



## Department of Cultural Affairs

### **Mission**

The mission of the Department of Cultural Affairs is to preserve, foster, and interpret New Mexico's diverse cultural heritage and expression for present and future generations, enhancing the quality of life and economic well being of the state.

### **Organizational Structure**

The Department of Cultural Affairs (DCA) is divided into five programs and consists of 15 divisions and additional non-division entities. DCA owns numerous facilities and provides services in communities throughout New Mexico, reaching every county of the state.

#### **Museums and Historic Sites Program**

- Museum of Indian Arts & Culture
- Museum of International Folk Art
- National Hispanic Cultural Center
- New Mexico Farm and Ranch Heritage Museum
- New Mexico History Museum/Palace of the Governors
- New Mexico Museum of Art
- New Mexico Museum of Natural History and Science
- New Mexico Museum of Space History
- New Mexico Historic Sites:
  - Coronado Historic Site
  - El Camino Real Historic Trail Site
  - Ft. Selden Historic Site
  - Ft. Stanton Historic Site
  - Ft. Sumner/Bosque Redondo Memorial
  - Jemez Historic Site
  - Lincoln Historic Site
  - Taylor-Reynolds-Barela Historic Site
- Museum Resources Division
- Los Luceros Historic Property

#### **Preservation Program**

- Historic Preservation Division
- Office of Archaeological Studies

#### **Library Services Program**

- New Mexico State Library

#### **Arts Services Program**

- New Mexico Arts

#### **Program Support**

- Office of the Cabinet Secretary
- Administrative Services Division
- Information Technology

## Message from Cabinet Secretary Veronica N. Gonzales

As Governor Martinez' first term concludes, I look back over my four years with the department with awe, pleasure, pride and determination. Awe - because the breadth of the Department of Cultural Affairs' (DCA's) programs and services is so wide, reaching so many diverse constituencies, and because the passion of DCA's staff and of our advocates across New Mexico is so strong. Pleasure - because I have the opportunity to be part of so many exciting adventures. Pride - because our department is now stable, and while challenges still remain, we are better able to focus on mission instead of crisis management. Determination - to make a difference; to continue to bring high quality programs to New Mexicans in every county; and to position New Mexico as a leader in its support of the arts and cultural industries.

Here are some of DCA's more noteworthy accomplishments during FY 2014:

- At the Museum of Natural History and Science in Albuquerque, this year's attendance was 293,445, the highest in 8 years. USA Today named our museum the third best family museum in North America. The museum was also recently accepted as a Smithsonian Affiliate.
- At our Space History Museum, where attendance had fallen from a high twenty years ago of over 200,000 to a low of 74,000, our improvements are already starting to make a difference. Visitation in 2013 was up 10% from the low in Fiscal Year 2012, and attendance during the most recent quarter was up 40.3% from last year.
- New Mexico Arts partnered with the Navajo Nation and Chinese dissident artist Ai Weiwei on a public art project. The project, "Pull of the Moon", was installed in a remote area of Coyote Canyon on the Navajo reservation. "Pull of the Moon" included temporary sand renderings and bonfires by Ai Weiwei and Navajo artist Bert Benally captured on an interactive 3-D film. The film's July opening occurred in a full immersion video dome on Museum Hill in Santa Fe. "Pull of the Moon" signifies the transformative power of art through international collaboration. It is a reminder of the immense challenges faced by many cultures and the capacity for growth and healing derived from the very impactful experience of those challenges.
- Our New Mexico Museum of Art was the only venue within the United States for the touring exhibition "Renaissance to Goya: Prints and Drawings from Spain". The exhibition drew record crowds, quadrupling our usual attendance.
- Our State Library has partnered with a number of organizations to create "The Maker State" initiative. "Maker State" is an innovative program engaging all public libraries across New Mexico. The goal of the program is to excite New Mexico communities about science, technology, engineering, art, and math (STEAM) - fostering creativity and academic excellence - to prepare our children, minorities, women, and under-represented populations for the technological fields of the future. Over 1,000 New Mexicans have participated thus far.
- Our Historic Preservation Division issued 35 project grants, stimulating \$873,400 in historic preservation activity - in communities as large as Albuquerque and as small as Lordsburg. The historic Santo Domingo Trading Post is open for the first time in more

than 10 years. Crumbling masonry walls at a significant Chaco Pueblo site in northwestern New Mexico were stabilized this summer. Silver City will once again have a movie theater. These are only some of the Division's wide-ranging accomplishments.

