

City of Las Cruces[®]

PEOPLE HELPING PEOPLE

Council Action and Executive Summary

Item # 8 Ordinance/Resolution# 14-134

For Meeting of _____
(Ordinance First Reading Date)

For Meeting of 2/18/14
(Adoption Date)

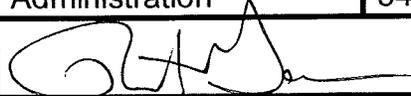
Please check box that applies to this item:

QUASI JUDICIAL LEGISLATIVE ADMINISTRATIVE

TITLE: A RESOLUTION ADOPTING THE 2014 STRATEGIC PLAN FOR THE CITY OF LAS CRUCES.

PURPOSE(S) OF ACTION:

Adoption of strategic plan.

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

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, broad, policy-level goals to guide actions, initiatives and projects. This planning process has evolved through several stages, most recently with the accomplishment of the 2012 plan, and now to the development of the proposed 2014 plan.

For the proposed 2014 plan, the Mayor, Council and staff reviewed the mission and guiding principles which the City has adopted. Along with staff, they completed a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis to evaluate the organizational and community issues. Finally, the Mayor, Council and staff had input on the goals to be pursued over the next term of the plan, considering competing interests and resource constraints.

The 2014 plan is organized into four central themes that define the main focus for the City: Fiscal Responsibility, Service Delivery Excellence, Infrastructure Development, and Quality of Life/Community Identity. Within these themes there are goals that represent key priorities for Council and Staff on behalf of the community. They include economic development, funding strategies, community revitalization efforts, sustainability initiatives, and organizational excellence. Implementation of the twenty-five goals will be accomplished over a five-year period through the development of an Administration Strategic Plan that formulates objectives to implement the goals.

(Continue on additional sheets as required)

Staff is recommending adoption of the 2014 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. Staff will provide periodic reports on progress in order to facilitate plan assessment and development.

SUPPORT INFORMATION:

1. Resolution.
2. Exhibit "A", Proposed 2014-2019 Strategic Plan.
3. Exhibit "B", 2012 Strategic Plan Accomplishments.

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 2014 Strategic Plan.

(Continue on additional sheets as required)

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.

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

RESOLUTION NO. 14-134**A RESOLUTION ADOPTING THE 2014 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 2014 Strategic Plan, attached hereto as Exhibit "A".

(II)

THAT staff will develop an Administration Strategic Plan to implement the goals of the 2014 Strategic Plan.

(III)

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

DONE AND APPROVED this _____ day of _____, 2014.

APPROVED:

Mayor

ATTEST:

City Clerk

(SEAL)

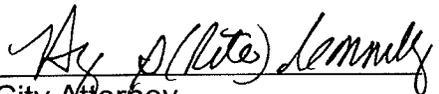
VOTE:

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

Moved by: _____

Seconded by: _____

APPROVED AS TO FORM:



City Attorney

Proposed 2014-2019 Strategic Plan

Our Mission: Las Cruces at Work for You

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

Our Guiding Principles

- **Excellence**
We consistently offer our best to the citizens of Las Cruces. We deliver quality service with passion, pride and professionalism
- **Integrity**
We demonstrate accountability and fairness at all levels of the organization. We are principled, ethical and sincere in our outlook and practice and hold the highest regard for the public trust.
- **Customer Focus**
We serve our community with reliability, trust-worthiness, and respect, and protect our citizens' health, safety and welfare. We partner actively and communicate openly and clearly. We are caring and service-oriented.
- **Fiscal Responsibility**
We shepherd the resources of our City with an eye to both efficiency and effectiveness.
- **Goal-Oriented Management**
We provide the responsible, proactive and innovative leadership necessary for the successful growth of our community, advancement of our economy, nurturing of our environment, and realization of Las Cruces' exciting future.

Our Strategic Plan

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

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

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

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

1. Increase City focus on strategic job creation
2. Promote responsible, stable, and sustainable economic development
3. Develop a diverse/perpetual funding strategy for capital and operating needs
4. Support neighborhood vitality and downtown revitalization
5. Increase educational, recreational and cultural opportunities and amenities
6. Foster regional collaboration and partnerships to maximize mutually beneficial outcomes
7. Foster creativity and innovation
8. Define the City's infrastructure policy
9. Provide and maintain reliable infrastructure to support community needs
10. Support cost-effective energy initiatives
11. Adopt comprehensive plan for development and re-development of the community
12. Reduce crime and threat of crime in our community
13. Promote Las Cruces' unique identity
14. Maintain and preserve our natural resources
15. Provide cost-effective municipal services
16. Improve efficiencies and effectiveness through use of best practices
17. Cultivate ethical conduct
18. Further define "complete streets" principles
19. Implement capital projects with respect to community impact, departmental and agency coordination
20. Improve fire protection, prevention, and emergency services for our community
21. Utilize multiple forums to receive and respond to customer needs
22. Provide services and programs that are an asset to the City at large
23. Develop employee skills to exceed customer expectations
24. Provide reliable, consistent, clear, timely information to maximize decision-making and transparency
25. Provide municipal leadership across the state and region

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

2012 Strategic Plan Accomplishments

Ensure a Safe and Secure Community	
Achieve enhanced inner-city infrastructure programs	Building inventory updated & assessments are being made to update the Building Assessment Model. Using Pavement Management System to track the different types of infrastructure projects completed within the entire city and infill area.
Achieve expanded fire safety programs	We now have three certified youth fire setter intervention specialists who provide classes to at risk youth and those who have been cited for starting fires. Currently working on a pilot project to provide classes on weather safety to fourth graders. This class includes a take home "pack" for emergency purposes. We have taught several classes to date and will evaluate this project on a yearly basis.
Achieve increased communication between PD/Fire/Council	LCPD has regular discussions with LCFD on response protocols; both chiefs meet weekly at the CM's executive staff meetings, and sit on the MVRDA board. Police and Fire representatives continue to work together on the development of the East Mesa Public Safety Complex. Monthly articles continue to be submitted for inclusion in the City Manager's weekly newsletter to City Council.
Achieve Municipal League/NM Law Enforcement accreditation	NMML evaluated LCPD August 7-9, 2013; LCPD is the first police department to become accredited on the first evaluation attempt. NMML did formally present LCPD with the accreditation in December 2013.
Adopt a quality neighborhood watch program including Police and Fire with website and resources	LCPD appointed a new Community Liaison Officer in June 2012 who is coordinating with neighborhood watch leaders and managing a Community Liaison Facebook page. LCFD participated in several joint community outreach programs with LCPD to date are working with PD to have meetings regarding residential fire and police safety in the neighborhoods. Some fire safety information has been distributed through the Neighborhood Watch programs.
Assess maximum age for replacement of police vehicles	All police and detective units ordered for FY 13 have been purchased and placed into service.
Assess public safety staffing and overtime structure	LCPD discusses staffing levels and budgetary matters at monthly Compstat meetings and makes adjustments to rosters accordingly. Supervisors are responsible managing their budgets. LCFD cost analysis of new staffing model compared to previous model has been completed. New overtime accounts have been created to provide for better tracking. Staffing numbers per 1000 pop. have been gathered from the National Fire Protection Association.
Complete a formal ISO evaluation	The final report was received from ISO with notification of a Class 2 rating for the community. A presentation was provided to City Council at the December 10 work session.

