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City of Las Cruces[®]
 PEOPLE HELPING PEOPLE

Council Action and Executive Summary

Item # 1 Ordinance/Resolution# 12-192

For Meeting of _____
 (Ordinance First Reading Date)

For Meeting of 5/21/12
 (Adoption Date)

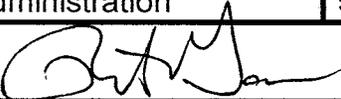
Please check box that applies to this item:

QUASI JUDICIAL LEGISLATIVE ADMINISTRATIVE

TITLE: A RESOLUTION ADOPTING THE 2012 STRATEGIC PLAN FOR THE CITY OF LAS CRUCES.

PURPOSE(S) OF ACTION:

Adoption of strategic plan.

COUNCIL DISTRICT: ALL		
Drafter/Staff Contact: Barbara DeLeon	Department/Section: Administration	Phone: 541-2642
City Manager Signature:		

BACKGROUND / KEY ISSUES / CONTRIBUTING FACTORS:

The City of Las Cruces has recognized that there are critical issues facing the community that need to be addressed. To this end, the City has developed a strategic planning process to set long term objectives to guide actions, initiatives and projects. This planning process has evolved through several stages, most recently with the implementation of the current 2010 plan.

The current 2010 plan has both two year and five year goals. Every two years, completion of short term goals is reviewed, and the Mayor, Council and staff determine the appropriate goals to achieve the long term objectives. As such, it is anticipated that there will be updates to the plan at two year intervals as the City progresses toward long term goals.

For the proposed 2012 plan, the Mayor, Council and staff reviewed performance relative to the 2010 plan, determined which goals to continue, and developed new goals as appropriate. This process was accomplished in conjunction with the 2013 budget process and through several work sessions. The Mayor, Council and staff had input on the goals to be pursued over the next term of the plan and considered budgetary impact, competing interests, and staff constraints.

Staff is recommending adoption of the 2012 plan to mark the beginning of a structured and formalized implementation process. Continuous improvement and modifications are anticipated to reflect changing conditions and current goals established by the Mayor and City Council.

(Continue on additional sheets as required)

Staff will provide periodic reports on progress in order to facilitate plan assessment and development.

SUPPORT INFORMATION:

1. Resolution.
2. Exhibit "A", Proposed 2012 Strategic Plan.

SOURCE OF FUNDING:

Is this action already budgeted? N/A	Yes	<input type="checkbox"/>	See fund summary below
	No	<input type="checkbox"/>	If No, then check one below:
	<i>Budget Adjustment Attached</i>	<input type="checkbox"/>	Expense reallocated from: _____
		<input type="checkbox"/>	Proposed funding is from a new revenue source (i.e. grant; see details below)
		<input type="checkbox"/>	Proposed funding is from fund balance in the Fund.
Does this action create any revenue? N/A	Yes	<input type="checkbox"/>	Funds will be deposited into this fund: in the amount of \$ _____ for FY__.
	No	<input type="checkbox"/>	There is no new revenue generated by this action.

BUDGET NARRATIVE

N/A

FUND EXPENDITURE SUMMARY:

Fund Name(s)	Account Number(s)	Expenditure Proposed	Available Budgeted Funds in Current FY	Remaining Funds	Purpose for Remaining Funds
N/A	N/A	N/A	N/A	N/A	N/A

OPTIONS / ALTERNATIVES:

1. Vote "Yes"; this will approve the Resolution authorizing staff to begin implementation of the 2012 Strategic Plan.
2. Vote "No"; this will not approve the Resolution. Therefore, staff will seek guidance to avoid further delaying plan implementation.
3. Vote to "Amend" the Resolution.
4. Vote to "Table" the Resolution and provide staff with further direction.

(Continue on additional sheets as required)

REFERENCE INFORMATION:

The resolution(s) and/or ordinance(s) listed below are only for reference and are not included as attachments or exhibits.

N/A

(Continue on additional sheets as required)

RESOLUTION NO. 12-192**A RESOLUTION ADOPTING THE 2012 STRATEGIC PLAN FOR THE CITY OF LAS CRUCES.**

The City Council of the City of Las Cruces is informed that:

WHEREAS, the City understands that there are many beneficial aspects to the strategic planning process which help identify community issues, strengths, weaknesses, opportunities and threats; and

WHEREAS, a strategic plan is not an individual action; rather, it is a culmination of effort of City staff and City Council representing various community constituencies; and

WHEREAS, it is the desire of the City to have a long-term planning document in place that will help guide Council and staff; and

WHEREAS, City staff and Council established a process for reviewing plan performance, soliciting input, and developing the plan through meetings and public work sessions during which ideas and objectives were articulated and specific recommendations were made; and

WHEREAS, it is necessary to approve the strategic plan to mark the beginning of a continuous process towards achieving the plan.

NOW, THEREFORE, Be it resolved by the governing body of the City of Las Cruces:

(I)

THAT the City of Las Cruces hereby adopts the 2012 Strategic Plan, attached hereto as Exhibit "A".

