

City of Las Cruces, New Mexico

Strategic Plan 2021 – 2026

March 5, 2021



Prepared for the City of Las Cruces by Management Partners



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Message from Mayor Miyagishima



Dear Las Cruces Community Member:

The City Council is pleased to present the Las Cruces Strategic Plan for 2021 through 2026. It will serve as the City's policy direction for the allocation of resources and results. The process used to prepare this update to the 2017 - 2022 Strategic Plan included input from residents, business leaders, and other community stakeholders. Input and ideas from Las Cruces community members and city staff were used to identify strategic priorities, key objectives, and success measures. Importantly, the Strategic Plan is based on the vision and goals in the adopted *Elevate Las Cruces* Comprehensive Plan.

Over the next five years, the Strategic Plan will help Las Cruces' City leaders prioritize and plan our work. We will communicate with you regularly about our progress and outcomes as we work to accomplish the goals included in the plan.

We are excited about the future of our vibrant community and look forward to continuing our commitment to growth and transformation and meeting the needs of Las Cruces residents.

Respectfully,

Ken Miyagishima

Mayor

March 2021



City Council



Background



Introduction

This strategic planning effort allowed community members and City leaders an opportunity to determine what is important for future success by identifying priorities for improvement, which were aligned with short-term goals and initiatives included in *Elevate Las Cruces* and new goals confirmed by the City Council. The basis for the Strategic Plan is articulated in the vision, mission, and organizational values. These elements are foundational to the establishment of priorities and goals and guide the work of City staff. The implementation of the goals and priorities should occur thoughtfully and transparently with periodic review by the City Council to ensure progress. The development of this Strategic Plan was facilitated by Management Partners, a firm specializing in assisting local governments in the United States.

Methodology

The Las Cruces strategic planning effort incorporated the work done for *Elevate Las Cruces* to help prioritize the stages of the plan during the next few years. Management Partners developed and deployed two surveys, one for community members and one for City employees, to solicit input and feedback on key priorities. A series of four focus groups with staff and community members were held to gain greater insight and input about key themes identified from community survey respondents.

Management Partners also conducted interviews with the Mayor, Council members, City Manager, and other members of the leadership team and department directors to understand their perceptions about Las Cruces' strengths and opportunities and to identify key priorities for the future.

The Strategic Plan has six strategic themes that address community prosperity, education and community services, environmental sustainability, capital improvements and infrastructure, public safety, and communication, involvement, and follow-up. Accompanying the strategic themes are desired outcomes, goals, and performance measures. Once the Strategic Plan is finalized, PEAK performance measures will be developed for each department to guide progress in achieving each goal.



City of Las Cruces Strategic Themes



This Strategic Plan has six overarching themes as listed below. Each priority is accompanied by goals from the *Elevate Las Cruces* Comprehensive Plan and goals identified by City Council.



Vision, Mission and Organizational Values



Vision

Las Cruces is an inclusive community, recognized for its cultural diversity, enchanting natural amenities, and vibrant quality of life. We are committed to enhancing our livability, prosperity, and environment for the shared benefit of current and future generations of Las Cruces in a fiscally and socially sustainable manner.

Mission

The mission of the City of Las Cruces is to provide customer-focused municipal services to residents, businesses, and guests so they can experience a “quality of place” to live, work and play.

Organizational Values

City Leaders’ and Employees’ Values ... We Value:

Diversity

Respect

Equity

Responsive

Fiscal Responsibility

Transparency

Professionalism



Strategic Theme 1: Community Prosperity

Desired Outcomes

- Expanded housing options for all income levels
- Enhanced economic diversity and business strength

Performance Measures

- (To be developed by staff during the update of department strategic business plans)



Goals

The following goals are listed in priority order as ranked by City Council members.

