.com/gis/gisdatalayer.html</p>	<p>The GIS Office is part of the County Development Department. Its mission is to manage County GIS system and data and provide mapping and GIS services for all County Departments and offices. The GIS (using ESRI ArcGIS software) supports a database that includes parcels, governmental and administrative district boundaries, transportation centerlines, address information, and other data layers. The County is in the final stages of assigning a Universal Parcel Code (UPC) to all County parcels (parcels in the City are about 80% complete) and this will become the accepted unique identifier for parcels. The City and the County GIS Office have shared GIS data for several years including road centerline data, address, and land use data. The County GIS Office maintains a public Web Site allowing GIS data downloads and is exploring the implementation of a Web-based application for GIS access—there is the potential for City-County collaboration on this and other GIS efforts.</p> <p><u>Note:</u> During the needs assessment phase of the project, meetings were conducted with the GIS Office</p>
<p>Sandoval County Assessor's Office</p>	<p>The Assessor's Office is lead by an elected Assessor. Its mission is determines the property value of homes, businesses, and other taxable property in Sandoval County. The Assessor's Office also prepares the tax roll for the County Treasurer on real property land and improvements, personal property, livestock and mobile homes. The Assessor's Office has recently begun using GIS technology. The City's need for real property information—including up-to-date parcel boundary and ownership information, creates a need to establish effective information sharing with the Assessor's Office. Also, requirements for geographic information to support comprehensive and equitable property appraisal and taxation also establishes a fiscally-based need for information sharing.</p> <p><u>Note:</u> During the needs assessment phase of the project, no direct contact was made with the Assessor's Office but a need has been identified to explore avenues for the sharing of geographic data that could benefit the City and the County.</p>
<p>Southern Sandoval County Arroyo Flood Control Authority (SSCAFCA) www.sscafca.org</p>	<p>Southern Sandoval County Arroyo Flood Control Authority (SSCAFCA) is an independent corporate political body with an elected board entrusted with flood and storm water control. SSCAFCA acquires, improves, maintains and operates flood and storm water control facilities on streams and watersheds that enter, originate in or cross SSCAFCA's area of authority. To support its mission, the Authority operates a GIS and is actively compiling a GIS database and employing GIS applications (using ESRI ArcGIS/ArcGIS Server software and a geodatabase). The GIS database focuses on flood zones, arroyos and associated ROWs, flood/drainage control facilities, and drainage project data. The City and SSCAFCA have already shared some specific GIS datasets and opportunities for expanded data sharing and GIS collaboration (GIS application, collaboration on Web-based GIS) have been initially discussed.</p> <p><u>Note:</u> During the needs assessment phase of the project, meetings were conducted with SSCFCA personnel.</p>
<p>Mid-Region Council of Governments (MRCOG) www.mrcog-nm.gov</p>	<p>The Mid-Region Council of Governments is a multi-county governmental agency with a primary responsibility to support sound development/growth planning. The MRCOG provides planning services in the areas of transportation, agriculture, workforce development, employment growth, land-use, water, and economic development. They also provide a forum for groups and individual communities to meet and address regional issues. To support its mission, the MRCOG operates a GIS program and provides GIS data and custom services to member governmental bodies through its Web site. The MRCOG is also a primary source of transportation/traffic, demographic, and land use projection data. The MRCOG and the City have significant GIS data sharing and collaboration activities which include participation in the 2009 high-resolution orthoimagery and LiDAR data collection project coordinated by the MRCOG—and plans are in place for participation in the 2012 orthoimage acquisition project. The City makes use of traffic volume count data and census data from the MRCOG and the City provides the MRCOG with zoning and land use data to support its planning activities.</p> <p><u>Note:</u> During the needs assessment phase of the project, meetings were conducted with the MRCOG.</p>
