

IOWA DEPARTMENT OF
CULTURAL AFFAIRS

PERFORMANCE REPORT

Performance Results Achieved
for Fiscal Year 2014

December 15, 2014

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INTRODUCTION

On behalf of the Iowa Department of Cultural Affairs (DCA), our professional staff and the boards who volunteer their service, I am pleased to present the agency performance report for the Fiscal Year 2014. This report is intended to satisfy the requirements of Iowa Code sections 8E.210, 303.1(6b) and 303.2(3b).

In 2014, the DCA reached a new momentum of delivering statewide programs through collaborative partnerships to better serve Iowans and lowans, and also achieved national recognition for the state. In March of 2014, the DCA was honored to oversee the State of Iowa Dr. Norman E. Borlaug Statue Project through to completion. To celebrate Dr. Borlaug's life's work and impact on global hunger during the 100-year anniversary of his birth, the State of Iowa supported the initiative for a 7-ft. bronze statue of Dr. Borlaug that was installed in the National Statuary Hall Collection at the U.S. Capitol Building. At the dedication ceremony in Washington, D.C. on March 25, the live broadcast of the unveiling which was attended by high-ranking federal and state officials and featured a performance by Simon Estes, elevated awareness for Iowa and our important world contributions to agriculture and the biosciences.

The Department of Cultural Affairs and Iowa Arts Council initiatives and grant programs provide meaningful cultural investments in quality of life as arts, media, history, and culture are catalysts for the creative sector and will position Iowa as an innovative, progressive state. The DCA and Iowa Arts Council kicked off the 2013-2014 Iowa Cultural

Caucuses in November with three regional meetings of stakeholders held in Sioux City, Ames and Cedar Rapids. Held every four years, the Iowa Cultural Caucuses fulfill a key charge, made to the Department of Cultural Affairs by the Iowa Legislature, to gather stakeholders from across the state for the purpose of soliciting input and identifying priorities for the arts and cultural sector in Iowa. Following the regional kick off meetings, the 2013-2014 Iowa Cultural Caucus process gathered additional public input and local success stories while sharing regional cultural data, all of which culminated in a statewide Iowa Arts Summit in June 2014.

For the first time, all grant programs administered by the IAC will be accessible via a paperless, all-online application portal beginning with FY15 grant awards and the May 1, 2014 application deadline. Individual Artist and Organization Project Grants, Rural Arts Development Grants, as well as Job Creation Grants will be accepted via the new Iowa Arts Council Slideroom portal.

In April the Iowa Great Places Citizens Advisory Board announced three new Iowa Great Places with the addition of Clear Lake's Surf District, Madison County and Marshalltown to the program. The program challenges Iowans to create community development proposals that exemplify bold thought and innovation; encourage creativity and entrepreneurship; foster a sense of place and identity; and demonstrate a commitment to enhancing community vitality and quality of life. And to further reach the entire state, the Iowa Arts Council announced

a Rural Arts Development Grant funding opportunity to support arts projects that positively impact the quality of life in rural Iowa.

Since launching in early 2013, Produce Iowa conducted face-to-face research and a statewide tour in order to inventory production capabilities, meet with city and media professionals, gain a pulse of the media industry and to formulate a strategic plan for Produce Iowa. A new database used by 41 other states called **Reel-Scout** is now available to help identify Iowa crews, support services and locations. Produce Iowa partnered with Iowa Public Television to promote film making in Iowa in a series of programs that will spotlight short films, festivals and the people around them. Produce Iowa joined a Greater Des Moines delegation in sponsoring the premiere of *The Bridges of Madison County* on Broadway representing the success of *Bridges* being filmed in Iowa. Produce Iowa also recognized the 25th Anniversary of the movie *Field of Dreams* with a celebration in Dyersville attended by Governor Branstad, Bob Costas, cast members including Kevin Costner, and the film's producers and crew.

Produce Iowa worked with the State Historical Museum to help launch their *Hollywood in the Heartland* exhibit in June. The exhibit includes movie props, awards, and other personal items from famous Iowans, and opened with *Hollywood Backstories* with Ottumwa native Tom Arnold.

