

**Department of Cultural Affairs**  
**Performance Report**  
**FY04**  
(July 1, 2003 – June 30, 2004)

**December 2004**

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## Introduction

This is the Department of Cultural Affairs' performance report for fiscal year 2004 (July 1, 2003 through June 30, 2004). The Department of Cultural Affairs is essential to the success of the Governor's Leadership Agenda. In order to transform Iowa's economy and attract and keep educated workers in our state, we must create a vibrant cultural climate that is a magnet to innovative workers and fuel for their creative minds. These highly sought-after workers—the scientists who will drive Iowa's biotechnology industry and the entrepreneurs who will turn ideas into wealth—are looking for more than a job. They are looking for a place to live and a way of life. As we build companies and new high-tech industries, we must also build communities that entice people to stay in Iowa.

The arts and history are essential components to a quality education. They fuel innovative thinking. Today's world is dependent upon a highly knowledgeable work force: workers who have advanced intellectual and creative skills that emphasize interdisciplinary and independent thinking. The development of these essential skills must begin in childhood. Researcher Susan Mayer concludes in *What Money Can't Buy* (Cambridge, MA: Harvard University Press, 1997), "Children's scores on cognitive assessments are affected by the number of books a child has and the frequency of visits to a museum." Art and music are traditional and essential elements of early childhood education. The Department of Cultural Affairs can help prepare Iowa's children by providing enriching cultural experiences at the State Historical Museum and at State-owned historic sites, and by providing financial and transportation resources to history and arts venues across Iowa.

This document contains information about the activities undertaken by the Department during a twelve-month period. It was prepared in response to requirements set forth in Iowa Code, Chapter 8E. It does not include all activities undertaken by the Department during the fiscal year; rather it reports on the specific measures set forth in the Agency Performance Plan for 2004.

## **Agency Overview**

### **Vision**

The vision of the Department of Cultural Affairs is that in 2010 Iowa will be distinguished as a national leader in culture with support for an environment that allows the arts and history to thrive. To help Iowans comprehend who they are and what they can become, the State Historical Society of Iowa serves as a trustee of Iowa's historical legacy and an advocate for understanding Iowa's past.

### **Mission**

The Iowa Department of Cultural Affairs provides leadership and direction to the Iowa Arts Council, the State Historical Society of Iowa, and their constituents. The Department encourages collaborative partnerships between cultural organizations for the benefit of all Iowans.

The State Historical Society of Iowa has a dual mission of preservation and education.

- As a trustee of Iowa's historical legacy, the Historical Society identifies, records, collects, preserves, manages, and provides access to Iowa's historical resources.
- As an advocate for understanding Iowa's past, the Historical Society educates Iowans of all ages, conducts and stimulates research, disseminates information, and encourages and supports historical preservation and education efforts of others throughout the state.

The Iowa Arts Council enriches the quality of life and learning in Iowa communities by encouraging excellence in the arts through leadership, grants and technical assistance.

### **Guiding Principles**

Iowa is a place where cultural diversity is recognized, understood, and appreciated. The Department's initiatives will be managed according to the principles of accountability which include database decisions, results-orientation, continuous improvement, constituent participation, customer focus, long-range thinking and collaborative leadership.

### **Major Services and Products of DCA**

The Department of Cultural Affairs provides services in four core areas:

- Community Coordination and Development,
- Conservation, Preservation and Stewardship,
- Education, and
- Resource Management.

**Community Coordination and Development:** The Department strives to enhance the ability of Iowa's communities, cultural workers, and cultural organizations to produce sustainable development and enrichment opportunities.

**Conservation, Preservation, and Stewardship:** The Department acquires, maintains, preserves and protects valuable historic resources throughout the state.

**Education:** The Department provides educational opportunities in numerous ways. The Historical Society strives to interpret its collections for the benefit of Iowans by publishing historical journals; providing on-line access to collections and information about collections; creating museum exhibitions; and providing educational programs for Iowans of all ages.

*Resource Management:* Through administrative support to the State Records Commission, the Department develops and promulgates state government information policies, standards, and guidelines for state agencies to use in managing government records regardless of media; appraises records and develops records series retention and disposition schedules for all state government records; and provides training and technical assistance.

