Strategic Plan Update

City of Las Cruces®
PEOPLE HELPING PEOPLE

TO: Brian Denmark, AICP, Assistant City Manager/COO

FROM: Barbara DeLeon, Management/Operations Analyst

DATE: March 30, 2012

SUBJECT: Strategic Plan Presentation for the 4/09/12 Council Work Session

At the upcoming 4/9/12 City Council work session, the final draft of the City of Las Cruces strategic plan will be presented. We will be reviewing the development and objectives of the final draft plan, the update process for the plan, and next steps.

In addition to the plan review, we will also solicit further input from Council in anticipation of the proposed plan adoption. In conjunction with the budget adoption process, we will be submitting a resolution for adoption of the strategic plan as part of the regular City Council meeting on 5/7/12.

The final draft of the plan which includes plan objectives, City wide goals, and department goals will be distributed as part of this presentation. There will also be two appendices which list the City Council input which has been integrated into department goals, and documentation of the complete list of input received from Council at prior work sessions.

Please let me know if you have any questions or require additional information.

Strategic Plan Final Draft: Objectives, City Wide Goals, Department Goals

1 Ensure a Safe and Secure Community	Department	Timeframe
1.1 Interagency communications		
• Support County efforts to establish a Crisis Triage Center	Administration	3-5 years
• Evaluate/implement advanced technologies to increase efficiencies	Fire	2 years
• Create tactical operability plan for communications between DAC Fire & Emergency Services and LCFD	Fire	2 years
• Submit microwave system governance document to MVRDA Board	Fire	2 years
• Evaluate/implement advanced technologies to increase efficiencies	Police	2 years
1.2 Public Safety infrastructure		
• Preliminary site selections for fire stations 9 and 10	Fire	2 years
• Plan for East Mesa Public Safety Complex	Fire	2 years
• Open/operate Fire Station 7	Fire	2 years
• Facilitate repairs/renovations at Police Department facility	Police	2 years
• Plan for East Mesa Public Safety Complex	Police	2 years
1.3 Public education and outreach		
• Strengthen emergency preparedness and disaster response for elder and disabled residents	Community & Culture	2 years
• Implement advanced life support (ALS) engine companies	Fire	2 years
• Expand fire safety programs	Fire	2 years
• Develop vector control educational material and deliver through City billing system	Parks & Recreation	2 years
• Expand proactive Codes Enforcement and Animal Control activities	Police	2 years
• Expand community policing efforts	Police	2 years
1.4 Appropriate staff levels		
• Recognition as a satellite training location for state fire academy	Fire	2 years
• Transition to new staffing model	Fire	2 years
• Conduct a formal ISO evaluation	Fire	2 years
• Refine the East and West Area Command deployments	Police	2 years
• Recruit for/convene the 42nd Las Cruces Police Academy	Police	2 years
1.5 Enhance public safety policies		
• Attain Municipal League/NM Law Enforcement accreditation	Police	2 years
• Present false alarm ordinance	Police	2 years
• Evaluate/implement police lapel cameras	Police	3-5 years

2 Acknowledge and Promote our Community Identity & Engagement

2.1 Promote unique cultural heritage

• Initiate historic preservation program	Community Development	3-5 years
• Establish city-wide comprehensive art policy	Community & Culture	2 years
• Develop a comprehensive plan for Senior Programs	Community & Culture	2 years
• Support downtown Arts and Culture District designation	Community & Culture	2 years
• Increase awareness and usage of Branigan Library and its programs and materials	Community & Culture	2 years
• Engage/connect non library customers in the City to the Branigan Library	Community & Culture	2 years
• Museum collections management	Community & Culture	3-5 years
• Improve accuracy in museum attendance tracking	Community & Culture	2 years

2.2 Maintain and enhance recreation opportunities

• Enhance Parks & Recreation program awareness	Parks & Recreation	2 years
• Open the second floor of the Aquatic Center for recreational programming	Parks & Recreation	2 years
• Expand recreation opportunities	Parks & Recreation	2 years

2.3 Foster neighborhood vitality

• Open/operate East Mesa Sage Café	Community & Culture	2 years
• Expand & implement affordable housing programs	Community Development	2 years
• Develop and implement community garden(s) program to teach gardening basics	Parks & Recreation	2 years

