

Strategic Plan

2014 PUBLIC REPORT: STRATEGIC GOALS FOR THE FUTURE
and 2012 – 2013 Plan Accomplishments



For more information, please visit our website at www.las-cruces.org





Our Strategic Plan

The City of Las Cruces has recognized that there are critical issues facing the community that need to be addressed. To this end, the City has developed a strategic planning process to set long-term, broad, policy-level goals to guide actions, initiatives and projects. This planning process has evolved through several stages, most recently with the completion of the 2012 plan, and now to the development of the proposed 2014-2019 plan.

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The 2014 plan is organized into four central themes that define the main focus for the City:

- **Fiscal Responsibility**
- **Service Delivery Excellence**
- **Infrastructure Development**
- **Quality of Life/
Community Identity**



Twenty-five Goals

Within these themes there are goals that represent key priorities for Council and Staff on behalf of the community. They include economic development, funding strategies, community revitalization efforts, sustainability initiatives, and organizational excellence. Specifically, the twenty-five goals in the plan are as follows:

Fiscal Responsibility

1. Foster regional collaboration and partnerships to maximize mutually beneficial outcomes
2. Develop a diverse/perpetual funding strategy for capital and operating needs
3. Provide cost-effective municipal services

Service Delivery Excellence

4. Utilize multiple forums to receive and respond to customer needs
5. Provide services and programs that are an asset to the City at large
6. Develop employee skills to exceed customer expectations
7. Provide reliable, consistent, clear, timely information to maximize decision-making and transparency
8. Improve efficiencies and effectiveness through use of best practices
9. Foster creativity and innovation
10. Cultivate ethical conduct

Infrastructure Development

11. Define the City's infrastructure policy
12. Further define "complete streets" principles
13. Provide and maintain reliable infrastructure to support community needs
14. Implement capital projects with respect to community impact, departmental and agency coordination
15. Support cost-effective energy initiatives

Quality of Life/Community Identity

16. Increase city focus on strategic job creation
17. Promote responsible, stable, and sustainable economic development
18. Adopt comprehensive plan for development and re-development of the community
19. Reduce crime and threat of crime in our community
20. Promote Las Cruces' unique identity
21. Provide municipal leadership across the state and region
22. Maintain and preserve our natural resources
23. Support neighborhood vitality and downtown revitalization
24. Improve fire protection, prevention, and emergency services for our community
25. Increase educational, recreational and cultural opportunities and amenities

Implementation of these goals will be accomplished over a five-year period through the development of an Administrative Strategic Plan to support this concerted effort. During this time, progress will be monitored to ensure that the City stays on track to meet the needs of the community and the spirit of this plan. Through the diligent oversight of the plan by City management and staff, the 2014 strategic plan will allow us to fulfill our mission to the citizens of Las Cruces.



Our Mission:
To provide responsive, cost effective and high quality services to the citizens of Las Cruces.

Las Cruces at Work for You

Our Guiding Principles are:

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

Our principles

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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, trust-worthiness, 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.



2012 Strategic Plan Themes

CITIZEN IMPACT

Strategic Objectives

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



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SERVICE DELIVERY

Strategic Objectives

- 3) Proactively Plan Our Land Use, Infrastructure, Connectivity and Transportation
- 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



Ensure a Safe and Secure Community

2012 – 2013 Plan Accomplishments

- **Achieve enhanced inner-city infrastructure programs**

Building inventory updated & assessments are being made to update the Building Assessment Model. Using Pavement Management System to track infrastructure projects completed within the entire city.

- **Achieve expanded fire safety programs**

Three certified youth fire setter intervention specialists now provide classes to at risk youth and those cited for starting fires. Currently teaching a pilot class on fire and weather safety to fourth graders. This class includes a take home “pack” for emergency purposes.

- **Achieve increased communication between PD/Fire/Council**

Collaboration achieved on response protocols. Both chiefs meet weekly at executive staff meetings and sit on the MVRDA board. Police and Fire work together on the development of the East Mesa Public Safety Complex. Monthly articles are submitted for the City Manager’s weekly newsletter to City Council.

- **Achieve Municipal League/NM Law Enforcement accreditation**

NMML evaluated LCPD August 7-9, 2013; LCPD is the first police department to become accredited on the first evaluation attempt. NMML formally presented LCPD with the accreditation in December 2013.

- **Adopt a quality neighborhood watch program including Police and Fire with website and resources**

LCPD Community Liaison Officer appointed in June 2012 is coordinating with neighborhood watch leaders and managing a Facebook page. LCFD participated in several joint community outreach programs with LCPD including meetings regarding residential fire and police safety in the neighborhoods. Fire safety information has been distributed through the Neighborhood Watch programs.

- **Assess maximum age for replacement of police vehicles**

Fleet has developed a replacement model. All police and detective units ordered for FY 13 have been purchased and placed into service.

- **Assess public safety staffing and overtime structure**

LCPD reviews staffing levels and budgetary matters at monthly Comstat meetings and makes adjustments to rosters accordingly. LCFD cost analysis of new staffing model compared to previous model has been completed. New overtime accounts were created for better tracking.

- **Complete a formal ISO evaluation**

The final report was received from ISO with notification of a Class 2 rating for the community. A presentation was provided to City Council at the December 10 (2012) work session.

- **Complete Fire Station 7 operating budget**

A grant extension request has been approved by the Federal Emergency Management Agency (FEMA). This will cover personnel costs through April of 2014 with the remainder of FY14 being incorporated into the General Fund budget through a mid year adjustment.

- **Complete microwave system governance proposal to MVRDA Board**

Review was completed by the Interoperable Communications Committee and the draft was presented to the MVRDA Board at their May meeting. Provided a separate document for agencies to apply to use the MVRDA Microwave Network.

- **Complete plan for East Mesa Public Safety Complex**

Draft of Phase I Environmental Site Assessment, Cultural Resources Survey, and Biological Surveys turned in to CLC on Sept. 19. Design phase of services is underway. Anticipated completion: Summer 2014.

- **Complete recruitment for the 42nd Las Cruces Police Academy**

13 cadets graduated on 01/04/13; 8 remain. 43rd Academy is in session with 18 cadets remaining and are due to graduate on 1/24/2014.

- **Complete site selections for fire stations 9 & 10**

Two sites on Elks Drive and two on Sonoma Ranch Blvd. (north of highway 70) have been identified for possible location of Stations 9 and 10 respectively.

- **Complete tactical operability plan for communications between DAC Fire & Emergency Services and LCFD**

Communication plan has been developed; the use of a Unified Command system at Mutual Aid Incidents with each agency lead communicating with their own personnel will be employed until such time as DAC Fire is able to upgrade their communications system.

- **Complete transition to new staffing model**

Contract negotiations have not been finalized, however initial implementation has occurred with the opening of Station 7: 9 personnel were hired as opposed to 15. Once a contract is approved, full implementation is expected with the opening of Fire Station 8.

- **Continue support for public safety programs**

The City has fully funded capital projects and capital equipment replacements for both Police and Fire. Additional planning has been put in place to focus on growing needs for both departments. Training academies are in full swing to meet staffing needs.

