

Final Business Plan

Line of Business: Community Development

Date of Final Changes: February 8, 2023

Final Review Date: February 10, 2023

COMMUNITY DEVELOPMENT DEPARTMENT

Strategic Business Plan

<i>Mission Statement</i>
<p>The mission of the Community Development Department is to provide community planning, building and development services to property owners, residents, and businesses so they can invest in and enjoy a safe, livable, vibrant, and prosperous Las Cruces both now and into the future.</p>
<i>Issue Statements</i>
<p><u>Issue 1</u> – Department Purpose and Services</p> <p>The lack of understanding of what the department does, and the services provided, coupled with the reactive nature of department operations, if not properly addressed, will result in:</p> <ul style="list-style-type: none"> • Department expertise not utilized • Partners will not see the department as a resource • Negative perception of the Department by both internal and external customers • Increased customer frustration and dissatisfaction • Customers will walk away and/or complain • Loss of potential new business • Reduced level of effectiveness of programs • Reduced effectiveness as a department • Loss of credibility • Under-utilization of ELC for strategic and operation decision making by the organization
<p><u>Issue 2</u> – Codes and Standards</p> <p>The existing development codes and standards are dated, inflexible, lack innovation and do not reflect current trends and policies*, and if not properly addressed, will result in:</p> <ul style="list-style-type: none"> • Decreased innovative development opportunities • Overbuilt infrastructure increasing development and maintenance costs • Increased customer frustration and dissatisfaction • Decreased opportunities for multi-modal travel • Increased enforcement, emergency response and other public services cost due to need to cover larger area because of sprawling growth patterns • An undesirable, uninviting and unsustainable community • Decreased economic growth • Lost opportunities to achieve City’s vision as expressed in ELC <p style="text-align: center; font-size: small;">* - example: context sensitive design, complete streets, form based codes</p>
<p><u>Issue 3</u> – Development Process</p>

*▶ Indicates an FY '24 follow-up item

Frustration in navigating the development process* and the perception is that the process is a roadblock to achieving an individual's project success, if not properly addressed, will result in:

- Inefficient Plan Reviews
- Increase in errors
- Increased project delays and costs
- Increased customer frustration and dissatisfaction
- Low quality development
- Increase in code violations
- Increased risk to public safety
- Residents and businesses going elsewhere
- Decreased economic growth and development
- Low employee morale
- Hindering collaborative partnership opportunities
- Reduced effectiveness as a department
- Decreased confidence in municipal services

** land use and building development process*

Issue 4 – Balance

The ongoing balance of managing economic development expectations with sustainable best development practices, if not addressed, will result in:

- Increased misalignment of internal and external goals
- Inconsistent decision-making related to city growth
- Decrease in economic activity
- Limited lifestyle choices
- Compromised long-term economic and financial health of the City
- Less desirable community
- Loss of community character

Issue 5 – Technology

The increased pace and use of technology and the demand for timely service, coupled with the challenge of responsibly meeting that demand, if not properly addressed, will result in:

- Increased delays and costs
- Increased customer frustration and dissatisfaction
- Increased illegal construction and/or abandoned projects
- Missed opportunities for communication and engagement
- Decreased ability to integrate with public and private partners
- An inefficient use of resources and budget
- Loss of productivity
- Decreased effectiveness as a department

Issue 6 – Staffing

The continued restructuring of City-wide programs and recruiting and onboarding lag time, if not properly addressed, will result in:

- Lack of succession plan
- Increased turn-over rate
- Increased customer frustration and dissatisfaction
- An inefficient use of resources and budget
- Loss of productivity

Strategic Results

Strategic Result 1 – Special Projects

A vibrant and livable community that is well designed and achieving its long-term vision for residents, visitors, businesses, and developers, as evidenced by:

- By July 31, 2023, the community will experience updated development codes and standards that reflect current trends, practices, and policies and implement Elevate Las Cruces.
- By December 2023, the Villa Mora property will be entitled for development.
- By December 2023, assist with the establishment of a redevelopment assistance studio.

Strategic Result 2 – Las Cruces Development Center

A high-performing center where customers can conveniently access all development-related permitting and licensing services, as evidenced by:

- By July 1, 2022, 90% of applications will require two plan reviews or fewer.
- By July 1, 2022, 85% of commercial, multi-family, and industrial permits will be issued within 30 business days of application submittal.
- By December 31, 2022, we will establish a baseline to measure how well CD is able to ensure customers are able to successfully conduct their business within the City of Las Cruces Development Center.
- By December 2024, GIS will implement and offer an internal training service for GIS technology to departments and Subject Matter Experts (SMEs).
- By December 2023, develop a transition plan from code enforcement to code compliance.
- By December 2023, adopt the current version of the IPMC (International Property Maintenance Code)
- By 2024, establish a redevelopment assistance studio.
- Following the adoption of Realize Las Cruces* by December 2023, the City of Las Cruces development codes and standards will be reviewed annually and updated every three years (*CSP implementation Program milestone).
- By July 2023, the City will adopt Historic Preservation Design Guidelines.

