

Final Business Plan

Line of Business: Quality of Life

Date of Final Changes: January 26, 2023

Final Review Date: January 31, 2023

INTRODUCTION

The City of Las Cruces embarked on a process whereby each city department created strategic business plans identifying goals and initiatives that are included in *Elevate Las Cruces* and the strategic themes of the *City of Las Cruces Strategic Plan*.

OVERVIEW & MISSION

The Quality of Life department is committed to improving the overall quality of life of city's residents, visitors, businesses, and communities. Bringing together art & culture, library services, and senior programming.

The mission of the Quality of Life Department is to provide diverse, customer-focused social and cultural services that enrich the lives of residents, businesses, and guests.

BACKGROUND

The City of Las Cruces is home to more than 111,000 people and thousands of visitors annually. It is unique in character, diverse in makeup, and a great city in which to live, work, and play. The quality of life of our residents, businesses, and visitors has never been more important and the leadership of Las Cruces prioritized improving the community's overall quality of life when it created the Quality of Life Department in early 2017. Bringing together art & culture, library services, and senior programming under one streamlined service delivery model creates a singular focus, and builds greater community trust, enhances diversity, and deepens the experiences for our residents, visitors, and guests. Our department reaches "beyond our walls" to fulfill our mission and improve the quality of life of people in this area.

Our Las Cruces Museum System (LCMS) is comprised of four separate museums (Museum of Nature & Science, Museum of Art, Branigan Cultural Center, and the Railroad Museum). The LCMS exhibits and programs reflect the culture, art, history, and natural beauty of our US/Mexico Borderlands region, leveraging our strong community and cultural identity.

The Thomas Branigan Memorial Library has been providing literacy programs for more than 80 years. It acts as a "smart hub" providing a wide range of programs and services in one central location meeting critical needs for the community.

Senior Programs is comprised of five senior center sites (Munson, Eastside, Benavides, Sage Café, and Frank O'Brien Papen) providing meals, recreation, and long-term care services. Our support and services for seniors are constantly growing and evolving as the number of aging residents increases and seeks more robust opportunities to engage and interact.

In addition to the lines of business above, we also provide opportunities for residents to volunteer, giving back to areas that interest them; and we support a lively public art program where our community grows deeper in connection to the region through art.

As a result of the unprecedented COVID-19 pandemic, we have intentionally adjusted our reach and have adapted, taking full advantage of the opportunity to review our mission with fresh eyes. Business can no longer be “as usual” – our world is changed and so is the expectation; flexibility is key to continue providing a broad array of services for our diverse community.