- Our National Hispanic Cultural Center (NHCC) Art Museum doubled its attendance in June and July of 2014, when compared to the same time period in 2013. NHCC also sold out seven performances in a row in the Journal Theater (691 seats) during the summer of 2014, for the first time since 2006!
- Our New Mexico Historic Sites are in their second year of participating in "Stories from the Land". The program partners with libraries, museums, art and archaeological organizations, and various government agencies at the state, local, and tribal levels. The shared goal is to foster the development of increased reading and writing skills in our New Mexico children - through visits and educational experiences at our state historic sites. As an example, in July 2014, children from Jemez Pueblo traveled to our Jemez Historic Site to participate in a week of hands on learning activities.
- Our New Mexico History Museum, which opened in May 2009, surpassed 500,000 visitors on December 4, 2013 - six months prior to reaching its fifth anniversary.

In August 2014, Department of Cultural Affairs (DCA) released the results of a study - commissioned by DCA from the Bureau of Business and Economic Research (BBER) of the University of New Mexico - examining the impact of the arts and culture industry in New Mexico. The BBER report found that cultural resources across New Mexico have a \$5.6 billion dollar impact on the state's economy. Cultural resources are responsible for the employment of 76,000 New Mexicans, providing 1 of every 10 jobs in the state (more jobs than the state's construction and manufacturing industries combined). Of key importance to DCA is that the report states that a strong cultural community is not an OUTCOME of a strong economy, but instead, is a necessary PRE-CONDITION to a strong, successful, thriving, and ever-expanding New Mexico economy.

A key recommendation of the BBER report - and an area where DCA is committed to exhibiting leadership - is in strengthening the cohesion of the arts and cultural industry. DCA will work toward the formation of a successful statewide cultural network, which increases essential business access and strengthens support for individuals working in the creative industries. This network will connect individuals, organizations, and businesses in the arts and cultural industry - creating new relationships, partnerships, and resource leveraging statewide.

DCA will also work to promote an arts and cultural track in business incubation, and seek ways to connect with emerging creative business incubators in our communities. Business incubation is an effective tool for economic growth - especially if we want to create and expand the "hive" model - by investing in homegrown, creative entrepreneurs. DCA will encourage business incubators, and the emerging businesses they nurture, to play a more significant role as we work to strengthen the arts and cultural industries.

DCA - with other state agencies such the Economic Development Department - currently manages programs that support the role of arts and culture in communities. Examples include the DCA's New Mexico Arts Grant Program, the Public Art Program, and partnerships with Economic Development in the Mainstreet Program and the Arts & Cultural Districts program. We

are very dedicated to the success of these programs and one of our goals moving forward is to invest more deeply in them.

The BBER report offers 12 recommendations for making New Mexico more competitive in the global market. The recommendations challenge government, non-profit organizations, and the business sector to work together toward this common goal. As Secretary of Cultural Affairs, I am committed to such partnerships. Working together, we can strengthen our cultural communities and our state.

By very definition, planning is looking forward not back, yet the tremendous accomplishments of DCA in the past four years must be applauded. I am very grateful for the Department's professional, dedicated, and hard-working staff and the support of our Governor, Susana Martinez, and the New Mexico State Legislature. Without all three, these accomplishments would not have been possible.

## **Executive Summary and Strategic Planning Process**

The Department of Cultural Affairs oversees fifteen Divisions committed to collectively serving as the cultural steward of the state's patrimony. Over one million people visit DCA's museums and historic sites or participate in DCA's educational programs each year.

DCA's Strategic Plan is a result of an extensive listening tour throughout New Mexico conducted by Secretary Gonzales, and informed by the findings recently released in an economic impact study conducted by the Bureau of Business and Economic Research (BBER) at the University of New Mexico. In addition, Secretary Gonzales has met with nearly 500 staff members from all fifteen DCA divisions located around the state, and heard firsthand the challenges and successes they encounter on a daily basis.

The community gatherings included local leaders in arts and cultural industries as well as civic, educational, and private sector leaders. Throughout her administration, Secretary Gonzales has continued the conversation, visiting DCA facilities statewide, holding quarterly meetings with senior leadership staff and regular meetings with individual Division Directors, in which ideas, strategies, and policies are discussed, and from which the strategic direction for DCA has taken shape.

The goals and objectives are closely aligned with the Governor's focus on education, the economy, and rebuilding public trust through stewardship, accountability, effective and responsible resource management, and transparency in government. In addition, the plan focuses on specific goals emerging from the BBER study findings, building a common agenda for the arts and cultural industry and raising the profile of New Mexico as a cultural state.

During FY 14 DCA has continued to make significant progress towards achievement of the goals, completing many action steps, making progress on recent objectives and developing newer objectives to reflect the changing environment in which we operate.