Aligned with Issue Statements 1,3,4,5

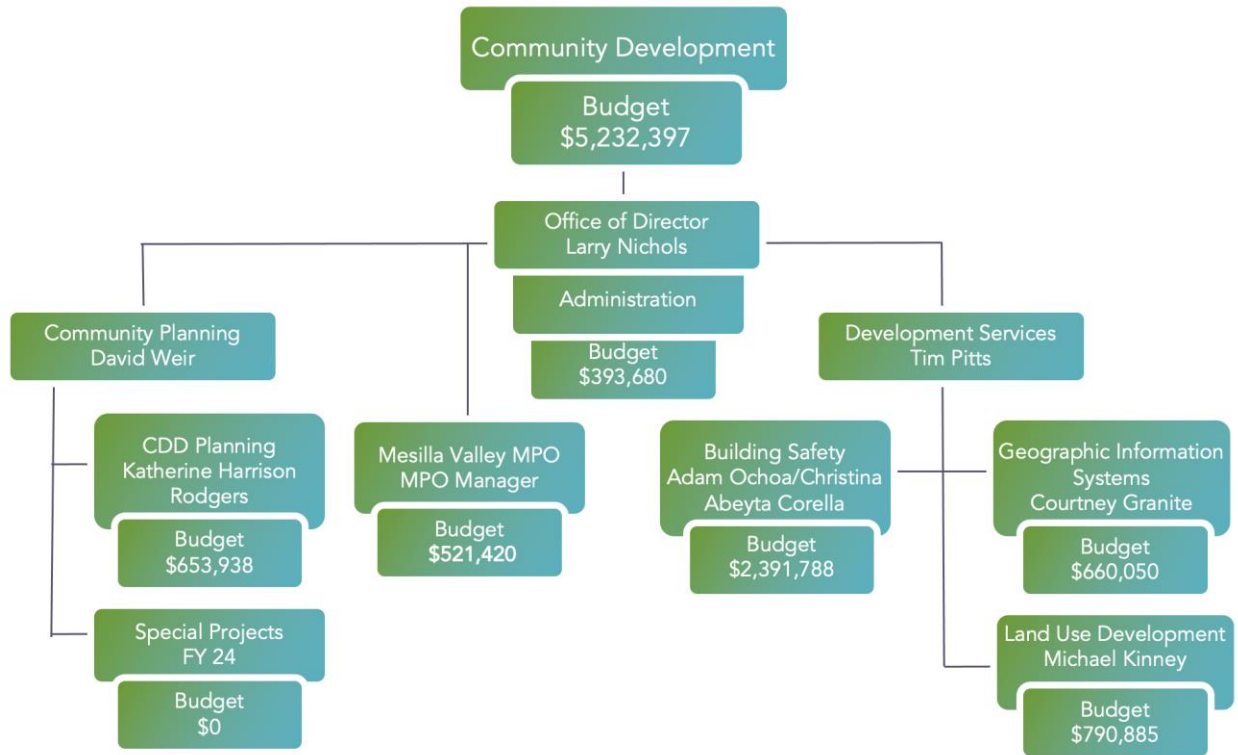
Strategic Result 3 – High Performing Organization

A high-performance, customer-focused, and results-oriented organization, as evidenced by:

- By 2023, 75% of City of Las Cruces department and agency partners will say they have a positive collaborative relationship with the Community Development Department that assists them in furthering their mission.
- By 2022, CD will establish a baseline for how often we meet deadlines for City Council and Board/Commission members information requests so they can make informed decisions.
- By 2023, 75% of customers surveyed will report that they experienced a result-oriented problem-solving approach to customer service.
- By 2023, CD will establish a methodology to ensure a high percentage of website visitors find information useful.

