

# COMMUNITY DEVELOPMENT DEPARTMENT

## *Strategic Business Plan*

<p><i>Mission Statement</i></p>
<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>
<p><i>Issue Statements</i></p>
<p><b>Issue 1 – “Plan4Las Cruces” Comprehensive Plan</b></p> <p>The Comprehensive Plan in its current format is not easily understandable and not consistently used as a municipal decision-making tool, and if not properly addressed, will result in:</p> <ul style="list-style-type: none"> <li>• Misalignment and/or poor coordination of projects</li> <li>• Misallocation of resources</li> <li>• Inconsistent decision-making related to city-growth</li> <li>• Loss of confidence in the effectiveness of City government</li> <li>• Decreased ability to realize the following themes outlined in the “Plan4LasCruces” Comprehensive Plan:             <ul style="list-style-type: none"> <li>○ Community Character</li> <li>○ Economic Prosperity</li> <li>○ Healthy Community</li> <li>○ Sustainable Growth</li> </ul> </li> <li>• Decreased quality of life</li> </ul>
<p><b>Issue 2 – Department Purpose and Services</b></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"> <li>• Department expertise not utilized</li> <li>• Partners will not see the department as a resource</li> <li>• Negative perception of the Department by both internal and external customers</li> <li>• Increased customer frustration and dissatisfaction</li> <li>• Customers will walk away and/or complain</li> <li>• Loss of potential new business</li> <li>• Reduced level of effectiveness of programs</li> <li>• Reduced effectiveness as a department</li> <li>• Loss of credibility</li> </ul>

### **Issue 3 – Codes and Standards**

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:

- Decreased innovative development opportunities
- Overbuilt infrastructure increasing development and maintenance costs
- Increased customer frustration and dissatisfaction
- Decreased opportunities for multi-modal travel
- Increased enforcement and public safety costs due to increased safety risks
- An undesirable, uninviting and unsustainable community
- Decreased economic growth

*\* - example: context sensitive design, complete streets, form based codes*

### **Issue 4 – Development Process**

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 5 – 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 6 – 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
- Loss of productivity
- Decreased effectiveness as a department

## *Strategic Results*

### **Strategic Result 1 – Long-Range Planning**

Residents and visitors of the City of Las Cruces will experience a vibrant and livable community that is well designed and achieving its long-term vision, as evidenced by:

- By July 1, 2019, 20% projects prioritized in the Active Transportation Plan will be approved for funding and underway.
- Beginning January 1, 2020, the City of Las Cruces development codes and standards will be reviewed annually and updated every 3 years
- By July 1, 2020, a strategy will be identified to establish commuter rail between El Paso and Las Cruces and included in each MPO's Metropolitan Transportation Plan. (CITY STRATEGIC PLAN 19 – "Commuter rail service between Las Cruces and El Paso will be included in the 2015 Metropolitan Transportation Plans for El Paso and Mesilla Valley MPO's")
- By December 31, 2020, the community will experience an updated "Plan4LasCruces" Comprehensive Plan that reflects the values, the current and future needs of the community and is aligned with the priorities of the City.
- By January 1, 2021, 75% Planned Unit Development, Master Plan, Zoning and Annexation applications approved will be in alignment with the City's Comprehensive Plan.
- By November 1, 2021, 75% cases that go before the City Council will say their proposal or action (if applicable) is in alignment with the City's Comprehensive Plan.
- By December 31, 2022, the community will experience updated development codes and standards that reflect current trends, practices and policies and implement the Comprehensive Plan.

Aligned with Issue Statements 1,2,3,4,5

### **Strategic Result 2 – One-Stop Shop (CITY STRATEGIC PLAN 8 – "Las Cruces businesses will be able to access all permitting and Licensing services in an effective, customer-service focused one-stop shop.")**

Customers will experience a high-performing one-stop-shop where they can conveniently access all development-related permitting and licensing services, as evidenced by:

- By December 31, 2018, all development-related permits, business licenses and registrations will be available to access online.
- By December 31, 2018, customers will be able to manage and track their project (from beginning to end) through the City of Las Cruces Online Permitting System.
- By July 1, 2019, 90% plan reviews will be completed on or before their established due dates.
- By July 1, 2019, 90% or less of applications will require less than 2 plan reviews.
- By July 1, 2019, 90% residential permits will be issued within 5 business days of application submittal.
- By July 1, 2019, 85% commercial, multi-family and industrial permits will be issued within 30 business days of application submittal.
- By July 1, 2019, 90% building inspections will be conducted within 24 hours or less.