(II)

THAT City staff is hereby authorized to do all deeds necessary in the accomplishment of the herein above.

DONE AND APPROVED this _____ day of _____, 2012.

APPROVED:

Mayor

ATTEST:

City Clerk

(SEAL)

Moved by: _____

Seconded by: _____

APPROVED AS TO FORM:


City Attorney

VOTE:

- Mayor Miyagishima: _____
- Councillor Silva: _____
- Councillor Smith: _____
- Councillor Pedroza: _____
- Councillor Small: _____
- Councillor Sorg: _____
- Councillor Thomas: _____

Objective 1: Ensure a Safe and Secure Community

- Evaluate the expansion of the gang unit
- Continue support for public safety programs
- Promote special assignments/specialized knowledge
- Adopt a quality neighborhood watch program including Police and Fire with website and resources
- Evaluate public safety notification processes
- Evaluate response models
- Update false alarm ordinance
- Implement lapel cameras for police officers
- Achieve expanded fire safety programs
- Complete microwave system governance proposal to MVRDA Board
- Support expanded proactive Codes Enforcement and Animal Control activities
- Evaluate implementation of advanced life support (ALS) engine companies
- Assess public safety staffing and overtime structure
- Continue support of 1.5-2.5 officers per 1000 residents
- Complete transition to new staffing model
- Establish refined East and West Area Command deployments
- Complete recruitment for the 42nd Las Cruces Police Academy
- Implement monthly crime evaluation
- Evaluate citizen review and oversight plan
- Establish publication of Compstat information
- Evaluate information flow to include appropriate follow up
- Promote collaboration between PD/Fire
- Achieve increased communication between PD/Fire/Council
- Complete tactical operability plan for communications between DAC Fire & Emergency Services and LCFD
- Assess maximum age for replacement of police vehicles
- Complete site selections for fire stations 9 & 10
- Achieve enhanced inner-city infrastructure programs
- Evaluate Police server D.I.M.S
- Support improved equipment for EMS
- Continue to support advanced technologies to increase efficiencies for Police & Fire
- Complete plan for East Mesa Public Safety Complex
- Complete Fire Station 7 operating budget
- Continue to implement repairs/renovations at Police Department facility
- Continue to support community engagement
- Promote community knowledge and neighborhood awareness
- Promote emergency preparedness and disaster response for elder/disabled residents
- Implement full time community liaison to include Police and Fire
- Support County efforts to establish a Crisis Triage Center
- Establish vector control educational material and deliver through City billing system
- Support expanded community policing efforts
- Promote recognition as a satellite training location for state fire academy
- Complete a formal ISO evaluation
- Achieve Municipal League/NM Law Enforcement accreditation

Objective 2: Acknowledge and Promote our Community Identity

- Support downtown Arts and Culture District designation
- Establish city/community comprehensive art policy
- Update historic Mesquite overlay
- Support downtown revitalization efforts
- Continue to promote Salsafest & other downtown events
- Continue to support downtown partnership and adjacent neighborhood associations
- Update downtown farmers market agreements
- Support public/private partnerships in downtown Las Cruces
- Support public/private partnerships to leverage funding
- Update master library plan
- Continue to promote Parks & Recreation program awareness
- Complete the second floor of the Aquatic Center for recreational programming
- Implement expanded and additional recreation opportunities
- Continue to implement community garden programs to teach gardening basics
- Continue to implement integrated affordable housing recommendations
- Evaluate the hiring of a full-time community relations coordinator
- Promote community knowledge for staff
- Assess effectiveness of "Stay Sunny" CVB campaign
- Complete a master plan for Senior Programs
- Promote awareness and usage of Branigan Library and its programs and materials
- Assess accuracy of museum attendance tracking
- Complete East Mesa Sage Café
- Assess quality of life GRT

Objective 3: Proactively Plan our Land Use, Infrastructure, Connectivity and Transportation

- Evaluate MOU with LCPS for school sitings
- Implement school libraries open to public use
- Support expanded public transportation
- Evaluate transit fares
- Evaluate transit corridor zoning
- Assess additional public transit options
- Evaluate innovative transportation to spaceport/airport/university
- Establish bicycle facilities and infrastructure
- Promote connectivity to state bike trail along Rio Grande
- Implement Intelligent Transportation System (ITS) improvements
- Implement street & traffic signals enhancements
- Promote traffic calming technologies
- Adopt mixed use neighborhood policies
- Support investment in existing neighborhood infrastructure
- Promote redevelopment incentives (infill)
- Complete downtown parking plan
- Update voluntary assessments for septic tanks
- Support integrated regional map for bi-national planning
- Evaluate MOU to share standardized GIS databases in the region
- Support regional planning efforts
- Promote urban agriculture and conservation easements
- Adopt film industry policy including use of city property
- Evaluate the facility needs of Convention & Visitors Bureau
- Continue to implement Corridor, Neighborhood & Community Blueprint plans
- Update development, construction & building codes
- Complete Comprehensive/Area Plan update strategy
- Achieve improved GIS functionality
- Evaluate broadband microwave connectivity opportunities
- Evaluate Parks & Recreation policy (Master Plan update)
- Implement infrastructure management strategy
- Implement preventive maintenance program for sidewalks and drainage facilities
- Promote safety initiatives for City fleet
- Assess Fleet vehicle and operational efficiencies
- Establish Transportation department strategic plan and goals
- Promote airport partnership opportunities with Spaceport America
- Continue to evaluate and address airport infrastructure to ensure continued viability
- Update wastewater ordinance
- Evaluate opportunities to manage underutilized or abandoned buildings
- Evaluate park location deficiencies
- Promote mixed use planning for the West Mesa region
- Implement new median landscaping strategies
- Implement complete streets policies