By 2022, 75% of website visitors found the CD website informative Aligned with Issue Statements 1,2,3,5

<i>Department Organization</i>	
1. Line of Business: Office of the Director	
<ul style="list-style-type: none"> • Program: Administration 	
2. Line of Business: Community Planning	
<ul style="list-style-type: none"> • Program: Community Planning • FY24 Potential Program: Special Projects ▶* 	
2. Line of Business: Las Cruces Development Center	
<ul style="list-style-type: none"> • Program: Building Safety • Program: Land Use Development • Program: Geographic Information 	
3. Line of Business: Mesilla Valley MPO	



<i>Programs</i>	
<i>Line of Business-Office of the Director</i>	
Purpose Statement	The purpose of the Office of the Director line of business is to provide leadership, administrative, financial, communications, and strategic planning services to Department Employees so they can achieve their operational customer results and contribute to the achievement of the goals of the Community Development Department.
<i>Program: Administration</i>	
Program Purpose Statement	The purpose of the Administration program is to provide leadership, administrative, financial communications, and strategic planning services to Department employees so they can achieve their operational customer results and contribute to the achievement of the goals of the Community Development Department.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> 75% departmental strategic results achieved. 75% of website visitors found the CD website informative.


	<ul style="list-style-type: none"> • By 2023, CD will establish a baseline for how often we meet deadlines for City Council and Board/Commission members information requests so they can make informed decisions. • By 2023, 75% of customers surveyed will report that they experienced a result-oriented problem-solving approach to customer service. • By 2023, 75% of City of Las Cruces departments and agency partners will say they have a positive collaborative relationship with the Community Development Department that assists them in furthering their mission.
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Program status reports completed • # of Deposit Reconciliations completed • \$ Cash Deposits verified
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of Program status reports requested • # Deposit Reconciliations requested
	<p><u>Efficiencies</u></p>
Program Services	<ul style="list-style-type: none"> • Archived Records Responses • Audits • City Council Presentation • City Manager Responses • City Planning Presentations • Coaching Sessions for Employees • Community Outreach Presentations • Conflict Mediation Meetings • Consultations: Co-workers, Partners, Public, Public Officials, Staff • Council Action Executive Summary Case Reports • Customer Complaint Responses • Customer Service/Information Responses • Department Budget • Department Credit Card Reconciliations • Department Full-Service Website Updates • Department/Section Meeting Representations • Deposit Reconciliations • Employee Safety Inspections • External Policy Meetings • Field Visits • Financial Reports

	<ul style="list-style-type: none"> • Information Memos • Internal Policy Meetings • Media Interviews • Performance Evaluations • Performance Reports • Professional Organization Representations • Program Status Reports • Purchase Order Approvals • Quality Control Reviews • Records Management Inventory Forms • Records Management Storage Tickets • Sustainability Project Meetings (Support) Reviews
Manager	Community Development Director
Program Budget	FY 23 \$393,680

<i>Programs</i>	
<i>Line of Business- Community Planning</i>	
Purpose Statement	The purpose of the Community Planning Line of Business is to provide development reviews, recommendations and engagement services to the Community, Elected Officials, and City Staff so they can actively participate in the development and fulfillment of the community’s long-range vision.
<i>Program: CDD Planning</i>	
Program Purpose Statement	The purpose of the Community Planning program is to provide development review; and recommendations and engagement services to the Community, Elected Officials, and City Staff so they can actively participate in the development and fulfillment of the community’s long-range vision.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • By July 31, 2023, the community will experience updated development codes and standards that reflect current trends, practices, and policies and implement Elevate Las Cruces. • By December 2023, the Villa Mora property will be entitled for development. • By December 2023, assist with the establishment of a redevelopment assistance studio.

	<ul style="list-style-type: none"> • 90% of Elevation Certificates received and documented. • Following the adoption of Realize Las Cruces* by December 2023, the City of Las Cruces development codes and standards will be reviewed annually and updated every three years. • By December 2022, the City will adopt Historic Preservation Design Guidelines. <p><i>*CSP implementation Program Milestone</i></p>
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Cases taken to public hearing
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Cases taken to public hearing
	<p><u>Efficiencies</u></p>
Program Services	<ul style="list-style-type: none"> • Project Management • Inter-departmental Coordination and Collaboration • Public outreach, engagement, and education • Development coordination (as assigned) and review • Development plan preparation and adoption • Ordinance development, updates, and adoption • Development planning related research, analysis, and reporting • City Council, Planning & Zoning Commission, and organization support • Development agreements • Land use neighborhood presentations • Land use technical information responses • Las Cruces City Council presentations and reports • Planning & Zoning Commission presentations and reports • Agency and Departmental Collaborations • Alternative Development Standard Responses • Case Management and Analysis (Subdivision, Zoning, Signs) • City Council Meetings (Notice, Reports, Presentations) • Community Planning Collaboration • Coordination, presentations, and reports for other City Boards, Committees, and Commissions as necessary (PRC's, etc.) • Development Agreements • Development Review Committee (DRC) Meetings (Agendas, Notice, Reports, Presentations) • Development Right of Way/Easement Reviews