Complete Fire Station 7 operating budget	A grant extension request has been approved by the Federal Emergency Management Agency (FEMA). This will cover personnel costs through April of 2014 with the remainder of FY14 being incorporated into the General Fund budget through a mid year adjustment.
Complete microwave system governance proposal to MVRDA Board	Review of the document was completed by the Interoperable Communications Committee and the draft was presented to the MVRDA Board at their May meeting. There were no changes to the overall document requested, however further direction was given to provide a separate document for agencies to apply to use the MVRDA Microwave Network and that document was presented at the June meeting.
Complete plan for East Mesa Public Safety Complex	Facilities is the lead on this project and is coordinating various requests from design team. Draft of Phase I Environmental Site Assessment, Cultural Resources Survey, and Biological Surveys turned in to CLC on Sept. 19. Schematic Design phase of services is underway. Anticipated plan completion: Summer 2014.
Complete recruitment for the 42nd Las Cruces Police Academy	13 cadets graduated on 01/04/13; 8 remain. 43rd Academy is in session with 18 cadets remaining and are due to graduate on 1/24/2014.
Complete site selections for fire stations 9 & 10	Two sites on Elks Drive and two on Sonoma Ranch Blvd. (north of highway 70) have been identified for possible location of Stations 9 and 10 respectively.
Complete tactical operability plan for communications between DAC Fire & Emergency Services and LCFD	The communication plan has been developed. The use of a Unified Command system at Mutual Aid Incidents with each agency lead communicating with their own personnel will be employed until such time as DAC Fire is able to upgrade their communications system. Continued work towards improving capabilities will be explored.
Complete transition to new staffing model	No change from last quarter since contract negotiations have not been finalized which is preventing completion of the task. The initial implementation has occurred with the opening of Station 7 where 9 personnel were hired as opposed to 15. Once a contract is approved the model can be finalized with full implementation expected with the opening of Fire Station 8.
Continue support for public safety programs	The City has fully funded capital projects and capital equipment replacements for both Police and Fire over the last two years. Additional planning has been put in place to focus on growing needs for both departments. Training academies are in full swing to recruit the next generation of public safety staff.
Continue support of 1.5-2.5 officers per 1000 residents	Thirteen cadets graduated on 01/04/13. The 43rd Academy is in session, 18 cadets remain. Two (2) lateral hire officers are in the hiring process. Current staffing: 171 as a result of seven (7) retirements during quarter. LCPD is authorized 191sworn officers.
Continue to implement repairs/renovations at Police Department facility	VAU received new carpet to correct trip hazard in June 2013. The HVAC system was repaired earlier in the year. LCPD's record section is currently under renovation (December 2013). LCPD will prioritize additional repairs for FY14.

Continue to support advanced technologies to increase efficiencies for Police & Fire	The plan to implement mobile applications in LCFD has been completed to include identification of equipment/software. Funding to support the plan being sought through several grants along with new mobile data computers being purchased through funding received during the mid-year budget adjustment. LCPD has implemented automated scheduling software- and is monitoring its effectiveness. Additionally, LCPD, DASO, MVRDA and LCFD are researching a new records management system for future purchase.
Continue to support community engagement	Monthly participation and attendance at the Local Emergency Planning Committee, Airport Advisory Board, Capital Improvement Advisory Committee. PD conducts community crime education presentations, Ident-A-Childs, and participates in DARE and Every 15 Minutes. Collaboration with Community Liaison. Developed an educational/ awareness report to be distributed as appropriate to LCFD/LCPD staff, City Council and make available to CLC staff as a resource.
Establish publication of Compstat information	Crime statistics are reported to the FBI monthly, and included in LCPD's Annual Report. This information is available to the public through news releases, Nixle, Facebook posts, LCPD's website, as well as from LCPD Crime Analyst and Community Liaison Officer.
Establish refined East and West Area Command deployments	LCPD discusses staffing levels at monthly Compstat meetings, and makes adjustments to rosters accordingly. LCPD's last staffing revision took place during the annual shift change on 07/14/13.
Establish vector control educational material and deliver through City billing system	The flyer was completed and sent with the June utility bills; staff will be publishing the information in the Sun, Bulletin and Pulse in July.
Evaluate citizen review and oversight plan	PERF presented an update before Council on 05/13/13. The year 3 final report was submitted to the City Manager on 07/16/13. LCPD continues to send files to PERF for review.
Evaluate implementation of advanced life support (ALS) engine companies	Deployment model for ALS personnel (AEMT and Paramedics) to provide ALS service from engine/truck companies finalized December 2012 and implemented as of January 1, 2013. Evaluation of the deployment model to be completed after six months. Current staffing practices related to paramedic personnel being drafted. Data was collected and changes in the model are being evaluated.
Evaluate information flow to include appropriate follow up	LCPD conducts daily patrol briefings, weekly staff meetings, monthly Compstat meetings, and monthly meetings between the Chief and LCPOA. LCFD conducts staff meetings twice a month with minutes distributed to the entire department. Crew meetings with the Fire Chief are conducted every six months. All chief officers are expected to visit stations on a regular basis to be accessible to personnel. At LCFD a graduate student from NMSU administered a survey to department personnel which evaluated various communication methods within the organization.
Evaluate Police server D.I.M.S	DIMS server upgrade completed Oct 2012.