- **Continue support of 1.5-2.5 officers per 1000 residents**

Thirteen cadets graduated on 01/04/13. The 43rd Academy is in session, 18 cadets remain. Two (2) lateral hire officers are in the hiring process. Current staffing: 171 as a result of seven (7) retirements during quarter.

- **Continue to implement repairs/renovations at Police Department facility**

Received new carpet to correct trip hazard in June 2013. The HVAC system was repaired earlier in the year. LCPD’s record section is currently under renovation (December 2013).

- **Continue to support advanced technologies to increase efficiencies for Police & Fire**

Implementation of mobile applications in LCFD has been completed to include identification of equipment/software. LCPD implemented automated scheduling software and is monitoring its effectiveness. LCPD, DASO, MVRDA and LCFD are researching a new records management system for future purchase.

- **Continue to support community engagement**

Monthly participation at the Local Emergency Planning Committee, Airport Advisory Board, Capital Improvement Advisory Committee. PD conducts community crime education presentations, Ident-A-Childs, and participates in DARE and Every 15 Minutes. Community Liaison developed an educational/awareness report to be distributed as appropriate to LCFD/LCPD staff, City Council and CLC staff.





- **Establish publication of Compstat information**

Crime statistics are reported to the FBI monthly, and included in LCPD's Annual Report. This information is available to the public through news releases, Nixle, Facebook posts, LCPD's website, as well as from LCPD Crime Analyst and Community Liaison Officer.

- **Establish refined East and West Area Command deployments**

LCPD discusses staffing levels at monthly Compstat meetings, and makes adjustments to rosters accordingly. LCPD's last staffing revision took place during the annual shift change on 07/14/13.

- **Establish vector control educational material and deliver through City billing system**

The flyer was completed and distributed with utility bills; staff began publishing the information in the Sun, Bulletin and Pulse in July 2013.

- **Evaluate citizen review and oversight plan**

PERF presented an update before Council on 05/13/13. The year 3 final report was submitted to the City Manager on 07/16/13. LCPD continues to send files to PERF for review.

- **Evaluate implementation of advanced life support (ALS) engine companies**

Deployment model for ALS personnel (AEMT and Paramedics) to provide ALS service from engine/truck companies finalized December 2012 and implemented as of January 1, 2013. Evaluation of the deployment model completed. Current staffing practices related to paramedic personnel being drafted. Data collected, changes in the model are being evaluated.

- **Evaluate information flow to include appropriate follow up**

LCPD conducts daily patrol briefings, weekly staff meetings, monthly Compstat meetings, and monthly meetings between the Chief and LCPOA. LCFD conducts staff meetings twice a month and crew meetings with the Fire Chief every six months. Chief officers visit stations on a regular basis to be accessible to personnel. At LCFD a graduate student from NMSU administered a survey which evaluated various communication methods.

- **Evaluate Police server D.I.M.S**

DIMS server upgrade completed Oct 2012.

- **Evaluate public safety notification processes**

City PIO has provided initial training on use of the Las Cruces Notification System. LCPD uses Nixle and Facebook to send out public safety information/alerts, and works with community media organizations. LCPD's Facebook subscriptions increased to 4213 from 3968 last quarter.

- **Evaluate response models**

LCFD: Implementation of squad unit during peak hours as a pilot program began in Fall 2013. Changes implemented at MVRDA related to call types and number of units dispatched; initial dispatch to some call types has been eliminated. LCPD was awarded a federal grant to implement "Evidence Based Policing" and grant employee hired to collect data.

- **Evaluate the expansion of the gang unit**

Current staffing levels do not allow for the expansion of the Gang Unit. This will be continually reevaluated as we near our maximum staffing levels. May be reassessed with the annual July shift bids.

- **Implement full time community liaison to include Police and Fire**

LCPD appointed a new Community Liaison Officer in June 2012. This officer coordinates with neighborhood watch leaders to build the network and manages a Facebook page. LCFD participates in a variety of community events and numerous station tours and presentations.

- **Implement lapel cameras for police officers**

120 cameras have been issued, 40 more are on order as back-up. Traffic is evaluating a new system incorporated into sunglasses.

- **Implement monthly crime evaluation**

LCPD discusses crime statistics at monthly Compstat meetings. LCPD also prepares monthly Uniform Crime Reports for the FBI.

- **Promote collaboration between PD/Fire**

Collaboration achieved on response protocols. Both chiefs meet weekly at executive staff meetings and sit on the MVRDA board. Police and Fire work together on the development of the East Mesa Public Safety Complex and coordinating efforts for National Night Out. The two agencies are working on an active shooter response guideline.

- **Promote community knowledge and neighborhood awareness**

The City community liaison has worked with both LCFD and LCPD to build a searchable database that personnel can use in identifying resident neighborhood leaders and contacts to help facilitate education and better communication.

- **Promote emergency preparedness and disaster response for elder and disabled residents**

Informational pamphlets have been developed and distributed throughout the community. Presentations to Seniors about emergency preparedness have started and will continue to be provided at the Senior Centers.

- **Promote recognition as a satellite training location for state fire academy**

The New Mexico Firefighters Academy does not recognize satellite locations within the State. Our facility can be approved for state certified training to include Firefighter I and II Certification.

- **Promote special assignments/ specialized knowledge**

LCPD sponsored a Leadership in Police Organizations (LPO) class in January 2012. NMDPS-mandated biennial training was conducted in September 2012. For LCFD, total of 14 advanced training classes provided this fiscal year including (1) specialized hazardous materials training and (2) specialized TRT trainings.

- **Support County efforts to establish a Crisis Triage Center**

DAC has taken over the construction and future operating costs for the facility. This item will no longer be a city project priority. The City will assist with operations within a new fee policy.

- **Support expanded community policing efforts**

Area Commanders and new Community Liaison Officer have been appointed. Additionally, there are plans for annual area command meetings, 24 POP projects, 100 Impact operations, 6 Mobile Operations Center projects, and 2 warrant round-ups.

- **Support expanded proactive Codes Enforcement and Animal Control activities**

Annually- conduct 18 neighborhood sweeps, 10 bike rodeos, 25 school presentations, 5 hoarding presentations, 12 bite prevention presentations, 12 care and maintenance presentations, 5 animal cruelty presentations, and 12 responsible pet ownership presentations.

- **Support improved equipment for EMS**

Evaluation of defibrillator models is completed and replacement of the aging defibrillator units is in progress. Identification of EMS training equipment for purchase and replacement is completed and purchases will occur in the last quarter and next fiscal year.

- **Update false alarm ordinance**

The new ordinance was signed into law on 01/24/13. No fines will be assessed until 08/01/13. MVRDA is responsible for managing the program.

Acknowledge and Promote Our Community Identity

2012 – 2013 Plan Accomplishments

- **Assess accuracy of museum attendance tracking**

New digital counters have been installed at all museum entrances, except for Railroad Museum, which will continue to rely on hand counts.

- **Assess effectiveness of “Stay Sunny” CVB campaign**

The CVB “Stay Sunny” campaign was determined to be ineffective and a rebranding was completed: “Las Cruces Explore, Experience, and Discover”. All materials and programs have been updated to reflect the new brand and will be used for all marketing efforts.

- **Assess quality of life GRT**

Projections for the amount of revenue that dedicated funding would achieve are complete.