<p>Rio Rancho Public Schools (RRPS) www.rrps.net</p>	<p>Rio Rancho Public Schools is governed by an independent board and operates all public schools for students in Rio Rancho including 1 pre-school, 10 elementary schools, 4 middle schools and 4 full/alternative high schools. In addition to the primary responsibility for student instruction, the RRPS mission encompasses a range of business requirements that are geographic in nature including school location planning and siting, attendance area delineation and student assignment, busing, and facilities management/maintenance. The City shares road centerline data with the RRPS which is used to support bus routing. The potential exists for joint GIS-related project work that might benefit both parties.</p> <p><u>Note:</u> During the needs assessment phase of the project, no direct contact was made with the RRPSD but the potential for data sharing or collaboration exists.</p>

Organization	Responsibilities
Rio Rancho Economic Development Corporation (RREDC) www.rredc.org	<p>The RREDC is a public corporation financially supported by the City of Rio Rancho and other organizations that have an interest and role in economic development. The mission of the RREDC is to foster economic vibrancy by creating, strengthening, and retaining economic base jobs to enhance the quality of life in Rio Rancho and Sandoval County, New Mexico. The City continues to be a partner of the RREDC in attracting investors to the City and in managing economic development projects. The importance of maps and geographic information for these projects introduces and opportunity for the RREDC to participate in GIS development initiatives that support its mission.</p> <p><u>Note:</u> During the needs assessment phase of the project, no direct contact was made with the RREDC but the potential for data sharing or collaboration exists.</p>

2.3 GIS-Related Business Processes

A business process is an activity or collection of related activities that is carried out by City agencies to meet their program objectives and responsibilities. Each business process follows some flow of steps with a defined result (e.g., water main repaired). A large number of city activities and business processes depend on geographic information and involve the collection, management, use, or distribution of maps and geographic information ("GIS-related business processes). In most cases, these business processes are required through one or more "mandates"—ordinances, regulations, executive orders, Council resolutions, contract, formal policies, and other formal authorizations. Using survey forms, review of documentation, and information collected in meetings with City personnel, Croswell-Schulte carried out an inventory of current and possible future GIS-related business processes **as a basis for evaluating GIS needs that can support these business processes**. Table 3 identifies the City's main GIS-related business processes. Business processes are organized into the following topical categories:

- Real Property Mapping/Assessment
- Planning/Zoning/Licensing
- Public Works/Transportation
- Asset and Financial Management
- Water/Sanitary/Storm Sewer Engineering and Facilities Management
- Public Safety/Emergency Services
- Park and Recreation Planning and Management
- Health/Social Services
- Miscellaneous or Activities Common to Multiple Departments

Table 3: City Geographically-related Business Processes

	City Departments and Offices								
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
Activity									Comments
Real Property Mapping/Assessment									
RP1: Easement establishment and mapping				L	VH	VH		M	PW and DSD checks reviews easements during platting process. Mapping from platted and "paper easements" carried out by PW-GIS Section. Considerable backlog and staff limitations to complete.
RP2: Parcel mapping and update				L		VH		L	Update of GIS database by PW-GIS Section using plats and records on splits/consolidations. Updates on ownership changes not always available. Supports wide range of business needs including development review, property acquisition. Appraisers from Sandoval County request location of Utilities for appraisal and taxes
RP3: Real property appraisal	M		M	M	L	H		M	Information from City to support County Assessor. City appraisal for property acquisition projects. PW-RP oversees appraisal work for CIP and property acquisition projects.
RP4: Land acquisition and sale	H		H	M	M	VH		L	Land acquisition planning and transactions to support economic development and capital infrastructure projects. PW-RP has lead role but other City offices involved.
RP5: Tax district/neighborhood analysis or mapping	M		H		L	L		L	Special Assessment Districts (SADs) delineation and administration; delineation of special tax districts for use by County Assessor. DSD prepares specific area plans and has a need to analyze local areas for distribution of assessment fees as development occurs within SADs..
RP6: Track building improvements	H		H		VH	H		L	Building permit process coordinated by DSD with participation of other departments. Requires many types of data on development requirements and restrictions which are not readily available.