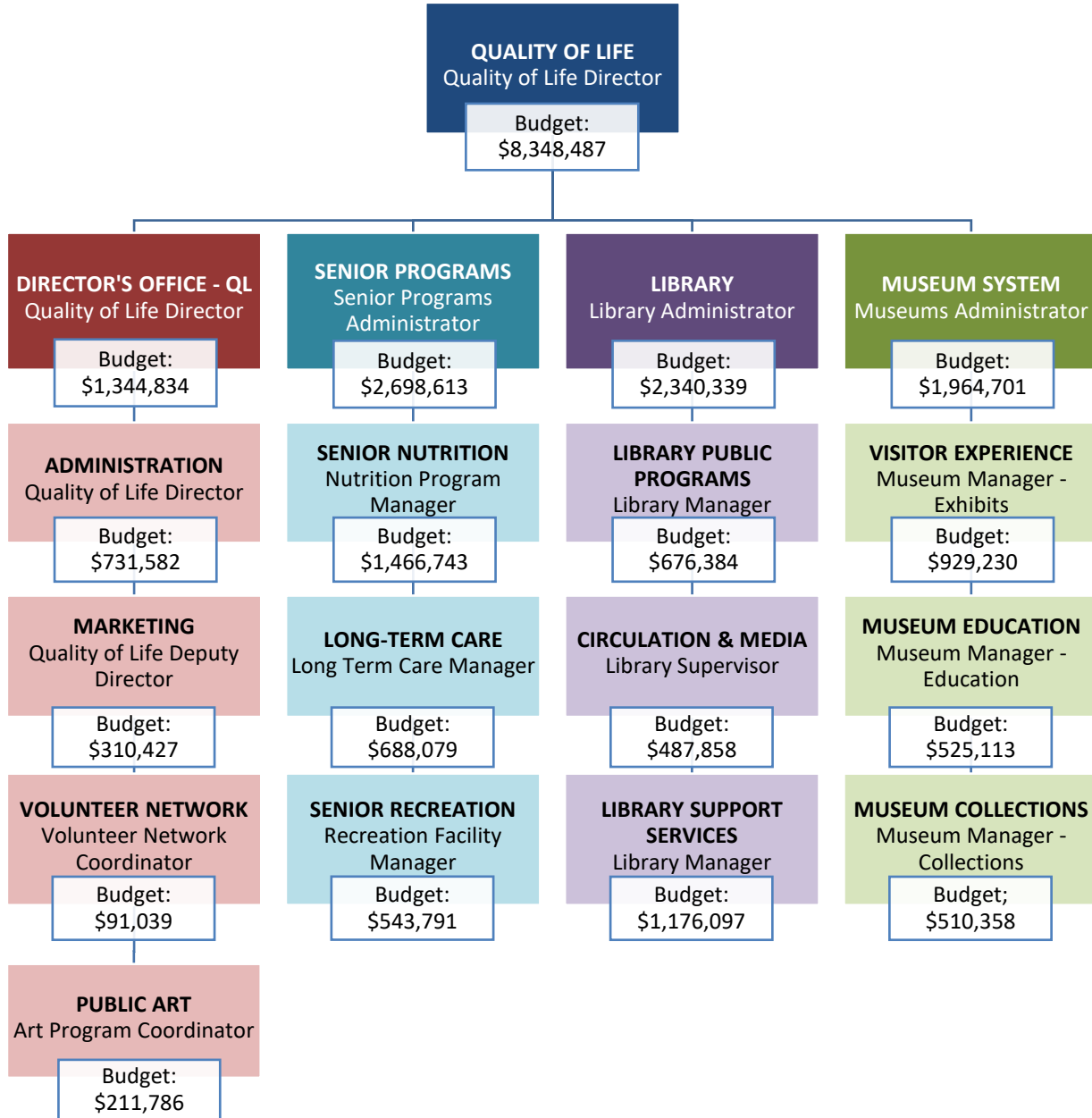
The performance measures outlined in the plan below, and the data gathered is the foundation for all we continue to do into the future. Our performance measures work together to help us answer these vital questions about our services:

How much did we do?
How well did we do it?
Is anyone better off?

We use the answers to the questions and our data working together with our city partners, external stakeholders, and enthusiastic patrons to improve our services and continue to enrich the lives of those we serve.

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DEPARTMENT ORGANIZATIONAL CHART & BUDGET



** Indicates an FY '24 follow-up item

LINE OF BUSINESS: DIRECTOR’S OFFICE

Line of Business Purpose

The purpose of the Director’s Office line of business is to provide overall coordination, guidance, and leadership services to the entire Quality of Life Department, so they can manage resources, achieve results, market programs, expand services, and effectively serve their customers.

PROGRAM: ADMINISTRATION

Program Purpose

The purpose of the Administration program is to provide communication, administrative support, guidance, performance management, budget alignment, and ensure timely reporting of all department functions.

Program Results

QOL-AD.1	100% of 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
QOL-AD.2	80% of Quality of Life Program Managers will actively use strategic performance data to improve performance
QOL-AD.3	65% of Quality of Life employees who say that the Quality of Life Department is a good place to work
QOL-AD.4	Departmental vacancies (FTEs) will be under 10% annually
QOL-AD.5	90% Quality of Life programs meeting their quarterly budget targets annually
QOL-AD.6	By FY 2026, Las Cruces families will have access to an interactive children’s museum facility

Program Outputs

- # of vacancies filled
- # of employee engagement opportunities

Program Demands

- # of vacancies needing to be filled
- # of employee engagement opportunities expected to be provided

*  Indicates an FY '24 follow-up item

PROGRAM: MARKETING

Program Purpose

The purpose of the Marketing program is to provide coordinated outreach and advertising services to Quality of Life programs so that they can effectively communicate their services to increase participation.

Marketing serves the Quality of Life department by increasing public awareness of the programs and services offered by the Department through public awareness campaigns in a variety of media. These services are provided in conjunction with graphic designers, publishers, reporters, as well as other city departments, especially the Communications Department. The marketing program also monitors and reviews the effectiveness of our media and delivery processes.