The State Historical Society of Iowa further engaged in meaningful partnerships to update the collections and to feature more dynamic objects from the Museum collection. The State

Historical Museum kicked off the year with the accession of the 1950 Des Moines Register six-foot aluminum globe which is now on display for generations to experience. The Museum also collaborated with the Iowa Arts Council to display the American premiere of the *Sum of Many Parts: 25 Quiltmakers in 21st Century America*, an exhibit that featured works from 25 contemporary quilters from the Midwest, the South, and Hawaii and was conceived and sponsored by the United States Embassy-Beijing and regional arts organization Arts Midwest.

The State Historical Museum Education team ended the year with another standout year of student achievement with 750 students participating in the National History Day state and national competitions. They also created new collaborations with the Des Moines Public Schools in the Young Writers' Workshop and the Global Youth Institute and a new partnership with the Iowa Department of Education titled the Best Practices Institute for 160 participating Iowa teachers. For one of DCA's state owned Historic Sites, *Blood Run* will develop through a partnership with the Department of Natural Resources and the State of South Dakota in the establishment of a new joint state park. Meanwhile the DCA's also announced a new partnership with Drake University to digitize Governor Ray's papers and hired a new State Archivist to begin focusing on digital access of the state archives.

The American Association for State and Local History (AASLH) proudly announced the winners of the 69th annual Leadership in History Awards, the most prestigious recognition for achievement in the preservation and interpretation of state and local history.

This year, AASLH was proud to confer seventy-seven national awards honoring people, projects, exhibits, books, and organizations including the State Historical Society of Iowa's very own Jerome Thompson. As a 2014 Award of Merit winner, Jerome is recognized for his lifetime commitment to preserving the history of the state of Iowa.

Historic Rehabilitation Tax Incentives stimulate downtown housing, business expansion, and neighborhood revitalization and the program has demonstrated great success. Effective July 1, 2014, new legislation improved the State Historic Preservation and Cultural & Entertainment District Tax Credit Program. The Governor's office worked with the DCA's State Historic Preservation Office, Iowa Department of Revenue, the Iowa Legislature and Governor-appointed stakeholders to develop program improvements, including:

- Eliminate lottery-based reservation system; implement more predictable readiness-based application process
- Elevate emphasis on project pre-planning, financing and timeline
- Use similar approach to other state tax incentive programs to promote consistency for tax preparers and ease of administration

Since the program began in 2001, the state has invested \$177 million in historic preservation tax credits, which have been the catalyst behind the rehabilitation of 283 historic buildings and the revitalization of 64 communities across Iowa. That investment has leveraged and attracted \$890 million in investments, including \$800 million for rehabilitation activities and an additional \$90 million in related new construction. The new legislation will bring more

predictability to this already-successful program.

In 2014, the DCA kicked off Master Planning for a possible State Historical Building Revitalization which has the potential to increase access to the state's historical collection and be a welcome center for visitors to our capital city with engaging experiences that reflect all of Iowa, our history, culture and people. This revitalization could result in a transformed museum and hub to better connect culture to Iowans.

The DCA continues to demonstrate our commitment to developing the skills and networks of professionals in arts, history, media, culture and preservation and was proud to host and facilitate professional development conferences for more than a thousand of our partners in the creative sector at the Iowa Arts Summit, Preserve Iowa Summit, Iowa Public Art Network, and the first professional gathering for Iowa Film Festival Directors.

Arts, culture, and recreational amenities are key ingredients in our unmatched quality of life - the best in the nation. They connect and strengthen our communities by creating vibrant livable places and are a determining factor in location decision making for both workers and companies. The DCA's service to Iowans can only be accomplished with the leadership it has received from Governor Terry Branstad and Lt. Governor Kim Reynolds, the Iowa Legislature and our many partners. We are grateful for their support.

Respectfully,



Mary Cownie, Director

AGENCY OVERVIEW

MISSION:

We empower Iowa to build and sustain culturally vibrant communities by connecting Iowans to the people, places and points of pride that define our state.

VISION:

Iowa is recognized as a state that fosters creativity and serves as a catalyst for innovation where the stories of Iowa are preserved and communicated to connect past, present and future generations.

MANDATE:

The Iowa Department of Cultural Affairs:

- Preserves and promotes Iowa's collective heritage and unique sense of place
- Cultivates creativity, participation and learning in the arts
- Engages diverse statewide audiences through education initiatives, exhibitions and public programs
- Provides tools, resources and knowledge to promote networking, collaboration and best practices to nurture cultural leadership
- Invests in people and projects that foster economic growth and enhance the cultural identity of local communities

VALUES:

Responsiveness: We believe our priorities and programs should be adaptable, reflecting and respecting the evolving needs of Iowans.