Planning/Zoning/Licensing									
PZ1: Address review and assignment	M				H	VH		L	PW-GIS Section has primary responsibility with input from other Depts. The 2009 <i>Development Manual</i> documents process and requirements for addressing. Currently there are major legacy problems with duplicate or incorrect street naming and signage which are gradually being resolved.
PZ2: Annexation Review/Processing	M	L	L		M	L		L	DSD has lead role but there are not major annexation actions occurring or planned at this time.
PZ3: Building code violation inspection/enforcement	L				H	L	H	L	Multiple departments have code enforcement responsibility including PD, FD, DSD, and PW-UT. The Code Enforcement Division of the PD has the lead role. Enforcement involves requirements/restrictions on building permits, ROW use, fire prevention, drainage and backflow, zoning, nuisances, etc.
PZ4: Building permit/site plan inspection					VH	L		L	DSD has main responsibility and has need for improved permit status tracking. Issues building permits and inspects development. DSD must also be able to track permits that affect public safety when work in a public right-of-way or when a permit may affect public infrastructure and / or public services. This would include Traffic Control Plans PW-Engineering has need for building permit information to support Traffic Impact Studies for developments (and conditions within the studies).
PZ5: Building permit/site plan review and tracking	L	L			VH	L		L	DSD reviews building permits and takes site plan approval applications to Commission and Council meetings. The 2009 Development Manual documents process and requirements for land development applications and review.

Activity	City Departments and Offices								Comments
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
PZ6: Business activity analysis and tracking	H	M	L		VH	L		M	No specific City Office has responsibility but multiple departments could benefit from more active data on economic development.
PZ7: Business license review and tracking	H	VH			H	L		L	The Clerk's Office issues business licenses, but DSD review is part of the process. Requires geographic analysis for restrictions (e.g., distance of a bar from a church etc).
PZ8: Commercial sign permit review and tracking	L				H				Approval of permits and enforcement of City ordinance on sign placement. DSD reviews all sign permits via HTE. Specifically, billboard tracking is a critical area for GIS.
PZ9: Comprehensive Plan Preparation and Amendment	H			M	VH	L		M	The City Comprehensive Plan was updated in 2010 (as mandated by the City's Strategic Plan) with DSD in lead role. Is used as a guide to community development and is implemented via the zoning ordinance.
PZ10: Development tracking	H		L	M	VH	H		L	Tracking of phases of development activity in City—ideally a "cradle-to-grave" tracking of subdivision, construction, and permitting activity from application through the entire development process. While the HTE system provides some support for this business process, there is no current comprehensive system in place or a GIS interface.
PZ11: Environmental assessment and review				M	H	H		L	Developers have primary responsibility to comply with requirements from appropriate state agencies (e.g. NM Environmental Department and Federal agencies) for environmental studies associated with development projects. PR, in collaboration with other organizations (SSCAFCA) carries out special studies as needed for planning for parks and open space including examination of erosion trends, wildlife habitat, observe tree cover and more w/respect to basic environmental assessment of recreation or open space related activities and development. Also includes work done by PW on Federally mandated environmental reviews required under the National Environmental Policy Act (NEPA).
PZ12: Growth analysis and projection	H			M	H	M		M	The Council Of Governments does growth projections. The City currently does not provide much information to support the COG in these projections.
PZ13: Impact fee calculation and Processing	L		L		H	M		L	DSD is responsible for all aspects related to impact fees. HTE and GIS not talking to each other well can hinder the ability to analyze impact fee credits geographically so we can direct credits to areas where we want to direct growth.
PZ14: Land use inventory/mapping	L			L	VH	H		L	DSD, with input from other Departments, prepares specific area plans and has a need to be able to analyze localized areas. Land use data and mapping useful for traffic impact analysis.