Program Results

QOL-MKT.1	15% annual increase in Quality of Life website traffic
QOL-MKT.2	10% annual increase in Quality of Life integrated marketing campaigns
QOL-MKT.3	15% annual overall increase in participation in all Quality of Life programs and services annually

Program Outputs

- # of integrated marketing campaigns in Quality of Life
- # of visitors to the QOL website pages

Program Demands

- # of Quality of Life integrated marketing campaigns expected to be developed
- # of expected visitors to the QOL website

*  Indicates an FY '24 follow-up item

PROGRAM: VOLUNTEER NETWORK

Program Purpose

The purpose of the Volunteer Network program is to provide recruitment, outreach, training, placement, networking services to volunteers, and be a resource to non-profit volunteer organizations, so volunteers can engage in service opportunities and enrich our community.

Program Results

QOL-VN.1	90% of incoming volunteers placed in a service opportunity within ten (10) business days of their orientation
QOL-VN.2	15% increase in volunteers participating in special events monthly
QOL-VN.3	By FY 2023, 10% increase in volunteer opportunities at existing sites
QOL-VN.4	By FY 2023, 10% increase in the creation of new volunteer sites
QOL-VN.5	100% of volunteers are scheduled for orientation within five (5) business days

Program Outputs

- # of new volunteers placed
- # of active volunteers
- # of new volunteers placed within underserved populations (CP-2.2.1, Elevate Las Cruces)
- # of volunteers oriented
- # of volunteer special events
- # of volunteer hours served
- # of volunteer sites
- # of new volunteer opportunities at existing sites
- # of outreach opportunities created

Program Demands

- # of volunteer hours expected to be managed
- # of volunteers expected to be placed
- # of volunteer special events expected
- # of volunteer sites expected
- # of volunteer opportunities expected

*  Indicates an FY '24 follow-up item

PROGRAM: PUBLIC ART

Program Purpose

The Las Cruces Public Art program commissions and cares for a collection of public artworks, promotes the community’s access to and engagement with public art, and supports the growth of public art practice in Las Cruces. The program’s vision is for Las Cruces Public Art to reinforce the fundamental link between creative expression and quality of life – shining a light on the city’s culture, creative community, and creative economy; improving the visual identity of public spaces; and creating opportunities for all Las Cruces to engage with art.

Program Results

QOL-PA.1	By FY 2024, 35% of survey respondents will report that public art improves their quality of life
QOL-PA.2	By FY 2023, 100% completion of condition assessments of all public art pieces located within the City of Las Cruces limits
QOL-PA.3	By FY 2023, the Public Art Program will create a public art maintenance schedule
QOL-PA.4	By FY 2026, five (5) new permanent public artworks and three (3) community collaborative public art projects will be installed in the City of Las Cruces (ELC, CL-1.2.3, CL-13.1, CL-13.1.3)
QOL-PA.5	By FY 2024, one (1) completed public art project will be installed in each of the council districts (ELC, CL-1.2.3)

Program Outputs

- # of public artworks maintained
- # of public artwork commissions
- # of community collaborative projects
- # of public input opportunities held

Program Demands

- # of public artworks expected to be installed
- # of public artworks expected to be maintained
- # of community collaborative projects expected
- # of public input opportunities expected to be held

*  Indicates an FY '24 follow-up item

LINE OF BUSINESS: SENIOR PROGRAMS

Line of Business Purpose

The purpose of the Senior Programs line of business is to provide nutrition, recreation, social and wellness services to adults age 50 and over so they can maintain and improve health, engage in social opportunities, and prolong independence at home.

PROGRAM: SENIOR NUTRITION

Program Purpose

The purpose of the Senior Nutrition program is to provide balanced meal services to eligible seniors aged 60 and older in a congregate and home-delivered meal setting.

Program Results

QOL-SN.1	75% of seniors surveyed annually, will rate meals as highly satisfying
QOL-SN.2	By FY 2021, an additional home-delivered meals route will be added (ELC, CP-11.1.1)
QOL-SN.3	Annually, an increase of 20% of eligible seniors will have their nutrition and health needs met through home delivered and congregate meal programs (ELC, CP-11.1.1, CP-11.1.4)
QOL-SN.4	By FY 2023, supplemental meal options will be offered in Senior Programs (ELC, CP-11.1.1)
QOL-SN.5	By FY 2023, a new computerized check-in system for Senior Nutrition will be implemented

Program Outputs

- # of congregate meals served
- # of home-delivered meals served
- # of supplemental meals provided
- # of clients served

Program Demands

- # of congregate meals expected to be served
- # of home-delivered meals expected to be served
- # of Senior Nutrition Program clients expected to be served

*  Indicates an FY '24 follow-up item

PROGRAM: LONG-TERM CARE

Program Purpose

The Long Term Care program provides home care services, respite services, Grandparents Raising Grandchildren, case management, assessments, information and referral services to eligible seniors prolonging their independence at home.