## DCA's Strategic Goals are:

- **Maximize Impact of Programs and Services across New Mexico.** Internal and external collaborations throughout the department have created momentum towards maximizing the impact of DCA's programs and services. A position in the Secretary's office has been created to focus specifically on building partnerships and development, including funding partnerships and building other external relationships.
- **Strengthen Arts & Cultural Industries across NM.** In August 2014, DCA released a newly completed economic impact report conducted by UNM's Bureau of Business and Economic Research. In addition to impacting DCA's strategic goals, the report should serve as a catalyst for local community governments and arts organizations to strengthen local cultural resources and a statewide network in order to achieve successful economic development in their communities.
- **Build Cohesive Messaging and Branding across DCA.** Significant progress has been made to improve marketing, messaging and branding throughout the department, through successful establishment of a cross-divisional marketing team which is developing a department-wide marketing plan. The newly released BBER economic impact study underscores the need for New Mexico's entire cultural community to build recognition of the impact of the cultural industry on New Mexico's economy and livelihood. Additionally, DCA continues to pursue the use of new and enhanced technologies as well as the integration of new media in marketing, programs and services.
- **Improve Service Delivery, Efficiency and Accountability.** DCA is committed to improving and streamlining administrative and management practices to improve performance. In the area of human resources, the department has made numerous reclassifications to address pay inequities in similar positions across the department. Many vacancies have been filled from within, moving staff into more advanced classifications. Service capacity has been assessed and vacant positions reassigned to fill areas of most critical need, where statutory obligations were not being met or services to the public were inadequate. In the Arts Program, an additional position is being assigned to expedite implementation of Art in Public Places (AIPP) projects, which will enable DCA to complete an additional million dollars in AIPP projects each year, to meet the needs of this statutorily mandated program. Information technology systems are being developed to expedite and provide greater accountability in the AIPP program, HR hiring process, and Facilities management, including condition assessment, prioritization, and implementation. DCA is updating the policies and procedures manual to provide greater clarity to expedite management across the department. And lastly, DCA is seeking to rebuild and institutionalize a stable funding stream for both operating and capital programs.

**DCA Strategic Goal 1: Maximize impact of programs and services across New Mexico**

**Objective 1: Promote collaborations through public and private partnerships**

**Strategies/Action Steps:**

- Establish partnerships with private non-profits, local and federal partnering organizations on-going
- Develop collaborations with other state agencies such as Tourism Department, Economic Development Department, Main Street Office and Film Offices, Public Education Department, Higher Education Department on-going
- Reach out to private sector to engage in DCA activities and programs on-going
- Explore ways to work collaboratively across divisions and other state agencies to support Governor's core agenda on-going
- Strengthen agreements with all supporting private non-profit Foundations in progress
- Design fundraising plan to support strategic goals of DCA and leverage partnerships and establish an agency-wide structure to support revenue generation (i.e., development team) in progress
- Explore ways to work collaboratively across divisions and other state agencies through Centennial programming completed

**Objective 2: Maximize impact of educational programs**

**Strategies/Action Steps:**

- Increase partnerships at local school district level (using Sandia Mountain Center as model) in progress
- Develop partnerships with state Department of Public Education (such as mobile museum education program), Department of Higher Education and institutions of Higher Education in progress
- Promote DCA-wide synergy and integration of education priority among divisions in progress
- Utilize new media and new technologies to enhance educational resources to make them up-to-date, media rich, and interactive in progress
- Continue development of online access to digitized collections and digital materials in progress

**Objective 3: Evaluate effectiveness of programs and services**

**Strategies/Action Steps:**

- Develop assessment tools for use by all divisions tied to performance measures in progress
- Establish stations in museums and historic sites with I-Pods or other tools for surveying customers in progress
- Meet National Accreditation standards/evaluations in progress
- Review and assess the economic and educational impact of completed

Cultural resources

**FY 16 Performance Measures:**

- Attendance /participants in DCA programs and facilities
- Number of students and teachers participating in DCA educational programs and teacher training programs
- Improvements to on-line accessibility to collections throughout DCA
- Development of new tools for assessment of impact of programs and services
- Dissemination of economic impact assessment of cultural resources throughout New Mexico

**DCA Strategic Goal 2: Strengthen Arts and Cultural Industries across New Mexico**

**Objective 1: Support Arts and Cultural programs and organizations across New Mexico**

**Strategies / Action Steps:**

- Engage communities throughout NM to facilitate information sharing and collaborative development on-going
- Support policy initiatives resulting from BBER recommendations, including development of statewide advocacy/networking organization and strengthening cultural communities throughout NM new
- Assess impact of arts and cultural industries on NM economy and on social fabric across the state completed
- Conduct initial statewide community meetings to become informed about arts and cultural industries in local communities statewide completed