- **Complete a master plan for Senior Programs**

This project will be partnered with Phase II of the City’s Comprehensive Plan update being coordinated by the Community Development Department.

- **Complete East Mesa Sage Café**

Food contractor is under lease with the City and Senior Programs, Library, and Parks and Recreation started providing services in November 2013. Facility is open for City services on Tuesdays, Wednesdays, and Fridays.

- **Complete the second floor of the Aquatic Center for recreational programming**

2nd floor was opened to the public 7/16/12 and programming is underway. Continue to permanently place equipment and will upgrade flooring in equipment area.

- **Continue to implement community garden programs to teach gardening basics**

Gomez garden and Munson garden were opened to the public; partnerships were formed with NMSU, Master Gardeners, and Department of Health for these ongoing activities.

- **Continue to implement integrated affordable housing recommendations**

Authorization to establish land bank approved, acquiring parcels, and program being drafted. Drafted amendments to Zoning and Fair Housing Ordinances. Established housing trust fund and pursuing funding source. Fair Housing Ordinance approved by CC on Dec. 16th.

- **Continue to promote Parks & Recreation program awareness**

Developed new advertising campaign with JEM Media at no cost to the City. Expanded awareness via social media. New web-site went live 9/14/12. Established Desert Youth Magazine and Newspaper, and Desert Generations Magazine (Seniors).

- **Continue to promote Salsafest & other downtown events**

City promotes existing and new events such as relocating the Electric Light Parade to Downtown and adding Holiday Light Display (El Paso Electric). City to continue Downtown Christmas Tree lighting ceremony. Farmers & Craft Market now back in entire 7 block area of Downtown.

- **Continue to support downtown partnership and adjacent neighborhood associations**

Renewed two year agreement on July 1, 2013 with increased level of funding.

- **Establish city/community comprehensive art policy**

Art Board has been created and is meeting monthly. Policy has been written. Pending Council approval - early spring.

- **Evaluate the hiring of a full-time community relations coordinator**

Position filled as of March 4, 2013.



- **Implement expanded and additional recreation opportunities**

Additional fitness classes introduced, expansion of youth leagues and tournaments, introduction of youth soccer for children with disabilities, adult Pickle Ball league, Gaming Conference, swim team program and collaboration with LC Aquatic Club. Coordinated 1st annual City/County Wellness Kickball Tournament. Mobile Teen Unit has been ordered.

- **Promote awareness and usage of Branigan Library and its programs and materials**

Continue monthly Library blogs, radio advertising, weekly advertising in Bulletin, monthly radio interviews, and installed a digital display monitor giving daily library programs and events.

- **Promote community knowledge for staff**

Inventory of sources for information of neighborhood assets is complete and will be periodically updated. An assessment of distribution processes to inform CLC staff is complete and has been implemented.

- **Support downtown Arts and Culture District designation**

DLCP was pursuing State Cultural District designation, however decision to self-designate first is the new focus by end of 2013. CC action is proposed in Dec. 2013. State designation efforts will follow in 2014.

- **Support downtown revitalization efforts**

Designated liaison to DLCP. Facilitated master developer for City owned parcels. Implementing and administering TIDD projects. Monitoring Camunez building utilization. Pursuing development of SmartCode.

- **Support public/private partnerships to leverage funding**

Considerable progress has been made with the downtown Las Cruces partners where specific deliverables and projects have been identified and prioritized. The LCCP is assessing plans to put the old city hall into full operation.

- **Update downtown farmers market agreements**

Farmers and Crafts Market of Las Cruces Inc. (non-profit) MOA was approved by Council on 4/1/13. Control pursuant to agreement turned over to FCMLC 7/1/13.

- **Update historic Mesquite overlay**

Completed a draft of proposed changes based on meetings held with neighborhood groups and members. Necessary administrative amendments of code provisions were approved by Council on 5/6/13.

- **Update master library plan**

New Library Mission Statement and logo have been adopted. Master Plan has been reviewed and updates are awaiting finalization of new Strategic Plan for the entire Community & Cultural Services Department.



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

Proactively Plan Our Land Use, Infrastructure, Connectivity and Transportation

2012 – 2013 Plan Accomplishments

- **Achieve improved GIS functionality**

GIS Strategic Plan has been approved by GIS Policy Cmte. Developing new information products consistent with GIS Strategic Plan. Hiring for department analysts is complete.

- **Adopt film industry policy including use of city property**

Determined that film liaison position will be moved to the Economic Development section within Administration. Draft policies will be transferred to new personnel when hired.

- **Adopt mixed use neighborhood policies**

100% complete for development activities submitted for review in context to existing policy and code provisions. Council work session was held on 10/22/12 with consensus to move forward as presented and approval of Admin. Update of Comp Plan was on 11/18/13.

- **Assess additional public transit options**

Council approved U-pass program with NMSU for 2013-14 school year and agreed to continue supporting Alamogordo-Las Cruces Z-Trans route and the South Central Regional Transit District.

- **Assess Fleet vehicle and operational efficiencies**

Oil life study is complete; interval has been extended for some vehicles. Streamlining of internal processes continues, including improved work order tracking, development of additional pricing agreements, clean up of outdated databases and review of the fueling system.

- **Complete Comprehensive/Area Plan update strategy**

Scoping efforts for two phase work program has been established and identified within a Public Participation Plan. Inter-departmental working group convened and began reviewing the various elements of the 1999 Comp. Plan for administrative update. Phase II has begun with Vistas Blueprint underway.

- **Complete downtown parking plan**

Project contract has been amended to allow additional parking count collection and to develop a parking study update for the downtown. Study update was adopted by CC on 4/15/13. Parking plans to be vetted next strat plan cycle.

- **Continue to evaluate and address airport infrastructure to ensure continued viability**

NMDOT-Aviation implementing a state-wide pavement maintenance program for all GA airports; City has participated in this evaluation. Airport infrastructure needs will be identified in the City's CIP.

- **Continue to implement Corridor, Neighborhood & Community Blueprint plans**

Community Blueprint template adopted 6/6/11. El Paseo Corridor plan approved by Council 6/18/12. East Mesa Blueprint was approved by CC on 10/7/13.

- **Establish bicycle facilities and infrastructure**

Priority projects are ranked/updated with each CIP cycle. Safe Routes to School projects also include bicycle facilities/infrastructure. Staff works to identify and install additional bicycle facilities on roads undergoing pavement maintenance. MPO Bicycle Priorities Facility Plan is utilized for streets maintenance and operational projects.

- **Establish Transportation department strategic plan and goals**

Complete.

- **Evaluate broadband microwave connectivity opportunities**

IT has been successful in using microwave technology in those places where it was not economically feasible to run fiber optic cabling. A backhaul is in place on A-mountain and a second is being installed at Utilities.

- **Evaluate innovative transportation to spaceport/airport/university**

Trial implementation with NMSU/DACC for universal transit access plan initiated and proving successful. Will continue to target transportation opportunities to key destinations in the region.

- **Evaluate MOU to share standardized GIS databases in the region**

GIS staff has worked out a process for sharing data with DAC via ftp site and has met with Dr. Chris Brown of NMSU to discuss cooperative exchange of information between CLC and NMSU. Populated a data clearinghouse at NMSU with CLC data. Regional GIST User Group is being pursued to seek bi-national involvement in GIS issues.

