



STRATEGIC PLAN public report **2010**

strategic goals for the future



Our Guiding Principles are:

- EXCELLENCE
- INTEGRITY
- CUSTOMER FOCUS
- FISCAL RESPONSIBILITY
- GOAL-ORIENTED MANAGEMENT

Las Cruces at work for you
To provide responsive, cost effective and high quality services to the citizens of Las Cruces.

Our principles

EXCELLENCE

We consistently offer our best to the citizens of Las Cruces. We deliver quality service with passion, pride, and professionalism.

INTEGRITY

We demonstrate accountability and fairness at all levels of the organization. We are principled, ethical, and sincere in our outlook and practice, and hold the highest regard for the public trust.

CUSTOMER FOCUS

We serve our community with reliability, trustworthiness, and respect, and protect our citizens' health, safety and welfare. We partner actively and communicate openly and clearly. We are caring and service-oriented.

FISCAL RESPONSIBILITY

We shepherd the resources of our City with an eye to both efficiency and effectiveness.

GOAL-ORIENTED MANAGEMENT

We provide the responsible, proactive, and innovative leadership necessary for the successful growth of our community, advancement of our economy, nurturing of our environment, and realization of Las Cruces' exciting future.





Las Cruces High School Ballet Folklorico

LAS CRUCES AT A GLANCE

INCORPORATED: 1907
 POPULATION: 92,235
 LAND AREA: 76.31 Square Miles
 MEDIAN AGE: 30.7
 MEDIAN HOUSEHOLD INCOME: \$36,035
 CIVILIAN LABOR FORCE: 92,667
 EMPLOYED: 86,798 plus Doña Ana County
 UNEMPLOYED: 5,869
 UNEMPLOYMENT RATE: 6.3%
 CITY PARKS: 87
 RECREATION CENTERS: 6
 TENNIS COURTS: 18
 SWIMMING POOLS: 4
 GOLF COURSES: 5
 CITY MUSEUMS: 5
 HOSPITALS: 2
 Memorial Medical Center
 Mountainview Regional Medical Center
 FIRE STATIONS: 7
 FIRE PERSONNEL: 128
 POLICE STATIONS: 1
 POLICE PERSONNEL: 163
 CITY EMPLOYEES: 1,648
 PROPERTY TAX: 27.303 Mills for Residential
 GROSS RECEIPTS TAX: 7.4375%
 HOTELS: 38 w/2,771 ROOMS
 STADIUMS & AUDITORIUMS: 10
 INDUSTRIAL PARKS: 9
 MAJOR INDUSTRIES: Aerospace, Agriculture, Education, Commerce, Tourism

STRATEGIC PLAN THEMES

Citizen Impact

Strategic Objectives

- 1) Ensure a Safe and Secure Community
- 2) Acknowledge and Promote our Community Identity

Service Delivery

Strategic Objectives

- 3) Proactively Plan Land Use, Infrastructure, Connectivity and Transportation, Unite Land Use with Transportation and Housing Planning
- 4) Protect and Promote our Natural and Energy Resources
- 5) Foster a Vibrant Economic Environment

Foundational Support

Strategic Objectives

- 6) Operate an Accountable, Responsive and Engaged City Government
- 7) Be the Employer of Choice

For more information please go to, www.las-cruces.org or call 575.521.2000

Ensure a Safe and Secure Community ⁽¹⁾

Enforcing interagency communication, improving public safety infrastructure, increasing public education and outreach, and enhancing public safety policies are keys to citizen impacts.



Mesilla Valley Regional Dispatch Authority (MVRDA)

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These core services need proper planning, programs, facilities and technology to meet the demands of a growing community. With attention to population increases within Las Cruces and Doña Ana County, charting service coverage is a large component of looking forward. As the city's neighborhoods expand, community outreach, education and participation are important elements in the prevention of crime and other hazardous situations. Solutions within this theme may be aided by co-location of fire and police facilities and collaboration on principles of safety with other city departments. With this understood, the City is committed to achieving its goals to ensure a safe and secure Las Cruces.