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

3.1 Transportation enhancement

• Implement Intelligent Transportation System (ITS) improvements	Transportation	2 years
• Pursue safety initiatives for City fleet	Transportation	2 years
• Improve fleet vehicle and operational efficiencies	Transportation	2 years
• Implement street & traffic signals enhancements	Transportation	2 years

3.2 Planning and development implementation actions

• Develop policy as it relates to the film industry and city property	Community & Culture	2 years
• Adopt/Implement a Corridor, Neighborhood & Community Blueprint Plan work program	Community Development	2 years
• Update development, construction & building codes	Community Development	2 years
• Adopt/Implement Comprehensive/Area Plan update strategy	Community Development	2 years
• Urban agriculture policy	Community Development	3-5 years
• Pursue regional planning efforts	Community Development	2 years
• Evaluate Parks & Recreation policy (Master Plan update)	Parks & Recreation	2 years
• Update wastewater ordinance	Utilities	2 years

3.3 Community growth and service management		
• Enhance cooperation with LCPS	Administration	2 years
• Improve GIS functionality	Information Technology	2 years
• Adopt a food security action plan (to ensure short/long term needs are met)	Public Works	3-5 years
• Establish Transportation department strategic plan	Transportation	2 years
• Pursue voluntary assessment districts to upgrade septic tanks	Utilities	2 years
3.4 Maximize infrastructure development and maintenance		
• Evaluate/consider facility for Convention & Visitors Bureau	Community & Culture	2 years
• Investigate use of thin client technology to reduce power consumption	Information Technology	3-5 years
• Implement broadband microwave connectivity	Information Technology	2 years
• Maintain/implement technological solutions to enhance service delivery	Information Technology	3-5 years
• Consider LC Country Club for a City park	Parks & Recreation	2 years
• Implement infrastructure management strategy	Public Works	2 years
• Implement Public Works ICIP	Public Works	2 years
• Evaluate and address airport infrastructure to ensure continued viability	Transportation	2 years
• Implement preventive maintenance program for pavement, sidewalks, drainage facilities	Transportation	2 years
4 Protect and Promote our Natural and Energy Resources		
4.1 Community education and engagement		
• Achieve Sustainable City designation	Public Works	3-5 years
• Pass green infrastructure ordinance	Public Works	3-5 years
• Promote community outreach efforts for energy conservation	Public Works	2 years
4.2 Organizational awareness		
• Strive to achieve Tree City USA designation	Parks & Recreation	3-5 years
• Achieve Clean Air City designation	Public Works	3-5 years
• Update regional water plan	Utilities	3-5 years
• Complete the natural gas master plan	Utilities	2 years
• Identify water conservation/ water reclamation opportunities	Utilities	2 years
4.3 Conservation measures		
• Implement enterprise level power management controls for City computers	Information Technology	2 years
• Establish power purchase agreements	Public Works	3-5 years
• Expand regional recycling program	Utilities	2 years

5 Foster a Vibrant Economic Environment

5.1 Job creation

• Attract and grow new businesses	Administration	2 years
• Promote and support existing businesses in the community	Administration	2 years
• Continue to develop Las Cruces as a tourist destination	Community & Culture	2 years

5.2 Collaborative Partnerships

• Support public/private partnerships for development	Administration	2 years
• Support downtown revitalization efforts	Administration	2 years
• Explore airport partnership opportunities with Spaceport America	Transportation	2 years

6 Operate an Accountable, Responsive and Engaged City Government

6.1 Measurable performance standards

• Provide value added audit recommendations to enhance the effectiveness of City operations/services	Administration	2 years
• Ensure continued fiscal integrity	Finance	2 years
• Improve integration of the budget with the Strategic Plan	Finance	2 years
• Manage civil litigation and contract counsel	Legal	2 years
• Coordinate liquor license/special dispenser permit application for adherence to State laws, rules and regs	Legal	2 years
• Monitor DWI/DV Prosecutor Grant Program with the DA's office	Legal	2 years
• Coordinate vehicle seizure hearings	Legal	2 years
• Develop records management options	Legal	2 years
• Review/amend Fees and Charges/Facility Use Policy	Parks & Recreation	2 years
• Enhance revenues through advertisement and partnerships	Parks & Recreation	2 years
• File gas rate case	Utilities	2 years
• File solid waste rate case	Utilities	2 years

