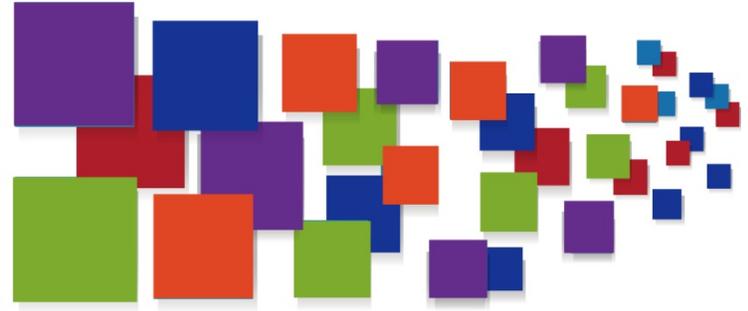


 City of Las Cruces®

Public Engagement Plan

COMPREHENSIVE PLAN 2040



PREPARED BY
City of Las Cruces
Planning & Revitalization
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ACKNOWLEDGEMENTS

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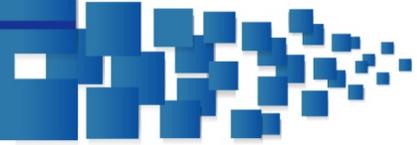
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INTRODUCTION

Background

The current comprehensive plan in effect is the 1999 *City of Las Cruces Comprehensive Plan*. This plan was adopted in March 1999 and took approximately seven years to complete. Since 1999, there was one amendment to this plan in August 2003. This amendment added language to not support development in the Mesquite St./Original Townsite Historic District until approval of a neighborhood plan for that area. The neighborhood plan for the Mesquite St./Original Townsite Historic District was adopted in May 2005.

Section 3-19-1 of New Mexico State Statute (NMSA 1978) and Article VI, Planning, of the City Municipal Code state the role of a comprehensive plan is toward accomplishing coordinated and harmonious developments that best promotes the general health, safety, and welfare of the community today and in the future. The comprehensive plan accomplishes this by planning for long-term development over a specified planning horizon within the incorporated limits and what land might be annexed. Proposed changes to *NMSA 1978* for comprehensive planning will likely occur in 2013. However, these proposed changes maintain comprehensive planning as a voluntary process for municipalities and define the components of a comprehensive plan that presently exist in the 1999 *City of Las Cruces Comprehensive Plan*.

Article VI, Planning, of the City Municipal Code states the City Council shall adopt by resolution a comprehensive plan containing, in graphic and textual form, policies to guide the future physical development of the city, and shall provide for the administration, implementation and a complete review and updating of the comprehensive plan at least every ten years. Excluding various amendments between adoptions, the City has had three comprehensive plans since incorporation in 1907. These plans were adopted in 1968, 1985, and 1999. Review of the 1999 *City of Las Cruces Comprehensive Plan* officially began in 2007 with the process of developing the countywide regional comprehensive plan of *One Valley, One Vision 2040 (OVOV 2040)*. With the adoption of *OVOV 2040* in March 2012, the City is moving forward to update the 1999 *City of Las Cruces Comprehensive Plan*.

The 1999 *City of Las Cruces Comprehensive Plan* has served the City well for almost 15 years. Since then, the City has grown in population, annexed further west and east, and had to re-evaluate operations after the global recession of 2009. The present plan is no longer as relevant as it once was in guiding development for the City. It has policies that can equally support or deny development proposals, has limited future maps and graphics to communicate goals, and includes several completed implementation actions. As in past updates, the next comprehensive plan for the City will likely retain many of the same components of prior plans (e.g., vision, goals, policies), as it expands upon present known conditions and its effect on the future planning horizon.

Purpose

In 2011, the City following its Strategic Plan principles of excellence and customer focus, prepared the *Public Involvement Plan and Toolkit for Las Cruces* that describes various techniques for public engagement on future projects. In 2013, the City adopted expanded notification requirements that included 15-day advance notification and 500-foot radius mailing notification. The adopted notification requirements apply to current planning applications like a rezoning, an overlay amendment, or an annexation. The 15-day notification prior to public meetings and various types of notification for comprehensive plans are based on a case-by-case basis. The purpose of this *Public Engagement Plan, Comprehensive Plan 2040* (PEP) is to build off the 2013 notification changes and the 2011 toolkit to detail probable involvement and communication strategies City staff will use in the comprehensive plan update effort. It describes strategies for informing diverse populations about the plan update, educating them about planning processes and engaging them in the development of the *City Comprehensive Plan 2040*. To that end, staff will be guided by the process principles outlined in the Appendix.

Key Messages

- Public participation is important as it empowers citizens to plan the future of their community
- Varied points of view will be considered; not all points will end up in the adopted plan
- The comprehensive plan is not a code requirement, but a guide that is meant to change over time to reflect new opportunities that are consistent with the community's vision
- Participants should regularly keep in mind the process principles
- Engagement and participation although strongly encouraged, should be provided and conducted in a thoughtful, courteous and respectful manner

Project Description

City Comprehensive Plan 2040 is an overarching policy document of how the community envisions it to be by the year 2040. This plan will replace the present 1999 *City of Las Cruces Comprehensive Plan*. Anyone who lives, works, visits, or has an interest in the City should participate in the process to update the City's comprehensive plan. It is a plan developed through a process of participation that City Council, the City Planning & Zoning Commission, and other City advisory boards use to evaluate many types of policy changes (e.g., a factor in considering a new master plan community, redevelopment, or annexation). City Council additionally uses it in developing the City's bi-annual Strategic Plan that prioritizes goals City departments will focus on during that period. City Council and City administration consider the comprehensive plan as they make funding and budget decisions done on an annual basis. Different City department staff use the comprehensive plan to evaluate programs and projects, apply for grant funding, and in updating technical long-range master plans (e.g., parks and recreation master plan, 40-year water plan). Others may use the comprehensive plan to learn more about the City as an aid in starting a new business or evaluating building a new development. However it is used, it is an important plan because it looks holistically at the community now and the future aspirations of its citizens.