Program Results

QOL-LTC.1	20% of Long-Term Care participants living at home will report sufficient home services to avoid institutional placement (ELC, CP-11.1.3, CP-11.1.4)
QOL-LTC.2	75% of home-care clients will report increased satisfaction with their quality of life (ELC, CP-11.1.3)
QOL-LTC.3	75% of respite care caregivers will report increased Satisfaction with their quality of life (ELC, CP-11.1.3)
QOL-LTC.4	By FY 2026, 5% increase in respite services to include high-risk clients (ELC, CP-11.1.3)
QOL-LTC.5	By FY 2026, there will be increased senior transportation options available to eligible seniors (ELC, CP-11.1.4)

Program Outputs

- # of home care hours provided (ELC, CP-11.1.3)
- # of respite care hours provide (ELC, CP-11.1.3)
- # of new assessments completed monthly (ELC, CP-11.1.3)
- # of customer files closed monthly
- # of children served through Grandparents Raising Grandchildren (ELC, CP-11.1.3)

Program Demands

- # of home care hours expected to be requested
- # of respite care hours expected to be requested

*  Indicates an FY '24 follow-up item

PROGRAM: SENIOR RECREATION

Program Purpose

The purpose of the Senior Recreation program is to provide educational, social, and fitness services to eligible participants, 50 years of age and older so they can maintain and improve health and engage in social opportunities.

Program Results

QOL-SR.1	By FY 2026, 50% increase in participant satisfaction with senior recreational programs (ELC, CP-11.1.4)
QOL-SR.2	10% increase in eligible participants attending two or more senior recreational activities annually (ELC, CP-11.1.2, CP-11.1.4)

Program Outputs

- # of participants in Senior Recreation programs (ELC, CP-11.1.2, CP-11.1.4)
- # of Senior Recreation programs offered (ELC, CP-11.1.2, CP-11.1.4)
- # of participants in physical fitness programs (ELC, CP-11.1.2, CP-11.1.4)
- # of physical fitness program offered (ELC, CP-11.1.2, CP-11.1.4)

Program Demands

- # of Senior Recreation programs expected to be provided

*  Indicates an FY '24 follow-up item

LINE OF BUSINESS: LIBRARY SYSTEM

Line of Business Purpose

The purpose of the Library System line of business is to provide educational, literacy, and technology services to residents, businesses, and guests, so they can be inspired to learn, connect, and explore.

PROGRAM: LIBRARY PUBLIC PROGRAMS

Program Purpose

Library Public Programs provides educational, cultural, artistic, social experiences and opportunities throughout the Las Cruces community. These services enhance, enrich, and provide valuable learning opportunities to people of all ages and backgrounds creating a hub for resources, interaction, and collaboration.

Program Results

QOL-LP.1	Four (4) collaborative programs for all ages with Las Cruces Museum System annually
QOL-LP.2	By FY 2023, 25% increase in programs for adult literacy, technology, and education
QOL-LP.3	By FY 2023, 25% increase in participation in Library Teen programs (ELC, CP-11.3.1)
QOL-LP.4	10% of teens will assist in library program development annually (ELC, CP-11.3.1)
QOL-LP.5	By FY 2023, 10% increase in library online engagements, programs, outreach, and reference services
QOL-LP.6	By FY 2026, community will have access to one full-service branch library in the East Mesa area, co-located with multiple other services

Program Outputs

- # adult programs provided
- # reference questions
- # children and teen program participants served (ELC, CP-11.3.1)
- # children and teen programs provided (ELC, CP-11.3.1)
- # outreach programs provided
- # of programs related to the history and culture of Las Cruces (ELC, CL-13.1.2)

*  Indicates an FY '24 follow-up item

PROGRAM:

LIBRARY PROGRAMS (continued)

Program Demands

- # of adult programs expected to be offered
- # of adult education class registrations or attendance
- # of children and teens programs expected to be provided
- # of children and teen participants expected to sign up for programs
- # of outreach programs expected to be offered

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PROGRAM: CIRCULATION & MEDIA SERVICES

Program Purpose

The purpose of the Circulation & Media Services program is to provide library materials to residents, businesses, and guests so that they can have access to a wealth of information.