6.2 Customer service oriented government

• Align resources with community priorities	Administration	2 years
• Provide accurate, timely information	Administration	2 years
• Complete implementation of "One Stop Shop"	Community Development	2 years
• Enhance/simplify Financial Services effectiveness	Finance	2 years
• Develop/distribute financial report for citizens	Finance	2 years

6.3 Inclusive community involvement

• Engage citizens/stakeholders	Administration	2 years
• Enhance media technology to improve community access and involvement	Administration	2 years
• Enhance election process	Legal	2 years

7 Be the Employer of Choice

7.1 Total compensation

• Ensure attractive benefits	Human Resources	2 years
• Ensure competitive wages	Human Resources	2 years

7.2 Create and maintain a positive work environment

• Continue to promote safe work environments	Administration	2 years
• Promote a professional and engaged workforce	Human Resources	2 years

City Council Input Integrated Into Department Goals

Department	Strategic Plan Goal	Objective
Administration	Support County efforts to establish a Crisis Triage Center	1. Safe & Secure Community
Fire	Preliminary site selections for fire stations 9 and 10	1. Safe & Secure Community
Police	Present false alarm ordinance	1. Safe & Secure Community
Police	Evaluate/implement police lapel cameras	1. Safe & Secure Community
Administration	Enhance cooperation with LCPS	3. Proactively Plan Land Use
Community Development	Urban agriculture policy	3. Proactively Plan Land Use
Community Development	Pursue regional planning efforts	3. Proactively Plan Land Use
Parks & Recreation	Consider LC Country Club for a City park	3. Proactively Plan Land Use
Public Works	Adopt a food security action plan (to ensure short/long term needs are met)	3. Proactively Plan Land Use
Utilities	Pursue voluntary assessment districts to upgrade septic tanks	3. Proactively Plan Land Use
Public Works	Achieve Sustainable City designation	4. Natural & Energy Resouces
Public Works	Pass green infrastructure ordinance	4. Natural & Energy Resouces
Public Works	Establish power purchase agreements	4. Natural & Energy Resouces
Public Works	Achieve Clean Air City designation	4. Natural & Energy Resouces
Administration	Support public/private partnerships for development	5. Vibrant Economy
Finance	Develop/distribute financial report for citizens	6. Accountable Government
Human Resources	Promote a professional and engaged workforce	7. Employer of Choice