- **Evaluate MOU with LCPS for school sitings**

School siting committee meetings are held quarterly to discuss common interests. City and County have agreed to consider changing the ETZ model in order to establish a regional planning commission which may incorporate these school siting planning efforts.

- **Evaluate opportunities to manage underutilized or abandoned buildings**

Land use inventory complete. Base data collected will aid in determination of magnitude of the issues. Policy and/or actions to be addressed in Phase II 1999 Comp Plan update as deemed prudent.

- **Evaluate park location deficiencies**

The Parks and Recreation Master Plan identified gaps in services; additional analysis ongoing.

- **Evaluate Parks & Recreation policy (Master Plan update)**

Reached consensus with CIAC and brought forward a recommendation to Council for approval. Council approved increase in fees and approved master plan as presented June 2013.

- **Evaluate the facility needs of Convention & Visitors Bureau**

Facility needs have been determined. Will present all options to City Council at their June 9, 2014 work session providing options and seeking direction on necessary next steps.

- **Evaluate transit corridor zoning**

MPO staff facilitated the hiring of HDR Consultants to prepare the Long Range Transit Plan which was adopted 2/12. HDR analyzed 14 priority transit corridors to determine where future transit infrastructure investment should be placed, considering zoning/land use Implementation will be ongoing through development review.

- **Evaluate transit fares**

The \$1 fare increase has not been a deterrent based on ridership. City Council approved Resolution 14-041 on 9/12 to establish U-pass program which allows NMSU students to ride transit fare-free. Charging fee to non-ADA qualified seniors on Dial-A-Ride not feasible at this time.

- **Implement complete streets policies**

Both Comprehensive Plan update and ordinance creation via Design Standards update seek to apply concepts. Draft discussion held 4/13. Design Standards draft language anticipated by end of FY14.

- **Implement infrastructure management strategy**

Currently using Building Assessment Model & Pavement Management System program to manage & prioritize projects. Updated pavement program to generate reports and assist staff to generate the annual ICIP and preventative maintenance lists.

- **Implement Intelligent Transportation System (ITS) improvements**

Transit AVL contract approved by Council on 9/3/13 and Notice to Proceed was issued. Traffic mgmnt. software will be implemented as part of NMDOT US 70 project between Chestnut and Solano. STOP funding identified for ITS infrastructure installation on major corridors.



- **Implement new median landscaping strategies**

Draft language of landscape ordinance within Development (Design) Standards was reviewed by CC at a work session on 11/25/13. Median related strategies are being incorporated into draft.

- **Implement preventive maintenance program for sidewalks and drainage facilities**

Drainage: Equipment upgrades at Rosedale/Chestnut/Quesenberry pump stations underway. Sidewalks: 1500 feet and \$180,000 of ADA improvements/repairs made to various sidewalks/drive pads. SRTS project scoping is complete, proceeding through for construction.

- **Implement school libraries open to public use**

On hold due to LCPS concerns regarding public access. Library mgmnt continues to evaluate effectiveness of partnership, including providing older/outdated material to LCPS to use as they see fit.

- **Implement street & traffic signals enhancements**

Battery backup/preemption installed for signals on all major intersections. Emergency preemption in place for all major traffic signal zones except Main at Solano, Madrid and Spitz pending NMDOT intersection improvements in that area.

- **Promote airport partnership opportunities with Spaceport America**

Economic Development representative is attending all Spaceport-related meetings. Spaceport leadership not in a position at this time to officially designate Las Cruces Airport as an "official gateway."

- **Promote connectivity to state bike trail along Rio Grande**

Connectivity is reflected on the systems map. Outfall channel trail recently completed and Town of Mesilla pursuing connection through their jurisdiction.

- **Promote mixed use planning for the West Mesa region**

In consideration of the 1999 Comp Plan update (Phase I), sector planning areas identified the West Mesa planning consideration in Phase II work programming. CD staff have collectively reviewed the preliminary draft of the WMIP Master Plan and provided feedback.

- **Promote redevelopment incentives (infill)**

Review of development proposals for infill opportunities occurs regularly and is an option discussed for improved benefits to both developer and City alike. Draft ordinance amendments that further infill and affordable housing opportunities are being evaluated and finalized.

- **Promote safety initiatives for City fleet**

Safety equipment has been installed on the City fleet. Appropriate safety checks are always performed on vehicles brought in for service.

- **Promote traffic calming technologies**

Digital speed indicators implemented along Sonoma Ranch and considered for McClure. Speed tables considered along Boutz. Neighborhood Traffic Calming Program continues to be implemented.

- **Promote urban agriculture and conservation easements**

Review of peer comprehensive plans completed. Administrative update of Comp Plan recommended for approval by P&Z 9/13. Inclusion of related policy and/or reference in both comp plan phase efforts is anticipated. Council approved Admin. update 11/18/13.

- **Support expanded public transportation**

Trial implementation with NMSU/DACC for universal transit access plan initiated and proving successful; 1st semester ridership numbers how a 14% increase. Attend regular SCRTD and TAB Board Meetings. Accumulated/analyzed data to institute transit performance measures.

- **Support integrated regional map for bi-national planning**

GIS staffs continue to work toward greater involvement in a regional GIST User Group seeking participation of various outside agencies including NMSU, Juarez, El Paso and other entities. Objective that speaks to agency collaboration is in draft strategy.

- **Support investment in existing neighborhood infrastructure**

CDBG allocation of the stated amount has been approved for HVAC improvements to the St. Luke's facility. Improvements are awaiting design efforts that are the responsibility of the non-profit group.

- **Support regional planning efforts**

Staff attended the El Paso District/Santa Teresa-Chihuahua Border Master Plan Meeting, spearheaded by the El Paso MPO, as it related to border influences impacting infrastructure needs at ports of entry and primary transportation corridors. Continued participation in JLUS, SLO and Camino Real local and regional planning initiatives.

- **Update development, construction & building codes**

Council adopted 2009 edition of building codes on 10/1/12. Erosion (Dust) Control, Traffic, Outdoor Lighting, and fences/walls standards are complete and approved by Council. Landscaping final draft complete. Subdivision section under "industry" review. Present focus is on off-street parking, terrain management and complete streets.

- **Update voluntary assessments for septic tanks**

Lantana Estates Phase 1 Completed. Lantana Phase 2 Under Development with \$321,000 legislative grant expected.

- **Update wastewater ordinance**

Draft ordinance is being reviewed.

Protect and Promote Our Natural and Energy Resources

2012 – 2013 Plan Accomplishments

- **Assess and implement water conservation/water reclamation opportunities**

Waiting for review and acceptance of the Conservation Plan by the State Engineer.

- **Assess carbon credits/offsets available**

Researched the carbon market of other cities/regions and determined it was not a feasible pursuit at this time.

- **Assess renewable energy opportunities (electric cars)**

Fleet arranged the loan of an electric maintenance vehicle for Parks. Fleet will continue to assess budgetary impact for hybrid and electric vehicles purchases for the light duty fleet for FY14.

- **Assess trombe (black) wall heat transfer demonstration project**

The consulting architect for the Castaneda Service Center renovations is including the design of a Trombe Wall in their scope of work as directed by Facilities Management.