The Department provides services throughout the state. The Arts Council provides funding to arts and cultural organizations across Iowa. The Historical Society operates ten facilities, including the State Historical Building in Des Moines and the Centennial Building in Iowa City. The other eight facilities are historic sites located throughout the state:

- Western Historic Trails Center, Council Bluffs;
- Montauk and Union Sunday School, Clermont;
- Blood Run National Historic Landmark, Rock Rapids;
- Abbie Gardner Sharp Cabin, Arnolds Park;
- Matthew Edel Blacksmith Shop, Haverhill;
- Plum Grove, Iowa City;
- American Gothic House, Eldon; and
- Toolesboro Mounds, Toolesboro.

The Department of Cultural Affairs is a department within the Executive Branch of Iowa State Government. It was established in 1986 by Iowa Code Chapter 303. The Department includes the State Historical Society of Iowa, the Iowa Arts Council, and an administrative section. It works closely with a non-profit organization, the Iowa Historical Foundation. The mission of the Iowa Historical Foundation is to raise funds to support the work of the State Historical Society.

The Department has two advisory boards: the State Historical Society Board of Trustees, and the Iowa Arts Council Board.

## Strategic Plan Results

### Key Strategic Challenges and Opportunities:

#### Goal # 1:

Enable Iowans of all ages to learn the relevance and importance of history to their lives.

#### Strategy:

Develop a grant program to assist school districts fund the transportation costs for students to attend cultural institutions. The funding is provided through the Big Yellow School Bus grant program. Each school building may apply for one \$200 grant each fiscal year.

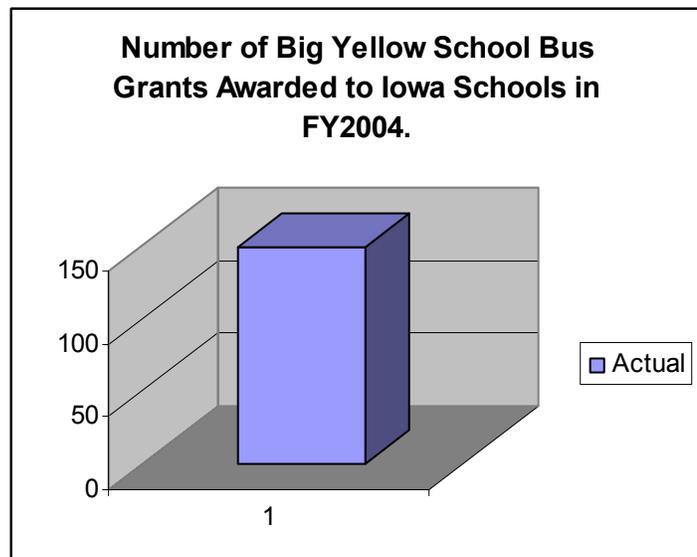
### Results

#### **Performance Measure:**

The number of Big Yellow School Bus grants given to Iowa schools.

#### **Data Sources:**

Database maintained by Iowa Arts Council staff



**Data reliability:** Data are reliable. FY2004 was the first year of the program, so no comparative data are available.

**What was achieved:** As a result of this grant program, 150 Big Yellow School Bus grants were distributed. Funds for the program were expended by January 2004, just halfway through the fiscal year.

**Analysis of results:** The results demonstrate a tremendous interest in the program. They also show that many school districts have suspended field trips not because the school districts consider

them unimportant, but rather that the districts lack sufficient transportation funds.

**Link(s) to Enterprise Plan:** This goal links directly to the Governor’s Leadership Agenda, because it helps provide high-quality educational experiences to K-12 students.

**Goal # 2:**

Help connect Iowans with their cultural heritage – where they want it, when they want it, and how they want it.

**Strategies:**

Increase/enhance online digital access to collections, finding aids, historical resources and programs.

<b>Results</b>	
<b>Performance Measure:</b> No specific performance measure was established.	A staff team was established to begin planning and policy discussions about providing greater online access to the State Historical Society’s collections, and programs throughout the Department.
<b>Data Sources:</b> Not applicable.	

**What was achieved:** The staff team has met a number of times, but there are many issues to be addressed before materials are fully available on-line.

## Performance Plan Results

**Core Function:** Education

**Description:** Impart knowledge or develop skills and competencies through formal instruction, financial support, or other avenues. Activities may include a formal training academy; planning, research, and evaluation; technical assistance; curriculum development; fiscal and/or program oversight; administration of state funded scholarships and grants.