Geographic focus for the comprehensive plan will be within the boundaries of the current city limits along with potential annexation areas outside city limits or as appropriate for compatibility with regional planning efforts.

Process Phases & Deliverables

For the purposes of the PEP, there are many stakeholders who will help shape the comprehensive plan by providing input (i.e., public, focus groups, and Camino Real Leadership Committee) to those that take a more active role in the plan process (i.e., Planning Work Group comprised of mostly City Community Development staff); some stakeholders make take on both roles (i.e. Interdepartmental Work Group comprised of City Department staff representatives, City Council, and City Planning & Zoning Commission (P&Z)). The Communication Toolbox section of this plan describes the likely stakeholders in more detail. The comprehensive plan process is divided into five generalized phases:

Phase 1 – Administrative Update-Preliminary Plan Analysis

This phase will primarily involve activities by City staff. The Planning and Interdepartmental Work Groups will start collecting and analyzing various data about the City and will prepare administrative changes to the 1999 *City of Las Cruces Comprehensive Plan*, and will begin preparation of work for Phase 2, Plan Development. As part of the data gathering/analysis step, City staff will prepare various electronic GIS layers. This data will be used to relay information to participants and help other City staff in analysis related to the comprehensive plan.

The administrative changes to the 1999 *City of Las Cruces Comprehensive Plan* will include removing obsolete policies, removing completed actions, making changes to reflect current operational procedures or plans, refining the planning model, and reorganizing the plan into conceptual themes. It will also include preliminary changes to the vision for validation by the public in Phase 2b, Plan Development. It will become the interim comprehensive plan that stakeholders will build from in Phase 2b, Plan Development. The public will have opportunity to provide input at scheduled P&Z and Council meetings. Toward the end of Phase 2a, City Council will evaluate Phases 2b through 5 and make necessary adjustments to the time, cost, and scope. Phase 1 is expected to take about 8 to 10 months.

Deliverables:

- An interim plan showing administrative changes to the 1999 *City of Las Cruces Comprehensive Plan*.

Phase 2a – Pre-Plan Development

This phase will focus on preparing a Community Blueprint for the State Land east of Sonoma Ranch Boulevard. This area was chosen since the 1999 *City of Las Cruces Comprehensive Plan* identifies it as a growth area. Also, as an undeveloped area, the development of a long-range plan will allow the city to better shape future development than in areas of the city with existing undeveloped plats and master plans. Through preparation of this Community Blueprint, Phase 2b items that apply generally across the city may be developed. This may include activity centers/corridors, re-evaluation of the mixed-use concept in the existing City Comprehensive Plan, and refinement of context-sensitive thoroughfare classification policies. This phase is expected to take about 14 to 16 months.

Deliverables:

- Community Blueprint for the State Land east of Sonoma Ranch Boulevard.

Phase 2b – Plan Development

This phase will build off of Phase 1, Administrative Update-Comprehensive Plan Analysis. It will include a kick-off event with focus group activities, a public opinion survey geared specifically to the comprehensive plan, engagement opportunities through focus groups and at-large public events built around a charrette approach, and preparation of Draft 1 of the comprehensive plan. The charrette events will assist city staff in developing goals, policies, and actions which will then be reviewed by the Interdepartmental Work Group, focus groups, and P&Z. More information on the charrette is available under External Engagement. City Council will provide input on the public opinion survey and get periodic updates on plan progress. This phase is expected to take about 12 months.

Deliverables:

- Comprehensive plan public opinion survey with summarized results
- Draft 1 of the revised comprehensive plan, which may be presented in sections

Phase 3 – Plan Refinement

In this phase the Planning Work Group will use the draft plan developed via the public input in Phase 2b, Plan Development, and make necessary adjustments based on direction at stakeholder events. This phase incorporates two draft cycles that may include review by the Interdepartmental Work Group and focus groups as needed, and will include review of the Draft 2 comprehensive plan by the Planning & Zoning Commission. City Council will receive at least one update on plan progress near the middle of this phase. These drafts will have the proposed text and visuals, but some text-visuals and formatting may not be in final format. If needed for clarification, the Planning Work Group will set up focus group meetings to clarify input. However, the public input opportunities will occur at scheduled meeting(s) of the P&Z. The majority of this phase will be drafting-editing of the comprehensive plan and any appendices. This phase is expected to take about 4 to 5 months.

Deliverables:

- Complete revised comprehensive plan document

Phase 4 – Plan Adoption

This phase will bring the Phase 3 plan through the standard plan adoption process established by the City. It will include at least one public hearing by the P&Z for recommendation of the plan and at least one public hearing by the City Council for adoption of the plan by resolution. As needed, this phase builds in two P&Z and one City Council work session and is expected to take about 4 to 6 months.

Deliverables:

- Final draft comprehensive plan

Phase 5 – Plan Process Close-Out

In this phase the Planning Work Group will finalize any appendices, make any edits by the City Council to the comprehensive plan required at time of adoption, prepare the project material for off-site storage, prepare necessary copies of the plan, and take necessary steps on any required actions approved in the adopted plan. This phase is expected to take 2 to 3 months.