- **Complete the Arroyo Plan**

Peer review of draft is complete. Industry review underway. Draft posted on web. Staff anticipates public meeting 2/14 with P&Z consideration in April/May.

- **Complete the natural gas master plan**

Completed and accepted.

- **Continue implementation of Las Cruces dam project**

Completed implementation of the steps to establish an ecosystem restoration project in the Las Cruces Flood Control Dam pool area.

- **Continue to implement Burn Lake initiatives**

Relocation of trees to Burn Lake and soccer field lighting are complete. Construction of ADA ramps, a parking facility, and a picnic facility went out to bid with lowest responsive bidder identified 10/13. Award scheduled for 2/14.

- **Establish pollution prevention measures**

Public Works Project Development created a baseline calculation via EPA Storm Water Calculator to determine the City's capacity to capture and detain rainwater.

- **Evaluate solar collectors as charging stations**

Grid-tied Sanya Sky Pump was installed at Museum of Nature and Science to power a GE WattStation and LED street lamp.

- **Evaluate solar energy opportunities**

Utilities completed Solar Energy Feasibility Study for Jacob A. Hands Waste Water Treatment Plant. It is not fiscally feasible to complete this project at this time. Utilities also evaluated East Mesa Reclamation Plant as a potential site.

- **Evaluate wildlife/urban interface**

Arroyo Plan and related policy has been drafted, through peer review and is presently under "industry" review. Public Meeting scheduled for 2/14 with P&Z consideration set for April/May 2014. Interface concept to be identified as part of Development (Design) Standards update.

- **Implement appropriate green infrastructure initiatives and codes from conference**

Landscape Architect, Sustainability Officer, and other CLC staff have incorporated green infrastructure policies in Design Standards under review. Initiatives can also be found in various City landscape designs, especially around LEED-certified buildings and are highlighted in sustainability newsletters.

- **Implement enterprise level power management controls for City computers**

IT worked with vendor to provide a centralized power management solution. Pilot study showed 15% reduction in power usage. All desktop computers are now running the PM client; advanced profiles applied 1/14.

- **Promote community engagement with natural and energy resources**
Sustainability officer presented on the NM Cities Sustainability and Renewable Energy panel with Santa Fe City/County and Corrales at the 3rd annual Renewable Energy and Clean Technology Conference 10/13.

- **Promote community outreach efforts for energy conservation**

Sustainability newsletter promotes the City's energy conservation efforts. Outreach events take place throughout the year, including Earth Week activities.

- **Promote expansion of regional recycling program**

Working with Dona Ana and Sierra Counties, the cities of Anthony, Sunland Park, T or C and NM State Parks on recycling efforts.

- **Promote protection of public lands**

Agreement executed. Joint planning committee has been established to identify common interests and future projects. Four meetings held, will continue quarterly. Last mtg. held was a general discussion on Vistas at Presidio, Metro Verde and Mesa Grande ROW.

- **Promote the beauty of the Organ Mountains**

Resolution to establish Organ Mountains National Monument proposed 7/12. CVB using Organ Mountains in numerous advertisements. City Admin promoting use of photos in various publications.

- **Support commercial renewable energy & efficiency**

Issued over 736 construction permits for solar projects. Energy systems at MONAS and city hall. Participate in El Paso/Southern NM Regional Clean Energy Initiative and NM Green Chambers Renewable Energy & Clean Technology Conference. Lease city land for 2 utility scale solar generation projects.

- **Support food shed policy initiatives**

Sustainability officer is the City's representative on the Food Council. The Food Council is tasked with recommending local food policies and actions that focus on access, production, distribution, and consumption.

- **Support glass recycling efforts**

Board presentation was positive. Working on procurement of Glass Crusher.

- **Support HUD sustainable communities grant**

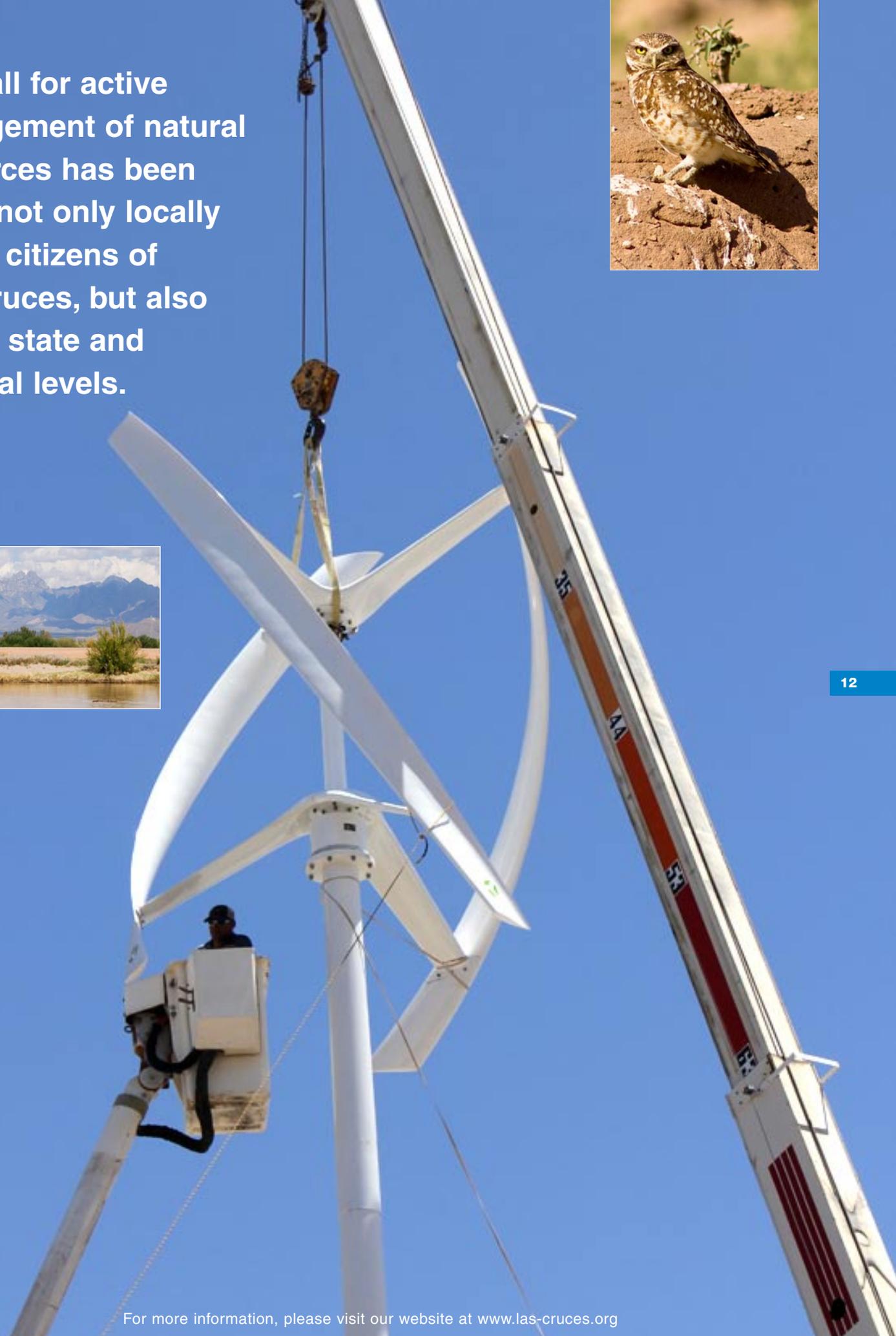
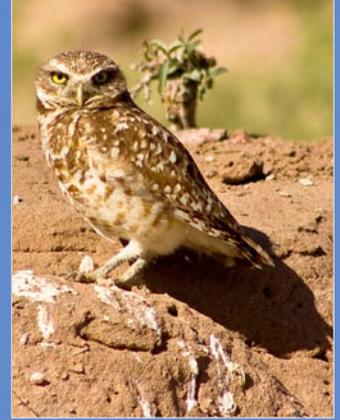
Staff attended the El Paso District/Santa Teresa-Chihuahua Border Master Plan Meeting, spearheaded by the El Paso MPO, as it related to border influences impacting infrastructure needs at ports of entry and primary transportation corridors. Continued participation in JLUS, SLO and Camino Real local and regional planning initiatives.

