



Workshop of Francisco de Zurbarán, The Emperor Domitian on Horseback, Spain, ca. 1650. Courtesy of Conde de Tapa. From the Exhibition "The Red that Colored the World"

NEW MEXICO DEPARTMENT OF CULTURAL AFFAIRS
FY20 17 Strategic Plan



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 we begin Governor Susana Martinez's second term, I find myself excited about the possibilities and potential for the coming four years.

My first term has been primarily focused internally - on stabilization of services, financial accountability, efficiencies, transparency, and strengthening core operations and education outreach. I look back with pride at our accomplishments in those areas.

Across the agency, we have improved fiscal accountability and efficiencies. We conducted a department-wide assessment of operations and staffing levels, and subsequently filled critical vacancies, reducing the vacancy rate from a high of 19% to the current rate of 11% in Fiscal Year (FY) 2016. We made a number of important reclassifications to address shortfalls and improve staff retention, and raised the salaries of the lowest paid frontline, reception, guards, and janitorial staff. Staff morale has improved considerably since 2011. Two remaining critical stabilization goals are to replace reliance on non-recurring funds for recurring operating costs, and to prioritize the addition of targeted staff positions in divisions where recession-related staff cuts hit hardest.

Now in Governor Martinez's second term, I plan to look outward, focusing on statewide outreach and external relations, national initiatives, and international partnerships with Mexico and Spain. We will continue to develop inter- and intra-departmental partnerships - prioritizing effective, quality programs that further strengthen DCA's services that directly impact the citizens of and visitors to our state. We will also continue our efforts to:

- increase awareness of DCA programs and services through enhancing marketing and communications;
- align our education programs with state education Common Core standards and benchmarks; and,
- realize the economic potential of arts and cultural industries across New Mexico and support the development of creative communities; and

Selected Accomplishments

- **Stronger Fiscal Responsibility and Administrative Practices and Procedures:** Throughout the department, DCA has implemented a tightening of management administrative practices and procedures, including fiscal management of operating budget and capital outlay funding, human resources procedures, and a higher level of focus on legal sufficiency. Our legal team has been expanded from a part-time attorney to 1.5 attorneys and an on-going legal intern through a partnership with University of New Mexico School of Law. This has helped to address a serious backlog and expedite processing of contracts and legal review. DCA initiated a significant number of reclassifications to address pay inequities in similar positions across the department. Work continues to rebuild staff capacity in the financial services area and strengthen capital outlay management. The FY2014 financial statement was submitted on-time with a clean audit opinion. Prior year findings resolved: 15 of 20, including three material weakness findings. Tighter management practices help



DCA staff perform their jobs and ultimately results in more efficient delivery of services to New Mexicans.

- **Historic Sites:** Since she took office, Secretary Gonzales has made it her goal to support the eight state Historic Sites as vibrant, unique places at which visitors can experience and learn about history where it happened. In the past year alone, attendance has increased 11% across the Sites. Governor Susana Martinez, the State Legislature, and the Museum of New Mexico Foundation significantly stepped up their support of the Historic Sites, helping to secure legislative allocations and major donors to increase core operations, exhibit, and education resources and to fund special projects. Starting with an assessment and marketing plan for Historic Sites and the name change from Monuments to Historic Sites, improvements have been rapidly implemented. The hiring of new managers and staff at Jemez, El Camino Real, Fort Stanton, Lincoln, and Fort Sumner complemented the dedicated managers and staff already in place at Coronado and Fort Selden. The Taylor-Mesilla Historic Site progressed with site improvements and the hiring of a curator to oversee the vast collection donated by the Taylor family. The Los Luceros historic hacienda and farmlands improved under DCA's management, and DCA is seeking to enter into an agreement with New Mexico State University for continued operation of the historic, agricultural site.
- **Space History:** Over \$1 million dollars of improvements have been made to the exhibits, buildings, and grounds of the New Mexico Museum of Space History over the past three years, utilizing a combination of capital outlay funds, budget funds, vacancy savings and earned revenues. Attendance has climbed by almost 25%, and is now over 90,000 visitors. Increased on-site community events and public outreach has significantly impacted local and regional recognition of the facility, driving visitation as well. New computer and touch interactives and exhibits supported through the museum's foundation have received incredibly positive response from all guests. Widespread collaborations with the Smithsonian, City of Alamogordo, Holloman Air Force Base, the New Mexico Air National Guard, the New Mexico Aviation Aerospace Association, Virgin Galactic, local businesses, school districts statewide, and West Texas have resulted in substantial impacts from loans, grants, and exhibit refurbishment, to significantly expanded STEM based educational outreach.
- **New Mexico State Library (NMSL):** NMSL is another high priority for Secretary Gonzales. DCA Deputy Secretary Michael Delello was on special assignment to oversee the Library as *Interim* State Library Division Director, while a national search for a new State Librarian was conducted. The successful search resulted in the arrival of Kathleen Peiffer, former Deputy State Librarian for the State of New Jersey. While under Delello's leadership, the Library solidified its relationship with its client base of public and tribal libraries. It also continued to address areas of critical need including filling key vacant positions, implementing a staff reorganization to meet NMSL client needs; making significant administrative procedural improvements to expedite the disbursement of General Obligations Bonds (GOB) to public and tribal libraries; and launching bold, new public outreach and programs.