Evaluate public safety notification processes	City PIO has provided initial training on use of the Las Cruces Notification System. LCPD uses Nixle and Facebook to send out public safety information/alerts, as well as working with the various community media organizations. LCPD's Facebook subscriptions increased to 4213 from 3968 last quarter.
Evaluate response models	LCFD: Implementation of Squad unit during peak hours as a pilot program began in October. Changes implemented at MVRDA related to call types and number of units dispatched. Initial dispatch to some call types has been eliminated. LCPD was awarded a federal grant to implement "Evidence Based Policing" in Aug 12; accepted by Council in Dec 12. Grant employee hired to collect data.
Evaluate the expansion of the gang unit	Current staffing levels do not allow for the expansion of the Gang Unit at this time. Other units have preexisting vacancies that need to be filled before an additional unit can be allotted to GU. This will be continually reevaluated throughout the year as we near our maximum staffing levels. May be reassessed with the annual July shift bids.
Implement full time community liaison to include Police and Fire	LCPD appointed a new Community Liaison Officer in June 2012. This officer will coordinate with neighborhood watch leaders to improve the program. LCPD opened a Community Liaison Facebook page, and the CLO is building his neighborhood watch network. LCFD participated in a variety of community events and numerous station tours and presentations during the quarter.
Implement lapel cameras for police officers	120 cameras have been issued, 40 more are on order as back-up. Traffic is evaluating a new system incorporated into sunglasses.
Implement monthly crime evaluation	LCPD discusses crime statistics at monthly Compstat meetings. LCPD also prepares monthly Uniform Crime Reports for the FBI.
Promote collaboration between PD/Fire	LCPD has regular discussions with LCFD on response protocols; both chiefs meet weekly at the CM's executive staff meetings, and sit on the MVRDA board. Police and Fire representatives continue to work together on the development of the East Mesa Public Safety Complex and coordinating efforts for National Night Out. The two agencies are working on an active shooter response guideline.
Promote community knowledge and neighborhood awareness	The City community liaison will continue to work with both Fire and Police departments on building a searchable database that personnel can use in identifying resident neighborhood leaders and contacts to help facilitate education and better communication. Also developing an internal resource list for Fire and Police personnel to strengthen partnerships with other City departments/sections.
Promote emergency preparedness and disaster response for elder and disabled residents	Informational pamphlets have been developed and will continually be distributed throughout the community. Presentations to Seniors about emergency preparedness have started and will be provided continually at the Senior Centers.
Promote recognition as a satellite training location for state fire academy	The New Mexico Firefighters Academy does not recognize satellite locations within the State. Our facility can be approved for state certified training to include Firefighter I and II Certification.

Promote special assignments/ specialized knowledge	LCPD sponsored a Leadership in Police Organizations (LPO) class in January 2012. NMDPS-mandated biennial training was conducted in September 2012. Biennial training schedule was announced Jan 2013. For LCFD, total of 14 advanced training classes provided this fiscal year. Classes this quarter consisted of (1) specialized hazardous materials training and (2) Specialized TRT trainings.
Support County efforts to establish a Crisis Triage Center	DAC has taken over the construction and future operating costs for the facility. This item will no longer be a city project priority. The City will assist with operations within a new fee policy.
Support expanded community policing efforts	Area Commanders were appointed in July 2011. New Community Liaison Officer appointed in June 2012. Additionally, there are plans for annual area command meetings, 24 POP projects, 100 Impact operations, 6 Mobile Operations Center projects, and 2 warrant round-ups.
Support expanded proactive Codes Enforcement and Animal Control activities	Annually- conduct 18 neighborhood sweeps, 10 bike rodeos, 25 school presentations, 5 hoarding presentations, 12 bite prevention presentations, 12 care and maintenance presentations, 5 animal cruelty presentations, 12 responsible pet ownership presentations, host 2 NMSU work study students, and 4 Excel students.
Support improved equipment for EMS	Evaluation of defibrillator models is completed; the final decision on the model/vendor has been made. Replacement of the aging defibrillator units is in progress in accordance with the replacement cycle identified for this capital equipment. Identification of EMS training equipment for purchase and replacement is completed; purchases associated with the selected equipment will occur in the last quarter and next fiscal year.
Update false alarm ordinance	The new ordinance was signed into law on 01/24/13. No fines will be assessed until 08/01/13. MVRDA is responsible for managing the program.
Acknowledge and Promote our Community Identity	
Assess accuracy of museum attendance tracking	New digital counters have been installed at all museum entrances, except for Railroad Museum, which will continue to rely on hand counts.
Assess effectiveness of "Stay Sunny" CVB campaign	The CVB "Stay Sunny" campaign was determined to be ineffective and a rebranding was completed: "Las Cruces Explore, Experience, and Discover". All materials and programs have been updated to reflect the new brand and will be used for on-going and future expansion for all marketing efforts.
Assess quality of life GRT	Projections for the amount of revenue that dedicated funding would achieve are complete.
Complete a master plan for Senior Programs	This project is being deferred to be partnered with Phase II of the City's Comprehensive Plan update being coordinated by the Community Development Department.
Complete East Mesa Sage Café	Food contractor is under lease with the City and Senior Programs, Library, and Parks and Recreation started providing services in November 2013. Facility is open for City services on Tuesdays, Wednesdays, and Fridays.

Complete the second floor of the Aquatic Center for recreational programming	2nd floor was opened to the public 7/16/12; programming started, will track attendance and revenues. Continue to permanently place equipment. Completion date for flooring installation in equipment area is end of December 2013.
Continue to implement community garden programs to teach gardening basics	Gomez garden was opened to the public; partnerships were formed with NMSU, Master Gardeners, and Dept of Health. Activities continue. Munson garden complete and is now open.
Continue to implement integrated affordable housing recommendations	Authorization to establish land bank approved. Acquiring parcels. Land Bank program being drafted. Drafted amendments to Zoning and Fair Housing Ordinances. Established housing trust fund and pursuing funding source. Fair Housing Ordinance approved by CC on Dec. 16th.
Continue to promote Parks & Recreation program awareness	Developed new advertising campaign with JEM Media at no cost to the City. Expanded awareness via social media. New web-site went live 9/14/12. Established Desert Youth Magazine and Newspaper; Desert Generations Magazine (Seniors). Creation and implementation of new P&R intranet web pages.
Continue to promote Salsafest & other downtown events	City promotes existing events and strives to promote new ones such as relocating the Electric Light Parade to Downtown and adding Holiday Light Display (El Paso Electric). City to continue Downtown Christmas Tree lighting ceremony. Farmers & Craft Market now back in entire 7 block area of Downtown.
Continue to support downtown partnership and adjacent neighborhood associations	Renewed two year agreement on July 1, 2013 with increased level of funding.
Establish city/community comprehensive art policy	Art Board has been created and is meeting monthly. Policy has been written. Pending Council approval - early spring.
Evaluate the hiring of a full-time community relations coordinator	Position filled as of March 4, 2013.
Implement expanded and additional recreation opportunities	Additional fitness classes introduced, expansion of youth leagues and tournaments. Introduction of youth soccer for children with disabilities. Introduction of adult Pickle Ball league. Introduction of specialty activities - Gaming Conference. Introduction of swim team program and collaboration with LC Aquatic Club. Coordinated 1st annual City/County Wellness Kickball Tournament. Mobile Teen Unit has been ordered.
Promote awareness and usage of Branigan Library and its programs and materials	Continue monthly Library blogs; radio advertising; weekly advertising in Bulletin; monthly radio interviews; and installed a digital display monitor giving daily library programs and events.
Promote community knowledge for staff	Inventory of sources for information of neighborhood assets is complete. This material informs the database and the project will be ongoing with periodic updates. An assessment of distribution processes to inform CLC staff is complete and processes will be strengthened.