- **Update water policy advisory council**

Legislative request not awarded. Alternative funding sought.



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.



2012 – 2013 Plan Accomplishments

- **Achieve continued fiscal integrity**

New external auditing firm has been contracted to perform the City's annual audit; their presentation to the Council noted fiscal integrity and financial soundness. Recent public disclosure of the City's bond rating provides evidence of sound financial management.

- **Achieve enhanced Financial Services effectiveness**

Identified changes to improve processing of new vehicles. Changed cashiering processes to accommodate Utility collection efforts. Working with El Paso Electric to streamline electronic billing/payments. Initiated a department purchasing card process to better manage monthly purchases. Purchasing process evaluation will take place in FY14.

- **Achieve finance report for citizens**

PAFR (Popular Annual Financial Report) was completed and released via City Managers newsletter and website posting 1/14.

- **Achieve improved website usability**

Requirement definition is complete. Design is starting in 1/14. Content authoring process has been improved by implementing the page editor tool which is simpler to use. New website scheduled for completion FY14.

- **Assess DWI/DV Prosecutor Grant Program with the DA's office**

FY13 statistics show value of program: 94% DWI conviction rate; 73% domestic violence (DV) conviction rate (DA reports yearly by contract.)

- **Assess liquor license/special dispenser permit application for adherence to State laws, rules and regs**

Applications received were reviewed to maintain compliance with state law. 52 resolutions went before Council; 126 special dispenser permit applications were processed.

- **Complete a request to consider solid waste rate case**

Rate Case has been filed; preparing for hearings.

- **Complete analysis for local preference procurement**

Appropriate changes to the City Procurement Code were prepared, and the ordinance amending the City Code was approved by Council.

- **Complete campaign financing policy**

Proposed ordinance first reading 1/13; with scheduled adoption 2/13; defeated. Work session held 3/13. Took ordinance back to Council for first reading on 5/13. New Campaign Code was adopted on 5/13.

- **Complete citizen satisfaction survey**

Survey conducted late November and early December 2012. Surveys returned 1/13, presented 2/13.

- **Complete expanded staffing of Internal Audit**

Utility Auditor hired FY 13 to meet needs of Utilities department.

- **Complete gas rate case filing**

Completed

- **Complete implementation of "One Stop Shop"**

Examined various development review processes, reports, presentation formats and information distribution methods for use in efforts to improve clarity and efficiency. Outreach is in process and presently involves HBA and the Greater Las Cruces Chamber of Commerce.

- **Complete report card on the strategic plan**

Accomplishments for Strat Plan 2010-2012 have been completed and compiled into a detailed report presented online and in print. Quarterly reports for plan goals 2012-2014 were distributed to Council.



- **Complete review of Parks & Recreation Fees and Charges/
Facility Use Policy**

Fees and Charges/Facility Use Policy is updated yearly and adopted by Council. Process begins in 2nd Quarter. Last approved by Council 4/13.

- **Complete vehicle seizure hearings**

292 hearings were scheduled within 10 days of request.

- **Continue to assess civil litigation and contract counsel**

Litigation received was timely reviewed. 22 lawsuits remained in house; 5 lawsuits were assigned to contract counsel.

- **Continue to promote accurate, timely information**

Weekly newsletters from the CM include topics of interest. Quarterly project and financial reports are being made available with ever increasing degrees of data. Use of notification systems (Nixle) has made it possible to send very timely and updated messages to select recipients.

- **Evaluate enforcement of municipal codes**

LCPD Codes Enforcement sends warning letters to violators, giving them a 7-10 day period to correct the violation. If the violator does not correct the problem, Codes will issue a citation. Most codes violations will be dismissed if the violator corrects the problem by the time of trial.

- **Evaluate resource alignment with community priorities**

Although there have been limited available resources to allocate outside of ongoing operational needs, as part of the two budget cycle City administration has ensured allocation of resources to align with Council/community priorities.

- **Evaluate the integration of the budget with the Strategic Plan**

FY13 was developed in conjunction with the development of the Strategic Plan. Quarterly budget status reviews include a review of strategic plan progress. Development of the FY14 budget included a review of potential budget decreases and/or increases tied closely with departmental Strategic Plan goals.

- **Implement audit recommendations to enhance the effectiveness and value of City operations/services**

60% of original audit plan complete. Due to vacancy, audit plan on hold.

- **Implement best hiring and performance practices**

System implemented; common review date appraisals launched and 70% complete; anticipate launching anniversary date appraisals (Blue Collar, LCPD, and LCFD) in the coming weeks

- **Implement City Watch**

System is operational and marketing/citizen sign-up ongoing.

- **Implement community input tracking**

Inquiries are tracked through "Askthecity.org" and a database is maintained. Information provided to Council and City staff quarterly and upon request.

- **Implement dust control ordinance**

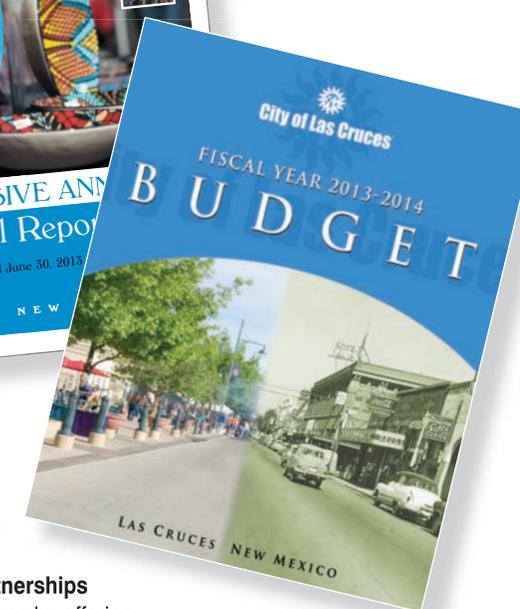
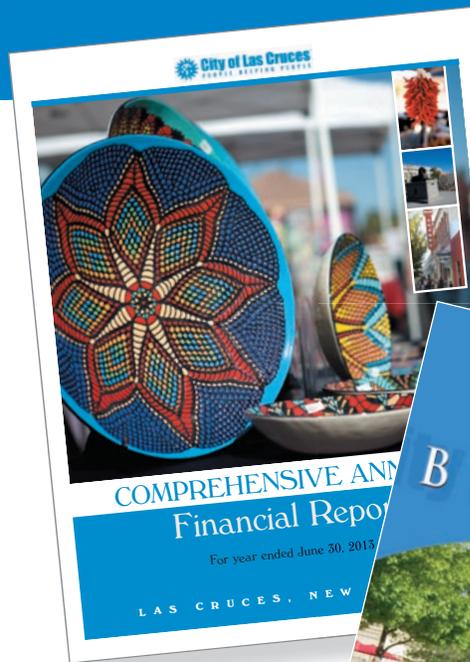
Ordinance was adopted by City Council on 7/12. Environmental Compliance Officer has been hired and is actively pursuing complaints and conducting development reviews for compliance.