City Council Input from Work Sessions

Department	Strategic Plan Goal	Objective	Comments
Police	Expand gang unit	1. Safe & Secure Community	Supports "Evaluate/plan new public safety efforts"
Police/Fire	Staff study - assessment	1. Safe & Secure Community	Supports "Maintain appropriate staffing levels"
Police/Fire	East Mesa Public Safety (911 center)	1. Safe & Secure Community	Already in plan
Police/Fire	Evaluate response model	1. Safe & Secure Community	Supports "Evaluate/plan new public safety efforts"
Police	Monthly crime evaluation	1. Safe & Secure Community	Supports "Evaluate/plan new public safety efforts"
Police/Fire	Citizen review (engagement)	1. Safe & Secure Community	Supports "Expand interaction with community..."
Police	Facility assessment	1. Safe & Secure Community	Already in plan
Police	Consider/Present false alarm ordinance	1. Safe & Secure Community	New plan goal
Police	1.5-2.5 officers per 1000 residents	1. Safe & Secure Community	Could support "Maintain appropriate staffing levels"
Police	Identify maximum age for replacement of police vehicles	1. Safe & Secure Community	Supports "Finance public safety vehicle replacment..."
Fire	Improve ISO rating: include improved response/lower insurance	1. Safe & Secure Community	Already in plan
Police	NM accreditation for LCPD	1. Safe & Secure Community	Already in plan
Police/Fire	Co-locate 911 with East Mesa campus	1. Safe & Secure Community	Already in plan
Police	Publicize Compstat info	1. Safe & Secure Community	Supports "Provide accurate, timely information..."
Police	Simplify neighborhood watch creation	1. Safe & Secure Community	Supports "Expand community policing efforts"
Police	Enhance NHW website & resources	1. Safe & Secure Community	Supports "Expand community policing efforts"
Police/Fire	Conduct police/fire academy as required/annual	1. Safe & Secure Community	Already in plan
Police/Fire	Expedite East Mesa public safety complex	1. Safe & Secure Community	Already in plan
Fire	Site selections for fire stations 9 & 10	1. Safe & Secure Community	New plan goal
Police	Evaluate/enhance code enforcement	1. Safe & Secure Community	Already in plan
Community Development	Enhance safe route to schools	1. Safe & Secure Community	Could support Transportation planning goal as 4th tier
Transportation	ITS implementation	1. Safe & Secure Community	Already in plan under objective #3
Fire	Fire component to NW	1. Safe & Secure Community	Covered under site selection
Administration	Build community liaison	1. Safe & Secure Community	Covered as part of new community relations coordinator goal
Police/Fire	On line reporting	1. Safe & Secure Community	Supports "Provide accurate, timely information..."
Police/Fire	Improve information flow	1. Safe & Secure Community	Supports "Provide accurate, timely information..."
Police/Fire	Appropriate follow-up/close loop	1. Safe & Secure Community	Supports "Provide accurate, timely information..."
Administration	Robust support for public safety	1. Safe & Secure Community	This is indicated with objective #1
Police/Fire	Community knowledge/enhance & improve	1. Safe & Secure Community	Supports "Expand interaction with community"
Police/Fire	Correctly balance pay (OT)	1. Safe & Secure Community	Supports "Appropriate staff levels"
Police/Fire	Emphasize community engagement	1. Safe & Secure Community	Supports "Expand interaction with community"
Police/Fire	Promote special assignments/specialized knowledge	1. Safe & Secure Community	Supports "Appropriate staff levels" or Obj #7 training goal
Police/Fire	More collaboration with PD/Fire	1. Safe & Secure Community	Part of new communications goal
Public Works	Enhance inner-city infrastructure (roads, parks lights)	1. Safe & Secure Community	Objective #3 ICIP
Parks & Recreation	Continue community gardens	1. Safe & Secure Community	Already in plan
Police/Fire	Enhance staffing levels	1. Safe & Secure Community	Already in plan
Police/Fire	Increase communication between PD/Fire/Council	1. Safe & Secure Community	Addressed with reporting goals
Police	Lapel cameras	1. Safe & Secure Community	New plan goal 3-5 years