During the summer of 2014, the State Library partnered with a number of organizations to create the innovative Makerstate Initiative, engaging public libraries across New Mexico. The goal of the program is to excite New Mexico communities about science, technology,

engineering, art, and math (STEAM) to prepare children, minorities, women, and under-represented populations for the technological fields of the future. In February 2015, the NM State Library announced an innovative new database program, Brainfuse, which provides online, one-to-one tutoring, study skills-building, and career assistance services. Most recently, in partnership with the state's eight museums and seven Historic Sites and the public and tribal libraries, Department of Cultural Affairs' launched the **FamilyPass**, a program that provides a check-out pass at local libraries for free admission (up to 6 people) to 15 state museums and historic sites.

- **Marketing:** Across the department, the Secretary continues to invest in marketing. Through the support of the Executive and Legislature, additional funding has been invested in targeted marketing activities. Advertising is critical to bring in repeat visitors when new exhibits open, such as national traveling exhibitions, and to use specially curated exhibitions to reach out to and cultivate new audiences. DCA has established a cross-division Communications Team, sharing expertise and building cohesive initiatives. The Team is working to expand and utilize new media and new technologies to enhance dissemination of information about the availability and diversity of educational programs available through DCA's museums, historic sites and libraries.
- **Statewide Assessment of Impact of Arts and Culture Industries:** In an effort to assess and study the myriad contributions of the arts and cultural industry to our state, the New Mexico Department of Cultural Affairs (DCA) commissioned, for the first time in 20 years, a comprehensive statewide report. The independent study, conducted by the University of New Mexico's Bureau of Business and Economic Research (BBER), illuminated a \$5.6 billion annual impact of this sector, making it one of the top three economic drivers of the state. Crucially, it also identified critical challenges and untapped opportunities to improving the economic health and financial stability of New Mexicans.
- **Improving the Economic Viability of New Mexico through the Integration of the Arts and Culture Sector:** As one of the Secretary's priorities, DCA has established a strategic initiative to help improve the economic viability of New Mexico's families and our creative communities. Already serving over one million children and their families annually through our education and outreach programs, DCA currently fosters a profound impact upon the quality of life for New Mexico families and is uniquely positioned to take action.

The Secretary is embarking on a statewide tour to engage the art, culture, and business sectors in the BBER study's release and follow-up. DCA has established a coalition of partners including the McCune Family Foundation; the University of New Mexico Anderson School of Management and the Fine Arts College; the Cities of Santa Fe, Albuquerque, and Las Cruces; community arts councils; other state agencies; representatives from the business sector; and the public and tribal libraries.

- **Partnership with the Private and Non-profit Sector:** DCA continues to value and strengthen partnerships with non-profit organizations and individuals, who supplement the state's investment in cultural programs through private contributions of significant amounts of both time and money to enhance cultural programs and services provided by the state. In Fiscal Year 14, DCA's foundation partners contributed \$4.6 million in support of special exhibitions and educational programs. More than 1,300 volunteers across New Mexico

contributed more than 115,000 hours of their time on Department of Cultural Affairs' programs and projects, an estimated value of \$2.3 million. This is equivalent to 55 full time employees.

- **Historic Preservation Investment:** \$1.1 million in heritage preservation projects took place across New Mexico, through the Historic Preservation Division awarding 16 grants totaling \$304,625, **leveraging** \$735,375 invested by communities.

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 informed by input from all of DCA's sites and divisions, its governing and advisory boards and commissions, and many different public constituencies interested in and committed to New Mexico's cultural affairs.

During the 2015 interim, Secretary Gonzales toured each of the divisions' 15 sites, holding listening sessions with almost 500 staff to hear about issues of importance to them. Recurring themes include the need for additional staff critical to operations; improved facilities management; enhanced information technologies, including a new ticketing system, improved security, connectivity in some of our remote areas, digitization of collections; and additional marketing, including enhanced usage of social medias.

The department's goals and objectives continue to be 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. The plan also includes specific goals emerging from the BBER study findings to build a common agenda for the arts and cultural industry and raise the profile of New Mexico as a cultural state.