Support downtown Arts and Culture District designation	DLCP was pursuing State Cultural District designation, however decision to self-designate first is the new focus by end of 2013. CC action is proposed in Dec. 2013. State designation efforts will follow in 2014.
Support downtown revitalization efforts	Designated liaison to DLCP. Facilitated master developer for City owned parcels. Implementing and administering TIDD projects. Monitoring Camunez building utilization. Pursuing development of SmartCode.
Support public/private partnerships to leverage funding	Considerable progress has been made with the downtown Las Cruces partners where specific deliverables and projects have been identified and prioritized. The LCCP will complete their first lease and put the old city hall into full operation.
Update downtown farmers market agreements	Farmers and Crafts Market of Las Cruces Inc. (non-profit) MOA was approved by Council on 4/1/13. Control pursuant to agreement turned over to FCMLC 7/1/13.
Update historic Mesquite overlay	Completed a draft of proposed changes based on meetings held with neighborhood groups and members. Peer review is complete, now awaiting neighborhood review and comment. Staff pushed forward necessary administrative amendments of code provisions. These provisions were approved by Council on 5/6/13.
Update master library plan	New Library Mission Statement and logo have been adopted. Master Plan has been reviewed and updates are awaiting finalization of new Strategic Plan for the entire Community & Cultural Services Department.
Proactively Plan our Land Use, Infrastructure, Connectivity and Transportation	
Achieve improved GIS functionality	CD has lead role in City GIS efforts. PW has hired a GIS Analyst allowing plan development to proceed in earnest. GIS Strat. Plan has been approved by GIS Policy Cmte. Developing new information products consistent with GIS Strategic Plan.
Adopt film industry policy including use of city property	Determined that film liaison position will be moved to the Economic Development section within Administration. Draft policies will be transferred to new personnel when hired.
Adopt mixed use neighborhood policies	100% complete for development activities submitted for review in context to existing policy and code provisions. CC work session was held on 10/22/12 with consensus to move forward as presented. CC approved Admin. Update of Comp Plan on 11/18/13.
Assess additional public transit options	City Council approved U-pass program with NMSU for 2013-14 school year. Council agreed to continue supporting Alamogordo-Las Cruces Z-Trans route. City continues supporting the South Central Regional Transit District.
Assess Fleet vehicle and operational efficiencies	Oil life study is complete; interval has been extended for some vehicles. Streamlining of internal processes continues, including improved work order tracking, development of additional pricing agreements, clean up of outdated databases and redeployment of the fleet work order system. WEX cards being distributed to appropriate vehicles.

Complete Comprehensive/Area Plan update strategy	Staff evaluated the 1999 Comp Plan for accomplishments, changed conditions and gaps. Scoping efforts for two phase work program has been established and identified within a Public Participation Plan. Inter-departmental working group has been established and began reviewing the various elements of the 1999 Comp. Plan for administrative update. Phase II has begun with Vistas Blueprint underway.
Complete downtown parking plan	Project contract has been amended to allow additional parking count collection and to develop a parking study update for the downtown. Initial draft of the updated parking study was reviewed by downtown ad-hoc committee on Oct. 17th. Study update was adopted by CC on 4/15/13. Parking plans to be vetted next strat plan cycle.
Continue to evaluate and address airport infrastructure to ensure continued viability	NMDOT-Aviation implementing a state-wide pavement maintenance program for all GA airports; City has participated in this evaluation. Airport infrastructure needs will be identified in the City's CIP.
Continue to implement Corridor, Neighborhood & Community Blueprint plans	Community Blueprint template adopted 6/6/11. El Paseo Corridor plan approved by Council 6/18/12. East Mesa Blueprint was approved by CC on 10/7/13.
Establish bicycle facilities and infrastructure	Priority projects are ranked/updated with each CIP cycle. Safe Routes to School projects also include bicycle facilities/infrastructure. STO staff works in conjunction with PW staff to identify and install additional bicycle facilities on roads undergoing pavement maintenance. MPO Bicycle Priorities Facility Plan is utilized for STO maintenance and operational projects.
Establish Transportation department strategic plan and goals	Complete.
Evaluate broadband microwave connectivity opportunities	IT has been successful in using microwave technology in those places where it was not economically feasible to run fiber optic cabling. A backhaul is in place on A-mountain and a second is being installed at Utilities.
Evaluate innovative transportation to spaceport/airport/university	Examined initiatives with NMSU/DACC to implement universal access plan; trial implementation initiated and proving successful. Determination made to await completion of multi-modal facility and its start up to research and if necessary target transportation opportunities to key destinations in the region.
Evaluate MOU to share standardized GIS databases in the region	GIS staff has worked out a process for sharing data with DAC via ftp site. Written agreement forthcoming. GIS staff has met with Dr. Chris Brown of NMSU to discuss cooperative exchange of information between CLC and NMSU. GIS staff has populated a data clearinghouse at NMSU with CLC data. Regional GIST User Group is being pursued to seek bi-national involvement in GIS issues.
Evaluate MOU with LCPS for school sitings	Informal school siting committee meetings continue to be held quarterly to discuss school siting issues among other common interests. Both the City and County have agreed to consider changing the ETZ model in order to establish a regional planning commission which may incorporate these school siting planning efforts.