AREAS OF FOCUS

(TWO YEAR PLAN)

- Initiate interoperability communication plan.
- Support Mesilla Valley Regional Dispatch Authority (MVRDA) funding and facility subcommittee.
- Complete governance evaluation of shared systems.
- Complete regional communications exercise.
- Continue participation in Local Emergency Planning Committee/Office of Emergency Management (LEPC/OEM).
- Adopt a public safety impact fee.
- Finance public safety vehicle replacement cycle.
- Identify funding to build and equip Public Safety Answering Point Facility-MVRDA building.
- Complete site selections for fire substation 7.
- Complete site selections for fire substation 8.
- Identify funding plan to design, equip and construct fire station 7.
- Identify funding plan to design, equip and construct fire station 8.
- Establish temporary police substation on East Mesa.
- Enhance Intelligent Transportation Systems (ITS) capabilities.
- Facilitate a Safe Routes to School program.
- Use website as an effective communications tool for the community.
- Continue existing public safety efforts.
- Evaluate and plan new public safety efforts.
- Expand proactive code enforcement activities.
- Promote vector control/mosquito hotline.
- Identify funding plan for staffing new fire stations.
- Evaluate and determine level of service for police service on East Mesa.
- Enhance community policing programs.
- Implement hands free cell phone use while driving.
- Maintain and evaluate traffic enforcement technologies.
- Establish a Safe Traffic Operations Program (STOP) fund utilization program.
- Continue to implement street re-addressing programs.
- Implement LED/variable message sign ordinance.

Acknowledge and Promote our Community Identity ⁽²⁾

AREAS OF FOCUS

(TWO YEAR PLAN)

- Support Amador Museum Foundation's efforts.
- Support community efforts for the preservation of Armijo House.
- Initiate and implement a Historic Preservation Ordinance.
- Support Mesquite Historic District.
- Support Alameda Depot Historic District.
- Continued support of City's participation in development of State of New Mexico Veteran's Museum.
- Renovate and open new Museum of Nature and Science.
- Support community festivals.
- Pursue Downtown Arts and Culture District designations.
- Pursue recreational component - Phase 1B
- Pursue recreational component - Phase II.
- Update Parks and Recreation Advisory Board policy to include all community sports and recreation activities.
- Implement and fund Out-of-School Time Program.
- Open Regional Recreation and Aquatic Center – Phase 1A
- Expand recreational opportunities for youth.
- Expand recreational opportunities for seniors.
- Renovate and open East Mesa Sage Café.
- Complete identification of locations and partners for community gardens and begin program implementation.
- Ensure neighborhoods are interconnected by community involvement organizations and programs.
- Enhance affordable housing opportunities with results from ad hoc committee work.
- Obtain property for downtown Civic Plaza.
- Complete implementation of Downtown Main Street North.
- Complete implementation of Downtown Main Street South.
- Identify funding and locations for Downtown parking.
- Maximize funding for Downtown Tax Increment Development District (TIDD).
- Promote districts of vibrancy within the city.



Main Street Downtown
© 2007 Russell Bamert, Photographer and Jim Turrentine, Big Picture Digital Image Lab.

Communities are bound by historic and cultural identities as well as the quality of life amenities and programs we create.

A sense of place may exist within this confine, yet much more contributes to honoring the collective spirit of our city. Recognizing very concrete elements that include history, geography, politics, art, community commerce and demographic composition supports preserving a sense of place. Within each exist components of connection for the citizens of Las Cruces. By building upon and sustaining these elements, as represented in the strategic plan goals, citizens are more likely to have a sense of pride about their place within and contribution to the our collective community.

Jardin de Mesquite



Proactively Plan our Land Use, Infrastructure, Connectivity and Transportation, Unite Land Use with Transportation and Housing Planning ⁽³⁾



RoadRUNNER Transit

A growing and thriving community will address quality of life through careful planning.

By 2030, the city of Las Cruces' population is expected to increase by up to 50%. With a projection like this on the horizon, a strong call has been made by citizens to unite land use planning with transportation and housing development, a mandate that reflects popular opinion of recent development. For many, paying attention to land development is akin to paying attention to the future of Las Cruces. The concepts of sustainability and quality of life set the tone for the direction the City will pursue.