City Council Input from Work Sessions

Department	Strategic Plan Goal	Objective	Comments
Police	Expansion Police server D.I.M.S	1. Safe & Secure Community	Supporting goal for "Seek/Implement computer technologies..."
Fire	Improved equipment for EMS	1. Safe & Secure Community	Supports "Finance public safety vehicle replacment..."
Administration	Support County efforts to establish a Crisis Triage Center	1. Safe & Secure Community	New plan goal, 3-5 year goal
Police	False alarms	1. Safe & Secure Community	Part of new false alarm ordinance goal
Community & Culture	Find new theme more engaging than "Sunny"	2. Promote Community Identity	Supports CVB tourism goal
Community & Culture	Encourage arts at multiple levels	2. Promote Community Identity	Supports arts advisory board goal
Community & Culture	Preservation ordinance - move forward	2. Promote Community Identity	Already in plan
Community Development	Historic Mesquite overlay	2. Promote Community Identity	Supports the comp plan goal (CD)
Administration	$ support Salsafest & other downtown events	2. Promote Community Identity	Supports downtown goal "Support downtown revitalization efforts"
Administration	Support downtown partnership/other neighborhood assoc.	2. Promote Community Identity	Supports downtown goal "Support downtown revitalization efforts"
Administration	Support downtown farmers market/revisit agreements	2. Promote Community Identity	Supports downtown goal "Support downtown revitalization efforts"
Parks & Recreation	Assess park-dedicated GRT 0.125% (1/8%)	2. Promote Community Identity	Could support Fin goal "Ensure fiscal integrity"
Community & Culture	Update master library plan	2. Promote Community Identity	Could support Lib goal "...Awareness/Usage of Library"
Parks & Recreation	Alternative recreation opportunities	2. Promote Community Identity	Supports "Expand rec opportunities"
Parks & Recreation	Return midnight basketball on weekends	2. Promote Community Identity	Supports "Expand rec opportunities"
Administration	More community-wide events	2. Promote Community Identity	Could be linked to community relations coordinator goal
Administration	Downtown plaza	2. Promote Community Identity	Supports downtown goal "Support downtown revitalization efforts"
Public Works	Sage Café finished	2. Promote Community Identity	Already in plan (ICIP)
Community Development	Promote affordable housing (infill w/ mixed level housing)	2. Promote Community Identity	Supports "Expand affordable housing programs"
Administration	Supporting/promoting public/private partnerships	2. Promote Community Identity	New ED goal
Administration	Hire a community relations coordinator (F/T)	2. Promote Community Identity	Supports "Align resources with community priorities"
Human Resources	Community knowledge	2. Promote Community Identity	Could support a training goal
Administration	Public/private entrepreneurship (Butterfield)	2. Promote Community Identity	New ED goal
Finance	Educate community on value of programs/services	2. Promote Community Identity	Supports Finance citizen report goal
Parks & Recreation	Neighborhood farmers markets	2. Promote Community Identity	May support community gardens goal
Administration	Neighborhood/schools relationships	2. Promote Community Identity	Supports new LCPS umbrella goal
Administration	MOU with LCPS for school sitings	3. Proactively Plan Land Use	New goal advocating cooperation with LCPS
Public Works	Food security action plan	3. Proactively Plan Land Use	Linked to Sustainability Action Plan, new 3-5 year goal
Community Development	Expand public transit (hours, routes, ridership)	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Transportation	Tailor transit fares (seniors/students)	3. Proactively Plan Land Use	Could support Fin goal "Ensure fiscal integrity"
Community Development	Complete streets	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	More multi-modal facilities	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	More mixed use neighborhoods	3. Proactively Plan Land Use	Supports comp plan goal
Administration	School libraries open to public use	3. Proactively Plan Land Use	Supports new LCPS umbrella goal
Community Development	Invest in existing neighborhood infrastructure	3. Proactively Plan Land Use	Could support comp plan goal
Parks & Recreation	Neighborhood farmers markets & gardens	3. Proactively Plan Land Use	May support community gardens goal

City Council Input from Work Sessions

Department	Strategic Plan Goal	Objective	Comments
Community Development	Innovative transportation to spaceport/airport/university	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	Connect neighborhood commercial nodes	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Parks & Recreation	Utilize existing topsoil community gardens	3. Proactively Plan Land Use	May support community gardens goal
Community Development	Infill/underutilized buildings and parcels	3. Proactively Plan Land Use	Could support comp plan goal
Administration	Redevelopment incentives (LEDA?)	3. Proactively Plan Land Use	Could support ED goal
Transportation	Upgrade airport for Spaceport activity	3. Proactively Plan Land Use	Already in plan
Community Development	Complete comp plan update	3. Proactively Plan Land Use	Already in plan
Community Development	Downtown parking plan	3. Proactively Plan Land Use	Supports downtown goal "Support downtown revitalization efforts"
Public Works	Implement south Main St roundabout	3. Proactively Plan Land Use	In plan supporting ICIP goal
Community Development	Review median landscaping	3. Proactively Plan Land Use	Supports "Update development, construction, building codes"
Public Works/Community Development	Watershed management (stormwater/green infrastructure)	3. Proactively Plan Land Use	Requires additional clarification; extends beyond comp plan
Community Development	Traffic calming - chicanes	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Public Works	Pavement management system	3. Proactively Plan Land Use	Already in plan
Community Development	Pros Ranch Market/S Valley transit route	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Utilities	Pursue voluntary assessments for septic tanks	3. Proactively Plan Land Use	New plan goal; input from 1/4/12 work session
Community Development	Toll road opportunities?	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	Air Taxi service at airport	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	Triviz/Telshor pedestrian/bike bridge	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	Underground bridge at Spruce/other side of dam	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	Bicycle facilities, events, tourism	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Community Development	Connectivity to state bike trail along Rio Grande	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Information Technology	Greater use of GIS	3. Proactively Plan Land Use	Already in plan
Information Technology	Integrated regional map for bi-national planning	3. Proactively Plan Land Use	Supports GIS goal
Information Technology	MOU to share GIS databases	3. Proactively Plan Land Use	Supports GIS goal
Community Development	Pursue regional planning efforts	3. Proactively Plan Land Use	New goal; incl Transportation/Transit planning, HUD grants, etc
Community Development	Transit corridor zoning	3. Proactively Plan Land Use	Supports "Regional Planning Efforts"
Public Works	Pavement maintenance plan	3. Proactively Plan Land Use	Already in plan
Public Works	Improve dirt roads in CLC	3. Proactively Plan Land Use	Unfunded for next two year plan
Community Development	Community blueprints - continue effort	3. Proactively Plan Land Use	Already in plan
Parks & Recreation	Country Club property - explore options	3. Proactively Plan Land Use	New goal in plan under Parks & Rec
Administration	MOUs with LCPS for school site selections	3. Proactively Plan Land Use	Supports cooperation goal with LCPS
Community Development	Conservation easements for ag parcels in CLC limits	3. Proactively Plan Land Use	Could support comp plan goal
Parks & Recreation	Address East Mesa park deficiencies	3. Proactively Plan Land Use	Could support master plan goal
Community Development	Green infrastructure codes	3. Proactively Plan Land Use	Supports "Update development, construction, building codes"
Transportation	Staff buy in on transportation goals	3. Proactively Plan Land Use	Supports "Establish transportation dept strategic plan"
Human Resources	Community knowledge by staff	3. Proactively Plan Land Use	Could support training goal
Finance	Educate public on value of city services	3. Proactively Plan Land Use	Supports Finance citizen report goal