- By December 31, 2019, 95% customers surveyed will Strongly Agree or Agree that they were able to successfully conduct their business within the City of Las Cruces One-Stop-Shop.

Aligned with Issue Statements 2,4,5,6

### **Strategic Result 3 – High-Performing Organization**

The community will experience a high-performance, customer-focused and results oriented organization, as evidenced by:

- Beginning in 2019, all department employees will know what is expected of them and how they align and contribute to the goals of the Department as evidenced by their annual work plans and performance conversations being aligned with the Department Strategic Business Plan.
- By 2019, 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 2020, 75% of policy proposals will be endorsed/approved.
- By 2020, 80% of Board/Commission members will report that they receive the information they need to make informed decisions.
- By 2020, 85% of customers surveyed will report that they experienced a result-oriented problem-solving approach to customer service.
- By 2020, 75% of respondents will say they could find the information they were seeking (related to the functions of Community Development) on the Department's website.

Aligned with Issue Statements 2,3,4,6

<i>Department Organization</i>
<b>1. Line of Business: Office of the Director</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Administration</li> </ul>
<b>2. Line of Business: Planning &amp; Neighborhood Services</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Community Planning</li> <li>• <b>Program:</b> Mesilla Valley Metropolitan Planning Organization</li> </ul>
<b>3. Line of Business: One Stop Shop</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Building Safety</li> <li>• <b>Program:</b> Land Use Development</li> <li>• <b>Program:</b> Geographic Information</li> </ul>
<b>4. Line of Business: Community Improvement</b>
<ul style="list-style-type: none"> <li>• <b>Program:</b> Community Improvement</li> </ul>

<i>Lines of Business &amp; Key Results</i>	
<i>Line of Business – Office of the Director</i>	
Purpose Statement	The purpose of <b>Office of the Director</b> 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.
Key Results	<ul style="list-style-type: none"> <li>• 85% departmental strategic results achieved</li> <li>• 90% customers surveyed will report that they experienced a result-oriented problem-solving approach to customer service</li> </ul>
<i>Line of Business – Planning &amp; Neighborhood Services</i>	
Purpose Statement	The purpose of the <b>Community Planning</b> 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.
Key Results	<ul style="list-style-type: none"> <li>• 85 % cases that go before the City Council that say their proposal or action (if applicable) is in alignment with the City's Comprehensive Plan</li> <li>• 65% outreach sessions participants who say their voices were heard (<i>Final Wording of Survey Question TBD</i>)</li> <li>• 35% projects prioritized in the Metro Transportation Plan that are approved for funding</li> </ul>
<i>Line of Business – One Stop Shop</i>	
Purpose Statement	The purpose of the <b>One Stop Shop</b> line of business is to provide geographic data management, technical and regulatory guidance, permitting, inspection and plan review services property owners, residents and businesses so they can advance their project in a timely manner consistent with applicable policies and regulations.
Key Results	<ul style="list-style-type: none"> <li>• 90% plan reviews will be completed on or before their established due dates.</li> <li>• 65% successful development applications where the applicant attended the pre-application conference</li> <li>• 80% online data reviewed and updated within 30 days</li> </ul>

*Line of Business – Community Improvement*

<p>Purpose Statement</p>	<p>The purpose of the <b>Community Improvement</b> line of business is to provide affordable housing and human services grant management and compliance, home rehabilitation and referral services to partnering agencies and eligible households so they can administer their program services and/or accomplish their project goals that lead to suitable living environments.</p>
<p>Key Results</p>	<ul style="list-style-type: none"><li>• 80% partnering agencies that achieve the goals of their grant or project agreement</li><li>• 80% partnering agencies that are following the conditions of their grant agreement</li><li>• 30% eligible households that experience a completed home rehabilitation</li></ul>