Deliverables:

- Any final appendices in electronic form
- Adopted comprehensive plan available in electronic and hard-copy format



COMMUNICATION TOOLBOX



Key Stakeholders

Camino Real Regional Leadership Committee

This committee includes consortium member representatives from Doña Ana County related to the regional U.S. Department of Housing and Urban Development (HUD) grant projects in Doña Ana County. Due to the committee's connection to ongoing long-range planning for the county comprehensive plan, it is called out separately as a key stakeholder.

Meeting Format: The Planning Work Group will provide quarterly work-in-progress updates to this committee throughout the plan process. The County long-range planning section is the project lead for this committee. Updates will be given at a regularly scheduled meeting of this committee. Typically, their meetings occur once a month on a Friday afternoon at the Doña Ana County Government Center located at 845 N Motel Blvd, Las Cruces, NM.

Focus Groups

There will be several focus groups identified for the comprehensive plan. These groups will help identify different perspectives related to core issues, opportunities, goals, and other components. They will provide feedback on analysis of planning areas and activity centers-corridors. Each focus group will consist of representatives related to a particular area of interest or expertise. Representatives will comprise of invited persons within the City organization (e.g., City advisory committees) and many persons outside the City organization. Specific individuals may be invited to participate based on expertise. It should be noted, focus groups scheduled by the Planning Work Group are open to the public and are of unlimited, multiple discipline membership. Field experts are encouraged to contribute to these short, intense sessions. The preliminary focus group categories may include:

- *Student/Youth*
- *Education*
- *Environment/Conservation*
- *Agricultural/Food Security*
- *Affordable Housing*
- *Municipal/Government Entities*
- *Grassroots/Non-Profit*
- *Neighborhood Associations/Watch Groups*
- *Low Income/Workforce Groups*
- *Seniors/Veterans/Persons with Disabilities*
- *Religious Institutions*
- *Chambers of Commerce/Realtors/Developers/Financial*
- *Economic Development*
- *Recreation*

Meeting Format: Invitations to specific individuals identified by the Planning Work Group will be distributed prior to the kick-off event, with invitations to these focus groups extended to any persons who sign up at the kick-off event or persons who notify the City Planning & Revitalization team. The P&Z will review the preliminary distribution list prior to the kick-off event. Each focus group is expected to run about two hours. The schedule has three focus group cycles, one during the kick-off event, one during the charrette, and another several weeks after the charrette for input of the Draft 1 comprehensive plan. As needed, the Planning Work Group may schedule additional focus group(s) for clarification of input and further guidance during Phase 3, Plan Refinement. Meeting locations and times will vary.

Interdepartmental Work Group

For Phase 1, this group will analyze the present comprehensive plan and suggest plan gaps as it pertains to their functional area. The respective City department director-administrator will assign a representative to serve on this work group. Besides the Community Development Department, this would minimally include a representative from Economic Development, Community-Cultural Services, Legal, Parks & Recreation, Fire, Police, Public Works, Transportation, and Utilities. Other departments that are encouraged to provide a representative include Administration, Financial Services, Human Resources, and Information Technology. The Planning Work Group will require additional assistance of department staff at times throughout the process, including GIS-related issues from Information Technology. The Planning Work Group recommends each department identify a back-up representative should the representative encounter workload conflicts. Other staff is welcome to attend these work group meetings. This group will primarily meet during Phase 1, Administrative Update-Comprehensive Plan Analysis.

Meeting Format: The interdepartmental team will meet bi-weekly throughout most of Phase 1, Administrative Update-Preliminary Plan Analysis, and as needed during later phases. Meetings will be held during the workday in a conference room at City Hall.

Las Cruces City Council

City Council is responsible for adopting a comprehensive plan by New Mexico State Statute and City Municipal Code. The adopted comprehensive plan becomes the official comprehensive planning document for the City until a new/amended plan is adopted. It serves as a guide and is not limited to the following:

- Analyzing development requests (e.g. rezoning, master plans, annexations)
- Making City departmental decisions for work program goals
- Making decisions regarding public property
- Making recommendations for future growth and development by way of plans, regulations, financial decisions, and capital budgets
- Assisting in the formation of the City Strategic Plan

Meeting Format: City Council will hold at least one public hearing in Phase 1, Administrative Update-Preliminary Plan Analysis, to adopt the interim comprehensive plan. The Planning Work Group will provide at least one periodic report on plan progress and schedule two work sessions during Phase 2b, Plan Development. There will be at least one periodic update on plan progress during Phase 3, Plan Refinement. City Council will hold at least one public hearing in Phase 4, Plan Adoption, to adopt the revised comprehensive plan. Typically, work sessions are held on the second Monday and public hearings the third Monday afternoon in City Hall at 700 N Main St, Las Cruces NM. Councilors are encouraged to

attend the kick-off event and workshops-open house during the charrette with applicable potential quorum notices posted.

Planning & Zoning Commission (P&Z)

New Mexico State Statutes grants local planning commission authority to review the adoption of comprehensive plans. As such, the P&Z will take comment, review public comments, provide direction to the Planning Work Group, make suggestions on plan content, guide the Planning Work Group in drafting plan sections, and act as the liaison between the Planning Work Group and City Council by updating their respective District Councilor on status of the plan process. During the adoption phase, it will take on its regular role in forwarding recommendation of the comprehensive plan to City Council.

