

Economic Development *Strategic Business Plan*

Mission Statement

The mission of the Economic Development Department is to provide targeted business, tourism and support services to businesses, partners, residents and visitors so they can invest in, live and discover a sustainable community that fosters employment, business growth, and revitalization opportunities.

Issue Statements

Issue 1- Focus

The City of Las Cruces' historical lack of research, planning, consensus, and focus on what its target industries should be for economic development, if not properly addressed, will result in:

- Reactive approach to opportunities regardless of long-term value
- The City and the Economic Development Department competing with strategic partners vs. being aligned and collaborating to achieve common goals
- Decrease in competitiveness in recruiting companies
- Continued lack of industry clusters
- Decrease in private investment
- Decreased opportunity for local start-ups/entrepreneurs
- Reduction in qualified workforce
- Lack of new jobs
- Inability to grow the Gross Receipts Tax (GRT)
- The department not seen as a leader in Economic Development (reputation in industry will suffer)
- Continued neglect and under-utilization of West Mesa Industrial Park and Las Cruces International Airport

Issue 2 – Investment

The increasing dependence on public investment to fund economic development and the resulting lack of diversification in investment income (Bonding, Public-Private Partnerships, private investment, etc.), if not properly addressed, will result in:

- Continued dependence on limited public investments (Local Taxes, State and Federal Funds)
- Partial completion of projects leading to unrealized potential from investment and loss of revenues
- Insufficient and inadequate facilities in spite of greater demand
- Continued neglect and underutilization of Las Cruces International Airport and West Mesa Industrial Park
- Limited growth in industry clusters and targeted industries
- Missed opportunities from private investment
- Lack of committed focus to growth opportunities

- Limited ability to sell Las Cruces as the place to be for visitors, businesses, and future residents
- Diminished quality of place

Issue 3 – Reactive Organization

The struggle to preserve the uniqueness of the Las Cruces community coupled with the desire and increased need to plan for growth has led to a reactionary approach to investment and opportunities that if not properly addressed, will result in:

- Continued resistance to opportunities that have the potential to provide economic benefit for the community
- Neglect and underutilization of facilities and properties such as the Las Cruces International Airport and the West Mesa Industrial Park
- Lack of preparedness when opportunities arise ex: Virgin Galactic
- Unfinished projects that add to the City's costs
- Poor perception of the City's readiness for new business opportunities
- Increase in unmanaged growth
- Loss of uniqueness of the Las Cruces Community

Issue 4 – Underutilization of Downtown

The underutilization of the downtown area coupled with the City's desire for downtown to be the focal point and heart of Las Cruces, if not properly addressed, will result in:

- Continued decay and disrepair of downtown buildings
- Decreased ability to attract new businesses
- An unattractive area for businesses, residents, and visitors
- Lack of steady foot traffic
- Increase in vagrancy
- Decrease in property values
- Decrease in the overall attractiveness of the City of Las Cruces

Issue 5 – Tourism

The lack of facilities and services that cater to tourism combined with increased competition from surrounding communities that are now providing these facilities and services, if not properly addressed, will result in:

- Decrease in tourism/visitors
- Loss of ancillary businesses
- Decrease in the number of businesses relocating to Las Cruces
- Increase in unemployment
- Decrease in tax revenue (GRT, CC Fee)
- Decreased revenues from hotels, restaurants, and retail
- Threat of losing the Organ Mountain Desert Peak (OMPD) monument designation may result in a decline in visitation

Issue 6 – Communications

The lack of understanding of what the Economic Development Department does, coupled with how the department communicates to internal and external audiences, if not properly addressed will result in:

- Lack of collaboration between City’s departments
- Spending resources on things not of value
- Duplication of efforts or gaps in services
- Delays and inability to complete projects in all departments
- Inability to align projects, partnerships with the vision of growth for our community
- Residents not understanding rationale for decisions.
- Lack of community buy-in to the mission, making it more difficult to accomplish goals
- Not being competitive with other communities, resulting in lost opportunities
- Lack of growth in local businesses, attraction of new businesses and new jobs and revenue
- Stagnant or increased unemployment
- Loss of trust and respect

Issue 7 – Underutilization of City-owned land and facilities

The underutilization of City-owned land and facilities (i.e. WMIP, landfill, former Las Cruces Tee Time, downtown parking lots) will result in:

- Unrealized financial benefits from unused/underutilized City-owned property
- Decreased competitiveness with respect to nearby regional industrial parks with strategically defined goals for fast growth
- Underutilization and deterioration of prime commercial space in Las Cruces
- Increased liability and costs related to environment remediation of City-owned brownfields (i.e. landfill)
- Lack of attractive spaces to offer as part of a strong business expansion / attraction strategy
- Missed opportunities to enhance tax base from business growth

Strategic Results

Strategic Result 1 – Business Environment

The Las Cruces community will experience a stable business environment that fosters business growth opportunities, innovation and entrepreneurship, as evidenced by:

- By December 31, 2020, there will be a 100% increase (from 4 to 8) of businesses locating at or expanding near the Las Cruces International Airport (Airport Development Program)
- By December 31, 2020, 90% of business registrations renewed annually (Business Development, data collected through the Community Development Business Registration) .
- By December 31, 2020, the City of Las Cruces unemployment rate will be at or below full employment (4% as per defined by Bureau of Labor Statistics) (Office of the Director)
- By December 31, 2022, there will be an increase of 10% of new business registrations (two new businesses) locating at/or expanding at the West Mesa Industrial Park (CITY STRATEGIC PLAN # 9) (Business Development)

Issue Statement Alignment: 1,2,3,4,5,6

Elevate Las Cruces Alignment: CP 3.2.1, CP 4.4.1, CP 3.2.1, CP 4.4.6, CP 4.2.8, CP 4.1.1, CP 4.1.3).

Strategic Result 2 – Destination Downtown

The Las Cruces community will experience a downtown that is the focal point and heart of the City of Las Cruces, as evidenced by:

- By December 31, 2019, the number of businesses locating downtown will increase by a net of 6% (from 250 to 265). (CITY STRATEGIC PLAN #2 & 9) (Destination Downtown)
- By 2022, foot traffic in the Plaza will increase by 10% each year (year to year change, FY July 2020 as baseline) (Destination Downtown).
- By 2022, through public-private partnerships 200 additional downtown living spaces will be available. (CITY STRATEGIC PLAN #16) (Destination Downtown).

Issue Statement Alignment: 1,2,3,4,5

Elevate Las Cruces Alignment: CP 4.3.2, CP 14.1.1

Strategic Result 3 – Investment

The Community will experience an increase in investment designed to attract tourists, residents and businesses, as evidenced by:

- By December 31, 2020, Gross Receipt Tax (GRT) revenue, without consideration of Hold Harmless state generated funding, will increase by 6% annually from FY2018 baseline (from \$73.2 million to \$77.5 million) (Office of the Director).

- By December 31, 2022, Las Cruces will have daily, regional and commercial flights (CITY STRATEGIC PLAN #17) (Las Cruces Airport Development).
- By December 31, 2022, the Las Cruces International Airport terminal will be renovated to accommodate 20,000 enplanements/passengers (CITY STRATEGIC PLAN #18) (Las Cruces Airport Development) (CP 10.1.2).

Issue Statement Alignment: 1,2,3,4,5

Elevate Las Cruces Alignment: CP 10.1.2

Strategic Result 4 – High-Performing Organization

Residents, businesses and visitors will experience a customer-focused, results-oriented organization when working with the City of Las Cruces Economic Development Department, as evidenced by:

- By December 31, 2019, 95% of new businesses will be contacted and made aware of the services provided by the Economic Development Department within 60 days of the businesses registering with the City (Business Development)

Issue Statement Alignment: 1,3,5,6

Elevate Las Cruces Alignment: CP 4.2.8, CP 3.2.4

Strategic Result 5 – Land Management and Real Estate Services

City’s departments, residents, and businesses will experience a municipality committed to the best utilization of City-owned property, as evidenced by:

- By 2020, 95% land leases and contracts will be compliant (expiration, renewals, escalator rates, timely collection of payments) (Land Management and Real Estate Services).
- By 2022, 80% of City-owned development-ready land at the WMIP will be used for commercial purposes (*)
- By 2021, cohesive redevelopment/revitalization City-wide strategies will be crafted and promoted for implementation. ()
- By 2022, 80% of City-owned development-ready land at the WMIP will be used for commercial purposes* and

Issue statement alignment: 2, 3, 4, 6

Elevate Las Cruces Alignment: CP 2.1.1., CP 2.2.3, CL 2.2.2, CE 2.5.1.