**Why we are doing this:** To educate Iowans of all ages in learning about Iowa History.

**What we're doing to achieve results:** The Department chose to focus on three Services, Products, and Activities under this Core Function for FY04. These were:

1. K-12 History Education Program;
2. Museum Theatre Program; and
3. The Mammoth Exhibit

### Results

**Performance Measure:**

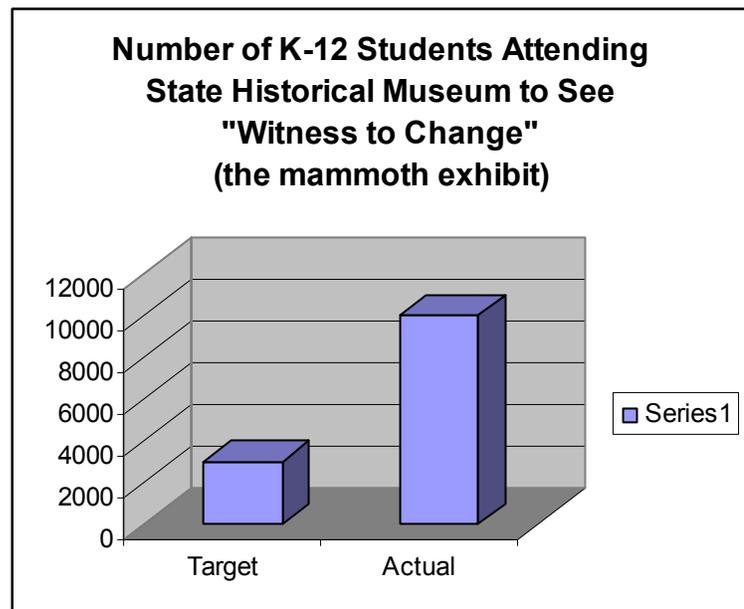
The number of student field trips to the State Historical Museum, in response to the opening of the mammoth exhibit.

**Performance Target:**

3,000 students attend the museum to see the mammoth exhibit by June 30, 2004.

**Data Sources:**

Daily visitor counts of museum visitors, and school tour reservations made directly with the Museum Educator.



**Data reliability:** Volunteers at the information desk in the State Historical Building count the number of visitors to the building. Since this count is made by hand, and relies on a volunteer being at the desk and observing each visitor's entrance into the building, it is not extremely accurate. Visits to the museum are probably undercounted.

**Why we are using this measure:** The mammoth exhibit was a major addition to the museum's collections and programming. The exhibit occupies a very visible space, and the opening of the museum gave the staff an opportunity to showcase the State Historical Museum as an important destination in the state. Measuring the attendance increase was an easy way to determine the impact of this new addition to the collection.

**What was achieved:** Attendance at the museum showed a significant increase after the mammoth exhibit was installed.

**Analysis of results:** The Department chose to measure the number of students attending the museum. The addition of the mammoth brought other important, but unmeasured benefits to the organization. Partnerships were formed with corporate sponsors, including sponsors who donated museum objects, and advertising and marketing services.

**Factors affecting results:** The mammoth exhibit opened in mid-March, which is traditionally the beginning of a period of high attendance for school groups. The student attendance was significantly higher during the spring of 2004 than it had been during the spring of 2003. (There were 1583 more students visiting the State Museum in spring 2004 than visited in spring 2003).

**Resources used:** Generous corporate sponsors provided nearly \$60,000 in assistance to allow the Department to acquire materials and develop the exhibit and accompanying educational programming.

**Core Function:** Community Coordination and Development

**Description:** Develop the economic security and quality of life of Iowans by working with local governments, community organizations, business and others to build the organizational, cultural, entrepreneurial, economic and physical capacity needed for community improvement. Activities include tourism, downtown development, technical assistance, and the administration of grants to enhance community services.

**Why we are doing this:** To provide leadership, grants, and technical assistance to communities to encourage artists and cultural organizations.