<i>Programs</i>	
<i>Line of Business-Office of the Director</i>	
Purpose Statement	The purpose of <b>Office of the Director</b> 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 <b>Administration</b> 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><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 75% departmental strategic results achieved</li> <li>• 85% departmental key operational results achieved</li> <li>• 80% City Council members and Board / Commission members will r acknowledge they received information they need to make informed decisions</li> <li>• 75% customers surveyed will report that they experienced a result-oriented problem-solving approach to customer service</li> <li>• 75% 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</li> <li>• 90% customers surveyed who Strongly Agree or Agree that they can successfully conduct their business within the City of Las Cruces One-Stop-Shop.</li> <li>• 75% policy proposals endorsed/approved.</li> <li>• 75% respondents who say they can find the information they are seeking (related to the functions of Community Development) on the Department’s website.</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Program status reports completed</li> <li>• # Deposit Reconciliations completed</li> <li>• # Department Credit Card Reconciliations completed</li> <li>• # Letters and Memos completed</li> <li>• # Invoices processed</li> </ul>

	<ul style="list-style-type: none"> <li>• \$ Cash Deposits required</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Program status reports requested</li> <li>• # Deposit Reconciliations requested</li> <li>• # Department Credit Card Reconciliations requested</li> <li>• # Letters and Memos requested</li> <li>• # Invoices processed</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Expenditure per Program status report completed</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Archived Records Responses</li> <li>• Audits</li> <li>• City Council Presentations</li> <li>• City Manager Responses</li> <li>• City Planning Presentations</li> <li>• Coaching Sessions for Employees</li> <li>• Community Outreach Presentations</li> <li>• Conflict Mediation Meetings</li> <li>• Consultations: <ul style="list-style-type: none"> <li>o Co-Workers</li> <li>o Partners</li> <li>o Public</li> <li>o Public officials</li> <li>o Staff</li> </ul> </li> <li>• Council Action Executive Summary Case Reports</li> <li>• Customer Complaint Responses</li> <li>• Customer Service/Information Responses</li> <li>• Database/Spreadsheet Updates</li> <li>• Department Budget</li> <li>• Department Credit Card Reconciliations</li> <li>• Department Full Service Website Updates</li> <li>• Department Newsletter</li> <li>• Department/Section Meeting Representations</li> <li>• Deposit Reconciliations</li> <li>• Employee Safety Inspections</li> <li>• External Policy Meetings</li> <li>• Field Visits</li> <li>• Financial Reports</li> <li>• Fire Code Consultations</li> </ul>

	<ul style="list-style-type: none"> <li>• Information Memos</li> <li>• Internal Policy Meetings</li> <li>• Letters/Memos</li> <li>• Media Interviews</li> <li>• Performance Evaluations</li> <li>• Performance Reports</li> <li>• Processed Invoices</li> <li>• Professional Organization Representations</li> <li>• Program Status Reports</li> <li>• Purchase Order Approvals</li> <li>• Quality Control Reviews</li> <li>• Records Management Inventory Forms</li> <li>• Records Management Storage Tickets</li> <li>• Staff Leave Approvals</li> <li>• Staff Level Verifications</li> <li>• Staff Meetings</li> <li>• Sustainability Project Meetings (Support) Reviews</li> <li>• Time Sheet Approvals</li> <li>• Training Sessions</li> </ul>
Manager	Larry F Nichols
Program Budget	

<i>Programs</i>	
<i>Line of Business – Planning &amp; Neighborhood Services</i>	
Purpose Statement	The purpose of the <b>Planning</b> 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.
<i>Program: Community Planning</i>	
Program Purpose Statement	The purpose of the <b>Community Planning</b> program is to provide comprehensive long-range planning, zoning and subdivision 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.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 75% City Council presentation are acknowledged by the City Council as being in alignment with the City’s Comprehensive Plan</li> <li>• 75% Planned Unit Development, Master Plan, Zoning and Annexation applications approved that are in alignment with the City’s Comprehensive Plan</li> <li>• 65% Outreach sessions participants who say their voices were heard</li> <li>• By December 31, 2020, the community will experience an updated “Plan4LasCruces” Comprehensive Plan that reflects the values, the current and future needs of the community and is aligned with the priorities of the City.</li> <li>• 20% projects prioritized in the Active Transportation Plan that are approved for funding. (Future Measure Once Active Transportation Plan is Approved)</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Educations and Outreach Sessions delivered</li> <li>• # Plan Reviews (for Other Departments) completed</li> <li>• # Community Development Department Plan Reviews/Updates completed</li> <li>• # Outreach Session Participants</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Educations and Outreach Sessions requested</li> </ul>