DCA's Strategic Goals are:

- **Maximize Impact of Programs and Services across New Mexico.** In line with Governor Martinez's agenda and one of the highest priorities for the Department is emphasis on supporting formal and informal education delivery. DCA is committed to improving awareness of and participation in its programs and services and reaching new constituencies and forming new partnerships to maximize impact. Through partnerships with educational institutions and federal, state, and local governments, and public and private organizations, DCA is strengthening and expanding the reach of its programs.
- **Strengthen Arts & Cultural Industries across NM.** DCA is aggressively advancing an agenda to strengthening the arts and cultural industries across New Mexico. In response to the department's release of the 2014 DCA/University of New Mexico's Bureau of Business and Economic (BBER) economic impact report, DCA has developed a number of strategies for strengthening arts and cultural industries. DCA is engaging public, philanthropic, and local businesses, community and arts organizations in a cohesive agenda to strengthen local resources and create robust opportunities for building New Mexico's creative economy.
- **Build Cohesive Messaging and Branding across DCA.** DCA's cross-divisional marketing team is developing a communications plan, which builds on all aspects of the Strategic Plan. The team is creating new Department "tag lines", "stylebook", and a department guide/brochure describing the department's programs and services in a single publication. 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 continuing to strengthen and streamline 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, and to improve retention of staff. Vacancy rates have been reduced from a high of 18% to the current 11%, making a tremendous impact to stabilize the workloads being shouldered by staff. And lastly, DCA is seeking to rebuild and institutionalize a stable funding stream for facilities management to include both operating and capital programs.



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

Objective 1: Maximize impact of DCA education programs

Strategies/Action Steps:

- Strengthen DCA education and outreach programming
 - Assess program alignment with state Common Core benchmarks and standards
 - Develop guides to exhibits, programs, and services that articulate alignment with common core standards and benchmarks are being met for K-12 programs
 - Develop and increase partnerships with school districts, Public Education, Department of Higher Education, and Institutions of Higher Education
- Promote DCA-wide synergy and integration of education priority among divisions
 - Develop higher level of division collaborations and external partnerships
 - Enhance marketing, communications, and public relations
 - Develop education initiative that promotes collaborative efforts
- Utilize new media and new technologies
 - Enhance educational resources to support exhibit and program development with up-to-date, media rich, and interactives
 - Continue development of online access to digitized collections and digital materials

Objective 2: Evaluate effectiveness of programs and services

Strategies/Action Steps:

- Institutionalize assessment, evaluation, and data collection
 - Conduct initial assessment of programming and service delivery
 - Develop methodologies for evaluation
 - Develop assessment tools tied to benchmarks and performance measures
 - Develop database for integrated and annual data collection
- Ensure highest standards in program effectiveness and delivery through National Accreditation standards and evaluation models and best practices
 - Develop a review process for annual assessment
 - Identify and apply exemplary models and best practices when appropriate
 - Meet national accreditation standards

Objective 3: Promote collaborations to increase impact of programs and services

Strategies/Action Steps:

- Design plan to support strategic goals of DCA, leverage partnerships and establish an agency-wide structure to support revenue generation (i.e., development team)
- Establish public and private partnerships
 - Develop partnerships with private non-profits, local, federal and tribal partnering organizations
 - Develop and expand existing collaborations with other state agencies such as Tourism Department, Economic Development Department -- Main Street Office and Film



- Offices, Public Education Department, Higher Education Department, Department of Indian Affairs and Children, Youth and Families Department
- Reach out to the private sector to engage in DCA activities and programs and new initiatives
- Strengthen cross division and cross-agency collaboration
- Strengthen agreements with all supporting private non-profit foundations

FY 16 Performance Measures:

- Attendance /participants in DCA programs and facilities
- Number of students and teachers participating in DCA educational programs and teacher and librarian training programs
- Number of students taught through programming developed by DCA that meets state educational standards
- Improvements to on-line accessibility to collections throughout DCA
- Development of new tools for assessment of impact of programs and services

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

Objective 1: Build cohesion in arts and cultural sector across New Mexico

Strategies / Action Steps:

- Conduct statewide public engagement meetings to discuss the economic impact of the arts and cultural industry with key leaders in arts and culture, educators, and business sector
- Develop statewide web-based platform for networking/virtual network to:
 - develop a common agenda;
 - build a vibrant advocacy network;
 - offer training opportunities in business management and marketing;
 - promote the exchange of information, knowledge, and best practices;
 - encourage partnerships and collaborative initiatives; and
 - provide information on resources, support systems, investment, and grant opportunities

Objective 2: Establish partnerships in cultural industry to strengthen development of arts and cultural industries

Strategies / Action Steps:

- Develop cross-agency partnerships and education partnerships
 - Tourism
 - Promotion of NM as a cultural destination
 - Economic Development
 - Main Street partnership with DCA NM Arts Division
 - Arts & Cultural Districts