Meeting Format: P&Z will hold at least one work session and one public hearing in Phase 1, Administrative Update-Preliminary Plan Analysis, on recommendation for or against on the interim comprehensive plan. The work session and public hearing in Phase 1 will be the public comment opportunity for the interim comprehensive plan. Phase 2b, Plan Development, includes four work sessions to provide input on the kick-off event, public opinion survey, charrette event, and Draft 1 of the comprehensive plan. Phase 3, Plan Refinement, includes one work session for Draft 2 of the comprehensive plan. Phase 4, Adoption, reserves two work sessions for Draft 3 of the comprehensive plan. Also, this phase includes one public hearing on recommendation for or against on the revised comprehensive plan. Additional work sessions and/or public hearings are possible, but may delay the project timeline. Work sessions will allow for public comment and participation in circumstances where participation is noted on the agenda. Typically, work sessions are held on the third Tuesday and hearings the fourth Tuesday at 6:00 p.m. in the City Hall Council Chambers at 700 N Main St, Las Cruces NM. P&Z Commissioners will be encouraged to attend the kick-off event and workshops-open house during the charrette with applicable potential quorum notices posted.

Planning Work Group

This includes a core team of City staff members from the Community Development Department. As needed, consultant assistance and other governmental staff may assist. The City Planning and Revitalization team will be the primary lead in administration of the comprehensive plan process. They will manage the process, schedule, budget, public participation, and documentation.

Meeting Format: The Planning Work Group will typically meet every first and third Friday throughout the plan process. Meetings will be for City staff only and held at City Hall.

Public

This includes residents, those employed within the city limits, visitors, and any interested person who may not be formally defined in this PEP. The public's role is important as it provides relevancy to the comprehensive plan content expressed through the varied interests of the people connected with the City of Las Cruces.

Meeting Format: The public will be notified through several of the outreach tools described in this PEP. The charrette process in Phase 2b, Plan Development, will include several opportunities at different geographical locations within the city limits for the public to participate in the plan process. They will also have access to staff directly by phone, e-mail, or in-person, attending public focus group meetings, and providing input at work sessions-public hearings by the P&Z-City Council.

External Outreach

External outreach explains how the Planning Work Group will extend opportunities for people to participate in the comprehensive plan process and update them on its progress. Outreach will notify people of information, key events, public hearings, and other related material. These outreach tools typically involve one-way communication from City staff to a variety of stakeholders and the public. Some of these tools may be used in both outreach and engagement, but when noted below are predominately used for outreach.

Audio-Video

The City Media Services will make available video of P&Z and City Council work sessions and public hearings held in the City Council Chambers. Minimally, these meetings will be available on CD that can be obtained by contacting City Media Services. Council work sessions, Council public hearings, and P&Z public hearings are shown live on Cable Channel 20, CLC-TV. All videoed Council work sessions and public hearings are archived on the CLC-TV webpage at www.las-cruces.org under the quick links pull down menu. All efforts will be made to video a work session or meeting, but in the event video is unavailable the Planning Work Group will retain an audio of the meeting and/or a printed meeting summary. These videos and audios will be available at City Hall by scheduling with the City Planning & Revitalization Section. The Planning Work Group estimates this outreach method will target a slightly older age demographic to social media.

Barcode Reader

The Planning Work Group may create QR-Codes for persons with smartphones to scan and read. These barcodes will be used to relay brief announcements on where to find the comprehensive plan survey, direct people to the comprehensive plan website, or other similar messages. These barcodes will be placed in locations at City Hall, the Branigan Library, NMSU kiosks, willing local businesses, and other locations within the city limits where smartphone users might congregate. This method is low-cost and will be used as a trial to evaluate its effectiveness. The Planning Work Group estimates this outreach method will target the under 54 age demographic at lesser percentages than the social media demographic

City Utility Bill Insert

A utility bill insert will reach a total of approximately 44,000 households and businesses. This insert can include information on comprehensive plan process, survey, meeting dates, participation opportunities, and general information. Pending cost, an insert will be considered for the kick-off event, comprehensive plan survey, and/or notification of the charrette during Phase 2b, Plan Development. The Planning Work Group estimates this outreach method will target a large percentage of persons between the 25 and 75 age demographic, and is a good venue since persons will likely look at their utility bill.

Cable Channel 20, CLC-TV

The City provides live and saved broadcasts of City Council work sessions and public hearings. Also, it shows P&Z public hearings live. The Planning Work Group will work with the City Public Information Office and Channel 20 to include static bulletin boards between scheduled programming to announce the comprehensive plan survey, key public outreach events (i.e., kick off, charrette), public hearings by the P&Z-City Council related to adoption of the plan, and when the revised plan is available for public review. Since not all citizens have cable and programming changes can cause the need to pull static bulletin boards, the Planning Work Group does not view this as a primary notification method.

Comprehensive Plan Newsletter

The Planning Work Group will prepare a newsletter for the plan process as a means to update people on upcoming and past events. At times, the City manager Newsletter may be used instead of or in addition to the Comprehensive Plan Newsletter. A newsletter will be prepared at key milestones (e.g., after adoption of the administrative changes to the 1999 *City of Las Cruces Comprehensive Plan*, after the kick-off event). These newsletters will be available on the City website and sent out to the E-Mail List for the comprehensive plan. Pending cost, the newsletter may also be distributed as a utility bill insert.

Comprehensive Plan Web Page

The City website (www.las-cruces.org/lc2040compplan) will include a web page dedicated to the comprehensive plan process. It will contain news items, calendar of meetings related to the plan process, meeting summaries, outreach material, contact information, proposed plan elements, and other related material updated throughout the process. The Planning Work Group estimates the target audience similar to social media.

