



## 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
- New Mexico Music Commission

#### **Program Support**

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



## Message from Cabinet Secretary Veronica N. Gonzales

When I was appointed Cabinet Secretary of the Department of Cultural Affairs three short years ago, I had no real idea of the complexity and depth of the department I was to lead. During my first year as Secretary, I traveled to every division and every historic site across the state, meeting with about 400 staff members, and listened. Their stories reflected the difficulties of the time - both in New Mexico and nationally - as the economy had fallen, jobs were lost, and activities had generally been reduced to bare necessities as people prioritized just “getting by” rather than seeking to explore new possibilities. Yet despite the downturn, DCA programs reached a little over 1 million citizens each year.

As a result of the internal listening tour, DCA has restructured to strategically “do more with less,” rather than merely “surviving” reduced budgets. We have consolidated financial services, built a cross-departmental marketing team, and formed leadership teams that cut across the department to find better ways of working and more efficient ways of producing results. We resolved all independent audit findings of material weaknesses and serious deficiencies. We have focused on staff development and improving morale through strategic reclassifications, established a new relationship with State Personnel Office to expedite the hiring process, elevated the lowest paid positions to more consistent and equitable levels across divisions. We established a statewide facilities management team, entered into a partnership with General Services Department to facilitate construction projects, and established written policies and procedures regarding management of the capital outlay process. We have initiated a cross agency educational team to explore new partnerships with school districts modeled after successful relationships such as our Museum of Natural History’s Sandia Mountain Center, which is visited by one-third of the fifth graders in the state as a method of teaching the “life cycle” ecology program. We have examined proposed use of properties recently added to the Department’s holdings towards the end of the prior administration to divest where appropriate and begin programmatic planning where reasonable.

While these changes have been taking place internally within DCA, during my second and third years as Secretary I also reached out externally. I undertook a statewide listening tour, holding community engagement meetings in ten communities across the state, talking with and listening to local New Mexicans about their thoughts and ideas about the cultural industry in New Mexico. I commissioned a major and comprehensive study led by the University of New Mexico’s Bureau of Business and Economic Research (BBER) to ascertain the economic impact of the arts and cultural industry; and I completed a marketing study focused on the state’s historic sites. This study led to a successful effort to legislatively change the name of the name of the Monuments Division to Historic Sites to better reflect the nature of these important sites and attract more tourism. The marketing study was acted upon last year, and we plan to release results from the BBER economic impact study and next steps resulting from the community listening tour late in 2013.

I have learned that there is never a dull day at the Department of Cultural Affairs, and I cannot begin to anticipate the issues that come before us each and every day. My goal is to move the department forward to better serve the public in fulfilling our mission to preserve the cultural resources of New Mexico, because I believe that we have been entrusted to care for, foster, preserve and promote the creative heart of New Mexico. It is truly a mission that reflects the



very essence of who we are, our incredible rich history, and future filled with enormous potential. I am proud to be part of a team that is truly seeking to make a difference in the lives of New Mexicans.

## **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 conducted by Secretary Gonzales throughout the past three years, first with staff from each of the Department's fifteen divisions, and then meeting with community members throughout New Mexico gathering input statewide. The community gatherings have included local leaders in arts and cultural industries as well as civic, educational, and private sector leaders. Throughout the process, 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, massaged and from which the strategic direction for DCA has taken shape.

The FY 15 Strategic Plan builds upon last year's plan, examining progress towards achievable goals. The Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis builds upon last year's SWOT analysis, as informed by community gatherings and DCA leadership.

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 the broader goals of building a common agenda for the arts and cultural industry and raising the profile of New Mexico as a cultural state.

During FY 13 DCA has continued to make significant progress towards achievement of the goals, completing many of the top priority action steps and moving forward on newer objectives.

- **Financial Stability.** DCA has made significant strides towards achieving financial stability. Through its administrative services centralization in late FY12 and early FY13, DCA resolved all independent audit material weaknesses and substantial deficiencies. DCA is now focused on stabilizing revenues to meet operating expenditures; the FY 15 budget submission initiates an effort to ensure that the department's core operations will be able to rely on recurring funding for recurring expenditures.
- **Messaging/Marketing.** While funding is limited, significant progress has been made to improve marketing, messaging and branding throughout the department, through successful establishment of the cross-divisional marketing team which is in process of developing a department-wide marketing plan; completion of the BBER economic impact study with preparations for roll-out underway; and research into enhancement of new technologies resulting in information technology goals and search for funding.