- **Implement enhanced election process**

Coordinate with DAC Bureau of Elections office. Locations of potential convenience centers were identified and presented to Council 5/13. Locations were reserved and used for the 11/13 Election.

- **Implement enhanced media technology to improve community access and involvement**

Granicus media encoder now operational. Allows viewers to watch Council meetings live on all operating systems and mobile devices. Brightcove media platform also operational. Allows users to access CLC-TV video programs online.



- **Implement enhanced revenues through advertisement and partnerships**

Ability to increase revenues by offering advertising opportunities at our facilities and web page approved; identifying community businesses. Job description for Marketing position within Parks & Recreation complete.

- **Implement records management options and enhancements**

Laserfiche- upgraded; Records Management Module was installed; Agenda Management - information list of drafters and approvers sent to Granicus. Training has been delayed to latter FY14 at staff's request.

- **Promote and coordinate neighborhood groups**

Web page update in place reflecting approved Proposed Development Notification Policy provisions (11/14); 19 registered "neighborhood entities" on web page. Zoning and Subdivision Code amendments regarding neighborhood group involvement via early notification was approved on 8/13.

- **Promote awareness of value of City programs/services**

Both CLC TV programming and Nuestra Gente are focusing on city services and employees. Finance has developed a Citizen Centric financial report. Website promotes City activities/programs/projects.

- **Promote enhanced communication between City departments**

Staff meetings held regularly to review issues and processes; comprehensive communication plan under development; report on employee issues reviewed by executive staff; leadership program established and develops cross functional communication opportunities.

- **Promote public engagement with the sustainability coordinator**

Sustainability Officer gave presentation at Green Chamber of Commerce and tabled at NMSU Campus Sustainability Day on 10/13. Promotion of Earth Week activities continues.

- **Support community outreach, engagement, and education**

Community Liaison position filled 3/13. Las Cruces Notification System up and running, ICMA Community Survey has been distributed and final report received 1/13.

Foster a Vibrant Economic Environment

2012 – 2013 Plan Accomplishments

- **Achieve customer friendly, enhanced business permitting process**
Staff has examined various development review processes, staff reports, presentation formats and information distribution methods to improve clarity and efficiency. Outreach is in process and presently involves HBA and the Greater Las Cruces Chamber of Commerce.

- **Achieve downtown public/private partnerships**
Ongoing partnerships with Downtown Las Cruces Partnership, Dona Aña Arts Council, New Mexico Main Street, Las Cruces Farmers Market, and Las Cruces Community Partners. Helping businesses understand the Metropolitan Redevelopment Area funding opportunities available.

- **Achieve impact fee compliance**
Assessing and collecting impact fees upon issuance of building permits. Fee collection takes place as applicable.

- **Assess City role in dropout prevention**
City Manager actively participating and on the board for “The Bridge” of SWNM. CM also on LCPS Foundation board. City’s role is one of support and collaboration. Also use operation Weed N Seed as well as after school programs to encourage students to stay on track.

- **Assess downtown zoning opportunities**
Agreement with Downtown group has been executed; staff facilitates information requests as necessary. Consultant completed charrette to determine downtown needs and feasibility for form-based code. TIDD Board requested SmartCode development for DT area on 1/13/14.

- **Assess East Mesa Business Park locations**
East Mesa area includes 1,820 acres zoned and sized appropriately for development of a business park. Private opportunities – Several parcels in Sierra Norte area appropriate for development. Public land opportunities - coordinate with BLM and State Land Office on a regular basis.

- **Assess opportunities to trade/leverage WMIP land**
Identified location and value of available industrial park properties. Promote LEDA incentives and work with State Land Office to leverage their west mesa lands. Monitor opportunities to acquire public or private lands in city at large in exchange for west mesa land.

- **Continue to promote Las Cruces as a tourist destination**
Established a new brand focused on: Explore, Experience and Discover. The branding has been tested with focus groups and we are now rolling it out. The Country Music Festival is the beginning of a series of activities and events to showcase Las Cruces.

- **Evaluate new urbanism opportunities**
Efforts will be undertaken through downtown revitalization, comp plan and development code updates. Consultant completed charrette to determine downtown needs and feasibility for form-based code. Report identifying major needs submitted and under review.

- **Promote and implement economic gardening programs**
Provided 1-on-1 support and information to 75 businesses. Preliminary talks with Green Chamber and Downtown Las Cruces Partnership to discuss broad needs of small businesses and brainstorm possible program structures. JTIP and Wage+ incentive programs in place at State and local level for job creation reimbursements to employers.

- **Promote business clusters**
Examined Bureau of Economic Analysis data over 3 years to identify industries with significant local impact (healthcare and retail). WMIP is potential cluster for renewable energy and other “green” businesses. Updated ED website to provide local directory by cluster.



- **Promote connection with educational institutions**
Presentations to NMSU, DACC and Vista College programs. Museum presentations for LCPS target careers in sciences. Assist students and faculty with research projects. Providing internship and co-op opportunities for NMSU and DACC students.

- **Promote enhanced regional tourism/cooperation**
Working with Farmer’s Market, Downtown Las Cruces Partnership, Spaceport and State of NM Tourism Offices. Developed a brochure for the Farmers Market for visitors and distributed around the state. The 2nd Annual Country Music Festival is planned for downtown in 4/14.

- **Promote foreign trade zone**
Added existing FTZ information to City website. DAC approved ordinance declaring county limits as potential for FTZ designation.

- **Promote interdepartmental approach to economic development**
Coordinate infrastructure development, business operation, workforce development, and planning functions throughout city. Multi-departmental Property Review Committee established to coordinate economic development impacting city land or facilities. Consolidated Review facilitating private development processes.

- **Promote renewable energy businesses**
Participate in regional clean energy initiative addressing regulatory/ workforce issues to increase renewable energy options. Support DoD efforts to bring nearby installations to net zero energy levels. Assist energy producers submitting renewable portfolio options to El Paso Electric. Lease city land for 2 utility scale power generation facilities.

- **Promote renewable infrastructure development**
City Hall Parking Deck Solar Array Design/Build project completed. Museum of Nature and Science installed 23.04 kW P/V array system to the roof. Utilities approved the installation of P/V array system at the East Mesa Reclamation Plant.

- **Promote West Mesa Industrial Park & Airport**
Informational packets on City incentives given to six new potential businesses since 7/13. Navy TW-4 utilizing Airport for Winter 2014 Training Detachment and talks are occurring for a long-term relationship between the Navy and Las Cruces. Maintain information on website.