	<ul style="list-style-type: none"> • Historic Preservation Commission Meetings (Agendas, Notice, Reports, Presentations) • Land Use Neighborhood Presentations • Land Use Technical Information Responses • Las Cruces City Council Presentations & Reports • Liquor License Reports • Permit Reviews (Commercial Building Permits, Multi-family Building Permits, Permits in PUD's, Construction drawings, Sign Permits, Cell Towers, etc.) • Plan Development Assistance and Collaboration Citywide • Planning & Zoning Commission Meetings (Agendas, Notice, Reports, Presentations) • Pre-Application Conferences • Preparation, Development and Updates of Ordinances and Resolutions • Program Recommendations • Public Outreach Presentations/Events • Special Lease Permit Reviews • University District Corridor Design Review Board Meetings (Agendas, Notice, Reports, Presentations) • Workshop Facilitations (for Community Development Department and Other Agencies) • Zoning Verifications or Certificate of Zoning
Manager	Deputy Director
Program Budget	FY23 \$653,938

<i>Programs</i>
<i>Line of Business- Community Planning</i>
<i>FY24 Potential Program: Special Projects</i> 

<i>Programs</i>	
<i>Line of Business – Las Cruces Development Center</i>	
Purpose Statement	The purpose of the Las Cruces Development Center line of business is to provide geographic data management, technical and regulatory guidance, permitting, inspection, and plan review services for property owners, residents, and businesses so they can advance their projects in a timely manner consistent with applicable policies and regulations.
<i>Program: Building Safety</i>	
Program Purpose Statement	The purpose of the Building Safety Program is to provide permits, inspections, plan reviews and business registration services to contractors, design professionals, business owners and residents so they can advance their projects in a timely manner, consistent with applicable policies and regulation.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 90% of plan reviews will be completed on or before their established due dates. • 90% of building inspections will be assigned within one business day of the requested date. • 90% of business registrations are issued within 24 hours of final inspection for a code-compliant building. • 90% residential permits will be issued within five business days of application submittal. • By December 31, 2021, 75% of customers surveyed Strongly Agree or Agree that they can successfully conduct their business within the City of Las Cruces Development Center. • By July 1, 2022, 90% of applications will require two plan reviews or fewer. • By July 1, 2022, 85% of commercial, multi-family, and industrial permits will be issued within 30 business days of application submittal. • By December 2023, develop a transition plan from code enforcement to code compliance. • By December 2023, adopt the current version of the IPMC (International Property Maintenance Code).
	<p>Outputs</p> <ul style="list-style-type: none"> • # of Permits issues • # of Inspections conducted • # of Plan Reviews completed • # of Business Registrations issued

	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of Permits demanded • # of Inspections demanded • # of Plan Reviews demanded • # of Business Registrations demanded 	
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Expenditure / Permit issued 	
Program Services	<ul style="list-style-type: none"> • Business Registrations • Construction Technical Information Responses • Fee Assessments • Financial Reconciliations • Inspections <ul style="list-style-type: none"> • Annual Business Inspections • Building Inspections • Business Registration Inspections • Electrical Inspections • Final Certificate of Occupancy Inspections • Fire Alarm Inspections • Fire Sprinkler Inspections • Fire Underground Inspections • Food Vendor Inspections • Hood Suppression Inspections • Mechanical Inspections • Plumbing Inspections • Special Event Inspections 	<ul style="list-style-type: none"> • Investigation Reports • Land Use and Construction Productivity Reports • Las Cruces Development Center Project Management Tracking Sessions • Permits <ul style="list-style-type: none"> • Construction Permits (Residential/Commercial) • Plan Reviews <ul style="list-style-type: none"> • Building Plan Reviews • Development Reviews • Drainage Reviews • Electrical Plan Reviews • Fire Plan Reviews • Mechanical Plan Reviews • Plumbing Plan Reviews • Traffic Reviews • Utility Plan Reviews • Software Configuration Support Training Sessions
Manager	Deputy Director Building Development	
Program Budget	FY 23 Expenses \$2,391,788 FY 23 Revenue \$2,130,000	