E-Mail List (Stakeholder)

Throughout the plan process, the Planning Work Group will maintain a list of e-mails from contacts on focus groups, sign-in sheets at public meeting events, and requests from persons to add them to this central contact list. This e-mail list will be used to notify people of the events as described under *Press Releases* above. Persons on this e-mail list can contact the Planning & Revitalization team to remove his or her e-mail address anytime. This contact list will only be used to relay comprehensive plan information, not other solicitation.

Las Cruces Notification System

The City has an e-mail-phone-text notification system. Persons can receive notification of public hearings and community messages by signing up at www.las-cruces.org. Comprehensive public hearings and press release messages will be available. This method depends upon the public to sign up.

Las Cruces Public Schools Media Services

The Planning Work Group will contact the LCPS Media Services to encourage announcement on LCPS TV and their other media sources about the comprehensive plan survey, key public outreach events (i.e., kick off, charrette), public hearings by the P&Z-City Council related to adoption of the plan, and youth-oriented messages about the comprehensive plan process. LCPS is the major employer within the city limits.

Newspapers

The time and place for the comprehensive plan kick-off event of Phase 2b, at-large public meeting schedules related to the charrette of Phase 2b, and public hearings to adopt the revised comprehensive plan of Phase 4 will be advertised at least 15 calendar days prior to the scheduled hearing in the Las Cruces Bulletin and Las Cruces Sun News. Minimum newspaper notice will be via the Las Cruces Sun News. As available, the NMSU Round Up and Missile Ranger will be used as additional notification sources, with all efforts to provide the same information at similar advanced notice timeline. NMSU and White Sands Missile Range represent major employers for persons living in the city limits which will better reach residents. Efforts will be made to use print and web options (i.e., Pulse). The Planning Work Group encourages media personnel from these sources to prepare articles related to the comprehensive plan. This notification expands upon the typical required notification in the main newspaper of general circulation and beyond just notification of the adoption hearing.

Press Release

Local and regional media are considered important participants for the PEP. All media inquiries, whether by phone, in person or informally at meetings, will be directed to the City's Senior Planner, Paul Michaud. Throughout the project, the City will issue press releases to announce the comprehensive plan survey, key public events (i.e., kick off, charrette), public hearings by the P&Z-City Council related to adoption of the plan, and when the complete draft interim and revised plan is available for public review. Significant project findings may also be announced through press releases which direct readers to the City's website.

Printed Copies of Meeting Material/Comprehensive Plan Survey/Informational Handouts

Printed copies of material will be available throughout the plan process by contacting the City's Planning & Revitalization Section by phone, e-mail, or in person at City Hall. Applicable material will be provided at related comprehensive plan events-activities. Information will be available by mail, but those requesting larger packets of mailed material may incur copy and mailing costs.

Television-Radio

Through press releases, the City Public Information Office (PIO) will contact radio and television media to encourage coverage of comprehensive plan process events. The Planning Work Group team will also be available for interviews on radio and television. Depending on available funds, staff may purchase advertising time to announce the kick-off event and/or charrette on one or more of these listed media stations. The Planning Work Group will pursue opportunities to talk about the comprehensive plan and notify people of events (e.g., public service announcements, join PIO when they do radio updates on City activities to notify events). Television stations include public KRWG and several private stations. Several radio stations are accessible in Las Cruces, although only about ten stations are local to Las Cruces. Local stations include KSNM 570 AM and KOBE 1450 AM, both news radio formats, KHQT 103.1 FM, a rhythmic top 40 format, KXPZ 99.5, an active rock format, and KGRT 103.9 FM, a country format, and two NMSU stations, KRUX 91.5 FM and KRWG 90.7 FM.

Internal Outreach

Internal outreach explains how the Planning Work Group will extend opportunities for City staff and official City representatives to participate in the comprehensive plan process and update them on the plan progress. City representatives include City Council, P&Z, and other City standard and non-standard advisory board members. The content of the internal outreach will be similar to the external outreach noted above. However, as the comprehensive plan is a policy document that guides lower level plans in several City departments, City staff and official City representatives should take note of when to participate and/or review comprehensive plan material.

Administrator-Supervisor-Departmental Staff Meetings

Each City department and/or section typically has regularly scheduled staff meetings to discuss projects and related matters to its area of focus. Representatives of the Interdepartmental Work Group should use these opportunities to communicate the comprehensive plan process and discuss their roles in participation.

City-Wide Staff E-Mail

The Planning Work Group will coordinate with the City Public Information Office to send city-wide e-mails at key points in the plan process.

Comprehensive Plan Newsletter

This newsletter is described under External Outreach. It will be sent by City-wide e-mail.

Employee Nuestra Gente Newsletter and/or City Manager Newsletter

Nuestra Gente and the City Manager Newsletter are monthly newsletters e-mailed to all City employees and elected officials. The Planning Work Group will prepare announcements or articles for the newsletter or use a city-wide staff e-mail.

Executive-Management Team Meetings

These are weekly meetings to review city business, discuss upcoming projects, challenges, etc. The Community Development Director will periodically update City management staff about the comprehensive plan process or other related matters. Department Directors should communicate with their respective staff their roles in the review, information gathering, involvement, and related aspects of the plan process. The Community Development Director is part of the Planning Work Group, and will be the primary point of contact for the executive-management team.