City Council Input from Work Sessions

Department	Strategic Plan Goal	Objective	Comments
Public Works	Pavement maintenance schedule	3. Proactively Plan Land Use	Already in plan
Community Development	Urban agriculture	3. Proactively Plan Land Use	New goal; part of Comprehensive Plan; 3-5 year goal
Community Development	Master plan for West Mesa region	3. Proactively Plan Land Use	Part of Comprehensive Plan; 3-5 year goal
Transportation	Additional public transit options (public bikes)	3. Proactively Plan Land Use	Could support "Establish transportation dept strategic plan"
Community Development	Count views of Organs as resources	4. Natural & Energy Resouces	Policy already in place as part of the comp plan
Utilities	Water policy advisory council	4. Natural & Energy Resources	Supports new Utilities goal "Update regional water plan"
Administration	Supporting commercial renewable energy & efficiency	4. Natural & Energy Resources	Supports ED goals
Community Development	Wildlife/urban interface	4. Natural & Energy Resources	Part of the arroyo plan
Public Works	Trombe (Black) wall heat transfer demonstration project	4. Natural & Energy Resources	Could support "Community outreach efforts for energy cnsvtn"
Public Works	Food shed changes	4. Natural & Energy Resources	Part of Sustainability Action Plan
Public Works	Community engagement	4. Natural & Energy Resources	Could support "Community outreach efforts for energy cnsvtn"
Community Development	Organ mountain view corridor	4. Natural & Energy Resources	Part of Comprehensive Plan; 3-5 year goal
Public Works	Pollution prevention	4. Natural & Energy Resources	Supports "Clean Air City" goal
Public Works	Solar collectors/charging stations	4. Natural & Energy Resources	
Public Works	Las Cruces dam - complete project	4. Natural & Energy Resources	Supports ICIP goal
Parks & Recreation	Additional dog parks	4. Natural & Energy Resources	Covered under master plan goal
Utilities	Glass recycling assessment	4. Natural & Energy Resources	Could support "Expand regional recycling program"
Public Works	City Hall solar conversion project	4. Natural & Energy Resources	Could support "Sustainable City" goal or ICIP goal
Public Works	Energy monitoring systems (resid/commerc)	4. Natural & Energy Resources	Not sure if we'd monitor residential/commercial
Utilities	Water desalinization plant	4. Natural & Energy Resources	Not a two year goal
Public Works	Geothermal energy production & recovery	4. Natural & Energy Resources	Could support "Sustainable City" goal or ICIP goal
Parks & Recreation	Acquire Las Cruces Country Club	4. Natural & Energy Resources	New goal in plan
Public Works	Assess carbon credits/offsets available	4. Natural & Energy Resources	Supports sustainable city goal
Parks & Recreation	Tree City USA (urban forestry, shadescape)	4. Natural & Energy Resources	Already in plan
Public Works	Green infrastructure conference	4. Natural & Energy Resources	Could support outreach goal
Community Development	HUD sustainable communities grant	4. Natural & Energy Resources	Could support PW "Sustainable City" goal
Public Works	Investigate solar opportunities	4. Natural & Energy Resources	Could support "Sustainable City" goal or ICIP goal
Community Development	Protect public lands	4. Natural & Energy Resources	Part of Comprehensive Plan; 3-5 year goal
Parks & Recreation	Revegetate open spaces within CLC	4. Natural & Energy Resources	Could support master plan goal
Transportation	Promote renewable energy (electric cars)	4. Natural & Energy Resources	Could support Transportation dept master plan goal
Public Works	Achieve Sustainable City designation	4. Natural & Energy Resources	Included as new 3-5 year goal
Public Works	Establish power purchase agreements	4. Natural & Energy Resources	Included as new 3-5 year goal
Public Works	Solar on CLC buildings	4. Natural & Energy Resources	Could support "Sustainable City" goal or ICIP goal
Public Works	Clean Air City	4. Natural & Energy Resources	Included as new 3-5 year goal
Parks & Recreation	Burn Lake	4. Natural & Energy Resources	Could support master plan goal
Community Development	Finish/implement Arroyo Plan	4. Natural & Energy Resources	Part of the comprehensive plan
Information Technology	Centralize location for GIS maps	5. Vibrant Economy	Could support GIS goal
Administration	Connection with educational institutions	5. Vibrant Economy	Covered by LCPS goal, other coordination supporting goals