<i>Programs</i>	
<i>Line of Business – Las Cruces Development Center</i>	
Purpose Statement	The purpose of the Las Cruces Development Center line of business is to provide geographic data management, technical and regulatory guidance, permitting, inspection, and plan review services for property owners, residents, and businesses so they can advance their projects in a timely manner consistent with applicable policies and regulations.
<i>Program: Land Use Development</i>	
Program Purpose Statement	The purpose of the Land Use Development program is to provide technical and regulatory guidance, reviews, and oversight services to property owners, residents, business owners, and the development community so they can use and develop property in a manner consistent with applicable policies and regulations.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • 75% of plan reviews are completed on or before their established due dates • 90% of rock wall inspections are completed within one business day of the requested date.
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Development Reviews conducted • # Projects discussed at Pre-Application Conference •
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Development Reviews conducted • # Projects discussed at Pre-Application Conference •
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Expenditure per Development Review conducted
Program Services	<ul style="list-style-type: none"> • Complaint Investigations • Engineering Plan Reviews • Environmental Inspections • Environmental Plan Reviews •
Manager	Development Engineer

Program Budget	FY 23 Expenses \$790,885 FY 23 Revenue \$300,000
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Programs

Line of Business – Las Cruces Development Center

Purpose Statement	The purpose of the Las Cruces Development Center line of business is to provide geographic data management, technical and regulatory guidance, permitting, inspection, and plan review services for property owners, residents, and businesses so they can advance their projects in a timely manner consistent with applicable policies and regulations.
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Program: Geographic Information

Program Purpose Statement	The purpose of the Geographic Information program is to provide geographic data management, visualization and business intelligence services to the Public, City departments and other Agencies so they can use current and accurate data to make informed decisions.
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Family of Measures	<ul style="list-style-type: none"> • 80% of core GIS data reviewed and updated within 30 days • 100% of core GIS data accessible via services or open data site • 80% of integrated building, planning, inspection, and license data accessible via services or open data site • By December 2024, GIS will implement and offer an internal training service for GIS technology to departments and Subject Matter Experts (SMEs)
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	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # Digital Plat Entries completed • # Zoning Map Updates completed • # Address Reviews/Updates completed • # Data Management Consultations provided • # Plan Reviews completed
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	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # Digital Plat Entries requested • # Zoning Map Updates requested • # Address Reviews/Updates requested • # Data Management Consultations requested • # Plan Reviews requested
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	<p>Efficiencies</p> <ul style="list-style-type: none"> • \$ Program Expenditures per address reviews/updates
Program Services	<ul style="list-style-type: none"> • Property Address Consultations • Property Address Assignments • Digital Plat Consultations • Street Name Consultations • Zoning Map Updates • Quality Assurance Data Reviews • Data Management Consultations • Data Extraction Requests • Data Solution Development • Data Integrations • Live Data Feeds • Maps • Online Interactive Maps & Apps • Automated or Periodic Reports • Training Sessions
Manager	GIS Manager
Program Budget	FY 23 \$660,050

<i>Line of Business-The Mesilla Valley Metropolitan Planning Organization</i>	
Purpose Statement	The purpose of the Mesilla Valley MPO line of business is to provide comprehensive and regional transportation planning services to the City of Las Cruces and other jurisdictions of the Mesilla Valley so they can form and realize the community's long-range vision.
Program Statement	The purpose of the Mesilla Valley MPO line of business is to provide comprehensive and regional transportation planning services to the City of Las Cruces and other jurisdictions of the Mesilla Valley so they can form and realize the community's long-range vision.

Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • By August 2022, the adoption of the new Unified Planning Work Program. • Submit quarterly reimbursement reports to NMDOT within the first month of the quarter. • Preside four quarterly amendments to the Transportation Improvement Program (TIP). • Submit four quarterly amendments to the Unified Planning Work Program (UPWP).
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # of Amendments to TIP • # of Amendments to UPWP
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # of Amendments to TIP • # Amendments to UPWP
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • \$ Program expenditure/#Transportation Reports delivered
Program Services	<ul style="list-style-type: none"> • Coordination Meetings • Dona Ana County (DAC) • El Paso Metropolitan Planning Organization • Federal Highway Administration (FHWA) • Federal Transportation Administration (FTA) • New Mexico Department of Transportation • South Central Regional Transit District (SCRTD) • Town of Mesilla (TOM) Crash Reports • Federal Reports (Annual Listing of Obligated Projects, Transportation Performance Measures) • Intern Coordination • Metropolitan Planning Organization E-newsletters • Metropolitan Planning Organization Technical Advisory Committee Meetings • Metropolitan Transportation Plan • Outreach Sessions • Partner Consultations • Policy and Advisory Presentations • Traffic Counts • Traffic Projections • Transit Maps • Transportation Policy Committee Meetings

	<ul style="list-style-type: none">• Transportation Reports
Manager	MPO Manager
Program Budget	FY22 \$521,420