Standard and Non-Standard Boards

The City has a variety of official advisory boards. These are listed on the City website under the City Clerk. The City has four standard boards, including the P&Z, and 13 non-standards boards. These boards will have varying degrees of interest in the comprehensive plan. Since the comprehensive plan schedule may not always be in sync with the regularly scheduled meetings of these boards and staffing resources limit the number of comprehensive plan meetings, the Planning Work Group will ask for representation from these boards on focus groups and encourage member participation in planned events. City staff liaisons for these boards are encouraged to forward information back to their respective boards. Based on staffing availability, the Planning Work Group will make efforts to accommodate meeting requests.

External Engagement

External engagement explains what tools the Planning Work Group will use to encourage participation in the comprehensive plan process. Engagement requires building ongoing, two-way relationships based on trust and authenticity, listening to people, and having an ongoing dialogue to develop understanding. These tools will offer stakeholders numerous opportunities to engage in activities designed to evoke candid opinions about issues and problems facing the city and will give them an opportunity to offer suggestions for the comprehensive plan. In order to plan for the future, broad input and support from the public is necessary and it is important to reach populations who are not typically involved in community planning. As such, the engagement tools described below will attempt to elicit opinions in various and unique ways in an effort to reach all segments of the community. Some of these tools may be used in both outreach and engagement, but when noted below are predominately used for engagement.

Charrette

The charrette proposed will be guided by the National Charrette Institute (NCI) process as the City is a NCI-trained organization. The proposed charrette will be a collaborative design event that lasts approximately ten days. A multidisciplinary charrette team, consisting of consultants and City staff, will use an appropriate combination of various mapping and/or interactive exercises, keypad polling, comment cards, visual preference survey, workshops, focus group sessions, feedback loops, and educational sessions to create ample opportunities for participation in the process of refining the plan's vision, as well as to enhance the understanding of issues-opportunities, goals, planning areas, activity centers-corridors, and related plan components. The charrette will be designed to involve key stakeholders at critical points during the ten-day event, with each session/meeting lasting a couple of hours. The charrette will include design workshops at various geographical locations within the city (four locations are proposed). Additionally, there will be an open house event at the main charrette venue, which will also remain open at other times during the charrette for public input and query opportunities. Following the charrette, the Planning Work Group will draft policies and actions for review-comment by the key stakeholders of this public engagement plan. Based on funding, it may be necessary to replace the charrette with one to a few workshops at a single location.

Comprehensive Plan Opinion Survey

The comprehensive plan schedule includes a public opinion survey. This survey will be designed to gather opinion on matters specific to the comprehensive plan. To avoid duplication, the Planning Work Group will review and use information from current opinion surveys (i.e., City Parks & Recreation Master Plan, January 2013 Citizen Survey). This survey may be a combination of mail, phone, Internet, and/or printed copies. Internet participation will be available via www.surveymonkey.com, with printed copies available for download on the City website or copies available at the Branigan library and select city community centers. Overseen by the Planning Work Group, a consultant may be required to draft, administer, and analyze the survey.

Face-to-Face Meetings or Phone Calls

City Planning & Revitalization staff is available during regular business hours to meet or speak on the phone with anyone related to the comprehensive plan process.

Focus Groups

See *Key Stakeholders* in this public engagement plan for more information. These focus groups will take place at the kick-off event, during the charrette, and shortly after the charrette. The Planning Work Group finds that using a focus group format is a good way to reach specific segments of the City population that many of the other engagement tools might not fully cover. However, some segments of the population may have a difficult time attending scheduled events and/or require additional meeting planning provisions. For these identified groups, additional efforts will be made as described below. To get the best coverage, participants in these focus groups will be advised to accurately communicate the comprehensive plan process back to the groups they formally or informally represent.

- Persons under 18
The Planning Work Group, with the aid of the Las Cruces Public School Superintendent office, will investigate providing an on-site interactive exercise, meeting-in-a-box, or similar engagement opportunity to gather input on the comprehensive plan during Phase 2b, Plan Development. The intent is to get input from an elementary, middle, and high school perspective since these students represent the workforce and leaders of our community at later stages of the comprehensive plan horizon.
- Persons in institutionalized- health-assisted care facilities
Based on the increasing demographic of persons over 65 years of age (per the 2010 U.S. Census), populations in these facilities will likely expand in future years. The Planning Work Group, with the aid of the City Health and Human Services Advisory Committee or similar group, will investigate providing an on-site interactive exercise, meeting-in-a-box, or similar engagement opportunity to gather input on the comprehensive plan during Phase 2b, Plan Development. The intent is to get input from persons who permanently reside in such facilities and have limited access to media sources and transportation. Participation should include all ages.
- Persons below the median income and those without transportation means
The Planning Work Group will schedule the kick-off event and, where feasible, charrette events within ½ mile of a transit stop. RoadRUNNER Transit operates 6:30 a.m. to 7:00 p.m. Monday through Friday, and 9:30 a.m. to 6:00 p.m. on Saturday. Coordination with RoadRUNNER Transit or other transit providers will be investigated to provide transportation to groups of persons lacking transportation to the kick-off and charrette event. Facilities with group transportation are encouraged to provide shuttle service to comprehensive plan events.
- Non-English speaking persons
According to the 2011 American Community Survey, the city has approximately 40-percent of the population that speak a language other than English and approximately 14-percent of these people have poor English proficiency. Spanish is the predominant other language. All reasonable efforts will be made to make translators available for those who need one to fully participate in an event provided 48 hours advance notice is given. The Planning Work Group will investigate preparing a Meeting-in-a-Box alternative for the kick-off, charrette, and/or final plan draft. Persons who know those needing English interpretation will also be encouraged to act as this person's interpreter at comprehensive plan events.