Evaluate opportunities to manage underutilized or abandoned buildings	Land use inventory complete. Base data collected will aid in determination of magnitude of the issues. Policy and/or actions to be addressed in Phase II 1999 Comp Plan update as deemed prudent.
Evaluate park location deficiencies	The Draft Parks and Recreation Master Plan identified gaps in services; additional analysis was completed.
Evaluate Parks & Recreation policy (Master Plan update)	Extended existing fee structure till June 2013; reached consensus with CIAC and will bring forward a recommendation to Council for approval. Council approved increase in fees and approved master plan as presented June 2013.
Evaluate the facility needs of Convention & Visitors Bureau	Facility needs has been determined and placement of home will be in Downtown. Will present all options to City Council at their June 9, 2014 Work session providing options and seeking direction on necessary next steps.
Evaluate transit corridor zoning	MPO staff facilitated the hiring of HDR Consultants to prepare the Long Range Transit Plan which was adopted 2/12. HDR analyzed 14 priority transit corridors to determine where future transit infrastructure investment should be placed. Zoning/land use were measures by which corridors were selected. Implementation will be ongoing through development review.
Evaluate transit fares	Transit ridership now exceeds the annual ridership prior to the \$1 fare increase, so the fare increase has not been a deterrent. City Council approved Resolution 14-041 on September 3, 2013 to establish U-pass program which allows NMSU students to ride transit fare-free. Charging fee to non-ADA qualified seniors on Dial-A-Ride not feasible at this time.
Implement complete streets policies	Both Comprehensive Plan update and ordinance creation via Development (Design) Standards update seeks to apply applicable concepts. Development Standard draft language anticipated by end of 2013. Draft discussion held 4/26/13.
Implement infrastructure management strategy	Currently using Building Assessment Model & Pavement Management System program to assist staff in managing & prioritizing projects. Updated Pavement Management System program to generate reports and assist staff to generate the FY 14 ICIP and street preventative maintenance lists. The program will be used to generate future lists.
Implement Intelligent Transportation System (ITS) improvements	Transit AVL contract approved by Council on 9/3/13, and, with the FTA extension of ARRA funding, a Notice to Proceed was issued on 12/20/13. STO: Advanced Traffic Mgmt. Software will be implemented as part of the NMDOT reconstruction of US 70 between Chestnut and Solano. Traffic Ops. staff have trained in fiber optic installation & repairs. STOP funding has been identified for ITS infrastructure installation on major corridors.
Implement new median landscaping strategies	Completed draft language of landscape ordinance within Development (Design) Standards was reviewed by CC at a work session on 11/25/13. Median related strategies are being incorporated into draft.
Implement preventive maintenance program for sidewalks and drainage facilities	Drainage: Rosedale pump station equipment upgraded. Chestnut pump station will have equipment upgrades, wireless communications are 75% complete, upgrades at Quesenberry are scheduled. Sidewalks: on-going; 1500 feet and \$180,000 of ADA improvements and repairs have been made to existing sidewalks and drive pads at various locations. SRTS project scoping is complete, proceeding through for construction.

Implement school libraries open to public use	Discussions with LCPS at the site have been placed on hold regarding adding a reading room site at Centennial High School. Library management continues to evaluate effectiveness of partnership, including rather than maintaining reading rooms or branch libraries, to provide older or outdated material to LCPS to use as they see fit.
Implement street & traffic signals enhancements	Battery backup and preemption installed for signals on all major intersections. Emergency preemption in place for all major traffic signal zones except Main at Solano, Madrid and Spitz pending NMDOT intersection improvements in that area. Efforts will continue using STOP funds budgeted for FY 2014.
Promote airport partnership opportunities with Spaceport America	Economic Development representative is attending all Spaceport-related meetings. Spaceport leadership probably not in a position at this time to officially designate LRU as an "official gateway".
Promote connectivity to state bike trail along Rio Grande	Connectivity is reflected on the systems map. Recent addition of outfall channel trail and Town of Mesilla pursuing connection through their jurisdiction further supports effort.
Promote mixed use planning for the West Mesa region	In consideration of the 1999 Comp Plan update (Phase I), sector planning areas have identified the West Mesa as a unique area for further planning consideration in Phase II work programming. CD staff have collectively reviewed the preliminary draft of the WMIP Master Plan and provided feedback.
Promote redevelopment incentives (infill)	Review of development proposals for infill opportunities occurs regularly and is an option discussed for improved benefits to both developer and City alike. Draft Ordinance amendments that further infill and affordable housing opportunities are being evaluated and finalized.
Promote safety initiatives for City fleet	Safety equipment has been installed on the City fleet. Appropriate safety checks are always performed on vehicles when brought in for service.
Promote traffic calming technologies	Digital speed indicators are being implemented along Sonoma Ranch and being considered for McClure. Speed tables are being considered along Boutz. Neighborhood Traffic Calming Program continues to be implemented.
Promote urban agriculture and conservation easements	Review of peer comprehensive plans completed. Administrative update of Comp Plan was recommended for approval by P&Z on 9/24/13. Scoping of Phase II Comp Plan update efforts complete. Inclusion of related policy and/or reference in both phase efforts is anticipated. CC approved Admin. update 11/18/13.
Support expanded public transportation	Initiatives with NMSU/DACC to implement universal access plan; trial implementation initiated and proving successful. 1st semester ridership numbers (UPASS) show a 14% increase. Attend regular SCRTD and TAB Board Meetings. Assisted with update Transit Strategic Plan. Accumulated/analyzed data to institute transit performance measures.
Support integrated regional map for bi-national planning	In working with NMSU, GIS staffs continue to work toward greater involvement in a regional GIST User Group seeking participation of various outside agencies including Juarez, El Paso and other entities. Objective and Strategy that speaks to agency collaboration is in draft strategy.

Support investment in existing neighborhood infrastructure	CDBG allocation of the stated amount has been approved for HVAC improvements to the St. Luke's facility. Improvements are awaiting design efforts that are the responsibility of the non-profit group.
Support regional planning efforts	Staff attended the El Paso District/Santa Teresa-Chihuahua Border Master Plan Meeting on 5/23/12 as it related to border influences impacting infrastructure needs at ports of entry and primary transportation corridors. It is spearheaded by the El Paso MPO and the New Mexico version is forthcoming and will have significantly more impact on our region. Continued participation in JLUS, SLO and Camino Real local and regional planning initiatives.
Update development, construction & building codes	Council adopted 2009 edition of building codes on 10/1/12. Design standards: Erosion (Dust) Control, Traffic, and Outdoor Lighting are complete and approved by Council. Landscaping final draft complete. Fences and Walls Section approved by CC on 11/18/13. Subdivision section under "industry" review with roadways, drainage, utilities and Admin. sections in early draft stages. Present focus is on off-street parking, terrain management and complete streets.
Update voluntary assessments for septic tanks	Lantana Estates Phase 1 Completed. Lantana Phase 2 Under Development \$321,000 Legislative Grant expected in October
Update wastewater ordinance	Draft ordinance is being reviewed
Protect and Promote our Natural and Energy Resources	
Assess and implement water conservation/water reclamation opportunities	Waiting for review and acceptance of the Conservation Plan by the State Engineer
Assess carbon credits/offsets available	Researched the carbon market of other cities/regions and determined it was not a feasible pursuit at this time.
Assess renewable energy opportunities (electric cars)	Fleet arranged the loan of an electric maintenance vehicle for Parks. Fleet will continue to assess budgetary impact for hybrid and electric vehicles purchases for the light duty fleet for FY14.
Assess trombe (black) wall heat transfer demonstration project	The consulting architect for the Castaneda Service Center renovations is including the design of a Trombe Wall in their scope of work as directed by Facilities Management.
Complete the Arroyo Plan	Peer review of draft is complete. Industry review underway. Draft posted on web. Staff anticipates public meeting in February with P&Z consideration in April/May.
Complete the natural gas master plan	Completed and Accepted
Continue implementation of Las Cruces dam project	Completed implementation of the steps to establish an ecosystem restoration project in the Las Cruces Flood Control Dam pool area.