The program creates a robust and diverse collection to meet the needs of the City of Las Cruces community members and strives to reduce barriers for patrons, extend the reach of the library through digital services, and other accessible options.

Program Results

QOL-CM.1	By 2023, 35% increase in library material circulation
QOL-CM.2	By 2023, 5% increase in new library cards issued
QOL-CM.3	80% patrons surveyed report satisfaction with customer service provided at Circulation and Media service points

Program Outputs

- # adult programs provided
- # reference questions
- # children and teen program participants served (ELC, CP-11.3.1)
- # children and teen programs provided (ELC, CP-11.3.1)
- # outreach programs provided
- # of programs related to the history and culture of Las Cruces (ELC, CL-13.1.2)

Program Demands

- # of adult programs expected to be offered
- # of adult education class registrations or attendance
- # of children and teens programs expected to be provided
- # of children and teen participants expected to sign up for programs
- # of outreach programs expected to be offered

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PROGRAM: LIBRARY SUPPORT SERVICES

Program Purpose

The purpose of the Library Support Services Program is to provide residents and guests access to library materials, internet, computer services, and digital databases so they can connect the community to the information and resources needed to live, learn, and work.

Program Results

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|------------------|---|
| QOL-LSS.1 | By FY 2023, 25% increase in electronic materials purchased for the library collection |
| QOL-LSS.2 | By FY 2023, 15% increase in library database usage |

Program Outputs

- # computer sessions/logins
- # Library database sessions/logins
- # holds requested
- # materials added to the Library collection (non-electronic)
- # electronic materials added to the Library collection
- # materials (electronic and non-electronic) added to the Library collection related to the history and culture of Las Cruces (ELC, CL-13.1.2)

Program Demands

- # materials expected to be added to the Library collection
- # computer sessions expected
- # holds expected to be placed

*  Indicates an FY '24 follow-up item

LINE OF BUSINESS: MUSEUM SYSTEM

Line of Business Purpose

The purpose of the Museum System line of business is to provide diverse and holistic experiences to residents, businesses, and guests, so they can be inspired to learn, connect, and explore.

PROGRAM: VISITOR EXPERIENCE

Program Purpose

The Visitor Experience Program actively serves the community by providing excellent customer service, well maintained facilities, and a diverse assortment of exhibitions. The exhibitions and experiences presented reflect the program’s commitment to equitable engagements that offer the participant a way to learn, connect, and explore the world around them.

Program Results

QOL-VE.1	10% increase in visitor satisfaction with exhibit presentations annually
QOL-VE.2	By FY 2023, there will be a 10% increase in the number of people visiting three or more exhibitions on site
QOL-VE.3	By FY 2023, LCMS facilities maintenance plans will be developed with CLC Facilities
QOL-VE.4	By FY 2026, the community will have access to the Las Cruces Museum System through regular Sunday and evening hours
QOL-VE.5	By FY 2024, there will be a 10% increase in participation in community forums
QOL-VE.6	By FY 2025, 25% of the processes for obtaining accreditation by American Alliance of Museum will be completed

Program Outputs

- # of attendees to temporary exhibits
- # of attendees to permanent exhibits
- # of temporary exhibits offered
- # of community forums offered
- # of community special events
- # of exhibits, community forums, and community special events related to the history and culture of Las Cruces (ELC, CL-13.1.2)

*  Indicates an FY '24 follow-up item

PROGRAM:

VISITOR EXPERIENCE (continued)

Program Demands

- # temporary exhibits expected to be offered
- # of attendees expected to attend temporary exhibits
- # of attendees expected at permanent exhibits
- # of community forums expected to be offered
- # of community special events expected to be offered

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PROGRAM: EDUCATION

Program Purpose

The Museum Education Program embraces the idea that learning is engaging, full of discovery, and feeds curiosity. Education offers programs, events, and experiences that reflect these characteristics and facilitate a collective flow of ideas, values, and interests and to provide equitable access to the arts, culture, history, and science.