- **Maximizing Impact.** Internal and external collaborations throughout the department have created momentum towards maximizing the impact of DCA's programs and services. More significant progress will be forthcoming soon as a vacant position in the Secretary's office is about to be filled, which will focus specifically on development, including funding partnerships and building other external relationships.
- **Strengthening Staff.** DCA has made progress towards its goal of strengthening staff in order to improve service delivery through required training programs for all supervisory management staff, development of an agreement with State Personnel Office (SPO) for expedited hiring process to enable DCA to reduce vacancy levels across the department. Additional staff morale programs are underway and updating the policies and procedures manual remains to be completed.
- **Strengthening Arts & Cultural Industries across NM.** Secretary Gonzales has completed her statewide communities listening tour and received a final report. Follow up with the local communities and implementation of next steps will be ongoing in FY 14 and 15. With the forthcoming BBER economic impact study recommendations Secretary Gonzales intends to raise the profile of New Mexico on a national level.

## **SWOT ANALYSIS: Strengths/Weaknesses/Opportunities/Threats**

### **Strengths**

Mission

Dedicated staff with expertise, experience, passion

Leadership

National institutional reputation, expertise and published research

Large and diverse audiences being served

Strong base of state support for operations

National accreditation of Museums

Culture is the essence of New Mexico and major driver of tourism to state

Partnerships with public, private and nonprofit sectors

Large base of donors and organizations providing funding support

Large number of dedicated volunteers and interns

Model programs

Education programming and outreach integrated in every division

Willingness to share expertise across Divisions and try regional service-delivery models

Legislative advocates

Community appreciation for DCA's services

Significant role of cultural affairs in strengthening the state's economy, tourism, education, and quality of life

Diversity of cultures in New Mexico

Important collections of national and international significance

Improved staff morale and reduced turnover in certain employee classifications



## **Weaknesses**

Gaps in service delivery capacity; unequal staffing levels across DCA divisions  
Critical maintenance and safety issues at facilities  
Limited funding for exhibits and educational programs  
Reliance on fund balance/cash reserve for recurring budget expenditures  
Long-standing deterioration of Space History Museum and State Historic Sites  
Lack of expertise in fund development and grant-writing capacity  
Lack of consistent and institutionalized performance evaluation mechanisms and processes for evaluating success  
Lack of staff rewards, incentives, opportunities for professional development & career advancement  
Limitations of IT equipment in remote areas and use of new technologies and systems  
Lack of consistent and positive branding and cohesive messaging to external audiences

## **Opportunities**

Engagement in statewide planning to promote cultural and art industries  
Building a stronger voice of cultural industries statewide and regionally  
Sharing information and expertise between cultural industries regionally and statewide  
Better articulation of DCA identity and value  
Collaborative programming across divisions and with external strategic alliances and partners  
Strengthened impact resulting from increased cross-division planning, coordination, collaboration, regional teaming  
Greater use of on-line resources, new media and technologies, alternative media communications  
Cultivation of partnerships with outside organizations and other state and federal agencies, i.e., Department of Education, local school districts, State Film Office, Economic Development Department  
Increased financial support from foundation partners  
Build on Governor's priorities on economic recovery, transparency in government, rebuilding public trust, and improving education.

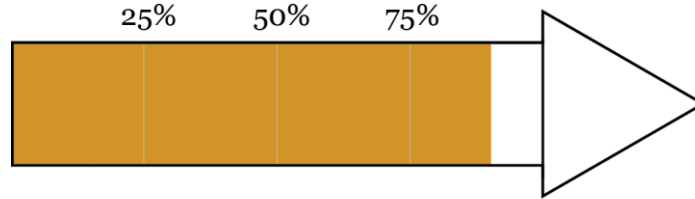
## **Threats/Challenges**

Maintaining high professional industry standards for accreditation  
Adaptation to "new normal" staffing levels  
Inability to retain and recruit highest quality staff  
Insufficient IT infrastructure particularly in rural areas and limited access to training and development in new and cutting edge technologies  
Retirement of several staff members with long standing careers and expertise in key functions  
Uncertainty about reliance on non-recurring revenues for recurring operational costs  
Uncertainty about disposition of and future programming possibilities for properties added to DCA in previous administration without operational budgets



## **DCA Strategic Goal 1: Increase financial stability across Department**

**Progress towards goal: 89%      Year 2 of 3**



### **Objective 1: Promote cross-division and cross-agency sharing of resources and expertise to meet critical loss of personnel/experts and diminished core capacity functions**