Continue to implement Burn Lake initiatives	Relocation of trees to Burn Lake and soccer field lighting are complete. Construction of ADA ramps, a parking facility, and a picnic facility went out to bid in September 2016 with lowest responsive bidder identified in October 2013. Award scheduled for January 21, 2014.
Establish pollution prevention measures	Public Works Project Development will create a baseline calculation via EPA Storm Water Calculator to determine the City's capacity to capture and detain rainwater.
Evaluate solar collectors as charging stations	Grid-tied Sanya Sky Pump was installed at Museum of Nature and Science to power a GE WattStation and LED street lamp.
Evaluate solar energy opportunities	Utilities completed Solar Energy Feasibility Study for Jacob A. Hands Waste Water Treatment Plant. It is not fiscally feasible to complete this project at this time. Utilities also evaluated East Mesa Reclamation Plant as a potential site.
Evaluate wildlife/urban interface	Arroyo Plan and related policy has been drafted and through peer review. Plan draft is presently under "industry" review. Public Meeting scheduled for February with P&Z consideration set for April/May 2014. Interface concept to be identified as part of Development (Design) Standards update.
Implement appropriate green infrastructure initiatives and codes from conference	Landscape Architect, Sustainability Officer, and other CLC staff have incorporated green infrastructure policies in Design Standards under review. Green infrastructure initiatives can also be found in various City landscape designs, especially around LEED-certified buildings. These are highlighted in sustainability newsletters.
Implement enterprise level power management controls for City computers	IT has been working with Versimic which provides a centralized power management solution. The Pilot study showed a 15% reduction in power usage. All desktop computers are now running the PM client, advanced PM profiles will be applied Jan. 20th.
Promote community engagement with natural and energy resources	Sustainability officer presented on the NM Cities Sustainability a Renewable Energy panel with Santa Fe City/County and Corrales at the Third Annual Renewable Energy and Clean Technology Conference on October 25, 2013.
Promote community outreach efforts for energy conservation	Sustainability Newsletter promotes the City's energy conservation efforts. Outreach events.
Promote expansion of regional recycling program	Working with the DA and Sierra Counties, the Cities of Anthony, Sunland Park, T or C and NM State Parks
Promote protection of public lands	Agreement executed. Joint planning committee has been established to identify common interests and future projects. 4 meetings have been held and quarterly meetings will take place. Last mtg. held was in June with a general discussion on Vistas at Presidio, Metro Verde and Mesa Grande ROW.
Promote the beauty of the Organ Mountains	Resolution to establish Organ Mountains National Monument proposed for July 2012. CVB using Organ Mountains in numerous advertisements. City Admin promoting use of photos in numerous publications.

Support commercial renewable energy & efficiency	Met with 10 renewable energy businesses (3 local, 3 non-local). Issued over 736 construction permits for solar projects. Energy systems at MONAS and city hall. Participate in El Paso/Southern NM Regional Clean Energy Initiative and NM Green Chambers Renewable Energy & Clean Technology Conference. Lease city land for 2 utility scale solar generation projects.
Support food shed policy initiatives	Sustainability office is the City's representative on the Food Council. The Food Council is tasked with recommending local food policies and actions that focus on access, production, distribution, and consumption.
Support glass recycling efforts	Board Presentation was positive. Working on procurement of Glass Crusher
Support HUD sustainable communities grant	Staff attended the El Paso District/Santa Teresa-Chihuahua Border Master Plan Meeting on 5/23/12 as it related to border influences impacting infrastructure needs at ports of entry and primary transportation corridors. It is spearheaded by the El Paso MPO and the New Mexico version is forthcoming and will have significantly more impact on our region. Continued participation in JLUS, SLO and Camino Real local and regional planning initiatives.
Update water policy advisory council	Legislative request not awarded. Alternative funding sought
Foster a Vibrant Economic Environment	
Achieve customer friendly, enhanced business permitting process	Staff has examined various development review processes, staff reports, presentation formats and information distribution methods for use in efforts to improve clarity and efficiency. Outreach is in process and presently involves HBA and the Greater Las Cruces Chamber of Commerce. Outreach to other groups continues.
Achieve downtown public/private partnerships	Ongoing partnerships with Downtown Las Cruces Partnership, Dona Ana Arts Council, New Mexico Main Street, Las Cruces Farmers Market, and Las Cruces Community Partners. Helping businesses wanting to move Downtown understand the Metropolitan Redevelopment Area (MRA) distinction and the funding opportunities available to locating business within the district boundaries.
Achieve impact fee compliance	Assessing and collecting impact fees upon issuance of building permits. Fee collection takes place as applicable.
Assess City role in dropout prevention	City Manager actively participating and on the board for "The Bridge" of SWNM. CM also on LCPS Foundation board. City's role is one of support and collaboration. Also use operation Weed N Seed as well as after school programs to encourage students to stay on track.
Assess downtown zoning opportunities	Agreement to work with Downtown group has been executed and staff facilitates information requests as necessary. Consultant completed charrette activities to determine downtown needs and feasibility for form-based code. Report identifying major needs submitted and under review. TIDD Board has requested SmartCode development for DT area on 1/13/14.

Assess East Mesa Business Park locations	East mesa area (+/-12,000 acres) includes 1,820 acres zoned and sized appropriately for development of a business park. Private opportunities - Sierra Norte area includes several parcels appropriate for development of a business park. Pockets of industrial zoned land along Hwy 70 corridor are available for development. Public land opportunities - coordinate with BLM and State Land Office on a regular basis.
Assess opportunities to trade/leverage WMIP land	Identify location and value of industrial park properties that are available. Promote LEDA incentives available to exchange public land for private job creation and investment. Work with State Land Office to leverage their west mesa lands. Monitor opportunities to acquire public or private lands in city at large in exchange for west mesa land.
Continue to promote Las Cruces as a tourist destination	Established a new brand focused on three words: Explore, Experience and Discover. The branding has been tested with focus groups and we are now in the process of rolling out our new brand. The Country Music Festival is the beginning of a series of activities and events to showcase Las Cruces.
Evaluate new urbanism opportunities	Efforts will be undertaken through downtown revitalization, comp plan and development code updates. Consultant completed charrette activities to determine downtown needs and feasibility for form-based code. Report identifying major needs submitted and under review. TIDD Board has requested SmartCode development for DT area on 1/13/14.
Promote and implement economic gardening programs	Provided 1-on-1 support and information to 75 businesses. Preliminary talks with Green Chamber and Downtown Las Cruces Partnership to discuss broad needs of small businesses and brainstorm possible program structures. JTIP and Wage+ incentive programs in place at State and local level for job creation reimbursements to employers.
Promote business clusters	Examined Bureau of Economic Analysis data over 3 years to identify industries with significant local impact (healthcare and retail). WMIP as potential cluster for renewable energy and other "green" businesses. Updated ED website to provide local directory by cluster.
Promote connection with educational institutions	Presentations to NMSU, DACC and Vista College programs. Museum presentations for LCPS target careers in sciences. Assist students and faculty with research projects. Providing internship and co-op opportunities for NMSU and DACC students.
Promote enhanced regional tourism/cooperation	Continue to work with entities to enhance regional partnerships, including Farmer's Market, Downtown Las Cruces Partnership, Spaceport and State of NM Tourism Offices. The CVB developed a brochure for the Farmers Market targeted towards visitors and distributed around the State. The 2nd Annual Country Music Festival is planned for Downtown in April 2014.
Promote foreign trade zone	Added existing FTZ information to City website. Work with Dona Ana County to promote opportunities. DAC approved ordinance declaring county limits as potential for FTZ designation.
Promote interdepartmental approach to economic development	Coordinating infrastructure development, business operation, workforce development, and planning functions throughout city. Multi-departmental Property Review Committee established to coordinate economic development impacting city land or facilities. Consolidated Review facilitating private development processes.