**Objective 2: Raise Profile of New Mexico as a Cultural State**

**Strategies / Action Steps:**

- Support development of regional and/or statewide Arts and Cultural advocacy organizations (e.g., Creative NM/Creative SF /Creative Albuquerque/Creative Roswell) in progress
- Build cohesive arts and cultural messaging across New Mexico using results of BBER economic impact study as basis in progress
- Continue recognition of arts and culture successes (e.g. Governor’s Arts Awards; Heritage Preservation Awards and Heritage Preservation Month) on-going

**Objective 3: Strengthen Cultural Communities across New Mexico**

**Strategies/Action Steps:**

- Disseminate recommendations of the 2014 released report conducted by UNM’s Bureau of Business and Economic Research new

- (BBER) to diverse audiences and constituencies across New Mexico
- Pursue policy recommendations made in the report, including supporting the development of business incubators for arts and cultural businesses across NM new
- Support the formation of a statewide network that can provide access to essential business and training opportunities for individuals working in the cultural industry new
- Pursue additional funding resources for targeted areas recommended in the report to invest in strengthening cultural communities new
- Seek to stimulate economic development activity through pursuit of initiatives such as stimulating development through the historic preservation tax credit program new
- Continue to invest in strengthening cultural communities across the state through Arts and library grants ongoing
- Continue to partner with Economic Development Department on programs such as Main Street and Arts and Cultural Districts. ongoing

**FY 16 Performance Measures:**

- Development of policy initiatives to strengthen cultural communities across NM
- Foster development of statewide network to build partnerships of private sector arts and cultural organizations across the state and act as a leader in identifying business training opportunities

**DCA Strategic Goal 3: Build cohesive messaging and identity branding across Department**

**Objective 1: Increase visibility and public awareness of DCA and its services by potential funders, policy-makers and the general public**

**Strategies/Action Steps:**

- Explore the use of social media and other innovative marketing strategies to reach new audiences on-going
- Collaborate with Department of Tourism to synthesize marketing efforts completed
- Identify opportunities to build awareness through partnerships, communications and dedicated funding completed
- Assess impact of cultural programs across NM through a Memorandum of Understanding with the University of New Mexico Bureau of Economic Research (BBER) study completed
- Develop and implement a dissemination plan for impact study findings completed
- Create cross-divisional Marketing Team to focus on Department-wide marketing campaign and collaboration completed



**Objective 2: Maximize marketing and public relations to increase participation in DCA programs**

**Strategies/Action Steps:**

- Seek collaborations across DCA divisions and with external partners (i.e., Department of Tourism) to stretch marketing dollars on-going
- Endeavor to build corporate partnerships; seek media sponsorships on-going
- Identify private and federal funding opportunities for marketing on-going
- Seek tribal partnerships and marketing opportunities on-going
- Develop strategic marketing plans of DCA programs (e.g., State Historic Sites) on-going

**FY 16 Performance Measures:**

- Development of new marketing and messaging strategies across DCA
- Integration of new media throughout Department

**DCA Strategic Goal 4: Improve service delivery, efficiency and accountability**

**Objective 1: Strengthen staff by building capacity and morale**

**Strategies/Action Steps:**

- Provide professional development and training opportunities in progress
- Promote higher level of staff engagement in DCA priorities in progress
- Promote stronger collaboration through networking opportunities with peers in progress
- Improve internal communications on-going
- Boost staff morale by acknowledging challenges, recognizing successes, hard work and innovation on-going
- Assess training and orientation needs and leadership development of senior staff on-going
- Promote higher performance through leadership development opportunities on-going
- Support and promote use of volunteers to supplement service delivery on-going
- Schedule regular visits by the Secretary and her Office to Divisions on-going
- Authorization to hire for key positions in core operations completed
- Evaluate appropriateness of job classifications and re-classify as necessary completed
- Reduce staff overload by re-structuring internally to fill gaps in service developed through years of budget restrictions and staff attrition. completed

**Objective 2: Promote cross-division and cross-agency sharing of resources and expertise**

**Strategies/Action Steps:**

- Identify and address remaining shortages in core staff and hire to fill key gaps in service in progress
- Develop regional teams or statewide consolidation strategies and implementation plans (e.g., IOs, Deputy Directors, volunteer coordinators, regional exhibitions teams, division financial expertise) Assign Task Teams to assess restructuring options on-going
- Identify opportunities for shared service delivery across DCA Divisions through internal restructuring and sharing of expertise on-going

**Objective 3: Identify and implement strategies for cost-savings, greater efficiencies**

**Strategies/Action Steps:**

- Prioritize services to focus on high priority core services and reduce or eliminate lower priority services completed
- Consult and partner with DFA and LFC to develop cost-savings strategies completed
- Consider reduction in services, partial closures completed
- Continue to evaluate re-training or reducing staff where there is redundancy in services (e.g., consolidation of financial services) completed