City Council Input from Work Sessions

Department	Strategic Plan Goal	Objective	Comments
Community Development	Explore housing development on West Mesa	5. Vibrant Economy	Could support affordable housing goal
Transportation	Airport improvements & development	5. Vibrant Economy	Already in plan
Information Technology	Better GIS (service/functionality)	5. Vibrant Economy	Could support GIS goal
Administration	Economic gardening	5. Vibrant Economy	Covered by "Attract and grow new businesses"
Administration	East Mesa Business Park	5. Vibrant Economy	Supports "Promote and support existing businesses..."
Community Development	Green infrastructure (ordinance/new urbanism)	5. Vibrant Economy	Supports planning goal
Administration	Promote business clusters	5. Vibrant Economy	Supports ED goals
Administration	Promote road to Spaceport	5. Vibrant Economy	Could support ED Spaceport goal
Community & Culture	Promote tourism (film/gaming industry)	5. Vibrant Economy	Could support CVB tourism goal already in plan
Administration	Promote/support commercial renewable energy	5. Vibrant Economy	Could support ED goals or possibly PW sustainability goal
Community Development	Use community blueprints to emphasize economic gardening	5. Vibrant Economy	Already in plan
Community & Culture	Regional tourism/cooperation	5. Vibrant Economy	Supports CVB tourism goal
Transportation	Regain West Mesa focus & integrate airport	5. Vibrant Economy	Could support ED goals or possibly Transportation strat plan goal
Administration	Green jobs (Van Jones book)	5. Vibrant Economy	Could support ED goals
Administration	Work w/ DACC for workforce training	5. Vibrant Economy	Could support ED goals
Community Development	Lower drop out rates (work with JCP)	5. Vibrant Economy	Could support "Align resources with community priorities"
Public Works	Enhance renewable infrastructure	5. Vibrant Economy	Created new 3-5 year goal to pass green ordinance
Community & Culture	Tourism/CVB/Film	5. Vibrant Economy	Already in plan
Administration	Economic gardening	5. Vibrant Economy	Could support ED goals
Administration	Work w/ DOL/NMSU/DACC workforce solutions	5. Vibrant Economy	Could support ED goals
Administration	Connect employers/employees (CLC/private)	5. Vibrant Economy	Could support ED goals
Community Development	Customer friendly (business permits)	5. Vibrant Economy	Supports one stop shop goal in plan
Human Resources	Communication/connectivity across departments	5. Vibrant Economy	Could support "Professional/engaged workforce"
Community & Culture	CVB-more active role in information/welcome wagon	5. Vibrant Economy	
Administration	Downtown public/private partnerships	5. Vibrant Economy	Supports downtown goal "Support downtown revitalization efforts"
Public Works	Design parking garage	5. Vibrant Economy	Supports downtown goal "Support downtown revitalization efforts"
Community Development	Reassess downtown zoning	5. Vibrant Economy	Supports downtown goal "Support downtown revitalization efforts"
Community & Culture	Arts & Culture district (designate/establish)	5. Vibrant Economy	Already in plan
Community Development	Regularly review upcoming impact fees	5. Vibrant Economy	
Administration	Improve relationships w/ business sector	5. Vibrant Economy	Addressed with ED goals
Administration	Lower electric rates in West Mesa industrial park	5. Vibrant Economy	
Administration	Work closely w/ DACC	5. Vibrant Economy	Could support ED goals
Administration	Promote foreign trade zone	5. Vibrant Economy	Could support ED goals
Public Works	Look for opportunity to trade WMI land for land	5. Vibrant Economy	Land management
Community & Culture	Promote tourism	5. Vibrant Economy	Already in plan
Transportation	El Paso Airport to CLC transportation for conventions	5. Vibrant Economy	Could support Transportation strat plan goal