	<ul style="list-style-type: none"> <li>• # Plan Reviews (for Other Departments) requested</li> <li>• # Community Development Department Plan Reviews/Updates completed</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Expenditure per Community Development Department Plan Review/Update completed</li> <li>• # Outreach Session Participants per Outreach Session Conducted</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Active Transportation Plan</li> <li>• Area Plans</li> <li>• Brain Storming Sessions (re: Plan Development)</li> <li>• Community Development Department Plan Reviews/Updates</li> <li>• Community Planning Blueprints</li> <li>• Comprehensive Plan</li> <li>• Corridor Plans</li> <li>• Development Reviews (for Long Range Plans)</li> <li>• Educational and Outreach Sessions</li> <li>• Educational Events/Webinars</li> <li>• Long Range Plan Implementation Coordination</li> <li>• Long Range Plan Reviews (for other Departments)</li> <li>• Long Range Planning Stakeholder Outreach Sessions</li> <li>• Long Range Plans: <ul style="list-style-type: none"> <li>○ Infrastructure</li> <li>○ Land Use</li> <li>○ Neighborhood</li> <li>○ Policy</li> </ul> </li> <li>• Long-Range Planning Reports</li> <li>• Ordinance Amendments</li> <li>• Planning &amp; Zoning Commission Regular Public Meeting Presentations</li> <li>• Planning &amp; Zoning Work Sessions</li> <li>• Preparation and Updates of Ordinances</li> <li>• Program Recommendations</li> <li>• Workshop Facilitations (for Community Development Department and Other Agencies)</li> </ul>
Manager	David Weir
Program Budget	

<i>Programs</i>	
<i>Line of Business – Mesilla Valley Metropolitan Planning Organization</i>	
Purpose Statement	The purpose of the <b>Mesilla Valley Metropolitan Planning Organization</b> 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.
<i>Program: Metropolitan Planning Organization</i>	
Program Purpose Statement	The purpose of the <b>Metropolitan Planning Organization</b> program is to provide regional transportation planning services to the jurisdictions of the Mesilla Valley* so they can plan, fund and implement a transportation system their communities desire.  <i>*City of Las Cruces, Dona Anna County, Mesilla, New Mexico Department of Transportation, South Central Regional Transit District</i>
Family of Measures	<b><u>Results</u></b> <ul style="list-style-type: none"> <li>• 20% projects prioritized in the Metro Transportation Plan that are approved for funding</li> <li>• 20% projects prioritized in the Metro Transportation Plan that are underway</li> <li>• By July 1, 2020, a strategy will be identified to establish commuter rail between El Paso and Las Cruces and included in each MPO’s Metropolitan Transportation Plan. (Milestone) (CITY STRATEGIC PLAN- 19)</li> </ul>
	<b><u>Outputs</u></b> <ul style="list-style-type: none"> <li>• # Policy and Advisory Presentations delivered</li> <li>• # Partner Consultations provided</li> <li>• # Transportation Reports delivered</li> </ul>
	<b><u>Demands</u></b> <ul style="list-style-type: none"> <li>• # Policy and Advisory Presentations demanded</li> <li>• # Partner Consultations demanded</li> <li>• # Transportation Reports demanded</li> </ul>
	<b><u>Efficiencies</u></b> <ul style="list-style-type: none"> <li>• \$ Expenditure/Policy and Advisory Presentation delivered</li> </ul>