**Objective 4: Improve accountability through increased project management controls and updated policies and procedures**

**Strategies / Action Steps:**

- Expedite project implementation and improve accountability in specific programs across DCA including facilities management, HR hiring, and Art in Public Places, through development of specialized project management software for each program area new
- Review current DCA policies and procedures and refine and update in progress
- Create new policies that support agency goals and are consistent with goals of the Governor in progress
- Increase staff awareness of policies and procedures through orientation and regular communications with Divisions in progress

**Objective 5: Stabilize and Maximize funding for core programs and services**

**Strategies/Action Steps:**

- Work with Legislature and Governor to rebuild General Fund appropriations to support core operations in progress
- Work with Legislature and Governor to obtain capital outlay appropriations to sustain DCA Museums and Historic Sites in progress
- Continue to strengthen partnerships with Foundations that directly support DCA programs in progress
- Promote public-private partnerships through targeted initiatives in progress



## **FY 16 Performance Measures:**

- Reduce vacancy rate across DCA from 17% to 10%
- Institutionalize contracts management procedures across DCA
- Develop project management software for HR hiring process, Facilities Management and Art in Public Places program
- Secure base of financial support from both state and private partners
- Encourage and support staff participation in opportunities for professional development, both through external organizations and internal peer-professional collaborations
- Complete update of DCA Policies and Procedures manual
- Review need for updates to Administrative Rules across Divisions
- Assess impact of DCA volunteers and interns
- Achieve no material weaknesses or significant findings in annual audit

## **Department of Cultural Affairs Programs**

### **DCA Program 1      Museums and Historic Sites**

#### **Mission / Purpose**

Develop and enhance the quality of state museums, historic sites and cultural center by applying the highest standards to exhibitions, collections, performances and educational programs, preserving and showcasing the arts, history, and science of New Mexico and cultural traditions worldwide.

#### **DCA Applicable Divisions/Programs:**

New Mexico Museum of Natural History and Science; National Hispanic Cultural Center; New Mexico Museum of Space History; Farm and Ranch Heritage Museum; Museum Resources Division; Museum of New Mexico facilities including the New Mexico Museum of Art; New Mexico History Museum/Palace of the Governors; Museum of International Folk Art; Museum of Indian Arts & Culture; State Historic Sites, including Bosque Redondo Memorial at Fort Sumner, Coronado, Jemez, Lincoln, El Camino Real, Fort Selden, Fort Stanton, and Taylor-Reynolds-Barela; and Los Luceros Historic Property.

#### **Users**

- The public – families; New Mexicans and visitors to New Mexico
- Elementary, middle and high school students, and their teachers
- University students, national and international scholars, researchers, artists

### **Program Goals/Objectives**

- Protect cultural resources
  - Protect, preserve, interpret, and manage museum collections and historic sites
  - Protect, preserve, manage and enhance DCA facilities and properties, including development of management & long-term growth plans, maintenance & repairs, preservation & enhancement of structures, landscape, safety, security and accessibility
- Ensure access
  - Ensure accessible, safe and attractive facilities, grounds, and exhibits
  - Ensure diversity of programming to attract new and returning audiences
  - Monitor attendances and seek new audiences through marketing
  - Monitor and pursue additional revenues, including gifts and grants, and earned revenues including admissions and rentals
- Engage the visitor
  - Present various disciplines through exhibitions, performing arts programs, films, and other presenting programs
  - Provide quality educational programs, education materials and statewide outreach to supplement school curricula and provide opportunities for life-long learning
  - Ensure excellence of programs through professional expertise, research, evaluations
  - Enhance museum collections, exhibitions and properties to enhance visitor experience

### **Strategies**

- Enhance the quality of exhibitions and the visitor experience
- Expand public participation in museum programs and attendance to museums and historic sites
- Encourage participation of schools and teachers
- Create opportunities for life-long learning in museums and historic sites, and by taking museum programs to communities throughout New Mexico
- Enlist greater involvement of boards, volunteers and docents
- Plan for conservation of collections & historic sites, and management of facilities and grounds
- Seek national accreditation for all DCA museums
- Examine revenues and potential fees for services

### **Action Steps**

- Become a resource for public schools through identifying opportunities to meet state educational standards and supplement curriculum
- Utilize new technologies and collaborations in exhibitions and programming
- Explore new and creative marketing strategies
- Conduct surveys designed to ascertain information about visitors and potential audiences
- Pursue partnerships with other state and federal agencies, radio, television, private sector, public libraries, public school districts
- Provide museum resources to assist DCA museums in achieving accredited status
- Collaborate across divisions to cross-pollinate, share resources and expertise
- Transition traditional marketing strategies to include web-based and new media advertising and public relations

- Experiment with new and innovative operational ideas, such as hours of operation, free programs, etc. to draw different visitor pools

### **Performance Measures**

- Attendance at Museum and Historic Sites exhibitions, films and other presenting programs
- Number of participants at on-site educational, outreach and special events related to museum missions
- Number of participants at off-site educational, outreach and special events related to museum missions
- Number of students taught through programming developed by DCA that meets state educational standards

## **DCA Program 2      Preservation**

### **Mission / Purpose**

Identify, study, and protect New Mexico's unique cultural resources, including its archaeological sites, architectural and engineering achievements, cultural landscapes, and diverse heritage.