- **Support DAC road to Spaceport**
Assisting in building public/private partnerships for next round of federal Transportation Investment Generating Economic Recovery (TIGER) funding. County has updated construction estimates. Awaiting additional funding opportunities.

Foster a Vibrant Economic Environment *(continued)*

- **Support DACC, NMSU, LCPS, etc. in workforce development training**

Support Chamber of Commerce Innovate+Educate workforce training grant. Participate in Vista College curriculum advisory board. Museum system provides job training and internships through NMSU and DACC as well as NM Works program.

- **Support diversified economic development strategy**

Support existing businesses with information, referrals, assistance through city processes and potential incentive packages. Promote region to aerospace, renewable energy, and other industry through MVEDA, the Chambers of Commerce, and State agencies. Help entrepreneurs receive the information they need to establish new business.

- **Support enhanced relationships with the business sector**

Participate in business community associations. Provide opportunities for communication between city and business sector. Respond to business needs and questions. Maintain user-friendly Economic Development webpages.

- **Support expanded CVB role in promotion of Las Cruces**

Worked to inaugurate the annual Las Cruces Country Music Festival which will continue to be held downtown. Worked with both Spaceport and NM Tourism Offices to present at this year's Pow Wow, the largest international travel tradeshow 6/13, and will continue future efforts.

- **Support green jobs**

Highest levels of green jobs in Las Cruces are in energy efficiency followed by manufacturing, research, and renewable energy. Working with City's new Sustainability Officer and Green Chamber to understand needs of green industries and outlining how City policies and incentives can continue to support green jobs.

- **Support use of GIS mapping for economic development**

Worked with various groups to create a "Downtown Story Map." Additionally, the Airport's data project has been included in the GIS Strategic Plan for ED. Plan is approved by GIS Policy Cmte and in place. GIS assistance for ED activities provided as needed.

Be the Employer of Choice

2012 – 2013 Plan Accomplishments

- **Continue to promote safe work environments**

Driver Safety is now a certified program through the National Safety Council. High risk job hazard analyses are 85% complete.

- **Evaluate executive level job education and best practice opportunities**

Recommendations for feasibility of implementation within the City provided. Core competencies have been developed for all positions.

- **Evaluate flexible leave opportunities**

Departments have the opportunity to structure and implement varied schedules that meet operational needs.

- **Evaluate telecommuting options**

MPA intern report received and evaluated; no recommendation at this time.

- **Implement enhanced educational opportunities**

Policy has been re-written to include increases to the limit of reimbursement.

- **Implement expanded wellness opportunities**

Implemented several classes, tournaments and health related activities. Access to all classes and fitness equipment to all City employees. Introduction of Bowling league and Fitness Challenge. Reviewing opportunities to offer disease management and prevention, nutrition and health education. New Wellness Coordinator hired in 1/14.

- **Implement succession planning & advancement opportunities**

Performance appraisal system launched. Succession opportunities identified and provided to departments; review of career ladders performed as part of Class and Comp study.

- **Promote a professional and engaged workforce**

Mandatory training policy established; development of supervisory training courses continuing; appropriate dress guidelines implemented; legal compliance trainings reviewed/updated; recognition of teams implemented; improvements to communication methods implemented.

- **Promote attractive benefits and wages**

New benefits implemented. Class and Comp study results to be included as part of FY16 budget discussions.

- **Promote community education and involvement**

Various City employees actively involved in community organizations (i.e. Leadership Las Cruces). Partnership with CLC Chamber and University for Skill Ready Las Cruces partnership is moving forward.

- **Promote opportunities to report and resolve matters of employee concern**

Ongoing surveys obtaining feedback from CM employee meetings; open door policy; City Hotline to report issues; quarterly meetings with recently hired employees.

- **Support acquisition of needed technology and tools to effectively perform jobs**

Employee Self Service, Xerox Print Management, Wing-Span Evaluation programs have all been put in place. Staff is being trained on implementing the Legislative Management Suite in Granicus.

- **Support and promote employee benefit committee**

Peer to Peer Foundation organized and planning events.

- **Update rewards & recognition program**

Revisions to recognition program have been initiated; undergoing review of options for reward policy and programs; recommendations on changes to pay philosophy/structure have been made.



Las Cruces at a Glance 2014

Last Updated: 03/2014

INCORPORATED: 1907

POPULATION: 100,984

LAND AREA: 76.29 Square Miles

MEDIAN AGE: 32.4

MEDIAN HOUSEHOLD

INCOME: \$38,47391

CIVILIAN LABOR FORCE: 92.071

EMPLOYED: 85,716 plus

(Doña Ana County)

UNEMPLOYED: 6,355

UNEMPLOYMENT RATE: 6.9%

(as of May 2012)

CITY PARKS: 108

RECREATION CENTERS: 4

TENNIS COURTS: 18

SWIMMING POOLS: 5

GOLF COURSES: 5

CITY MUSEUMS: 7

HOSPITALS: 4

Memorial Medical Center

MountainView Regional

Medical Center

Rehabilitation Hospital

of Southern New Mexico

Mesilla Valley Hospital

FIRE STATIONS: 7

FIRE PERSONNEL: 139

POLICE STATIONS: 1

POLICE PERSONNEL: 311

CITY EMPLOYEES: 1,338

PROPERTY TAX: 0.029170

GROSS RECEIPTS TAX:

7.5625%

HOTELS: 40 w/2,846 ROOMS

STADIUMS &

AUDITORIUMS: 10

INDUSTRIAL PARKS: 9

MAJOR INDUSTRIES:

Aerospace, Agriculture,

Education, Commerce, Tourism



MAYOR AND CITY COUNCIL



Mayor and City Council

Top L to R:

- City Councillor Miguel G. Silva, District 1
- City Councillor Nathan P. Small, District 4
- City Councillor Gill M. Sorg, District 5

Bottom L to R:

- City Councillor Cecelia "Ceil" Levatino, District 6
- Mayor Ken Miyagishima
- City Councillor Gregory Z. Smith, Mayor Pro-Tem, District 2
- City Councillor Olga Pedroza, District 3

City Administration



Robert Garza



Brian Denmark



Mark Winson

Robert Garza, City Manager
 Brian Denmark, Assistant City Manager/Chief Operating Officer
 Mark Winson, Assistant City Manager/Chief Administrative Officer

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.

WATCH THE CITY COUNCIL ON CLCTV.COM AND COMCAST CABLE CHANNEL 20

1 p.m. - City Council meetings televised LIVE the 1st and 3rd *Mondays of the month.

6:30 p.m. - Rebroadcasts of City Council meetings, the 1st and 3rd Wednesdays of the month.

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



*On Mondays that are observed holidays by the City, the Council will meet on Tuesday. The Wednesday rebroadcasts will remain the same. The City of Las Cruces provides closed caption service for the deaf and hearing impaired.

Strategic Plan

2014 PUBLIC REPORT: STRATEGIC GOALS FOR THE FUTURE
and 2012 – 2013 Plan Accomplishments



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Las Cruces, NM 88004
(575) 541-2100

For more information, please visit
our website at www.las-cruces.org