City Council Input from Work Sessions

Department	Strategic Plan Goal	Objective	Comments
Administration	Citizen satisfaction survey	6. Accountable City Government	Could support "Align resources with community priorities"
Finance	Finance report for citizens	6. Accountable City Government	New goal in plan
Community Development	Pass dust control ordinance	6. Accountable City Government	Lower tier goal supporting "Update development, contstruction..."
Community Development	Neighborhood groups	6. Accountable City Government	Could support "Adopt/implement... neighborhood... work plan"
Finance	Identify barriers in finance	6. Accountable City Government	
Police	Enforce municipal codes	6. Accountable City Government	
Administration	Report card on the strat plan (public/CLC)	6. Accountable City Government	Could support "Provide accurate, timely information"
Human Resources	Community knowledge	6. Accountable City Government	Could support training goal
Administration	Track community input	6. Accountable City Government	Could support "Provide accurate, timely information"
Administration	Expand community outreach	6. Accountable City Government	Could support "Align resources with community priorities"
Administration	Engage residents and City government	6. Accountable City Government	Already in plan
Legal	Ethics in campaign financing	6. Accountable City Government	Could support "Enhance election process"
Administration	Inform residents of current services	6. Accountable City Government	Could be linked to a website goal
Human Resources	Communication between departments	6. Accountable City Government	Could support "Professional/engaged workforce"
Human Resources	Best staffing	6. Accountable City Government	Could support "Professional/engaged workforce"
Legal	Campaign reform	6. Accountable City Government	Linked to "Enhance election process"
Information Technology	Website usability	6. Accountable City Government	
Administration	Internal Audit - expand staffing (accountability)	6. Accountable City Government	Could support audit goal
Public Works	Sustainability coordinator - engagement w/ public	6. Accountable City Government	
Administration	City Watch	6. Accountable City Government	Could support "Provide accurate, timely information"
Human Resources	Telecommuting options	7. Employer of Choice	Could support "Ensure attractive benefits"
Human Resources	Ensure competitive wages	7. Employer of Choice	Already in plan
Human Resources	Customize rewards & recognition	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Review educational opportunities	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Flexible leave program	7. Employer of Choice	Could support "Ensure attractive benefits"
Administration	Acquire needed technology	7. Employer of Choice	
Human Resources	Learn project management skills	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Succession planning	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Advancement opportunities	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Community education (on/off site)	7. Employer of Choice	
Human Resources	Community involvement continuum	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Expand wellness opportunities	7. Employer of Choice	Could support "Ensure attractive benefits"
Human Resources	Suggestion box	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Safe work environments	7. Employer of Choice	Already in plan
Human Resources	Expand/review efficiency rewards	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Sabbaticals (executive level)	7. Employer of Choice	Could support "Professional/engaged workforce"
Human Resources	Save the pointsettia project	7. Employer of Choice	
Human Resources	Support/promote employee benefit committee	7. Employer of Choice	
Human Resources	Professional and engaged workforce	7. Employer of Choice	New goal; input from 1/4/12 work session