PZ15: National Pollutant Discharge and Elimination System (NPDES) Processing and Management					H	M			The City maintains a Municipal Separate Storm Sewer System (MS4) Permit as part of its National Pollutant Discharge Elimination System (NPDES) data. This includes mapping of the City's storm sewer map as well as connectivity of storm water conveyances like ditches, arroyos, channels flood control facilities, retention and detention ponds. GIS helps the City to track illicit discharges as part of the Illicit Discharge Detection and Elimination (IDDE) System. This information is a mandate of the New Mexico State Government because of the impact to upstream, downstream, other government agencies and surrounding communities and the eventual discharge to the Rio Grande River.

Activity	City Departments and Offices								Comments
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
PZ16: Re-development evaluation and project planning					L	L		M	No formal, major re-development planning (given newness of infrastructure) but local site redevelopment and CDBG projects are important
PZ17: Right-of-Way Use Permitting	M				H	H		L	DSD and PW-EN responsible for ROW use permits. Difficult to administer and avoid illegal land owner use of construction inside ROW.
PZ18: Site suitability evaluation	H				M	H		L	Important during development review (e.g., drainage suitability for development). Also important to support economic development projects. May involve coordination with the Economic Development Corporation and Chamber of Commerce.
PZ19: Stormwater Management					H	H			City collaboration with Sandoval County and the SSCFCA is important. City conducts drainage analysis as part of planning for drainage facilities
PZ20: Soil conservation planning	M				L	L			Enforcement of City drainage codes intended to minimize soil erosion.
PZ21: Special use/event permitting	M			M	M	H		L	Includes a variety of permits for floodplain development permits, ROW use, signage, events in which DSD and PW is primarily involved.
PZ22: Subdivision/plat review	L			H	VH	H		L	Primary responsibility of DSD and PW. Deficient in having up-to-date information in review analysis which impacts time and cost. Chapter 155 of the Rio Rancho Municipal Code. The 2009 <i>Development Manual</i> documents process and requirements for land development applications and review. GIS provides a necessary geographic analysis tool for the review process of development within the City.
PZ23: Water conservation planning and program management				M	M	H			Management of City ordinances governing water use (e.g., restrictions on landscape watering). Includes monitoring for compliance and enforcement actions as necessary.
PZ24: Water resource planning				M	H	H		L	City collaboration with Sandoval County and the SSCFCA is important. City conducts drainage analysis as part of planning for drainage facilities. Includes projections on future water demand based on growth projections. PW-UT uses InfoWater model for master planning of water transmission and distribution systems.
PZ25: Zoning change/exemption review and processing	M				VH	M		L	DSD is responsible for routine review and actions for approval of zoning actions. The 2009 <i>Development Manual</i> documents process and requirements for land development applications and review.
Public Works/Transportation									
PW1: Capital project evaluation and planning	H			M	M	VH		M	Major activity involving broad range of infrastructure development project candidates, annual and long-range project and budget planning. Involves multiple Departments with PW in lead
PW2: Construction project (roads, traffic, drainage) plan review				H	H	VH			The 2009 <i>Development Manual</i> documents process and requirements for land development applications and review.
PW3: Construction inspection/as-built preparation (roads, traffic, drainage projects)				H	M	VH			Construction project management and inspection carried out by a combination of City personnel (Public Works) and contracted staff. As-builts required by the City but not consistently provided for private development. Currently a hard copy process. The 2009 <i>Development Manual</i> documents requirements.

Activity	City Departments and Offices								Comments
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
PW4: Construction project detailed design (roads, traffic, drainage)				H	L	H			Most detailed design for City projects contracted to engineering firms
PW5: Construction project management (road, traffic, drainage)				M	L	H		L	Construction project management and inspection carried out by a combination of City personnel (Public Works) and contracted staff.
PW6: Development project planning (prelim. planning/cost estimation)	M		M	H	M	VH		L	Part of CIP and other City development project evaluation as part of an initial scoping, planning, and budgeting process. Preliminary project scoping, budget projections, and other preliminary planning activities for road, drainage, and traffic system projects
PW7: Field facility inventory				M		H		L	Interest in conducting sign inventory and inventory of street signals/lighting. PW examining requirement for ADA compliance survey and new street sign regulations.