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Desert Trails Community Park



AREAS OF FOCUS

(TWO YEAR PLAN)

- Implement a complete streets policy.
- Complete Transit Intelligent Transportation System (ITS/technology.)
- Facilitate connectivity and reduce congestion.
- Traffic engineering ITS.
- Actively participate in development of a commuter rail concept between Las Cruces and El Paso.
- Study transit service to reduce vehicle miles travelled (Dial-A-Ride; core transit routes; system efficiencies.)
- Complete intermodal facility.
- Obtain bicycle friendly city status.
- Finish arroyo design standards and Arroyo Use Policy.
- Adopt smart code.
- Evaluate Park and Recreation policy (impact fees v. development requirements or a combination of both.)
- Update City plans and code amendments to support sustainable development.
- Update liquid waste ordinance.
- Complete workshops with Sonoran Institute on how to engage the Bureau of Land Management in future planning.
- Design standards revisions.
- Update erosion (dust/NPDES) control ordinance.
- Building code updates.
- Implement impact fees.
- Update lighting ordinance.
- Update sign control ordinance.
- Implement technical support and public participation model for El Paseo EPA project.
- Finalize the university district plan.
- Complete design of environmental restoration project at Las Cruces Dam.
- Maintain open space and recreational areas as our community grows (public property.)
- Improve Geographic Information System (GIS) functionality.
- Implement transit strategic plan.
- Complete Vision 2040.
- Complete Transport 2040.
- Update Downtown Master Plan.
- Continue phase I facility design for central kitchen for senior meals.
- Achieve resolution of Rio Grande Natural Gas Association and City of Las Cruces gas service territories.
- Complete agreements with Las Cruces Public Schools for joint use of facilities and operations.
- Pavement management program.
- Facility management strategy.
- Pursue consolidation of maintenance and operations.
- Develop a special assessment district policy/ordinance.
- Implement and complete critical drainage projects within the master plan.

* National Point Discharge Elimination System



Desert Cactus



River at La Llorona Park



Protect and Promote our Natural and Energy Resources ⁽⁴⁾

The call for active management of natural resources has been made not only locally by the citizens of Las Cruces, but also on the state and national levels.

AREAS OF FOCUS

(TWO YEAR PLAN)

- Renewable energy implementation at Las Cruces Convention Center.
- Promote renewable energy development through use of City property.
- Educate community on energy conservation opportunities and benefits.
- Expand Community Awareness of the Household Hazardous Waste Program.
- Support renewable energy financing district within Doña Ana County.
- Promote energy conservation.
- Create sustainability program operating fund.
- Complete sustainability action plan.
- Complete street light conversion.
- Pursue LEED* certification for City Hall.
- Pursue LEED* certification for the new Las Cruces Convention Center.
- Pursue LEED* certification for the new Museum of Nature and Science.
- Implement and continue to develop a regional recycling program.
- Expand water conservation efforts.
- Identify third party power provider for City Hall parking deck.
- Adopt a stand-alone water conservation plan for the City of Las Cruces.
- Address air quality.
- Update erosion control ordinance to address fugitive dust.
- Pursue funding for high priority septic tank removal.
- Enforce National Point Discharge Elimination System regulations.
- Define and protect wildlife habitat corridors when impacted by urban environment.
- Complete the arroyo preservation plan.
- Multi-purpose drainage facility implementation.

*Leadership in Energy & Environmental Design



East Mesa Water Reclamation Facility (EMWRF)

The delivery of clean water, the maintenance of open space, the preservation of functional land forms, for example, have varying levels of importance, yet are connected by the basic understanding that land effected by the presence of people must retain an ability to remain productive for its inhabitants. The concept of sustainability has many connotations. What this means for the City is when tangible, cost-effective solutions are present, Las Cruces will work to implement solutions that will bring stability and quality to the resources made available in the area.

Foster a Vibrant Economic Environment ⁽⁵⁾



Opportunity through ongoing population increases of in-migration, the imminent expansion of White Sands Missile Range and efforts to commercialize space travel are expected to directly impact Las Cruces. Existing contributors to the economic climate include well-positioned industrial parks, New Mexico State University, agriculture, tourism, as well as proximity to El Paso and a new Port of Entry into Mexico. With all these factors in play, Las Cruces will continue its core revitalization efforts, and exercise tactics to encourage new business development in the area.

A healthy economy is an indicator of a stable and progressive community.