<i>Department Organization</i>
1. Line of Business: Office of the Director
<ul style="list-style-type: none"> • Program: Administration
2. Line of Business: Development
<ul style="list-style-type: none"> • Program: Business Development • Program: Visit Las Cruces • Program: Destination Downtown • Program: Las Cruces Airport Development
3. Line of Business: Land Management and Real Estate Services
<ul style="list-style-type: none"> • Program: Land Management and Real Estate Services

<i>Lines of Business & Key Results</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 effectively contribute to the goals of the Economic Development Department.
Key Results	<ul style="list-style-type: none"> • By December 2020, 80% departmental strategic results achieved (Office of the Director) • By December 31, 2020, Gross Receipt Tax (GRT) revenue, without consideration of Hold Harmless state generated funding, will increase by 6% annually from FY2018 baseline (from \$73.2 million to \$77.5 million) (Office of the Director) • By December 31, 2020, the City of Las Cruces unemployment rate will be at or below full employment (4% As per defined by Bureau of Labor Statistics) (Business Development).
<i>Line of Business – Development</i>	
Purpose Statement	The purpose of the Development line of business is to provide marketing, attraction, retention and support services to businesses, visitors, and residents so they can experience economic prosperity and quality of place in Las Cruces.
Key Results	<ul style="list-style-type: none"> • 5% increase in Lodger’s Tax/year • 10% increase in estimated economic impact (EEI) for Conventions/group tours and organized sporting events by 2021** • By December 31, 2022, the Las Cruces International Airport terminal will be renovated to accommodate 20,000 enplanements/passengers (CITY STRATEGIC PLAN #18) (Las Cruces Airport Development). • By December 31, 2020, 90% of business registrations renewed annually* (Business Development, data collected through the Community Development Business Registration). • By December 2021, an increase of \$1m in microloans to small businesses <p>** EEI is a formula used to determine different spending patterns of visitors.</p> <p>Elevate Las Cruces Alignment: CP 4.2.7, CP 4.2.8</p>

Line of Business – Land Management and Real Estate Services

<p>Purpose Statement</p>	<p>The purpose of the Land Management and Real Estate Services line of business is to provide real estate services to the municipality so it can have the resources, framework, and support to maximize programs and services for the public.</p>
<p>Key Results</p>	<ul style="list-style-type: none">• By 2022, 80% of City-owned development-ready land at the WMIP will be used for commercial purposes* <p>Elevate Las Cruces Alignment CP 2.1.1, CE 2.5.1</p>

<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 and community so they can achieve their operational customer results and effectively contribute to the goals of the Economic Development Department are accomplished.
<i>Program: Administration</i>	
Program Purpose Statement	The purpose of Office of the Administration program is to provide leadership, administrative, financial, communications and strategic planning services to department’s employees so they can achieve their operational customer results and effectively contribute to the goals of the Economic Development Department.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • 80% departmental strategic results achieved • 90% staff who have a documented professional development plan • 90% of capital and operational budgets spent in its generated fiscal year • By December 31, 2020, the City of Las Cruces unemployment rate will be at or below full employment (4% As per defined by Bureau of Labor Statistics) (Business Development) • By December 31, 2020, Gross Receipt Tax (GRT) revenue, without consideration of Hold Harmless state generated funding, will increase by 6% annually from FY2018 baseline (from \$73.2 million to \$77.5 million). • By 2021, a departmental plan for public relations will be created and implemented <p>Elevate Las Cruces Alignment: CP 3.2.1, CP 3.2.4, CP 3.1.4, CL 13.2.5, CP 2.1.2, CP 4.1.6, CP 1.2.3, CP 1.1.4, CL 14.1.6., CL 3.1.6, CL 14.1.2; <u>CP-4.4.1</u></p>
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • 20 program strategic goals assessment conducted per year (one per program/ quarter) • 20 program budget assessments conducted per year (one per program/quarter) • 4 Economic Outlook Reports per year published (one per quarter) <p><u>Elevate Las Cruces Alignment: CP 4.4.1</u></p>