**What we're doing to achieve results:** The Department chose to focus on two related Services, Products, and Activities in the FY04 Agency Performance Plan. These two items were:

1. The Big Yellow School Bus Grant Program; and
2. Grants to Cultural Organizations.

## **Results**

**Performance Measure:**

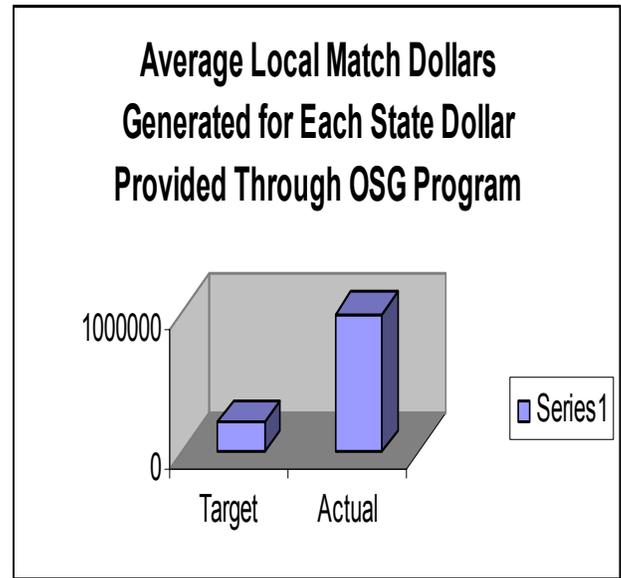
The amount of local dollars invested by cultural organizations. The cultural organizations measured were those organizations that received funds through the Operating Support Grants (OSG) administered by the Iowa Arts Council.

**Performance Target:**

Each \$1 of state funding will leverage \$20 of local match by June 30, 2004.

**Data Sources:**

Database maintained by the Iowa Arts Council grant staff.



**Data reliability:** Data are provided by each grant recipient, as a part of the required final report. In FY04, there were 40 grant recipients. A total of \$428,007 in OSG funds were granted. This is an average of \$10,700 per recipient. One grant recipient did not report its cash match. The other 39 recipients reported a total of \$39,420,084 in cash match. This is an average of \$985,502 per recipient.

**Why we are using this measure:** This measure allows the Department to evaluate the local commitment to cultural organizations.

**What was achieved:** On average, each dollar of OSG funds granted by the Department resulted in a local investment of \$92.

**Analysis of results:** This level of local commitment to cultural organizations demonstrates that citizens across the state value cultural experiences, and are willing to invest resources to enhance the quality of life in their communities and their state.

**Factors affecting results:** None noted.

**Resources used:** A total of \$428,007 was granted. Staff resources to administer the program cannot be specifically calculated. There are three Iowa Arts Council staff involved in the grants programs, but together they administer multiple grant categories.

**Core Function:** Resource Management

**Description:** Provide all vital infrastructure needs to support agency operations. Key activities include financial and personnel services; purchasing of goods and services; media management;

information technology enhancement, management, and support; leadership; planning; and policy development.

**Why we are doing this:** To provide high quality accounting, human resource and technology support to the divisions while adhering to strict principles of financial accounting.

**What we're doing to achieve results:** Three Services, Products, or Activities (SPAs) were listed in our FY2004 Agency Performance Plan under this Core Function. These activities were:

1. An effective e-grant system is on-line;
2. Accurate and accessible contact/mail list is operating;
3. Searchable databases are in place and used.

**Performance Measure:**

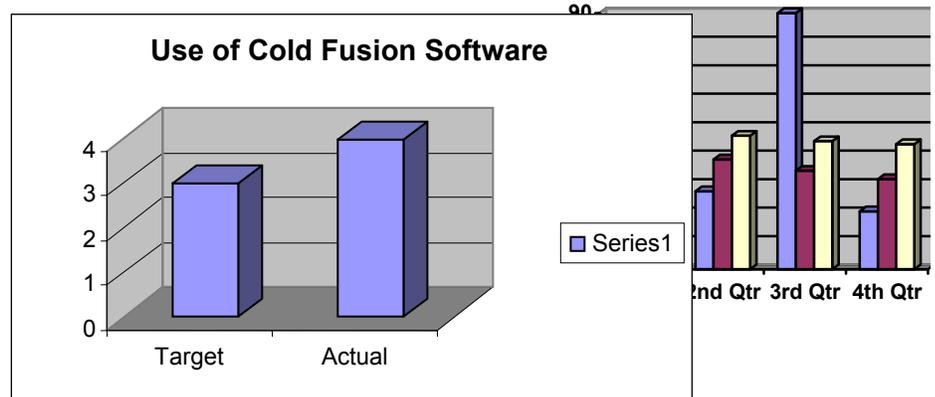
Delivery of technology priorities as identified by internal customers (i.e., staff).