### **DCA Applicable Divisions:**

Historic Preservation Division; Office of Archaeological Studies

### **Users**

- Individuals, local communities, organizations and businesses
- Federal, State, and Local Governments
- Agencies utilizing state archaeological services
- School children, university students, scholars, and researchers
- Land-use interests: developers, industry, and preservationists

### **Program Goals/Objectives**

- Preserve and protect cultural resources
  - Preserve and protect New Mexico's unique historic places, sites and structures,
  - Preserve archaeological and architectural information, and information on the state's cultural resources
  - Identify significant cultural resources in New Mexico
- Ensure access and engage the public
  - Stimulate economic development through building successful communities by integrating preservation of places, sites, structures, and other cultural properties with development and industry
  - Provide quality educational programs and statewide outreach in Historic Preservation and Archaeology to supplement school curricula and provide opportunities for life-long learning

### **Strategies**

- Identify cultural resources and provide technical assistance
- Assess condition of cultural resources
- Assist local communities, organizations and individuals to preserve and make improvements to historic sites and structures
- Obtain archaeological information in advance of development to ensure preservation of data
- Preserve cultural resources through the protection of sites and properties and management of cultural resources data
- Collaborate with industries and public interest groups to facilitate protection of cultural resources during growth and expansion of population and industry

### **Action Steps**

- Provide archaeological services as needed in advance of construction and development projects
- Review compliance with national and state archaeological and historic preservation regulations
- Maintain and increase numbers of registered sites and structures on State and National Historic Registers
- Provide programs such as preservation grants and tax incentives to support preservation and improvement of historic properties
- Encourage utilization of preservation programs as part of community development efforts
- Conduct archaeological fieldwork as requested by clients, conduct research and analysis
- Research, write and support archaeological and architectural reports, scenic and historic markers documentation
- Maintain, operate, and preserve historic cultural resources databases and information for professional and public use
- Collaborate with educators to supplement curriculum
- Conduct public events celebrating and sharing historic and archaeological resources

### **Performance Measures**

- Percentage of reviews of development projects completed within the standard 30 day period, excluding incomplete submittals or reviews when the parties have mutually agreed to extend the review
- Number of historic structures preservation projects completed annually using preservation tax credits
- Dollar value of construction underway on historic buildings using state and federal tax credits
- Total dollars distributed from recurring appropriations for Historic Preservation Projects
- Number of participants in educational, outreach and special events related to preservation mission
- Number of events conducted by the Historic Preservation Division to inform the public of the Certified Local Government Program, the Small Grants Program, Site Watch, Preservation Tax Credits, and other Division programs

## **DCA Program 3      Libraries**

### **Mission / Purpose**

The New Mexico State Library is committed to providing leadership that promotes effective library services and access to information to all citizens of New Mexico. The State Library provides services that support public libraries and delivers direct library services to rural populations, state agencies, the visually impaired and physically disabled, and students and citizens conducting research.

### **DCA Applicable Divisions**

New Mexico State Library

### **Users**

- The public throughout New Mexico
- Public libraries and their patrons
- School children, higher education students, scholars and researchers
- State government agencies

### **Program Goals/Objectives**

- Preserve Information/Cultural Resource
  - Meet statutory requirements of State Documents Depository
  - Ensure protection of State Library Collections including the Southwest Collection
- Ensure Access
  - Increase public access throughout New Mexico to information and resources of the State Library and the State Documents Depository Collection
  - Provide access to library services and information to populations with special needs and to rural communities without local libraries
  - Ensure that public and tribal libraries are able to provide consistent and high quality services
  - Provide free access throughout the state to electronic databases included in the online El Portal program
  - Provide online access to the materials of the State Library and state agency libraries participating in SALSA
- Engage the Users
  - Enhance local communities by supporting development of local public and tribal libraries
  - Support quality educational programs and statewide outreach to create opportunities for life-long learning
  - Promote literacy statewide

### **Strategies**

- Ensure state aid funding for public and tribal libraries
- Provide basic library services training, programming, , and technical assistance (research, reference, technical compliance and grants writing assistance) to public and tribal libraries
- Manage and promote State Library collections and State Documents Depository

- Promote literacy through programs including Summer Reading programs, literacy partnerships
- Ensure library services to special populations and rural and tribal communities
- Provide a central online catalog for the State Library and state agency libraries comprising the SALSA consortium.