Community: We believe culture at its root is a shared experience and we seek to foster relationships among people with everything we do.

Creativity: We believe that encouraging new ideas, approaches and fresh thinking are necessary for Iowa and our organization.

Collaboration: We believe partnership is essential to achieving greater impact, relevance and sustainability for our organization and our state.

Ingenuity: We believe in making the best use of the resources that we have, including space, time, expertise and dollars.

Stewardship: We believe it is our responsibility to preserve Iowa's cultural legacy and resources.

CORE FUNCTIONS:

Community Coordination and Development: DCA 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: In an effort to preserve and protect Iowa's cultural resources. DCA provides advice and training to assist Iowans in management of cultural resources and the department enhances public understanding of cultural resources through interpretive programming.

Economic Growth and Expansion: DCA works to develop opportunities for cultural creatives to secure employment in Iowa in arts, history and cultural organizations.

Education: DCA works to increase awareness of Iowans and others to the rich cultural environment of the state.

Key Services, Programs and Activities:

Committed to preservation and education, the State Historical Society of Iowa's purpose is to serve as a trustee of Iowa's historical legacy, and through its programs and services, the SHSI 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, helping Iowans connect generations – past, present and future.

The key services of the State Historical Society of Iowa are delivered through:

- State Historical Museum of Iowa
- Exhibits & Collections
- Museum Education & Outreach
- National History Day
- History Alive
- State Historical Archives & Library
- Historic Sites
- State Historic Preservation Office
- Historic Preservation Oversight & Compliance
- National Register of Historic Places
- State Historic Preservation Tax Incentive Program
- Certified Local Governments Program
- Historical Resource Development Program

The Iowa Arts Council is committed to enriching the quality of life for Iowans through support of the arts. Funding for the Iowa Arts Council is provided by the State of Iowa and the National Endowment for the Arts, a federal agency.

The Iowa Arts Council also administers grant programs on behalf of its parent agency, the Iowa Department of Cultural Affairs. These programs support the cultural vitality of Iowa through job creation, operating support and endowment support programs.

The key services of the Iowa Arts Council are delivered through the following:

- Agriculture Art Award
- ArtUps
- Art in State Buildings
- Big Yellow School Bus
- Cultural Leadership Partners
- Governors Arts Awards
- Grants
- Iowa Arts Summit
- Iowa Artist Fellowship
- Iowa Cultural Trust
- Iowa Great Places
- Poetry Outloud
- Scholarship for the Arts

Produce Iowa, the State Office of Media Production, promotes and facilitates media production in Iowa to develop a more sustainable creative economy in Iowa.

Agency customers and stakeholders:

- Educators, Students & Lifelong Learners
- Iowa Explorers – Families, YP's, Capitol Visitors, Tourists, Enthusiasts
- Cultural Creative Community – Artists, filmmakers, musicians, designers, museums, cultural partners, cultural institutions
- Public & Government Agencies – communities, local governments, developers, business & industry

Organizational Structure: The DCA is a department within the Executive Branch of Iowa State Government and was established in 1986 by Iowa Code Chapter 303. The DCA includes the State Historical Society of Iowa, the Iowa Arts Council and Produce Iowa, the State Office of Media Production. Further, the DCA works with the Iowa Historical Foundation, a 501(c)(3) organization whose mission is to generate support for the State Historical Society of Iowa, a division of the Department of Cultural Affairs.

The DCA has four advisory boards: The State Historical Society of Iowa Board of Trustees, the Iowa Arts Council Board of Directors, the Iowa Historical Records Advisory Board, and the Iowa Great Places Citizen Advisory Board; one policy board: the Iowa Cultural Trust Board; and two Commissions, the Dr. Norman E. Borlaug Statue Committee and the State Records Commission.