PW8: Parking capacity evaluation	M					L		L	
PW9: Pavement inventory and management	M					H		M	Includes pavement inventory and rating by PW-GIS Section using MicroPaver SW. Necessary to plan for future preventative maintenance, rehab, reconstruction projects
PW10: Street sign inventory and tracking					M	VH		L	No current sign inventory but interest in conducting one.
PW11: Traffic engineering and design					H	VH		L	
PW12: Traffic volume collection and evaluation	M			M	H	VH	M	L	COG has on-going traffic volume collection program that includes counts on collectors and some local streets inside City and provides data and maps to City. City PW-Traffic augments COG data with traffic count information for special projects.
PW13: Transportation modeling/ planning				M		VH	L	M	City coordinates with COG which has responsibility for regional transportation planning
PW14: Traffic impact studies				M		H			Conducted to support development review and CIP projects
PW15: Waste collection planning and operations						L		M	Waste collection service is provided by a private company.
PW 16: Work order processing/routine maintenance				H		VH		L	Maintenance Connection software used for Utilities. Variety of paper and automated tools used to support road, traffic, drainage repair and maintenance.
Asset and Financial Management									
AF1: Assign and manage special assessments	M		H			L			Creation and management of payments for special assessment districts (SADs)
AF2: Building/Space management	M		M	M		M			Need to establish condition of City facilities and track maintenance more effectively.
AF3: Business license approval and monitoring	M	H				L			Main responsibility of City Clerk but important for other Departments (e.g., PD for inspection and CMO)
AF4: Financial incentive analysis for economic development	H		L			L		L	With CMO lead and involvement of Economic Development Corp, City is actively involved in exploring ED opportunities and providing incentives.
AF5: Fixed asset identification and tracking	M		M			H		M	
AF6: Insurance claim processing	M		M	L		L		L	
AF7: Manage vehicle fleets			M			H		L	

Activity	City Departments and Offices								Comments
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
AF8: Mapping/geographic data analysis to support budgeting	M		M			H		L	GIS and mapping currently used to support CAFR and CDBG program by Fiscal Department. Potential for expanded use to support City financial allocations and expenditures on geographic basis.
AF9: Track status of City owned/leased buildings & land	M		M			H		L	Tracking of the location, condition, and maintenance actions for over 40 different City properties (offices, maintenance yard, community centers, parks, etc.)
AF10: Utility customer account tracking and billing	M		M			VH		L	Identifying location of the customer (via address and meter location) and evaluating billing information, meter reading, and actions on account delinquencies.
AF11: Grant application and administration	H	M	VH	M	M	M	M	M	The CMO is primarily responsible for grant application and administration with major participation of specific departments. Potential for expanded use of GIS.
AF12: Utility Infrastructure Statistics Generation			H		M	VH		M	PW-UT has an on-going need to compile and report accurate information on water and sewer utilities (lengths of mains, municipal wells, other facilities) to support capital project loans and grants and reporting and other accounting needs. Statistics are compiled citywide and for specific geographic areas depending on the nature of the project.
AF12: Financial Reporting and special studies	H	H	VH	H	H	H	H	H	Involves a range of programs and required reporting that depends upon statistics (expenditures, infrastructure) being compiled and generated for the entire City or geographic areas. Preparation of the CFAR, GASB 34 reporting, grant project management, City Council reporting, projects involving loans or expenditure of outside funding (state or federal grants) are examples..
Water/Sanitary/Storm Sewer Engineering and Facilities Management									
WW1: Construction inspection (utility projects)	L					H		L	Construction project management and inspection carried out by a combination of City personnel (Public Works) and contracted staff.
WW2: Construction project detailed design (utility projects)				L	L	H			Most detailed design for City projects contracted to engineering firms
WW3: Construction project management (utility projects)	L					VH			Construction project management and inspection carried out by a combination of City personnel (Public Works) and contracted staff.