**Performance Target:**

Cold Fusion software is being used in three applications

**Data Sources:**

Records of staff web designer



**Results**

**Data reliability:**

The data are reliable.

**Why we are using this measure:** During FY2004, our staff realized that the measures selected during FY2003 were not very useful, because they measured such a small portion of the Department's overall work. With Department of Management's approval, we discontinued use of these measures and have selected others for use in FY2005.

**What was achieved:** New software was acquired, the staff web designer was trained in its use, and the software was used in four applications.

**Analysis of results:** The Department had set a target of using the Cold Fusion software in three applications in FY04. The software was actually used in four applications, a result 33% above the targeted result.

**Factors affecting results:** Since the target number was so low, any additional use of the software makes for a large percentage increase between the targeted number and the actual result.

**Resources used:** Resources used included funding for the software, and the web designer's time to learn and use the software. The specific resources were not individually tracked. With the new accounting system in place, we will be able to track expenditures to individual performance measures. Since we are no longer using this measure, it seems wasteful to go back to track specific expenses.

**Name: Core Function—**Conservation, Preservation, and Stewardship

**Description:** Protect, manage, and ensure the maintenance and preservation of historical resources through the effective use of policies and procedures. Activities include serving as a resource for the management of privately-owned historical resources, and supporting conservation and preservation of historical resources in both private and public ownership.

**Why we are doing this:** To assist in the preservation of historic resources in Iowa.

**What we're doing to achieve results:** The Department identified three Services, Products, and Activities to focus on under this Core Function. They were:

1. Historic Resource Development Program Grants;
2. Historic Site Preservation Grants; and
3. Newspaper Microfilming.

### **Results**

**Performance Measure:**

The number of new applicants.

**Performance Target:**

20% increase in HSPG applications received from new applicants in FY04.

**Data Sources:**

The HSPG database maintained by staff.

**Data reliability:** The data are reliable, but not meaningful.

**Why we are using this measure:** During FY04, Department staff realized that the measures selected during FY03 were not useful. With Department of Management’s approval, we discontinued use of these measures and have selected others for use in FY2005.

**What was achieved:** Due to cuts in the Rebuild Iowa Infrastructure Fund, there were no funded HSPG grant applications in FY03; there were 7 HSPG grants funded in FY04.

**Analysis of results:** The term “new applicants” was never defined by the Department, so it is meaningless to evaluate the percentage of “new applicants.” If the term is taken to mean “those that did not apply in the previous fiscal year’s grant cycle, then all FY04 applicants can be considered “new applicants.”

**Factors affecting results:** See above.

**Resources used:** Not specifically tracked. With the new accounting system in place, we will be able to track expenditures to individual performance measures.

**Core Function:** Library Services

**Description:** Acquire, manage, and circulate information to eligible borrowers. Collections may include books, journals, photographs, databases, videos, and state and federal documents.

**Why we are doing this:** To provide quality and convenient access to library collections to researchers.

**What we're doing to achieve results:** The Department provides reading room services in both the Des Moines and Iowa City facilities.

### **Results**

**Performance Measure:**

Update customer service survey to see if access to collections and customer service is satisfactory.

**Performance Target:**

90% of customers will rate access and service at “B” level or better.

Survey instrument was not constructed, and no data were collected.

**Data Sources:**

No data available.

**Data reliability:** Not applicable. No data were collected.

**Why we are using this measure:** During FY2004, our staff realized that the measures selected during FY2003 were not very useful. With Department of Management's approval, we discontinued use of these measures and have selected others for use in FY2005.

**What was achieved:** The reading rooms in both the Iowa City and Des Moines facilities continue to be heavily used.

**Analysis of results:** Staff resources were focused on serving constituents through mail, email, telephone and in-person consultations. The fact that no survey was conducted is a reflection of the decreased staffing levels available within the department.

**Factors affecting results:** The Department continues to experience staff shortages.

**Resources used:** No resources were used toward the development or implementation of a survey.

## Resource Reallocations

Because of the lack of funding for salary increases, we were unable to fill positions that became open because of early out and normal attrition. In these cases, we have reallocated work to other positions, in most cases without diminishing the existing workload of those receiving the additional assignments.

## Agency Contacts

Copies of the Department of Cultural Affairs' Performance Report are available on the DCA web site at [www.culturalaffairs.org](http://www.culturalaffairs.org). Copies of the report can also be obtained by contacting Kathy Gourley at 515-281-6913.

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