	<p><u>Demands</u></p> <ul style="list-style-type: none"> • 20 program strategic goals assessment demanded per year (one per program/ quarter) • 20 program budget assessments demanded per year (one per program/quarter) • 4 Economic Outlook Reports per year demanded (one per quarter)
	<p><u>Efficiencies</u></p>
Program Services	<ul style="list-style-type: none"> • Departmental Committee/Board meeting coordination • Budget reports • Public outreach sessions • Partners outreach sessions • City Council educational presentations • Contract reviews • Customer inquiry responses • Departmental budget review and monitoring sessions • Department planning sessions • Department program evaluations • Employee hires • Interdepartmental coordination sessions • Processed invoices • Project management consultations • Departmental staff sessions/reports • Coordination meetings with NMSU/DACC • Economic research reports and assessments • Website updates • Financial analysis and reports • Departmental processes evaluation and improvements
Manager	Director
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business – Development</i>	
Purpose Statement	The purpose of the Development line of business is to provide support services to businesses, partners, visitors, and residents so they can experience economic prosperity and quality of place in Las Cruces.
<i>Program: Business Development</i>	
Program Purpose Statement	The purpose of the Business Development program is to provide creation, attraction, retention, and expansion services to prospective and current businesses, so they can create jobs, connect with workforce resources, grow their businesses, and improve city-wide economic vitality.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 5% increase in business registrations annually (from 2017 baseline of 586) • By December 31, 2020, 90% of business registrations renewed annually* (Business Development, data collected through the Community Development Business Registration). • By December 31, 2022, there will be an increase of 10% increase of new business registrations (two new businesses) locating at/or expanding at the West Mesa Industrial Park (CITY STRATEGIC PLAN # 9) By December 31, 2019, 95% of new businesses will be contacted and made aware of the services provided by the Economic Development Department within 60 days of the businesses registering with the City (CP 4.2.8, . • By 2020, 50% of businesses referred to contracted business development partners will translate into expansion measured by investments and/or increase in number of jobs (• By December 2021, an increase of \$1m in microloans to small businesses • By 2021, an implementation plan for workforce development actions in Elevate Las Cruces will be completed <p>Elevate Las Cruces Alignment CP 3.2.1, CP 4.4.6, CP 4.2.8, CP 4.1.3, CP 4.1.1, CP 3.2.4, CP 3.1.5, CP 3.2.1, CP 3.2.4, CP 4.2.7 & CP 4.2.8, CP 1.2.3, CP 1.1.2, CP 1.1.3, C</p>
	<p>Outputs</p> <ul style="list-style-type: none"> • 20 programs per year collaborative with local business service providers for business creation, attraction, retention, and expansion • \$ amount in business incentives granted* • # of exit interviews completed

	<ul style="list-style-type: none"> • # engagements with employers for challenges / solution assessments • 4 job fairs per year coordinated (one per quarter) <p>Elevate Las Cruces Alignment CP 4.2.6, CP 1.2.2, CP 1.2.1, CP 1.1.4, CP 4.2.4</p>	
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # programs per year collaborative with local business service providers for business creation, attraction, retention, and expansion demanded • \$ business incentive demanded * • # of exit interviews demanded* • 4 job fairs per year demanded (one per quarter) 	
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • Program budget / total yearly new business registrations 	
Program Services	<ul style="list-style-type: none"> • Business consultations • Business development inquiry responses: <ul style="list-style-type: none"> ○ New business inquiry responses ○ Existing business inquiry responses • Business development marketing services: <ul style="list-style-type: none"> ○ Press releases ○ Social media posts ○ Marketing collateral ○ Radio spots ○ TV commercials ○ Print ads • Business incentives • Business resource guides • Business development community board representations 	<ul style="list-style-type: none"> • Business development community partner facilitations • Incentive decision-making/data analysis reports • Business development plans • Industry consultation sessions • Investment related outreach sessions (cold calls) • Business development issue resolutions • Market research reports • Needs assessment sessions (businesses) • Business development contract negotiation sessions • Business-related policy and ordinance reviews • Business-related public input forums • Referrals • Research reports
Manager	Business Development Administrator	
Program Budget	TBD	