WW4: Development project planning (utilities)	M		M	M	M	H			Part of CIP and other City development project evaluation as part of an initial scoping, planning, and budgeting process. Preliminary project scoping, budget projections, and other preliminary planning activities for road, drainage, and traffic system projects
WW5: Construction project (utility) plan review				M		VH			
WW6: Facilities inspection (utilities)						H		L	
WW7: Facilities inventory and tracking (utilities)			L			H		M	
WW8: Hydrant flushing and testing						M		L	Regular process for hydrant flushing tests (annually). Interest in data for hydraulic model calibration.
WW9: Hydraulic modeling/pressure zone analysis						H			Use InfoWater and SewerGEMS software. Currently updating model full water model for water planning. Field crews use maps showing model results and pressure areas.

Activity	City Departments and Offices								Comments
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
WW10: Inflow and infiltration studies and pipe integrity monitoring						H			PW-UT responsible for monitoring utility systems, including TV monitoring of sewer system to evaluate pipe integrity as a basis for scheduled maintenance or main replacement projects.
WW11: Infrastructure map update					H	VH		M	Water and Sewer atlases updated by PW-GIS Section. Other special maps produced as needed.
WW12: Meter reading	L					VH			About 30 thousand meters--over 50% are automatic for drive-by reading and with GPS. Rest of manual meters to be converted to automatic in next 2 years.
WW13: Periodic maintenance/ replacement (utility infrastructure)	M					H			Ongoing. Use of Maintenance Connection SW for work orders and facility tracking. In process of acquiring GIS integration module.
WW14: SCADA system monitoring						H			SCADA system (GE iFIX software) used to monitor major points in water distribution network (tanks, pump stations, wells, treatment facilities) by OMI. Software upgrade planned for near future and replacement of some RTUs in field.
WW15: Septic system permitting/ inspection					M	L			Permitting of septic tanks is the responsibility of the New Mexico Environment Department (NMED) but the City needs to know the location to support planning and also to enforce ordinances that require tie-in to the City sewer system if in proximity to a main and for general planning purposes.
WW16: Storm run-off calculations and modeling						H		M	Identification of SFHAs i.e. playa floodplains and erosion zones. Storm Water Pollution Plan and quarterly reports are required for Wastewater Treatment Plant 1, 2, and 6 (Cabezon Water Reclamation Facility).
WW17: Stormwater utility assessment (impervious surface analysis)					M	H		L	No current stormwater utility fee program. But need to analyze storm water flow for drainage assessment and to track illicit discharge from business to storm sewers.
WW18: Underground utility locate service	L				M	VH		M	City coordinates with NM One-Call service. City currently uses a consultant to locate underground utilities during project design. As-constructed plans are not always accurate or sometimes can't be found.
WW19: Utility customer notification, outreach, education	L					VH		L	Ongoing process to notify customers with delinquent accounts and to follow-up.
WW20: Utility development plan review/approval	M				H	H		L	Private water and sewer design and construction plan review.
WW21: Water Audits						M			Evaluating historical water use for customers to identify consumption patterns and to use as a basis for education on water conservation practices.
WW22: Water well (domestic) permitting and inspection					M	M		L	Permitting is responsibility of the State Engineer's Office but the City needs to know the location to support planning and also to enforce ordinances that require tie-in to the City water system if in proximity to a main.
WW23: Water resource planning				M	H	H		L	PW-UT uses InfoWater model for master planning of water transmission and distribution systems.
WW24: Water/sewer demand or capacity analysis and modeling						H		M	Routine work associated with development projects to assess future water demand for decision making on water and sewer infrastructure development. Also addresses longer term master planning for utilities.
WW25: Water/Sewer Connection Permitting					M	H		L	

Activity	City Departments and Offices								Comments
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
WW26: Work order processing/utility maintenance						VH		L	Maintenance Connection software used to track maintenance and repair activities.
Public Safety/Emergency Services									
PS1: Accident mapping and analysis	H					L	H	L	Some PD units use the Statewide Traffic Record System (TraCS) for traffic incident reporting (from in-vehicle terminals) and Intersection Magic software is used by the PD for collision diagramming and crash record analysis. There is no staff position in the PD dedicated to this role in the Traffic Division.