1. ELC Goal CP-2: *Economic Equity*. Generate employment opportunities that create economic security for all residents.
2. ELC Goal CP-7: *Attainable Housing*. Provide affordable, clean, and safe housing options for all residents regardless of income.
3. ELC Goal CP-11: *Underserved Populations*. Develop and support programs that provide assistance to traditionally underserved populations.
4. ELC Goal CP-4: *Diversification*. Seek a balance of business recruitment, retention, and expansion to diversify economic opportunities.
5. ELC Goal CP-3: *Entrepreneurship*. Create a nurturing regulatory environment that generates entrepreneurship and small business investment.
6. ELC Goal CP-1: *Ready Workforce*. Develop a strong and educated workforce that supports an expanding local and regional economy.
7. ELC Goal CP-9: *Housing Diversity*. Provide a diverse range of housing options to accommodate residents at all stages in life.
8. *Council Goal*: Prioritize development of attractive, energy-efficient, mixed income housing in infill areas and along the El Paseo Corridor.
9. *Council Goal*: Establish a Behavioral Health District made up of governmental entities in Doña Ana County.
10. *Council Goal*: Establish a Building Local Wealth component within the city's Economic Development Department.

Elevate Las Cruces Goal Section Reference:
CP – Community Prosperity





11. ELC Goal CP-8: *Special Housing Needs*. Ensure that the housing needs of traditionally underserved populations are met.
12. ELC Goal CL-1: *Neighborhood Identity*. Promote community pride through neighborhood events and investments that create a shared identity.
13. ELC Goal CE-4: *Complete Neighborhoods*. Develop mixed-use neighborhoods that incorporate a wide range of recreational, commercial, employment, and civic uses.
14. ELC Goal CL-4: *Recreational Opportunity*. Offer a diverse suite of recreational facilities and programs to cater to varying community interests, ages, and abilities.
15. ELC Goal CE-3: *Centers and Corridors*. Support community growth through concentrated development at activity centers and along key corridors.
16. ELC Goal CE-7: *Accessible Social Spaces*. Create a community-wide network of social spaces through the design and distribution of parks, public grounds, and public rights-of-way.
17. ELC Goal CL-10: *Economic Outcomes*. Support transportation investments that improve economic development outcomes.
18. ELC Goal CL-13: *Supporting the Arts*. Support the vibrant arts culture within the community.
19. ELC Goal CL-15: *Historic & Cultural Values*. Value and protect the historic and cultural properties and sites in the community.

Elevate Las Cruces Goal Section Reference:

CE – Community Environment

CL – Community Livability

CP – Community Prosperity

Strategic Theme 2: Education and Community Services

Desired Outcomes

- Enhanced physical and mental health resources
- Improved access to healthy food options

Performance Measures

- (To be developed by staff during the update of department strategic business plans)



Goals

The following goals are listed in priority order as ranked by City Council members.

1. ELC Goal CP-10: *Community Health*. Promote and maintain a balanced system of community and human services for the health, safety and welfare of all residents.
2. ELC Goal CL-18: *Mental & Physical Health*. Provide opportunities for residents to improve their mental and physical health.
3. ELC Goal CP-6: *Community Schools*. Utilize schools as an integral component of neighborhood development and community life.
4. ELC Goal CL-17: *Food Security*. Transform Las Cruces into a food-secure community with improved access to healthy food options.

Elevate Las Cruces Goal Section Reference:

CL – Community Livability

CP – Community Prosperity

Strategic Theme 3: Environmental Sustainability

Desired Outcomes

- Achieve the goals included in the Climate Action Plan adopted in 2020
- Promote balanced growth

Performance Measures

- (To be developed by staff during the update of department strategic business plans)



Goals

The following goals are listed in priority order as ranked by City Council members.

1. ELC Goal CE-1: *Balanced Growth*. Encourage efficient land use development patterns that accommodate projected growth in a sustainable manner.
2. ELC Goal CL-19: *Environmental Justice*. Make public health improvements in an equitable manner that align with the tenets of environmental justice.
3. ELC Goal CE-9: *Sustainable Infrastructure Systems*. Enhance infrastructure to meet the demands of residents and businesses in a sustainable manner.
4. ELC Goal CE-8: *Energy Efficiency*. Increase the share of renewable energy alternatives to reduce the community's overall carbon footprint.
5. ELC Goal CE-14: *Open Space Lands*. Embrace open space for passive uses that protect the natural, cultural, or agricultural character.
6. ELC Goal CE-11: *Reliable Water Supply*. Preserve the region's natural resources by implementing quality control and conservation techniques.
7. ELC Goal CL-5: *Stewardship*. Deliver parks and recreation services in a collaborative manner that generates community enthusiasm and pride.
8. Council Goal: Provide direct support from Sustainability Office for all departments to help them meet goals in the Climate Action Plan and other adopted resiliency measures.