AREAS OF FOCUS

(TWO YEAR PLAN)

- Maximize opportunities with education for economic development.
- Promote affordable housing opportunities for workers.
- Workforce deficiency analysis.
- Identify East Mesa business park land opportunities.
- Review and update Local Economic Development Act plan.
- Contribute annually to an economic development incentive fund.
- Promote green industry and job creation.
- Actively drive and invest in a regional approach to economic development.
- Continue to develop Las Cruces as a tourist destination.
- Market and operate Las Cruces Convention Center to support service industry.
- Continue to support West Mesa Industrial Park.
- Establish privatization incentives for disposal of City properties.
- Establish regional investment centers.
- Maximize opportunities with military institutions for economic development (including housing.)
- Determine public support for regional transit district and commuter rail funding (continuous monitoring.)
- Open and operationalize new City Hall.
- Open Las Cruces Convention Center.
- Target City capital improvement plan to enhance economic development.
- Participate in the development of regional communication infrastructure.
- Advocate for attractive industrial rate structure.
- State/local code reconciliation.
- Foster cooperation between city and state agencies.
- Provide expedited plan review and inspection opportunities.

Farmers Market



Operate an Accountable, Responsive and Engaged City Government ⁽⁶⁾



New City Hall offers a one-stop-shop.

The city is increasing reliability and accountability and rewarding innovation and efficiency.

AREAS OF FOCUS

(TWO YEAR PLAN)

- Develop an improved executive summary format.
- Capital improvement plan lifecycle identification and project prioritization process.
- Ensure continued fiscal integrity/stability of the City; adopt fund balance reserve policies and periodic review/evaluation of alternative funding sources.
- Provide accurate, complete, consistent and timely information to our citizens.
- Evaluate the application of best practices to City government.
- Link the City's budget to the strategic plan.
- Track and report on issues of concern.
- Auditing.
- Independent police auditor.
- Maintain and monitor a succession plan that ensures continuity.
- Recruit and retain engaged, high quality employees.
- Perform/conduct the first city-wide citizen satisfaction survey.
- Align resources with community priorities.
- Identify community concerns.
- Deliver timely services.
- Adopt a public participation model.
- Enhance opportunities for fair and representative elections.
- Adopt a strategic media plan.
- Engage citizens and stakeholders to increase their participation, cooperation and support.
- Assign community relations coordinator duties.
- Emphasize public outreach and neighborhood outreach.
- Enhance internet based communications.
- Clarify responsibilities and involvement of community partners.

Groundbreaking for Del Rey Boulevard improvement project



Part of the satisfaction of working for a municipality is helping people, which is an important end goal of this entire Strategic Plan.

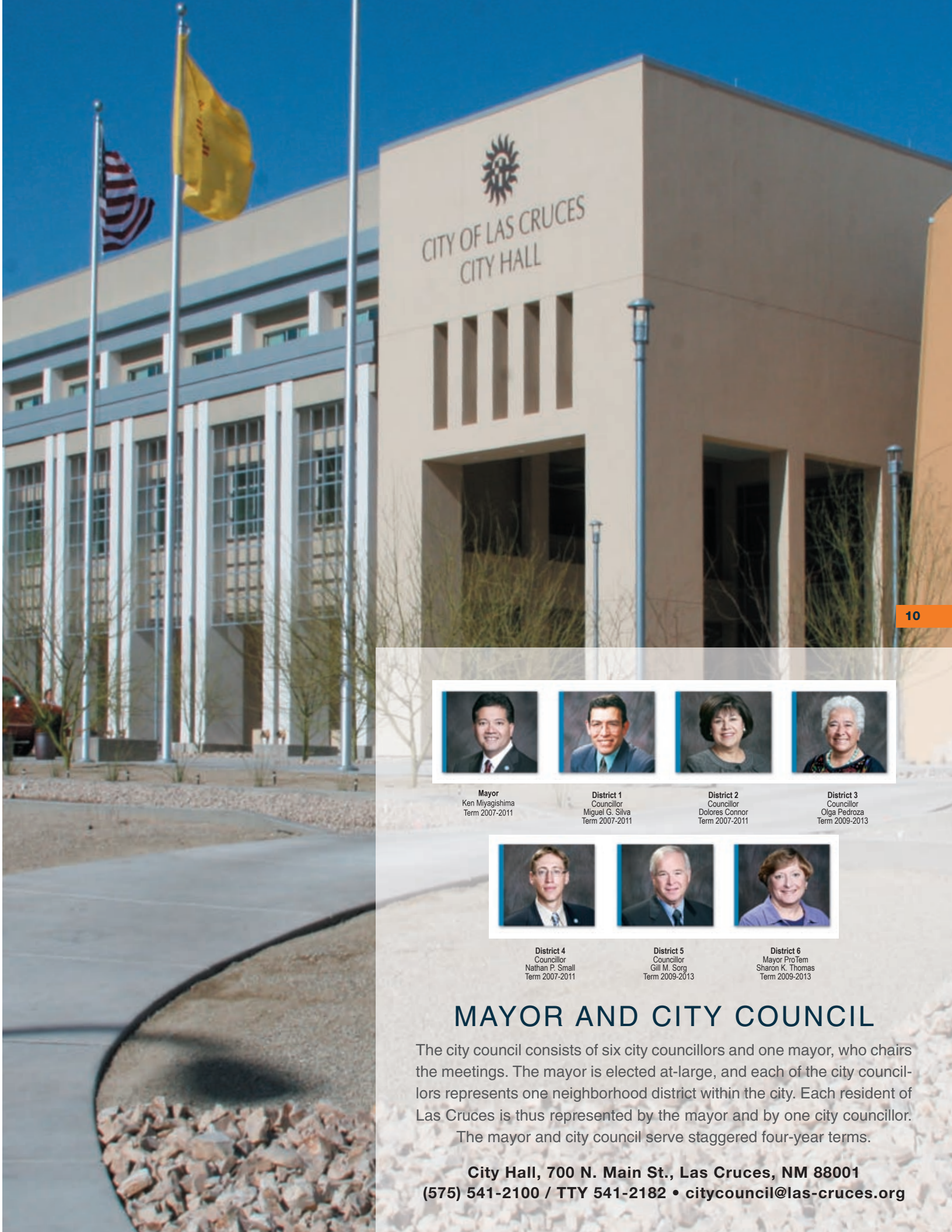
To remain engaged in this process, City employees need to understand the connection of day-to-day tasks to the City's strategic visioning. Beyond compensation exists many ways employees can attain levels of high satisfaction in the workplace. Examining the ways to give focus and purpose to employees as they conduct their job responsibilities is an on-going process, one in which the City finds itself looking toward varying tools. These may include, but are not limited to IT solutions, competitive salary offerings, recognition programs or access to training and education. We will empower our employees by providing opportunities for meaningful work.