<i>Programs</i>	
<i>Line of Business – Development</i>	
Purpose Statement	The purpose of the Development line of business is to provide support services to businesses, partners, visitors, and residents so they can experience economic prosperity and quality of place in Las Cruces.
<i>Program: Visit Las Cruces</i>	
Program Purpose Statement	The purpose of the Visit Las Cruces program is to provide tourism development and destination marketing services to current and potential overnight travelers, so they can come explore, experience and discover what Las Cruces has to offer.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 5% increase in Lodger’s Tax/year • 8% increase in convention center occupancy rate (square footage/year) 10% increase in estimated economic impact (EEI) for conventions/group tours* • 10% increase in estimated economic impact (EEI) for organized sporting events* • 10% increase of teams participating in organized sporting events that are from out of town • 10% increase in estimated economic impact (EEI) for outdoor recreation events <p>**EEI is a formula used to determine different spending patterns of visitors.</p> <p>Elevate Las Cruces Alignment: CL 14.1.6, CP 3.1.6</p>
	<p>Outputs</p> <ul style="list-style-type: none"> • # of social media campaigns for Visit Las Cruces provided • # website impressions / month resulted • # social media impressions for Visit Las Cruces resulted <p>Elevate Las Cruces Alignment: <u>CL 14.1.6,</u></p>
	<p>Demands</p> <ul style="list-style-type: none"> • # of social media campaigns for Visit Las Cruces demanded • # website impressions / month demanded • # social media impressions for Visit Las Cruces demanded
	<p>Efficiencies</p> <ul style="list-style-type: none"> • Social media impressions /Program Budget

Program Services	<ul style="list-style-type: none"> • Christmas Tree Lighting ceremony • Brochure deliveries and mailings • Client inquiry responses • Client outreach sessions • City’s department event support sessions • Contractor administration sessions (Convention Center) • Conventions • Conventions, tour groups, sporting events “day of” services • Educational presentations • Events hosted/supported • Event tickets • Merchandise acquisitions • Monthly digital calendar of events • Organized sporting events • Partner sales meetings • Print ads • Prospect outreach sessions • Radio ads • Referrals and Recommendations • Social media posts (CVB, RGT and CMF) • Submit, collect, and compile client RFPs • Tradeshow exhibits and presentations/sales • TV commercials • Vendor and contractor acquisitions • Vendor and contractor oversight reports • Venue bookings • Venue negotiations sessions • Visitor inquiry responses • Visitors guide • Website
Manager	Visit Las Cruces Administrator
Program Budget	TBD

<i>Program</i>	
<i>Line of Business – Development</i>	
Purpose Statement	The purpose of the Development line of business is to provide support services to businesses, partners, visitors, and residents so they can experience economic prosperity and quality of place in Las Cruces.
<i>Program: Destination Downtown</i>	
Program Purpose Statement	The purpose of the Destination Downtown program is to provide marketing, events, infrastructure, and business development services to residents, businesses, and visitors so they can experience and benefit from a downtown that is the focal point and heart of the City.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • 15% increase in attendance at Rio Grande Theatre Events • 10% increase in City of Las Cruces Tax Increment Development District (TIDD) Revenue • By 2020, foot traffic at The Plaza will increase by 10% each year (baseline Year-to-Year change, July 2020) • By December 31, 2019, the number of businesses locating downtown will increase by a net of 6% (from 250 to 265). (CITY STRATEGIC PLAN #2 & 9) • 20% increase of arts and cultural events held downtown, including the Callecitas and the Plaza • By 2022, through public-private partnerships 200 additional downtown living spaces will be available. (CITY STRATEGIC PLAN #16) • <p>Elevate Las Cruces Alignment: CP 4.3.2, CP 14.1.1, <u>C.P. 13.2.2</u>, C.P. 2.2.4, CP 7.4.1</p>
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • 12 downtown business incentives granted • 123 Rio Grande Theatre events held • # new downtown businesses opened • # Rio Grande Theater’s website impressions / month resulted • # of community-organized events at downtown
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # downtown business incentives demanded • # Rio Grande Theatre events demanded