Elevate Las Cruces Goal Section Reference:

CL – Community Livability

CE – Community Environment

Strategic Theme 4: Capital Improvement and Infrastructure

Desired Outcomes

- Quality infrastructure that meets the community's needs
- Expanded transit access and options, including pedestrian and bicycle Improved road and pavement condition

Performance Measures

- (To be developed by staff during the update of department strategic business plans)



Goals

The following goals are listed in priority order as ranked by City Council members.

1. ELC Goal CE-6: *Context Sensitive Street Design*. Design streets to support varying levels of pedestrian activity based on the intended built context of surrounding development.
2. ELC Goal CL-6: *System Efficiency*. Build and maintain a coordinated transportation system that operates in an efficient and cost-effective manner.
3. ELC Goal CL-7: *Transportation-Land Use Connection*. Develop an accessible and efficient transportation system that provides seamless connectivity to surrounding land uses and complements various development patterns.
4. ELC Goal CL-8: *Multi-Modal System*. Develop an equitable, multi-modal transportation system that presents feasible travel options for residents.
5. ELC Goal CL-9: *Transportation Safety*. Incorporate public health and safety enhancements into transportation system investments and policies.
6. *Council Goal*: Develop a plan to increase the pavement condition index.

Elevate Las Cruces Goal Section Reference:

CL – Community Livability

CE – Community Environment

Strategic Theme 5: Communication, Involvement and Follow-Up

Desired Outcomes

- Robust communication channels with residents between City departments
- Timely and consistent follow-up by City staff to residents and the public

Performance Measures

- (To be developed by staff during the update of department strategic plans)



Goals

The following goals are listed in priority order as ranked by City Council members.

1. ELC Goal CL-16: *Community Engagement*. Involve the community in historic preservation efforts.
2. ELC Goal CE-10: *Coordinated Service Delivery*. Improve coordination and communication amongst utility providers and agencies.
3. *Council Goal*: Identify appropriate communication methods to reach underrepresented groups.
4. *Council Goal*: Complete implementation of transparency and communication tools

Elevate Las Cruces Goal Section Reference:

CL – Community Livability

CE – Community Environment

Strategic Theme 6: Public Safety

Desired Outcomes

- A more humane criminal justice system
- A safe and secure community

Performance Measures

- (To be developed by staff during the update of department strategic business plans)

Goals

1. ELC Goal CL-12: *Police & Criminal Justice*. Provide for a humane and responsible police and criminal justice system.
2. ELC Goal CL-11: *Emergency Services*. Ensure a safe and secure community through the provision of high-quality fire and emergency medical services.
3. *Council Goal*: Identify strategic areas for lighting improvements to improve safety
4. *Council Goal*: Continue to support the fire mobile integrated health program, the multi-disciplinary mental health response team, and the police critical incident crisis intervention team

Elevate Las Cruces Goal Section Reference:
CL – Community Livability



Conclusion



Executive Leadership Team

Ifo Pili, City Manager

Eric Enriquez, Assistant City Manager

Ikani Taumoepeau, Assistant City Manager

Barbara DeLeon, Chief Administrative Officer

Leeann DeMouche, Chief Budget Officer

Jennifer Vega-Brown, City Attorney

Larry Nichols, Community Development Director

Griselda Martinez, Economic Development Director

Terri L. Gayhart, Financial Services Director

Jason Smith, Interim Fire Chief

Jo Richards, Human Resources Director

Scott Marr, Information Technology Director

Sonya Delgado, Parks and Recreation Director

Amber Vaughn, Performance Manager

Miguel Dominguez, Police Chief

David Sedillo, Public Works Director

Lynn Gallagher, Quality of Life Director

Delilah Walsh, Utilities Director

This Strategic Plan provides a clear path forward for the City of Las Cruces. City leaders are committed to achieving the priorities, goals, and initiatives through the planned allocation of resources over the next five years. An Implementation Action Plan will be used to help guide our actions and progress over time, as City leaders work to accomplish the adopted priorities and goals.

Successful implementation will require a collective effort by City employees in all departments. The City of Las Cruces is committed to working collaboratively with members of our community and periodically communicating with residents and businesses about how we are doing, how we are going about our work, and how well we are delivering services.

We look forward to working with you to maintain a City that is vibrant and progressive, and committed to improving the prosperity Las Cruces residents.