Promote renewable energy businesses	Participate in regional clean energy initiative addressing regulatory and workforce issues related to increasing renewable energy options. Supporting DoD efforts to bring nearby installations to net zero energy levels. Assisting energy producers submitting renewable portfolio options to El Paso Electric. Lease city land for 2 utility scale power generation facilities.
Promote renewable infrastructure development	Contract awarded for City Hall Parking Deck Solar Array Design/Build project and installation kickoff held. Museum of Nature and Science installed 23.04 kW P/V array system to the roof. Utilities approved the installation of P/V array system at the East Mesa Reclamation Plant.
Promote West Mesa Industrial Park & Airport	Maintain up to date information on website. Informational packets on City incentives have been given to six new potential businesses since July 2013. Navy TW-4 utilizing Airport for Winter 2014 Training Detachment and talks are occurring for a long-term relationship between the Navy and Las Cruces.
Support DAC road to Spaceport	Additional capital outlay for construction approved. Total \$12M. Assisting in building public/private partnerships for next round of federal Transportation Investment Generating Economic Recovery (TIGER) funding. County has updated construction estimates. Awaiting additional funding opportunities.
Support DACC, NMSU, LCPS, etc. in workforce development training	Support Chamber of Commerce Innovate+Educate workforce training grant. Participate in Vista College curriculum advisory board. Museum system provides job training and internships through NMSU and DACC as well as NM Works program.
Support diversified economic development strategy	Support existing businesses with information, referrals, and assistance through city processes and potential incentive packages. Promote region to aerospace, renewable energy, and other industry through MVEDA, the Chambers of Commerce, and State agencies. Help entrepreneurs receive the information they need to establish new business and provide support to existing businesses expanding into new market areas. User-friendly website.
Support enhanced relationships with the business sector	Participate in business community and associations. Provide opportunities for more and better communication between city and business sector. Respond to business needs and questions. In the process of making the City's Economic Development webpages more user-friendly.
Support expanded CVB role in promotion of Las Cruces	Worked with both groups to inaugurate the annual Las Cruces Country Music Festival which will continue to be held downtown. Worked with both Spaceport and State of NM Tourism Offices to present at this year's Pow Wow, the largest international travel tradeshow, held in June of 2013 and will continue similar efforts in the future.
Support green jobs	Based on the NM Green Jobs Report (DWS, 2011) 2.6% of jobs in Las Cruces were green. Highest levels in energy efficiency (1,010) followed by manufacturing (600), Research (210) and then renewable energy (110). Support and attract green businesses. Working with City's new Sustainability Officer and Green Chamber to understand needs of green industries and outlining how City policies and incentives can support green jobs better.

Support use of GIS mapping for economic development	Through GIS transition, efforts have been made to facilitate creation of a "Downtown Story Map". Additionally, the Airport's LRU data project has been worked on and inclusion of economic development as a topic of the GIS Strategic Plan. Plan is approved (GIS Policy Cmte) and in place. GIS assistance for ED activities provided as needed.
Operate an Accountable, Responsive and Engaged City Government	
Achieve continued fiscal integrity	New external auditing firm has been contracted to perform the City's annual audit. Recent public disclosure of the City's bond rating provides undisputed evidence of sound financial management. Recent auditing firm presentation to the City Council noted fiscal integrity and financial soundness.
Achieve enhanced Financial Services effectiveness	Identified changes in fixed assets to better serve Fleet in processing of new vehicles. Changed cashiering processes to accommodate Utility collection efforts. Working with El Paso Electric to streamline electronic billing/payments. Initiated a department purchasing card process to assist departments in managing monthly purchases. Purchasing process evaluation will take place in FY2014.
Achieve finance report for citizens	PAFR (Popular Annual Financial Report) was completed and released via City Managers newsletter and website posting January, 2014.
Achieve improved website usability	Phase 1, requirement definition is complete. Phase 2, design is starting in Jan. Content authoring process has been improved by implementing the page editor tool which is simpler to use. Departments are not consistent in generating new content. The new website is scheduled for completion in April 2014.
Assess DWI/DV (Domestic Violence) Prosecutor Grant Program with the DA's office	FY13 statistics show value of program: 94% DWI conviction rate; 73% domestic violence (DV) conviction rate (DA reports yearly by contract.)
Assess liquor license/special dispenser permit application for adherence to State laws, rules and regs	Applications received were reviewed to maintain compliance with state law. 52 resolutions went before Council; 126 special dispenser permit applications were processed.
Complete a request to consider solid waste rate case	Rate Case has been filed and preparing for hearings.
Complete analysis for local preference procurement	Appropriate changes to the City Procurement Code have been prepared, the necessary ordinance amending the City Code was approved by the City Council.
Complete campaign financing policy	Proposed Ordinance first reading on January 22, 2013; scheduled adoption on February 19, 2013. Ordinance defeated. Work session held on March 18, 2013. Took ordinance back to Council for first reading on May 6, 2013. A new Campaign Code was adopted on May 20, 2013.
Complete citizen satisfaction survey	Survey conducted late November and early December 2012. Surveys returned Jan. 2013 to be presented Feb. 2013.