Program Services	<ul style="list-style-type: none"> <li>• Coordination Meetings: <ul style="list-style-type: none"> <li>○ Dona Ana County (DAC)</li> <li>○ El Paso Metropolitan Planning Organization</li> <li>○ Federal Highway Administration (FHWA)</li> <li>○ Federal Transportation Administration (FTA)</li> <li>○ New Mexico Department of Transportation (NMDOT)</li> <li>○ South Central Regional Transit District (SCRTD)</li> <li>○ Town of Mesilla (TOM)Crash Reports</li> </ul> </li> <li>• Crash Reports</li> <li>• Federal Reports (Annual Listing of Obligated Projects, Transportation Performance Measures)</li> <li>• Intern Coordination</li> <li>• Metropolitan Planning Organization Bicycle and Pedestrian Facility Advisory Committee Meetings</li> <li>• Metropolitan Planning Organization E-Newsletters</li> <li>• Metropolitan Planning Organization Technical Advisory Committee Meetings</li> <li>• Metropolitan Transportation Plan</li> <li>• Outreach Sessions</li> <li>• Partner Consultations</li> <li>• Policy and Advisory Presentations</li> <li>• Traffic Counts</li> <li>• Traffic Projections</li> <li>• Transit Maps</li> <li>• Transportation Policy Committee Meetings</li> <li>• Transportation Reports</li> </ul>
Manager	Tom Murphy
Program Budget	

<i>Programs</i>	
<i>Line of Business – One Stop Shop</i>	
Purpose Statement	The purpose of the <b>One Stop Shop</b> line of business is to provide geographic data management, technical and regulatory guidance, permitting, inspection and plan review services property owners, residents and businesses so they can advance their project in a timely manner consistent with applicable policies and regulations.
<i>Program: Building Safety</i>	
Program Purpose Statement	The purpose of the <b>Building Safety</b> 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 regulations.
Family of Measures	<p><b>Results</b></p> <ul style="list-style-type: none"> <li>• 90% plan reviews will be completed on or before their established due dates.</li> <li>• 90% or less of applications will require less than 2 plan reviews.</li> <li>• 90% residential permits will be issued within 5 business days of application submittal.</li> <li>• 85% commercial, multi-family and industrial permits will be issued within 30 business days of application submittal.</li> <li>• 90% building inspections will be conducted within 24 hours or less.</li> <li>• 90% business registrations issued within 24 hours of final inspection for a code compliant building</li> <li>• By December 31, 2018, all development-related permits, business licenses and registrations will be available to access online. (Milestone)</li> <li>• By December 31, 2018, customers will be able to manage and track their project (from beginning to end) through the City of Las Cruces Online Permitting System. (Milestone)</li> </ul>
	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>• # Permits issued</li> <li>• # Inspections conducted</li> <li>• # Plan Reviews completed</li> <li>• # Business Registrations issued</li> </ul>



	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Permits demanded</li> <li>• # Inspections demanded</li> <li>• # Plan Reviews demanded</li> <li>• # Business Registrations demanded</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Expenditure/Permit Issued</li> <li>• \$ Expenditure/ Inspection conducted</li> <li>• \$ Expenditure/Plan Review completed</li> <li>• \$ Expenditure/Business Registration issues</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Business Registrations</li> <li>• Construction Technical Information Responses</li> <li>• Fee Assessments</li> <li>• Financial Reconciliations</li> <li>• Inspections <ul style="list-style-type: none"> <li>○ Annual Business Inspections</li> <li>○ Building Inspections</li> <li>○ Business Registration Inspections</li> <li>○ Electrical Inspections</li> <li>○ Final Certificate of Occupancy Inspections</li> <li>○ Fire Alarm Inspections</li> <li>○ Fire Sprinkler Inspections</li> <li>○ Fire Underground Inspections</li> <li>○ Food Vendor Inspections</li> <li>○ Hood Suppression Inspections</li> <li>○ Mechanical Inspections</li> <li>○ Plumbing Inspections</li> <li>○ Special Event Inspections</li> </ul> </li> <li>• Investigation Reports</li> <li>• Land Use and Construction Productivity Reports</li> <li>• One-Stop-Shop Project Management Tracking Sessions</li> <li>• Permits <ul style="list-style-type: none"> <li>○ Construction Permits (Residential/Commercial)</li> </ul> </li> <li>• Plan Reviews <ul style="list-style-type: none"> <li>○ Building Plan Reviews</li> <li>○ Development Reviews</li> <li>○ Drainage Reviews</li> <li>○ Electrical Plan Reviews</li> <li>○ Fire Plan Reviews</li> <li>○ Mechanical Plan Reviews</li> <li>○ Plumbing Plan Reviews</li> </ul> </li> </ul>