Program Results

QOL-ME.1	Museum Education will have 15% increase in collaboration with City and non-City organizations annually (ELC, CP-4.3.6, CL-13.1.3)
QOL-ME.2	Museum Education will have four (4) collaborative programs with Thomas Branigan Memorial Library per year
QOL-ME.3	Museum Education will have a 10% increase in people attending education programs annually (ELC, CL-13.1.2)
QOL-ME.4	By FY 2023, 10% increase in participation in Museum programs for teens (ELC, CP-11.3.1)
QOL-ME.5	By FY 2023, 10% teens who participate in leadership roles in museum program development (ELC, CP-11.3.1)
QOL-ME.6	By FY 2026, through the Las Cruces Community Schools Board, two (2) community schools will be added annually (ELC, CP-6)
QOL-ME.7	Museum Education will collaborate in one (1) education program annually with community schools. (ELC, CP-6)

Program Outputs

- # children and teen programs provided (ELC, CP-11.3.1)
- # children and teen participants served (ELC, CP-11.3.1)
- # of programs offered
- # of programs related to the history and culture of Las Cruces (ELC, CL-13.1.2)
- # of adult participants served

Program Demands

- # programs expected to be offered
- # Children and Teens programs expected to be provided

*  Indicates an FY '24 follow-up item

- # Children and Teens participants expected to sign up for programs
- # of adult participants expected to participate

PROGRAM: MUSEUM COLLECTIONS

Program Purpose

The Collections program provides stewardship for the museum collections, living collections, and historic structures. The program ensures equitable access to the arts, history, culture, nature, and science through preserving and cataloging museum collections, facilitating research requests, creating online exhibits and databases, generating Nature Center programming and outreach, caring for Chihuahuan desert species, and training staff and students.

Program Results

QOL-MC.1	By FY 2024, 30% of the permanent collection will be appraised
QOL-MC.2	Museum Collections will have 75% of new items accessioned annually
QOL-MC.3	The Nature Center will hold desert safety workshops twice per year
QOL-MC.4	Museum Collections will have a 10% increase in attendance at Nature Center programs (ELC, CL-13.1.2)
QOL-MC.5	By FY 2024, 50% of preservation plans for BCC & RRM will be completed
QOL-MC.6	By FY 2024, Museum Collections Policy will be updated and approved
QOL-MC.7	By FY 2024, a sustainability plan for the LCMS will be developed
QOL-MC.8	By FY 2024, 25% of the permanent collection will be stored and cataloged according to American Alliance of Museums standards

Program Outputs

- # collection pieces stored to archival standards and catalogued
- # of research requests fulfilled (ELC, CP-13.1.2)
- # of items accessioned
- # of Nature Center programs
- # of Nature Center programs related to the history and culture of Las Cruces (ELC, CL-13.1.2)
- # of Nature Center program attendees

*  Indicates an FY '24 follow-up item

Program Demands

- # accessioned items expected
- # of research requests expected to be fulfilled
- # of Museum Collections public programs expected to be offered
- # of Nature Center programs expected to be offered

CITY OF LAS CRUCES STRATEGIC PLAN

The following table lists the department goals that align with the *City of Las Cruces Strategic Plan* themes and references *Elevate Las Cruces* goals when applicable.

STRATEGIC THEME 1: COMMUNITY PROSPERITY

DESIRED OUTCOMES:

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

QOL-SN.2	By FY 2021, an additional home-delivered meals route will be added (ELC, CP-11.1.1)
QOL-SN.3	Annually, an increase of 20% of eligible seniors in Las Cruces will have their nutrition and health needs met through home delivered and congregate meal programs (ELC, CP-11.1.1, CP-11.1.4)
QOL-SN.4	By FY 2023, supplemental meal options will be offered in Senior Programs (ELC, CP-11.1.1)
QOL-LTC.1	20% of Long-Term Care participants living at home will report sufficient home services to avoid institutional placement (ELC, CP-11.1.3, CP-11.1.4)
QOL-LTC.2	75% of home-care clients will report increased satisfaction with their quality of life (ELC, CP-11.1.3)
QOL-LTC.3	75% of respite care caregivers will report increased Satisfaction with their quality of life (ELC, CP-11.1.3)
QOL-LTC.4	By FY 2026, 5% increase in respite services to include high-risk clients (ELC, CP-11.1.3)
QOL-LTC.5	By FY 2026, there will be an increase in senior transportation options available to eligible seniors (ELC, CP-11.1.4)
QOL-SR.1	By FY 2026, 50% increase in participant satisfaction with senior recreational programs (ELC, CP-11.1.4)
QOL-SR.2	10% increase in eligible participants attending two or more senior recreational activities annually (ELC, CP-11.1.2, CP-11.1.4)
QOL-LP.3	By FY 2023, 25% increase in participation in Library Teen programs (ELC, CP-11.3.1)