### **Action Steps**

- Provide grants and technical expertise to build successful public libraries
- Provide library services to special needs populations and rural communities without public libraries through talking books for the blind, books by mail and bookmobiles
- Provide literacy services through literacy programs and outreach
- Provide and support educational programs targeting children, such as Summer Reading Program, in public libraries throughout New Mexico
- Increase number of statewide library resources available on internet
- Improve public awareness of library services through enhanced marketing and collaborations
- Provide services to public libraries statewide including consulting and technical assistance, continuing education, professional materials and information, librarian certification, collection of and access to census and grant data, and state and federal publications
- Complete the migration and clean up from the aged integrated library system for the SALSA consortium to the new system that has the capability of eventually adding other libraries in the state.

### **Performance Measures**

- Number of searches in information databases provided by State Library
- Number of participants in educational, outreach and special events related to library mission
- Percent of grant funds from recurring appropriations distributed to communities serving rural communities of less than 20,000 people

## **DCA Program 4      Arts**

### **Mission / Purpose**

Enrich the quality of life of New Mexicans in their communities by preserving, enhancing, and developing the arts in New Mexico through partnerships, public awareness, and education.

### **DCA Applicable Divisions:**

New Mexico Arts

### **Users:**

- The public- patrons of performing and visual arts and cultural events
- Local governments and communities
- Visual and performing arts organizations, artists, musicians, performers, writers
- Tourists and tourism industry





- Local businesses and community development organizations
- Social services organizations
- Users of public buildings and public spaces
- School children, university students, teachers

## **Program Goals/Objectives**

- Protect cultural resources
  - Preserve, develop, and showcase New Mexico's unique living arts and cultural traditions
  - Stimulate economic development through strengthening and enhancing New Mexico's arts and cultural industries
- Ensure access and engage the user
  - Enhance local communities through supporting local and professional arts organizations and projects, with particular focus on rural communities
  - Provide quality educational programs and outreach statewide

## **Strategies**

- Strengthen arts and cultural communities throughout NM, by investing in arts and cultural organizations, and emphasizing rural communities
- Expand Arts Trails program and foster cultural districts collaboration
- Strengthen arts-based cottage industries statewide
- Promote statewide cultural and heritage tourism through interagency collaboration and partnerships
- Supplement public school curriculum and assist in development of arts education programs for children
- Preserve living arts traditions by documenting traditional and diverse cultural communities
- Assist the development and preservation of artistic excellence through public / private collaborations

## **Action Steps**

- Provide grants and technical expertise to support arts organizations and arts programs statewide
- Develop Arts Trails program to stimulate arts-based economic activity in local communities
- Seek additional means to support arts organizations, through technical assistance, training, or additional funding resources
- Assist local communities in the acquisition of art for public places
- Provide funding for Folk Arts apprenticeships
- Celebrate New Mexico's talented and diverse artists through the annual Governor's Awards for Excellence in the Arts
- Collaborate with educators to supplement curriculum and provide opportunities for artists in schools
- Collaborate with other DCA Divisions, Economic Development Department, Tourism Department and other partners to support development of Arts and Cultural Districts across New Mexico

### **Performance Measures**

- Percent of grant funds from recurring appropriations distributed to communities outside Santa Fe, Las Cruces, Albuquerque
- Number of participants in educational programs and workshops, including number of participants from rural areas
- Attendance at programs partially funded by New Mexico Arts through recurring funding, provided by arts organizations statewide
- Number of clients provided professional development training in arts industry

## **DCA Program 5      Program Support**

### **Mission / Purpose**

Deliver effective, efficient, high quality services in concert with the core agenda of the Governor.

### **DCA Applicable Divisions**

Administrative Services Division, Secretary's Office

### **Users**

- The public
- State, local and federal governmental agencies
- Service providers: vendors, contractors, service providers
- Culturally-related and educational organizations statewide
- Department divisions and programs

### **Program Goals/Objectives**

- Protect cultural resources
  - Provide policy leadership and management of the department, its divisions, programs, and services, through the Secretary's Office
  - Provide overall statewide leadership and advocacy for New Mexico's cultural resources, and especially those belonging to DCA
  - Ensure DCA's alignment with Governor's priorities of education and economic development
- Ensure integrity of services
  - Provide overall DCA fiscal and human resources management, including oversight and control of budget, finance, audit, and capital outlay
  - Ensure legal and timely implementation of federal and state laws and regulations
  - Ensure DCA's alignment with Governor's focus on maintaining public trust through stewardship, accountability, effective and responsible resource management and transparency
- Serve the user
  - Provide timely, efficient, accurate and helpful administrative support for all divisions
  - Strengthen and build human capacity within DCA
  - Strengthen and build information technologies capacity within DCA