	<ul style="list-style-type: none"><li>○ Traffic Reviews</li><li>○ Utility Plan Reviews</li><li>● Software Configuration Support Training Sessions</li></ul>
Manager	Robert Kyle
Program Budget	

<i>Programs</i>	
<i>Line of Business – One Stop Shop</i>	
Purpose Statement	The purpose of the <b>One Stop Shop</b> line of business is to provide geographic data management, technical and regulatory guidance, permitting, inspection and plan review services property owners, residents and businesses so they can advance their project in a timely manner consistent with applicable policies and regulations.
<i>Program: Land Use Development</i>	
Program Purpose Statement	The purpose of the <b>Land Use Development</b> 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><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 75% subdivision reviews completed on or before their established due dates</li> <li>• 80% of subdivision applications requiring no more than 2 plan reviews</li> <li>• 65% successful development applications where the applicant attended the pre-application conference</li> <li>• 80% staff recommendations upheld by Boards, Commissions and City Council</li> <li>• By December 31, 2022, the community will experience updated development codes and standards that reflect current trends, practices and policies* and implement the Comprehensive Plan. (Milestone)</li> <li>• Beginning January 1, 2020, the City of Las Cruces development codes and standards will be reviewed annually and updated every 3 years. (Milestone)</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Development Reviews conducted</li> <li>• # Pre-Application Conferences hosted</li> <li>• # Projects discussed at Pre-Application Conference (Extra)</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Development Reviews requested</li> <li>• # Pre-Application Conferences requested</li> </ul>

	<ul style="list-style-type: none"> <li>• # Projects requested to be discussed at Pre-Application Conference (Extra)</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Expenditure per Development Review conducted</li> </ul>
Program Services	<ul style="list-style-type: none"> <li>• Agency and Departmental Collaborations</li> <li>• Alternative Development Standard Responses</li> <li>• Complaint Investigations</li> <li>• Development Agreements</li> <li>• Development Review Committee (DRC) Presentations</li> <li>• Development Right of Way/Easement Reviews</li> <li>• Engineering Plan Reviews</li> <li>• Environmental Inspections</li> <li>• Environmental Plan Reviews</li> <li>• Fire Subdivision Reviews</li> <li>• Land Use Neighborhood Presentations</li> <li>• Land Use Technical Information Responses</li> <li>• Las Cruces City Council Presentations &amp; Reports</li> <li>• Liquor License Reports</li> <li>• Municipal Code Amendments</li> <li>• Planning and Zoning Presentations</li> <li>• Pre-Application Conferences</li> <li>• Public Outreach Presentations/Events</li> <li>• Sign Permit Reviews</li> <li>• South Mesquite Design Review Board Presentations &amp; Reports</li> <li>• Special Lease Permit Reviews</li> <li>• Subdivision Reviews</li> <li>• University District Corridor Design Review Board Presentations &amp; Reports</li> <li>• Variance Reviews</li> <li>• Zone Change Reviews</li> <li>• Zoning Verifications or Certification of Zoning</li> </ul>
Manager	Rocio Dominguez
Program Budget	

<i>Programs</i>	
<i>Line of Business – One Stop Shop</i>	
Purpose Statement	The purpose of the <b>One Stop Shop</b> line of business is to provide geographic data management, technical and regulatory guidance, permitting, inspection and plan review services property owners, residents and businesses so they can advance their project in a timely manner consistent with applicable policies and regulations.
<i>Program: Geographic Information</i>	
Program Purpose Statement	The purpose of the <b>Geographic Information</b> 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.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 80% online data reviewed and updated within 30 days</li> <li>• 75% plats filed that are in the City’s permitting system within 14 days</li> <li>• 90% zoning related cases that are updated in the City’s database within 30 days</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Digital Plat Entries completed</li> <li>• # Zoning Map Updates completed</li> <li>• # Address Reviews/Updates completed</li> <li>• # Data Management Consultations provided</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Digital Plat Entries requested</li> <li>• # Zoning Map Updates requested</li> <li>• # Address Reviews/Updates requested</li> <li>• # Data Management Consultations requested</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Expenditure per Digital Plat Entry completed</li> </ul>