PS2: Crime incident mapping and analysis	M			M		L	M	M	Currently completed when requested for specific requirements. There currently is no position for this. PD uses the contracted Web service, www.crimereports.com which has accepts incident records from the City's HTE dispatch system database.
PS3: Criminal/Arson investigations						L	M	L	Currently, the PD detective unit does not make major use of maps.
PS4: Disaster response and coordination	M					H	M	M	FD-EM is responsible and role is defined in the City's Emergency Plan. Need maps and data for situational awareness to support response and coordination during disasters.
PS5: Disaster/Emergency planning	M				L	H	M	H	Project for update of 1993 emergency plan recently initiated.
PS6: Emergency dispatch and response						M	VH	VH	City provides centralized dispatch services for fire, law enforcement, and emergency medical agencies of the City and other jurisdictions in Sandoval County. Uses HTE public safety SW to manage dispatch records, Intrado services for E911 location posting and the Orion MapStar software for map display. Map and address database updates are provided by Contact One, contractor to the NM E911 Program.
PS7: Emergency incident analysis and report generation	M					L	M	M	Raw emergency incident and dispatch records maintained by HTE software. PD and FD have primary responsibility and could benefit from better information and tools for planning based on historical incidents. The Web service, crimereports.com is used for incident mapping and reporting.
PS8: Fire Protection Evaluation/Permitting					M	L		H	Review of permits and required inspection for adherence to fire codes, sprinkler systems, etc.
PS9: Floodplain mapping and flood hazard analysis					M	VH		H	Identification of SFHAs i.e. playa floodplains and erosion zones
PS10: Hazardous material site mapping/spill analysis				M	M	L	H	M	
PS11: Police unit deployment planning	L					L	VH	L	
PS12: Post-disaster assessment	L					H		H	Can use Documentation of damaged areas w/ photo documentation. Important for repair of roads from major drainage events.
PS13: Station location planning and selection	M					L	L	M	Active planning and projections for new fire stations is ongoing.
Park and Recreation Planning and Management									
PR1: Inventory and tracking of park facilities condition and maintenance	L			VH		L		L	Use paper records to track existing acreage, min. amenities, maintenance crews and other basic info related to existing facilities –opportunity to automate and provide information for facility planning.

	City Departments and Offices								
Activity	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	Comments
PR2: Long range planning for parks and recreation facilities	M			VH	M	L		L	Use this in conjunction w/2005 Master Plan and 2011 Bike/Ped Transportation Master Plan. Need to track/do to meet Strategic Plan goals calling for additional park and trail expansion.
PR3: Planning and design for park/rec facility construction	L			VH	L	L		L	Prioritize activities based on service levels, need and funding. Tie into Development Plan Review and Development Agreement process.
PR4: Site analysis for new parks or recreation facilities	M			H	L	L		L	Initial review w/this data – otherwise walking the area in person w/engineer is best.
PR5: Special event planning and coordination	M			M	L	L	L	M	
PR6: Tree/Urban forestry management				H	M	L		L	Huge recent volunteer efforts to generate Urban Forest inventory with interest to conduct comprehensive inventory to support tree maintenance. Explored use of waypoint data w/related data (species, age, diameter, condition) would make e-inventory easier to work w/long term.
PR7: Incident/Claim tracking at Park/Rec facilities	M			H					Important for evaluating trends and for processing damage/injury claims that may be pursued.
PR8: Illegal dumping Ordinance Admin	M			M		M			Response to complaints and documentation of actions for illegal dumping on public and private land.
Health/Social Services									
HS1: Demographic data collection and analysis		L			M	L		M	City does not have a major role in these business processes—main responsibility of County and State agencies
HS2: Epidemiological research/ mapping						L		L	
HS3: Evaluation/management of homeless population and shelters	L					L		L	
HS4: Health inspections and enforcement	L					L		L	
HS5: Immunization program planning and operations	L					L		L	
HS6: Public health clinic operation	L					L		L	
HS7: Labor market/employment analysis	L		L		L	L		L	Not currently a major activity for any City office
Miscellaneous or Activities Common to Multiple Departments									
MSC1: Community/public outreach and communications	VH			H	H	L	M	L	CMO plays lead role as interface to the public but other City offices have an important role through hearings and special programs/events.