#### **Strategies/Action Steps:**

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

### **Objective 2: Identify and implement cost-savings strategies to meet reduced budget capacity**

#### **Strategies/Action Steps:**

- Prioritize services to focus on high priority core services and reduce or eliminate lower priority services in progress
- 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
- Conduct cost analysis of contractual services in certain services in progress
- Consult and partner with DFA and LFC to develop cost-savings strategies in progress

### **Objective 3: Stabilize and Maximize funding for core programs and services**

#### **Strategies/Action Steps:**

- Ensure reliance on recurring funding to support recurring base operations new
- Promote public-private partnerships through targeted initiatives new

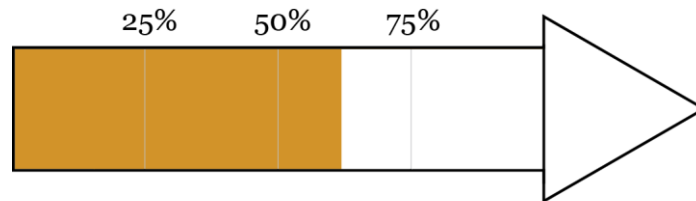


**Performance Measures:**

- Improvements in core capacity
- Establishment of effective teaming across divisions
- Completion of cost savings analysis

**DCA Strategic Goal 2: Build cohesive messaging and identity branding across Department**

**Progress towards goal: 60%      Year 2 of 3**



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

**Strategies/Action Steps:**

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

**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 | in progress |
| ▪ Endeavor to build corporate partnerships; seek media sponsorships  | in progress |
| ▪ Identify private and federal funding opportunities for marketing   | in progress |
| ▪ Utilize centennial venues  | completed   |
| ▪ Seek tribal partnerships and marketing opportunities   | in progress |



NEW MEXICO DEPARTMENT OF CULTURAL AFFAIRS  
**FY15 Strategic Plan**



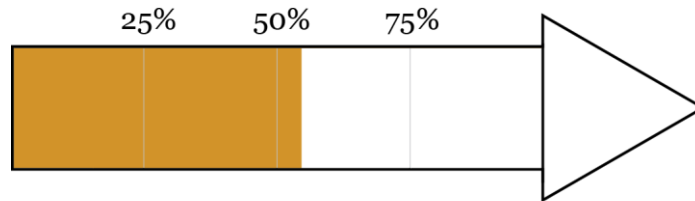
- Develop strategic marketing plans of DCA programs (e.g., State Historic Sites) in progress

**Performance Measures:**

- Establishment of effective marketing team across divisions
- Usage of new media throughout Department
- Attendance at DCA programs and facilities

**DCA Strategic Goal 3: Maximize impact of programs and services across New Mexico**

**Progress towards goal: 55%      Year 2 of 3**



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

**Strategies/Action Steps:**

- Establish partnerships with private non-profits, local and federal partnering organizations in progress
- Develop collaborations with other state agencies such as Department of Tourism, Economic Development Department Main Street Office and Film Offices, Public Education Department, Higher Education Department in progress
- 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 (i.e., development team) to support revenue generation in progress
- Reach out to private sector to engage in DCA activities and programs in progress
- Explore ways to work collaboratively across divisions and other state agencies through Centennial programming complete
- Explore ways to work collaboratively across divisions and other state agencies to support Governor’s core agenda new





## 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, 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
- Review and assess the economic and educational impact of programs and services provided by DCA (eg BBER study) complete
- Meet National Accreditation standards/evaluations in progress

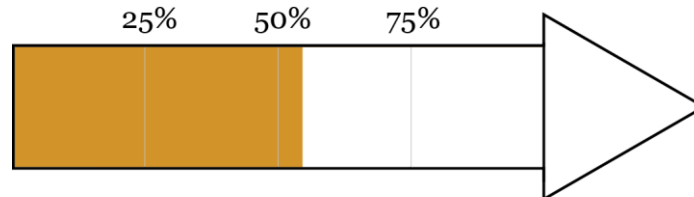
### Performance Measures:

- Usage of new media throughout department
- 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
- Design assessment of impact of educational programs to students and teachers
- Complete annual assessment of economic impact of cultural resources throughout New Mexico