Interactive Social Web Media

The Planning Work Group will test at least one social media source (e.g., Facebook) as an alternate means to provide information about the comprehensive plan process and allow for two-way communication during Phase 2b, Plan Development, through Phase 4, Plan Adoption. Depending on staffing, updates will be made on a bi-weekly basis. Staff will investigate paying for an online service (e.g. measuredvoice, mindmixer) that helps better manage input-messages and reduces staff time in analysis-updating. According to comScore Media Metrix, the U.S. age demographic using Facebook is approximately 10% (0-17), 40% (18-34), 40% (35-54), and 10% (55+), with Twitter having a similar demographic. Rounding the 2010 U.S. Census age demographic for Las Cruces, the city has a total population of 98,000 and an age breakdown of roughly 27% -27,000 (0-17), 26% - 25,000 (18-34), 23% - 22,500 (35-54), and 24% 23,500 (55+). If city residents follow the U.S usage trend, the potential audiences for social media are 10% - 2,700 (0-17), 40% - 10,000 (18-34), 40% - 9,000 (35-54), and 10% 2,350 (55+). This media source will not fully target those under 17 and over 55 of age.

Kick-Off Event

The kick-off event will be the first major public engagement event for Phase 2b, Plan Development. Focus groups, public, and other stakeholders are invited. It will provide an introduction to the comprehensive plan process and possible education presentations. It will include group exercises that may be focused on the preliminary vision statement adopted in Phase 1, Administrative Update-Preliminary Plan Analysis, Strengths-Weaknesses-Opportunities-Threats (SWOT), and preliminary exercises to develop planning-activity areas

Meeting-in-a-Box

A Meeting-in-a-Box is a "kit" that contains everything needed to hold a discussion including instruction sheets for the host/facilitator, discussion questions, worksheets for participant responses-feedback, and directions for recording and returning responses. This kit is designed for community groups, neighborhood associations, or other stakeholders who cannot attend the kick-off event or charrette. The Planning Work Group will prepare a kit for the kick-off event or charrette that will include a modified version of some of the activities scheduled at these events. Kits will be available upon request only, will generally be available between the start day and the following three working days after these events, and allow about five working days for participants to complete the kit and return it to the City Planning & Revitalization Section.

Ongoing & Special Events

The Planning Work Group will take advantage of scheduled special events within the city limits to set up an informational booth and/or interactive input activities (e.g., survey) to inform and improve participation in the comprehensive plan process. The Planning Work Group will consider doing a booth at these events depending on cost, staffing, and the step in the plan process. Events that attract underserved demographics will take preference. Possible special events include:

- Farmers & Crafts Market – Occurs weekly
- Downtown Art Ramble – Occurs 1st Friday of month
- Home & Garden Show – Occurs March
- Whole Enchilada Fiesta – Occurs September
- Southern New Mexico State Fair – Occurs October

Public Hearings

City Public input is taken at most public hearings. These hearings follow the normal City public hearing procedures. As agendas generally include other unrelated items, public input is often limited. City staff will encourage people to participate in the many events noted on the comprehensive plan schedule and/or contact the Planning & Revitalization team early and regularly in the comprehensive plan process to address concerns, suggestions, and related matters. More information on the P&Z and City Council hearing process is available under Key Stakeholders.

Work-in-Progress Meetings

These will be community meetings structured with an agenda during which the Planning Work Group conveys information, listens to comments, and answers questions. It may include a formal presentation, a question-and-answer session, and/or an informal discussion period. These will be used to inform the public how the Planning Work Group has addressed input and relate status of the comprehensive plan process during Phase 2b, Plan Development, and Phase 3, Plan Refinement.

Internal Engagement

Internal engagement provides ways City staff and City representatives may provide input to the Planning Work Group regarding the comprehensive planning process.

Interdepartmental Work Group Meetings

Since the comprehensive plan addresses community growth and development, this plan may be more applicable to certain departments than others. However, every department will have some connection to the comprehensive plan as this plan affects policy, budgets, and staffing. For their respective discipline, this work group will participate in producing the interim comprehensive plan outlined in Phase 1, Administrative Update-Preliminary Plan Analysis. This will include providing and analyzing data, identifying obsolete policies, drafting plan sections, identifying gaps, and coordinating with other staff in their sections to complete work assigned. See Key Stakeholders for additional information.

Planning & Revitalization Team Contacts

The Planning & Revitalization section will serve as the administrative staff managing the plan process guided by the Senior Planner. See Contacts for contact information.

Planning Work Group Meetings

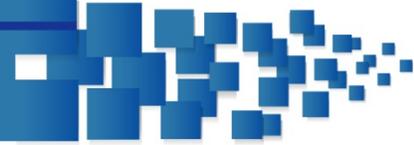
The Planning Work Group is comprised of mostly City Community Development staff. They will generally meet the first and third Friday of each month throughout the comprehensive plan process. These meetings will primarily update City Community Development staff on the comprehensive plan process.

Public Work Sessions

Public work sessions will be held by the P&Z and City Council at key points to provide input to the Planning Work Group regarding direction and/or content of deliverables outlined in the comprehensive plan schedule. As such, public input or comment is typically limited. P&Z work sessions will allow for public participation in circumstances where participation is noted on the agenda. Public comment after discussion of the comprehensive plan item may be allowed at the discretion of the P&Z or City Council. It should be noted that other unrelated items are on most agendas, particularly City Council agendas.