Complete expanded staffing of Internal Audit	Utility Auditor hired FY 13 to meet needs of Utilities department.
Complete gas rate case filing	Completed
Complete implementation of "One Stop Shop"	Staff has examined various development review processes, staff reports, presentation formats and information distribution methods for use in efforts to improve clarity and efficiency. Outreach is in process and presently involves HBA and the Greater Las Cruces Chamber of Commerce. Outreach to other groups continues.
Complete report card on the strategic plan	The initial two-years of the Strat Plan 2010-2012 have been completed and the accomplishments have been quantified and compiled into a detailed report to be presented online and in print.
Complete review of Parks & Recreation Fees and Charges/Facility Use Policy	Fees and Charges/Facility Use Policy is updated yearly and adopted by Council. Process will begin in 2nd Quarter. Approved by Council - April 1, 2013.
Complete vehicle seizure hearings	292 hearings were requested and scheduled within 10 days of request.
Continue to assess civil litigation and contract counsel	Litigation received was timely reviewed. 22 lawsuits remained in house; 5 lawsuits were assigned to contract counsel.
Continue to promote accurate, timely information	Weekly Newsletters from the CM include topics of interest. Quarterly project and financial reports are being made available with ever increasing degrees of data. The use of Nixle and Las Cruces Notification systems have made it possible to send very timely and updated messages to select recipients.
Evaluate enforcement of municipal codes	LCPD Codes Enforcement sends warning letters to violators, giving them a 7-10 day period to correct the violation. If the violator does not correct the problem, Codes will issue a citation. Most codes violations will be dismissed if the violator corrects the problem by the time of trial.
Evaluate resource alignment with community priorities	As part of the last two budget cycles, city administration has ensured allocation of resources to align with council and community priorities. There have been limited available resources to allocate outside of the on-going operational needs but the remaining discretionary funding had address current community concerns and needs.
Evaluate the integration of the budget with the Strategic Plan	FY 2013 was developed in conjunction with the development of the Strategic Plan. Quarterly budget status reviews include a review of strategic plan progress. Development of the FY2014 budget included a review of potential budget decreases and/or increases tied closely with Departmental Strategic Plan goals.
Implement audit recommendations to enhance the effectiveness and value of City operations/services	60% of original audit plan complete. Due to vacancy, audit plan on hold.

Implement best hiring and performance practices	System implemented; common review date appraisals launched and 70% complete; anticipate launching anniversary date appraisals (Blue Collar, LCPD, and LCFD) in the coming weeks
Implement City Watch	1. System is operational. 2. Marketing and citizen sign-up ongoing.
Implement community input tracking	Inquiries are tracked through "Askthecity.org" and a database is maintained. Information will be provided to City Council and City staff quarterly and upon request.
Implement dust control ordinance	Ordinance was adopted by City Council on July 16, 2012. Environmental Compliance Officer has been hired and is actively pursuing complaints and conducting development reviews for compliance.
Implement enhanced election process	Coordinate with Dona Ana County Bureau of Elections office. Meeting with AES was held after General Election. Locations of potential convenience centers were identified. Proposed locations presented to City Council at Work Session on May 13, 2013. Locations have been reserved to be used for the November 2013 Election.
Implement enhanced media technology to improve community access and involvement	Granicus media encoder now operational. It allows viewers to now watch City Council meetings live on all operating systems and mobile devices. Brightcove media platform that also operational. It allows users to access CLC-TV video programs online.
Implement enhanced revenues through advertisement and partnerships	Now have the ability to increase revenues by offering advertising opportunities at our facilities and on our web page; identifying community businesses. Job description for Marketing position complete.
Implement records management options and enhancements	Laserfiche - was upgraded; Records Management Module was installed; Departments are using new version. Agenda Management - information list of drafters and approvers sent to Granicus. Training has been delayed to January 2014 at staff's request.
Promote and coordinate neighborhood groups	19 registered "neighborhood entities" listed on CD web page. Web page update in place reflecting recently approved Proposed Development Notification Policy provisions (CC approved on 11/18/14). Zoning and Subdivision Code amendments regarding neigh. group involvement via early notification was approved on 8/5/2013.
Promote awareness of value of City programs/services	Focus in both CLC TV programing and Nuestra Gente are focusing on city services and employees. Finance has developed a Citizen Centric financial report. Implementation of the activity is ongoing.
Promote enhanced communication between City departments	Staff meetings with ACM's and direct reports to discuss and review issues and processes; comprehensive communication plan under development; report on employee issues reviewed by executive staff; leadership program established and develops cross functional communication opportunities.
Promote public engagement with the sustainability coordinator	Sustainability Officer gave presentation at Green Chamber of Commerce on October 4th and tabled at NMSU Campus Sustainability Day on October 23rd.
Support community outreach, engagement, and education	Community Liaison position filled March 4, 2013. City Watch service is up and running under the name of Las Cruces Notification System, ICMA Community Survey has been distributed and final report anticipated by the end of January, 2013.

Be the Employer of Choice	
Continue to promote safe work environments	Driver Safety is now a certified program through the National Safety Council. High risk JHAs are 85% complete.
Evaluate executive level job education and best practice opportunities	Recommendations for feasibility of implementation within the City provided. Core competencies have been developed for all positions.
Evaluate flexible leave opportunities	Departments have the opportunity to structure and implement varied schedules that meet operational needs.
Evaluate telecommuting options	MPA intern report received and evaluated; no recommendation at this time.
Implement enhanced educational opportunities	Policy has been re-written to include increases to the limit of reimbursement.
Implement expanded wellness opportunities	Implementing several classes, tournaments and other health related activities for employees. Access to all classes and fitness equipment to all City employees. Introduction of Bowling league and Fitness Challenge (approx. 40 individuals). Reviewing opportunities to offer disease management and prevention, nutrition and health education. New Wellness Coordinator hired in Jan 2014
Implement succession planning & advancement opportunities	Performance appraisal system launched. Succession opportunities identified and provided to departments; review of career ladders performed as part of Class and Comp study.
Promote a professional and engaged workforce	Mandatory training policy established; development of supervisory training courses continuing; appropriate dress guidelines implemented; legal compliance trainings have been reviewed and updated; recognition of teams implemented; improvements to communication methods being implemented.
Promote attractive benefits and wages	New benefits implemented. Class and Comp study results to be included as part of FY16 budget discussions.
Promote community education and involvement	Various City employees actively involved in community organizations (i.e. Leadership Las Cruces). Partnership with CLC Chamber and University for Skill Ready Las Cruces partnership is moving forward.
Promote opportunities to report and resolve matters of employee concern	Ongoing surveys obtaining feedback from CM employee meetings; open door policy; City Hotline to report issues; quarterly meetings with recently hired employees.
Support acquisition of needed technology and tools to effectively perform jobs	Ongoing. Employee Self Service, Xerox Print Management, WingSpan Evaluation programs have all been put in place. Staff is being trained on implementing the Legislative Management Suite in Granicus.
Support and promote employee benefit committee	Peer to Peer Foundation organized and planning events & etc.
Update rewards & recognition program	Revisions to recognition program have been initiated; undergoing review of options for reward policy and programs; recommendations on changes to pay philosophy/structure have been made.