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AREAS OF FOCUS (TWO YEAR PLAN)

- Ensure competitive wages.
- Ensure attractive benefit plans.
- Promote and increase participation in existing programs.
- Identify and utilize opportunities for public recognition of employee accomplishments.
- Foster professional development and advancement.
- Provide education, training and awareness opportunities.
- Conduct statistically valid employee satisfaction surveys.
- Evaluate and enhance creative/flexible employee work schedules.
- Empower employees by providing opportunities for meaningful work.
- Provide and promote opportunities to report and resolve matters of employee concern.
- Promote opportunities for management and staff interaction and feedback.
- Encourage and promote active wellness program opportunities.
- Maintain and implement technological solutions to enhance delivery of services.
- Provide and maintain quality facilities for employees.
- Continue to promote and support safe work environments.



CITY OF LAS CRUCES
CITY HALL

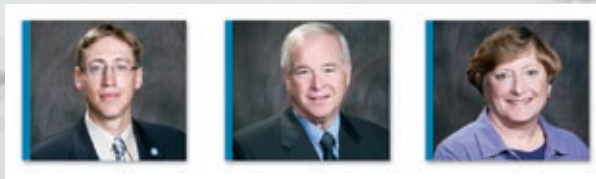


Mayor
Ken Miyagishima
Term 2007-2011

District 1
Councillor
Miguel G. Silva
Term 2007-2011

District 2
Councillor
Dolores Connor
Term 2007-2011

District 3
Councillor
Olga Pedroza
Term 2009-2013



District 4
Councillor
Nathan P. Small
Term 2007-2011

District 5
Councillor
Gill M. Sorg
Term 2009-2013

District 6
Mayor Pro Tem
Sharon K. Thomas
Term 2009-2013

MAYOR AND CITY COUNCIL

The city council consists of six city councillors and one mayor, who chairs the meetings. The mayor is elected at-large, and each of the city councillors represents one neighborhood district within the city. Each resident of Las Cruces is thus represented by the mayor and by one city councillor.

The mayor and city council serve staggered four-year terms.

City Hall, 700 N. Main St., Las Cruces, NM 88001
(575) 541-2100 / TTY 541-2182 • citycouncil@las-cruces.org

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strategic goals for the future



City of Las Cruces[®]
PEOPLE HELPING PEOPLE

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575.541.2100
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