Objective 4: Protect and Promote our Natural and Energy Resources

- Promote the beauty of the Organ Mountains
- Support commercial renewable energy & efficiency
- Evaluate wildlife/urban interface
- Support food shed policy initiatives
- Promote community engagement with natural and energy resources
- Establish pollution prevention measures
- Evaluate solar collectors as charging stations
- Assess carbon credits/offsets available
- Implement appropriate green infrastructure initiatives and codes from conference
- Support HUD sustainable communities grant
- Evaluate solar energy opportunities
- Promote protection of public lands
- Implement enterprise level power management controls for City computers
- Promote community outreach efforts for energy conservation
- Complete the natural gas master plan
- Assess and implement water conservation/water reclamation opportunities
- Promote expansion of regional recycling program
- Update water policy advisory council
- Assess trombe (black) wall heat transfer demonstration project
- Continue implementation of Las Cruces dam project
- Support glass recycling efforts
- Assess renewable energy opportunities (electric cars)
- Continue to implement Burn Lake initiatives
- Complete the Arroyo Plan

Objective 5: Foster a Vibrant Economic Environment

- Support use of GIS mapping for economic development
- Promote connection with educational institutions
- Support DACC, NMSU, LCPS, etc. in workforce development training
- Assess City role in dropout prevention
- Promote and implement economic gardening programs
- Assess opportunities to trade/leverage WMIP land
- Promote business clusters
- Support DAC road to Spaceport
- Promote renewable energy businesses
- Promote enhanced regional tourism/cooperation
- Support expanded CVB role in promotion of Las Cruces
- Continue to promote Las Cruces as a tourist destination
- Promote West Mesa Industrial Park & Airport
- Support green jobs
- Promote renewable infrastructure development
- Achieve customer friendly, enhanced business permitting process
- Promote interdepartmental approach to economic development
- Achieve downtown public/private partnerships
- Assess downtown zoning opportunities
- Achieve impact fee compliance
- Support enhanced relationships with the business sector
- Promote foreign trade zone
- Support diversified economic development strategy
- Assess East Mesa Business Park locations
- Evaluate new urbanism opportunities

Objective 6: Operate an Accountable, Responsive and Engaged City Government

- Complete citizen satisfaction survey
- Achieve finance report for citizens
- Implement dust control ordinance
- Promote and coordinate neighborhood groups
- Complete analysis for local preference procurement
- Evaluate enforcement of municipal codes
- Complete report card on the strategic plan
- Implement community input tracking
- Support community outreach, engagement, and education
- Complete campaign financing policy
- Promote enhanced communication between City departments
- Implement best hiring and performance practices
- Achieve improved website usability
- Complete expanded staffing of Internal Audit
- Promote public engagement with the sustainability coordinator
- Implement City Watch
- Implement audit recommendations to enhance the effectiveness and value of City operations/services
- Evaluate resource alignment with community priorities
- Continue to promote accurate, timely information
- Implement enhanced media technology to improve community access and involvement
- Complete implementation of "One Stop Shop"
- Achieve continued fiscal integrity
- Evaluate the integration of the budget with the Strategic Plan
- Achieve enhanced Financial Services effectiveness
- Continue to assess civil litigation and contract counsel
- Assess liquor license/special dispenser permit application for adherence to State laws, rules and regulations
- Assess DWI/DV Prosecutor Grant Program with the DA's office
- Complete vehicle seizure hearings
- Implement records management options and enhancements
- Implement enhanced election process
- Complete review of Parks & Recreation Fees and Charges/Facility Use Policy
- Implement enhanced revenues through advertisement and partnerships
- Complete gas rate case filing
- Complete a request to consider solid waste rate case
- Promote awareness of value of City programs/services

Objective 7: Be the Employer of Choice

- Evaluate telecommuting options
- Update rewards & recognition program
- Implement enhanced educational opportunities
- Evaluate flexible leave opportunities
- Support acquisition of needed technology and tools to effectively perform jobs
- Implement succession planning & advancement opportunities
- Promote community education and involvement
- Implement expanded wellness opportunities
- Promote opportunities to report and resolve matters of employee concern
- Evaluate executive level job education and best practice opportunities
- Support and promote employee benefit committee
- Promote a professional and engaged workforce
- Promote attractive benefits and wages
- Continue to promote safe work environments