	<ul style="list-style-type: none"> • # of community-organized events at downtown demanded
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • # Rio Grande Theater events held yearly / Program budget
Program Services	<ul style="list-style-type: none"> • Arts and cultural plan • Historic Preservation plan • Downtown Master plan • Business consultations • Community board representations • Community partner facilitations • Downtown business incentives • Downtown event permits • Downtown marketing services • Downtown research reports • Inquiry responses • Rio Grande Theatre concession transactions • Rio Grande Theatre events • Entertainment contracts (RGT and events)
Manager	Destination Downtown Administrator
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business – Development</i>	
Purpose Statement	The purpose of the Development line of business is to provide marketing, attraction, retention and support services to businesses, partners, visitors and residents so they can experience economic prosperity and quality of place in Las Cruces.
<i>Program: Las Cruces Airport Development</i>	
Program Purpose Statement	The purpose of the Las Cruces Airport Development program is to provide aviation operations, customer service, airport administration and business development services to current and future airport visitors, tenants and businesses so they can experience a thriving regional full-service airport that contributes to positive economic growth for the community.
Family of Measures	<p>Results</p> <ul style="list-style-type: none"> • 30% increase in infrastructure added to increase development-ready land () • By December 31, 2020, there will be a 100% increase (from 4 to 8) of businesses locating at or expanding near the Las Cruces International Airport () • By December 31, 2022, Las Cruces will have daily, regional, and commercial flights (CITY STRATEGIC PLAN #17) • By December 31, 2022, the Las Cruces International Airport terminal will be renovated to accommodate 20,000 enplanements/passengers (CITY STRATEGIC PLAN #18) () • By 2021, 20% increase in ratio of revenues with respect to expenditures • Elevate Las Cruces Alignment: <u>CP 10.1.2</u>, CP 4.1.3
	<p>Outputs</p> <ul style="list-style-type: none"> • # Airport land square footage leased* • # Airport facility square footage leased* • \$ of federal funding for Airport capital projects (CP 10.1.2) • \$ of state funding for Airport capital projects (CP 10.1.2) <p>Elevate Las Cruces Alignment: <u>CP 10.1.2</u></p>
	<p>Demands</p> <ul style="list-style-type: none"> • # Airport land square footage demanded* • # Airport facility square footage demanded*

	<ul style="list-style-type: none"> • New business consultations demanded*
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • Program budget / # of airfield maintenance repairs conducted
Program Services	<ul style="list-style-type: none"> • Airfield maintenance repairs • Airport Advisory Board meeting representations • Airport facility leases • Airport inquiry responses • Airport land leases • Airport marketing services: <ul style="list-style-type: none"> ○ Press releases ○ Social media posts ○ Marketing collateral ○ Radio spots ○ TV commercials ○ Print ads • Airport planning sessions • Airport repair sessions • Airport safety training sessions • Business incentives – Airport • Construction oversight sessions • New business consultations • Safety observer sessions • Special events • Tenant meetings • Tenant/visitor consultations
Manager	Airport Administrator
Program Budget	TBD

<i>Programs</i>	
<i>Line of Business – Land Management and Real Estate Services</i>	
Purpose Statement	The purpose of the Land Management and Real Estate Services line of business is to provide real estate services to the municipality and revitalization services to the community so it can have the resources, framework and support to maximize programs and services for the public.
<i>Program: Land Management and Real Estate Services</i>	
Program Purpose Statement	The purpose of Land Management and Real Estate Services program is to provide research, evaluations, acquisitions, disposals, property management, and revitalization services to City’s departments, residents, and businesses so they can experience optimal land management services.
Family of Measures	<p><u>Results</u></p> <ul style="list-style-type: none"> • 95% projects real estate completed on time and on budget • By 2020, 95% land leases and contract will be compliant (expiration, renewals, escalator rates, timely collection of payments) <ul style="list-style-type: none"> • By 2022, 80% of City-owned development-ready land at the WMIP will be used for commercial purposes* () • By 2021, cohesive Citywide revitalization strategies will be crafted and promoted for implementation (Elevate Las Cruces Alignment: CP 2.1.1, 2.2.3, CL 2.2.2, CE 2.5.1
	<p><u>Outputs</u></p> <ul style="list-style-type: none"> • # subdivision plat reviews conducted • # property inspections conducted • # project research conducted (property, title, ownership, subdivisions, utilities) • # of redevelopment/revitalization tools available
	<p><u>Demands</u></p> <ul style="list-style-type: none"> • # subdivision plat reviews demanded • # property inspections demanded • # project research demanded (property, title, ownership, subdivisions, utilities)
	<p><u>Efficiencies</u></p> <ul style="list-style-type: none"> • Program budget / # project research conducted (property, title, ownership, subdivisions, utilities)

Program Services	<ul style="list-style-type: none"> • Appraisal reports/reviews • City property database sessions • City property license agreements • Deeds • Document consultations • Easements • Lease agreements • Lease compliance reports • Lease renewals • Maps • Property acquisitions • Property evaluations/assessments • Property inspections • Property research sessions • State/federal permits (utilities on federal and state land) • Subdivision plat reviews • Surplus City property disposals • TIDD/MRA/BID evaluations
Manager	Land Management Administrator
Program Budget	TBD