- Annual Creative Communities Conference
- Cultural Properties Tax Credit
- Support LEDA funding to Business Incubators, such as WESST for arts business management and entrepreneur business development in the arts
- Institutions of Higher Education
 - University of New Mexico (UNM), Anderson School of Management: Creative cluster research and development
 - UNM School of Fine Arts: Business Art Management training at National Hispanic Cultural Center
 - New Mexico Highlands University: Maker State, Media Arts internships, Center for Cultural Technology (job training)
- Establish and solidify municipal partnerships in Santa Fe & Albuquerque through planning and the creation of an arts business council

Objective 3: Continue and develop new programming to support development of arts and cultural industries

Strategies / Action Steps:

- Develop an economic development track for arts and cultural organization grants by offering statewide competition to stimulate entrepreneurship, creative enterprise, and innovation
- Increase cultural heritage tourism through development of App Technology for DCA's "Cultural Atlas" project
- Implement cultural collaborative initiative, a visual arts and performing arts program model for producing cross-disciplinary art experiences and partnerships

Objective 4: 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)
- Build cohesive arts and cultural messaging across New Mexico using results of BBER economic impact study as basis
- Continue recognition of arts and culture successes (e.g. Governor's Arts Awards; Heritage Preservation Awards and Heritage Preservation Month)

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
- Number of new arts ventures, businesses and /or projects jump-started across New Mexico annually.
- Dissemination of economic impact assessment of cultural resources throughout New Mexico



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

Objective 1: Maximize marketing and public relations to increase visibility of and participation in DCA programs

Strategies/Action Steps:

- Develop and implement a communications plan that identifies opportunities to build awareness through partnerships communications and dedicated funding
- Explore the use of social media and formulate department-wide policies and standards for social media use, as well as, develop other innovative marketing strategies to reach new audiences
- Seek joint and cross marketing collaborations across DCA divisions and with external partners (i.e., Department of Tourism) to stretch marketing dollars
- Endeavor to build corporate partnerships; seek media sponsorships
- Identify private and federal funding opportunities for marketing
- Seek tribal partnerships and marketing opportunities
- Develop strategic marketing plans for specific DCA programs (e.g., State Historic Sites)

FY 16 Performance Measures:

- Development and implementation of Communications plan
- 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, morale and expertise

Strategies/Action Steps:

- Provide professional development and training opportunities
- Promote higher level of staff engagement in DCA priorities
- Improve internal communications through use of DCA's internal website platform
- Boost staff morale by acknowledging challenges, recognizing successes, hard work and innovation
- Assess training and orientation needs and leadership development of senior staff
- Promote higher performance through leadership development opportunities
- Support and promote use of volunteers to supplement service delivery
- Schedule regular visits by the Secretary and her Office to Divisions
- Evaluate appropriateness of job classifications and re-classify as necessary to improve staff retention



- Continue to reduce staff overload by re-structuring internally to fill gaps in service developed through years of budget restrictions and staff attrition
- Identify and address remaining shortages in core staff and hire to fill key gaps in service
- Develop regional teams or statewide consolidation strategies and implementation plans (e.g., regional exhibitions teams, division financial expertise, facilities management)
- Promote stronger collaboration through networking opportunities with peers

Objective 2: 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, Library GO-Bonds, through efficiency improvements and the development of specialized project management software for each program area
- Review current DCA policies and procedures and refine and update
- Update rules and regulations to streamline procedures
- Increase staff awareness of policies and procedures through orientation and regular communications with Divisions

Objective 3: 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 programs
- Work with Legislature and Governor to obtain capital outlay appropriations to sustain DCA Museums and Historic Sites
- Continue to strengthen partnerships with Foundations that support DCA programs
- Promote public-private partnerships through targeted initiatives
- Investigate the creation of Foundations for DCA Divisions that currently do not have that support (NMSL)
-

FY 16 Performance Measures:

- Institutionalize contracts management procedures across DCA
- Develop project management software for HR hiring process, Facilities Management and Art in Public Places program
- Show marked improvement in the distribution of GO Bond Agreements after the sale of the bonds.
- Secure private sector assistance in developing a New Mexico State Library Foundation
- 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
- Improve management of facilities through establishment of a Facilities Management Bureau within the Office of the Secretary



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
- Enhance 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
- Establish a statewide facilities management team, or bureau

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 (informational only)
- Dollar value of construction underway on historic buildings using state and federal tax credits (informational only)
- 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 SALS 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
- 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
- Number of new arts ventures, businesses and /or projects jump-started across New Mexico annually.



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 (note: at time of this report, 2015 Statutory changes have not yet been compiled by NM Compilation Commission):

9-4A-1 through 9-4A-21	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