Program Services	<ul style="list-style-type: none"> <li>• Address Reviews/Updates</li> <li>• Code Analysis Reports</li> <li>• Data Management Consultations</li> <li>• Digital Plat Entries</li> <li>• GPS Field Data Points Collections</li> <li>• Live Data Feeds</li> <li>• Mailing/Contact Lists</li> <li>• Maps</li> <li>• Online Mapping Apps</li> <li>• Operational Efficiency Analysis Reports (Ex: Fiber Optics, Fire Department Redistricting Study)</li> <li>• Property Address Assignments</li> <li>• Quality Assurance Data Reviews</li> <li>• Street Name Changes</li> <li>• Zoning Map Updates</li> </ul>
Manager	Timothy Pitts
Program Budget	

<i>Programs</i>	
<i>Line of Business – Community Improvement</i>	
Purpose Statement	The purpose of the <b>Community Improvement</b> line of business is to provide affordable housing and human services grant management and compliance, home rehabilitation and referral services to partnering agencies and eligible households so they can administer their program services and/or accomplish their project goals that lead to suitable living environments.
<i>Program: Community Improvement</i>	
Program Purpose Statement	The purpose of the <b>Community Improvement</b> program is to provide affordable housing and human services grant management and compliance, home rehabilitation and referral services to partnering agencies and eligible households so they can administer their program services and/or accomplish their project goals that lead to suitable living environments.
Family of Measures	<p><b><u>Results</u></b></p> <ul style="list-style-type: none"> <li>• 80% partnering agencies that achieve the goals of their grant or project agreement</li> <li>• 80% partnering agencies that are following the conditions of their grant agreement</li> <li>• 30% eligible households that experience a completed home rehabilitation</li> </ul>
	<p><b><u>Outputs</u></b></p> <ul style="list-style-type: none"> <li>• # Home Rehabilitations completed</li> <li>• # Grants administered</li> <li>• \$ Grants awarded</li> <li>• # Affordable Housing Units completed</li> </ul>
	<p><b><u>Demands</u></b></p> <ul style="list-style-type: none"> <li>• # Home Rehabilitations requested</li> <li>• \$ Grants requested (Extra)</li> <li>• # Affordable Housing Units requested (Extra)</li> </ul>
	<p><b><u>Efficiencies</u></b></p> <ul style="list-style-type: none"> <li>• \$ Expenditure per Affordable Housing Unit completed</li> <li>• \$ Expenditure per Home Rehabilitation completed</li> </ul>

Program Services	<ul style="list-style-type: none"> <li>• Account Reconciliations</li> <li>• Affordable Housing Land Bank &amp; Trust Fund Programs</li> <li>• Affordable Housing Plan</li> <li>• Annual Action Plans</li> <li>• Annual Caper Report</li> <li>• Citizen Participation Plans</li> <li>• Committee Meetings (HHS-Committee)</li> <li>• Consolidated Plan</li> <li>• Davis-Bacon Federal Wage Rate Reviews &amp; Reports</li> <li>• Fair Housing and Landlord/Tenant Information Responses or Referrals</li> <li>• Fair Housing Awareness Training Sessions</li> <li>• Grant Action Plan Amendments</li> <li>• Grant Non-Profit Partnering Agency Meetings</li> <li>• Grants Environmental Reviews</li> <li>• Grants Monthly Accounting Meetings</li> <li>• Home Rehab Preservations</li> <li>• Home Rehab Progress Inspections</li> <li>• Home Rehabilitations</li> <li>• Integrated Disbursements Information System (IDIS) Set Ups &amp; Entries for Grants</li> <li>• Minority Business Enterprise/Women’s Business Enterprise (MBE/WBE) Reports</li> <li>• Mobile Home Ramps</li> <li>• Multiple Federal Reports</li> <li>• Payment Requests for Funding Agreements</li> <li>• Program Compliance Monitoring Reviews</li> <li>• Program Compliance Technical Assistance Sessions</li> <li>• Program Funding Agreements</li> <li>• Public Input Meetings</li> <li>• Request for Applications (Program Funding)</li> <li>• Underwriting Reviews</li> </ul>
Manager	Vera Zamora
Program Budget	