- Share resources across divisions and with other departments where beneficial economically and programmatically

### **Strategies**

- Collaborate with the executive, legislature, foundations, and other institutions to expand the impact of the department's statewide programs.
- Engage a statewide effort to strengthen art and cultural industries through collaborative planning, partnerships and messaging
- Assess and promote economic impact of cultural industry
- Enhance use of new media and technologies in DCA programs and communications
- Optimize administrative operations for efficient services delivery to enable Divisions to achieve their optimal performance and service capacity
- Maximize programmatic and staff efficiencies
- Improve technological abilities and web delivery to enable Divisions to achieve their optimal performance and service capacity
- Provide communication internally and externally about cultural resources and departmental activities
- Plan for and prioritize budgetary, capital and programmatic growth and direction throughout DCA
- Measure and communicate department impact and performance
- Improve efficiency and effectiveness of facilities management and administration
- Streamline contracts process

### **Action Steps**

- Collaborate with and implement executive and legislative initiatives, special projects to deliver services to New Mexicans
- Develop a long-term plan for the art and cultural industry in New Mexico
- Engage communities through statewide meetings to facilitate information sharing and collaborative development
- Promote collaboration, cooperation, and shared resources between department divisions
- Standardize administrative forms and processes
- Improve Web as a resource
- Develop and pursue policy initiatives to strengthen and protect cultural resources
- Communicate annual achievements and impact of Department
- Develop facilities management tools and databases to facilitate prioritization of projects, monitor expenditures, provide accountability and track facility condition assessments.
- Streamline contractual services process
- Pursue budgetary, capital, and information technology improvements through departmental planning and funding requests

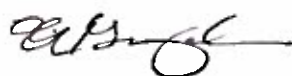
### **Performance Measures**

- Number of working days between expenditure of federal funds and request for reimbursement from federal treasury
- Number of material weakness audit findings in the last available financial statement audit
- Number of significant deficiency audit findings in the last available financial statement audit
- Percent of performance targets in the General Appropriation Act met

## DCA Statutory Authority

The following sections of New Mexico Statutes Annotated establish DCA as a cabinet agency, define its divisions, and describe the divisions' duties and responsibilities:

9-4A-1 through 9-4A-20	Department of Cultural Affairs
9-4A-10	Administrative Services Division
9-4A-11 through 9-4A-18	Museum of New Mexico Divisions
9-4A-20	Museum Collections Fund
9-4A-21	Cultural Affairs Department Enterprise Fund
18-2-1 through 18-2-23	State Library
18-3-1 through 18-3-8; 18-3-10	Museum of NM Board of Regents
18-3-9	Museum Exhibits Fund
18-3A-1 through 18-3A-9.1	New Mexico Museum of Natural History & Science
18-4-6	Old Lincoln County Memorial
18-5-1 through 18-5-7	Arts Commission & Division
18-6-1 through 18-6-27	Cultural Properties
18-6A-1 through 18-6A-6	Cultural Properties Protection
18-7-1 through 18-7-4	Museum of Space History
18-8-1 through 18-8-8	Prehistoric & Historic Sites Preservation
18-9-1 through 18-9-6	Library Privacy
18-10-1 through 18-10-5	Abandoned Cultural Properties
18-11-1 through 18-11-9	Farm and Ranch Heritage Museum
18-12-1 through 18-12-8	National Hispanic Cultural Center
18-13-1 through 18-13-7	Historic Landscapes
18-14-1 through 18-14-6	Film Museum
18-15-1 through 18-15-4	Rural Library Development
18-16-1 through 18-16-4	Music Commission
18-17-1 through 18-17-8	Veterans Museum
3-60C-1 through 3-60C-6	Main Street Revolving Loan Act
5-10-1 through 5-10-13	Local Economic Development Act, Arts & Cultural Districts
7-2-18.2, 7-2A-18.6	Historic Preservation Tax Credits
7-1-6.38	Distribution of Governmental Gross Receipts
13-4A-1 through 13-4A-11	Art in Public Places
13-4B-1 through 13-4B-3	Fine Art in Public Buildings
15-5A-1 through 15-5A-7	Art and Cultural Districts
30-33-1 through 30-33-11	Indian Arts and Crafts
47-12A-1 through 47-12A-6	Cultural Property Preservation Easements
9-15-35	Artisan Business Development Program



Veronica N. Gonzales, Cabinet Secretary