MSC2: Complaint management and tracking	H	M	L	H	H	H	H	H	Many City offices accept and respond to questions and complaints and there is a Web-based form for submittal of questions from citizens. Currently no citywide system for delegating and tracking response.
MSC3: Custom map preparation	H	L	L	H	VH	VH	M	M	An ongoing need which will grow in the future. Individual Departments create custom maps on a periodic basis and the PW-GIS Section provides mapping services to City offices based on requests (e.g., maps on Gross Receipts, Control

Activity	City Departments and Offices								Comments
	City Manager's Office	City Clerk	Financial Services	Parks, Rec, Comm. Services	Development Services	Public Works	Police Department and Dispatch	Fire/Rescue/Emergency Management	
									Ordinances, Speed Bump). Process for special map requests and allocating resources for these requests is ad hoc.
MSC4: Election district/precinct delineation	H	VH			L	L		L	County defines precincts but City uses a "ballot on demand" approach for administration of voting.
MSC5: Map update	VH			H	VH	H	L	L	Most City offices, while not currently involved in routine map update, will need to have some responsibility to provide data for the update of GIS map layers.
MSC6: Preparation and Participation in Public Hearings	VH	H	M	M	VH	H	L	L	City Departments have responsibility to prepare information for and sometimes participate in meetings of the Council and City boards and commissions (CIP Advisory Commission, Planning and Zoning Board, Parks and Recreation Commission, etc.).
MSC7: Property owner identification and notification	H	M	M	M	VH	VH	M	M	Regular need in support of infrastructure planning, property acquisition projects, and notification for maintenance/construction activities.
MSC8: Redistricting	VH	H			M	H		L	Council redistricting as well as state office redistrict based on 2010 Census data is ongoing.
MSC9: Response to information requests from public or businesses	VH	H			VH	VH	L	L	City Manager has lead role but all departments interface with public and businesses via phone, email, Web-based submittals (Civic Plus), and in-person. In some cases includes formal public records requests. No centralized system to record and track all information requests.
MSC10: Special surveys and research projects	VH		M	M	M	M	M	L	Potential involves a wide range of current or future special projects (citizen satisfaction surveys, special infrastructure inventory like ADA compliance, forest inventory, park audits, environmental reviews, etc. which involve the collection, analysis, or presentation of geographic information.
MSC11: Support for lawsuits and legal proceedings	VH	L	M	L	M	H	M	L	Various City programs and actions always open for lawsuits and damage claims and responding to those having to do with City infrastructure, facilities, and incidents that require the use of geographically-referenced data (e.g., traffic accidents, storm damage, etc.).
MSC12: Standard reporting (State, federal) requiring geographic information	H	L	H	M	M	M	M	M	Wide range of City, State, and Federal reporting for financial status, grant activity, safety performance, environmental compliance, etc. The City communicates with various surrounding agencies and communities about stormwater discharge (NPDES). This is a mandate by the Federal Government because of storm water discharge to the Rio Grande River, a United States Waterway. The City belongs to the National Flood Insurance Program (NFIP). There are floodplains mapped by The Federal Emergency Management Agency (FEMA) in the City of Rio Rancho. FEMA requires tracking of construction in floodplains for insurance compliance, including Elevation Certificates and also mapping of actual flood events.
MSC13: Sustainability Plan Implementation	M		M	H	H	H			Will need to generate "a picture" of baseline and then implementation data for the Sustainability plan which includes, but is not limited to the following at individual city facilities, but also service districts and routes: Gasoline/fuel usage; utility usage; supply line item expenditures; staff training; irrigation water applied per acre; fleet routing; irrigated turf removal over time; Building retrocommissioning and weatherization findings – implementation and regular maintenance over time.