**DCA Strategic Goal 4: Strengthen Staff to improve service delivery**

**Progress towards goal: 55%      Year 2 of 3**



**Objective 1: Improve staff capacity and build morale**

**Strategies/Action Steps:**

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

**Objective 2: Assess and refine DCA policies and procedures**

**Strategies / Action Steps:**

- 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

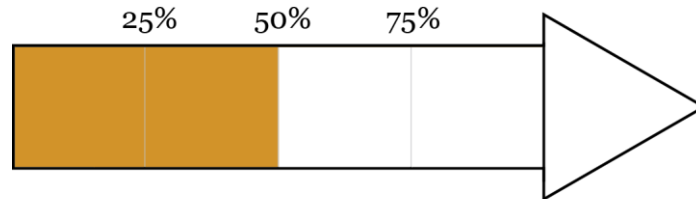
**Performance Measures:**

- Establishment of effective teaming across divisions to fill gaps in critical services
- Number of DCA volunteers and interns; number of volunteer/intern hours contributed
- Updated Policies and Procedures Manual



**DCA Strategic Goal 5: Strengthen Arts and Cultural Industries across New Mexico**

**Progress towards goal: 50%      Year 2 of 3**



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

**Strategies / Action Steps:**

- Conduct statewide community meetings to become informed about arts and cultural industries in local communities statewide completed
- Engage communities throughout NM to facilitate information sharing and collaborative development in progress
- Assess impact of arts and cultural industries on NM economy and on social fabric across the state in progress

**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
- Continue recognition of arts and culture successes (e.g. Governor’s Arts Awards; Heritage Preservation Awards and Heritage Preservation Month) in progress
- Build cohesive arts and cultural messaging across New Mexico in progress

**Performance Measures:**

- Assess the portion of New Mexico’s economy attributed to arts and cultural industries
- Regional surveys to follow up community gatherings



## 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:**

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

#### **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**

- Expand public participation in museum programs and attendance to museums and historic sites
- Enhance the quality of exhibitions and the visitor experience
- 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
- Examine revenues and potential fees for services
- Plan for conservation of collections & historic sites, and management of facilities and grounds
- Seek national accreditation for all DCA museums

## **Action Steps**

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

## **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
- Percentage increase in joint curriculum type partnerships between local school districts and DCA educational units



## **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**

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

### **Action Steps**

- 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 grants, loans and tax incentive programs 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**

- Annually completed number of historic structures preserved, utilizing preservation tax credits
- Dollars of construction underway on historic buildings using state and federal tax credits
- Number of participants in educational, outreach and special events related to preservation mission
- 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 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
- Percent of grant funds from recurring appropriations distributed to communities outside Santa Fe, Las Cruces, Albuquerque

## **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 as well as 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



# NEW MEXICO DEPARTMENT OF CULTURAL AFFAIRS FY15 Strategic Plan



- 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 and State Documents Depository collections
- Promote literacy through special programs such as Summer Reading programs, partnerships with literacy programs, and providing library services to rural and tribal communities without libraries
- Ensure funding for library services to special populations and rural 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 rural patrons utilizing services targeting special populations, including mobile library services, books for the blind, books by mail, tribal library services
- Number of participants in educational, outreach and special events related to library mission
- Percent of grant funds from recurring appropriations distributed to communities outside Santa Fe, Las Cruces, Albuquerque

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

### **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 and stabilize successful arts organizations throughout the state, 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



## **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 department, all 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 the economy
- 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 all federal and state laws and regulations
  - Ensure DCA's alignment with Governor's focus on rebuilding 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**

- Streamline administrative operations for more efficient service delivery and accountability, including budget, finance, audit, purchasing, human resources
- Maximize programmatic and staff efficiencies in light of budgetary hardships
- Improve technological abilities and web delivery to enable Divisions to achieve their optimal performance and service capacity
- Enhance use of new media and technologies in DCA programs and communications
- 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
- Assess and promote economic impact of cultural industry
- Engage a statewide effort to strengthen art and cultural industries through collaborative planning, partnerships and messaging

## **Action Steps**

- Promote collaboration, cooperation, and shared resources between department divisions
- Standardize administrative forms and processes
- Pursue budgetary, capital, and information technology improvements through departmental planning and funding requests
- Improve Web as a resource
- Communicate annual achievements and impact of Department
- Collaborate with and implement executive and legislative initiatives, special projects to deliver services to New Mexicans
- Development of 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

## **Performance Measures**

- 80% achievement of performance measures' targets in the General Appropriations Act, excluding this measure
- 100% resolution/elimination of the external audit findings in the last completed external audit that were noted as material weaknesses in the next to last completed external audit
- 50% resolution/elimination of the external audit findings in the last completed external audit that were noted as significant deficiencies in the next to last completed external audit



## 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
18-3-9	Museum Exhibits Fund
18-3A-1 through 18-3A-9.1	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
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