COMMUNICATION TIMELINE



(TENTATIVE COMMUNICATION TIMELINE)

Month	Task-Event	Outreach Method
2013		
April	Project announcement of approved schedule/public engagement plan	City web page, city manager newsletter or city-wide e-mail
June, August	P&Z work session (discuss administrative draft plan)	Agenda, city web page, city manager newsletter or city-wide staff e-mail, and CLC Notification System
September	P&Z public hearing (recommendation administrative draft plan)	Agenda- Sun News legal ad, city web page, city manager newsletter or city-wide staff e-mail, press release, and CLC Notification System
October	City Council work session (discuss administrative draft plan)	Same as June 2013 P&Z work session
November or December	City Council public hearing (consideration approve administrative plan)	Same as September 2013 P&Z public hearing
December	Comp plan newsletter #1	City web page, city manager newsletter or city-wide staff e-mail, press release, and printed on request
2014		
January - June	Public input meetings on Phase 2a Blueprint (meeting dates to be determined)	City web page, press release, CLC Notification System, letters to registered neighborhood associations on City website within 500-foot radius, letters to property owners within Blueprint boundary, newspaper ad for 1 st meeting
June-November	P&Z, Council work session (work session dates to be determined)	Agenda, city web page, CLC Notification System, letters to registered neighborhood associations on City website within 500-foot radius, and letters to property owners within Blueprint boundary
June-November	P&Z, Council public hearing (hearing dates to be determined)	Same as June-November 2014 work session, plus newspaper ad
August	P&Z work session (discuss kick-off)	Same as June 2013 P&Z work session
August	Invitation to focus groups/others (kick-off)	E-mail or phone

Month	Task-Event	Outreach Method
2014 (Continued)		
September	Kick-off event	Barcode reader (option), city web page, city manager newsletter or city-wide staff e-mail, city utility bill insert (option), CLC Notification System, newspapers, press release, stakeholder e-mail, static bulletin board on CLC-TV (option), and social media (option)
October	P&Z work session (pre-opinion survey info)	Agenda, city web page, and CLC Notification System
October	Comp plan newsletter #2 (progress update)	City web page, city manager newsletter or city-wide staff e-mail, press release, stakeholder e-mail list, and printed on request
October	City Council work session (discuss pre-comp plan opinion survey info)	Same as October 2014 P&Z work session
November	Comprehensive plan opinion survey - release to public	Same as kick-off event, with survey available on city website, key locations within city, and printed on request
2015		
January	P&Z work session (charrette preparation)	Same as October 2014 P&Z work session
January	Invitation to focus groups/others (charrette)	E-mail or phone
February	Charrette event	Same as kick-off event
March	Comp plan newsletter #3 (progress update)	Same as comp plan newsletter #2
June	Work-in-progress meeting	Same as kick-off event
July	P&Z, City Council work sessions (Draft 1)	Same as October 2014 P&Z work session
September	Comp plan newsletter #4 (progress update)	Same as comp plan newsletter #2
October	P&Z work session (Draft 2)	Same as October 2014 P&Z work session
November	City Council update	City manager newsletter or city-wide staff e-mail
2016		
January	P&Z work session (Draft 3)	Same as October 2014 P&Z work session
February	P&Z public hearing (Draft 3)	Same as kick-off event
March	Comp plan newsletter #5 (progress update)	Same as comp plan newsletter #2
April	City Council work session (Draft 3)	Same as October 2014 P&Z work session
May	City Council public hearing (Draft 3)	Same as kick-off event
June	Comp plan newsletter #6 (wrap up)	Same as comp plan newsletter #2



EVALUATION

Evaluating public participation for effectiveness, meeting the needs of various stakeholders, and providing a meaningful outcome for decision makers are important steps in the overall participation process and should be incorporated in the process from the very beginning. Valuable lessons can be learned if evaluation is thorough and effective, which can be used for future participation efforts.

The following section provides a framework for evaluating the success of the comprehensive plan public engagement process:

Event Evaluation

For the kick-off and charrette, the Planning Work Group will provide comment cards at the beginning of the event for participants to fill out stating their concerns and motivation for attending. A post-meeting evaluation comment card will be provided. Keypad polling or other method may also be used in addition or in lieu of the above manual method.

End of Project Evaluation

Formal evaluation at the end of the project may consist of personal or phone interviews with stakeholders and participants to determine their satisfaction with the process and support for the outcomes.

Participant Tracking

Participation will be tracked using sign-in sheets and creating an e-mail list for notification that will provide the number of interested participants. The comprehensive plan survey will include statistics to gauge how closely those responding represent the overall city demographics.

Work-in-Progress Meetings/Comprehensive Plan Newsletters

Work-in-Progress meetings and newsletters will be provided at various points in the plan process. Meetings will include presentations at select locations within the city limits and/or printed meeting summaries of various meetings.

Public Input Analysis

City staff, along with any hired consultants, will analyze the public input received.



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APPENDIX



Comprehensive plan process principles

1	Facilitate meaningful opportunities for people to participate in the plan process
2	Easily make available to the public project information in a manner that is ongoing, transparent, and up-to-date
3	Create an open and respectful atmosphere
4	Design and project the plan as a growth management tool through policy and maps
5	Provide a plan that is easier to read and apply using visuals/graphics
6	Remove items in plan completed and/or no longer applicable
7	Add items plan does not address
8	Use easily understood terms and define terms when meaning is unclear
9	Base policies on reliable information
10	Further compatibility to existing plans, especially regional plans

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