*  Indicates an FY '24 follow-up item

QOL-LP.4	10% of teens will assist in library program development annually (ELC, CP-11.3.1)
QOL-LP.5	By FY 2023, 10% increase in library online engagements, programs, outreach, and reference services
QOL-ME.1	Museum Education will have 15% increase in collaboration with City and non-City organizations annually (ELC, CP-4.3.6, CL-13.1.3)
QOL-ME.3	Museum Education will have a 10% increase in people attending education programs annually (ELC, CL-13.1.2)
QOL-ME.4	By FY 2023, 10% increase in participation in Museum programs for teens (ELC, CP-11.3.1)
QOL-ME.5	By FY 2023, 10% teens who participate in leadership roles in museum program development (ELC, CP-11.3.1)
QOL-PA.4	By FY 2026, five (5) new permanent public artworks and three (3) community collaborative public art projects will be installed in the City of Las Cruces (ELC, CL-1.2.3, CL-13.1, CL-13.1.3)
QOL-PA.5	By FY 2024, one (1) completed public art project will be installed in each of the council districts (ELC, CL-1.2.3)
QOL-MC.4	Museum Collections will have a 10% increase in attendance at Nature Center programs (ELC, CL-13.1.2)

STRATEGIC THEME 2: EDUCATION AND COMMUNITY SERVICES

DESIRED OUTCOMES:

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

QOL-ME.6	By FY 2026, through the Las Cruces Community Schools Board, two (2) community schools will be added annually (ELC, CP-6)
QOL-ME.7	Museum Education will collaborate in one (1) education program annually with community schools. (ELC, CP-6)

STRATEGIC THEME 3: ENVIRONMENTAL SUSTAINABILITY

DESIRED OUTCOMES:

- Achieve the goals included in the Climate Action

QOL-MC.7	By FY 2024, a sustainability plan for the LCMS will be developed
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*  Indicates an FY '24 follow-up item

Plan adopted in 2020

- Promote balanced growth

STRATEGIC THEME 4: CAPITAL IMPROVEMENT AND INFRASTRUCTURE

DESIRED OUTCOMES:

<ul style="list-style-type: none"> • Quality infrastructure that meets the community’s needs • Expanded transit access and options, including pedestrian and bicycle improved road and pavement condition 	QOL-PA.2	By FY 2023, 100% completion of condition assessments of all public art pieces located within the City of Las Cruces limits
	QOL-PA.3	By FY 2023, the Public Art Program will create a public art maintenance schedule
	QOL-VE.3	By FY 2023, LCMS facilities maintenance plans will be developed with CLC Facilities
	QOL-VE.4	By FY 2026, the community will have access to the Las Cruces Museum System through regular Sunday and evening hours
	QOL-AD.6	By FY 2026, Las Cruces families will have access to an interactive children’s museum facility
	QOL-MC.5	By FY 2024, 50% of preservation plans for BCC & RRM will be completed

STRATEGIC THEME 5: COMMUNICATION, INVOLVEMENT AND FOLLOW-UP

DESIRED OUTCOMES:

<ul style="list-style-type: none"> • Robust communication channels with residents between City departments • Timely and consistent follow-up by City staff to residents and the public 	QOL-MKT.1	15% annual increase in Quality of Life website traffic
	QOL-MKT.2	10% annual increase in Quality of Life integrated marketing campaigns
	QOL-PA.1	By FY 2024, 35% of survey respondents will report that public art improves their quality of life
	QOL-SN.1	75% of seniors surveyed annually, will rate meals as highly satisfying
	QOL-VE.1	10% increase in visitor satisfaction with exhibit presentations annually
	QOL-VE.5	By FY 2024, there will be a 10% increase in participation in community forums

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STRATEGIC THEME 6: PUBLIC SAFETY**DESIRED OUTCOMES:**

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

The Quality of Life department does not have specific results related to these desired outcomes.