Board and Commission members in FY14 were as follows:

**State Historical Society of Iowa
Board of Trustees**

William Bartine, Des Moines
John Brown, Johnston
Kitty Green, Sioux City
Alyse Hunter, Chariton
William Jackson, Des Moines
John Mickelson, West Des Moines
Maura Pilcher, Cedar Rapids
William Sherman, Des Moines
Candy Streed, Waterloo
Dr. Richard Thomas, Cedar Rapids
Jill Wandersheid, Sioux City

**Iowa Historical Records
Advisory Board**

Shelley Bishop, Council Bluffs
Mary Cownie, Ex-officio
Daniel Daily, Orange City
Michael Gibson, Dubuque
Amy Groskopf, Davenport
Larry Murphy, Ankeny
Daniel Rittel, Stuart
Laura Sullivan, Ames
Jerome Thompson, Ex-officio
Timothy Walch, Iowa City

**Iowa Arts Council
Board of Directors**

Carmen Darland, Eldridge
Paul Dennison, Mount Pleasant
Linda Grandquist, West Des Moines
Kent Hartwig, Des Moines
Evan Hilsabeck, Spencer
Molly Kotval, West Des Moines
Randall Lengeling, Dubuque
Sean O'Harrow, Davenport
Chawne Paige, Waterloo
Frances Parrott, Council Bluffs
Kenneth Sidey, Greenfield
Terri Steinke, Urbandale
Vicki Sukup, Clear Lake
Lisa Walsh, Burlington
Ann Wilkinson, Pella

**Iowa Great Places
Citizen Advisory Board**

Barb Determan, Early
Dusty Embree, Anamosa
Adam Feiges, Hinton
Greg Fisher, West Des Moines
Nick Glew, Marion
Steve Hammes, Cedar Rapids
Kerrie Kuiper, Lehigh
Brent Mathias, Waverly
Gayle Redman, Gowrie
Gerry Schnepf, Johnston
Linda Washburn, Hastings
Donald Zuck, Ankeny

**Iowa Cultural Trust
Board of Directors**

William Bartine, Des Moines, Ex-officio
Mary Cownie, Des Moines, Ex-officio
Paul Dennison, Mount Pleasant, Ex-officio
Stefanie Devin, Des Moines, Ex-officio
Carey Downs Gibson, Cedar Rapids
Mary Giese, Marshalltown
Alyse Hunter, Chariton
Mary Kelly, Des Moines
Mary Ellen Kimball, Osceola
Henry Neuman, LeClaire
Connie Schmett, Clive
Lori Shields, Council Bluffs
Chad Umland, Sioux City

**Dr. Norman E. Borlaug
Statue Committee**

Patty Cownie, Des Moines
Jerry Crawford, Des Moines
Teri Goodmann, Dubuque
Ambassador Kenneth Quinn, Des Moines
Dyan Smith, Cedar Rapids
Joanne Stockdale, Spirit Lake
John "Jack" Thomson, Cresco

State Records Commission:

Trina Brietske, Designee of Director, Department of Administrative Services
Barbara Corson, Designee of State Librarian
Megan Hogan, Designee of Auditor of State
Jake Friedericksen, Designee of Treasurer of State
Carla Seeman, Designee of Director, Department of Management
Charles Smithson, Designee of Secretary of State
Jerome Thompson, Designee of Director, Department of Cultural Affairs
Stu Vos, Designee of Director, Department of Revenue

FY2014 AGENCY PERFORMANCE REPORT RESULTS

Name of Agency:
 Department of Cultural Affairs

Agency Mission:
 The Department of Cultural Affairs serves as a catalyst for ensuring the vitality of Iowa’s cultural infrastructure by aligning Federal, State and local resources toward the enhancement of Iowa’s quality of life. The Department is committed to investing in the people, places and points of pride that define our state while preserving the stories of Iowa that celebrate our past and help inform our future.

DCA Strategic Plan Core Strategies:
 A focus on the DCA Strategic Plan core strategies will position the department to be more efficient and effective, reinforce its purpose and assert its role as a driver for quality of life, economic development and growth across the state.

- Guide responsible management of cultural and heritage resources
- Amplify cultural education and outreach
- Strengthen organizational effectiveness
- Deliver exemplary customer service

Core Function	Performance Measure(s) <small>(Outcome)</small>	Performance Target(s)	Link to Strategic Plan Goal(s)
13 – Community Coordination and Development	100% Historic Tax Credits Application Responses within 60 days Source: State Historic Preservation Office	100% Historic Tax Credits Application Responses within 60 days	<u>DCA Strategic Plan: Strategy 1:</u> Guide responsible management of cultural and heritage resources while serving as a catalyst for emerging trends. <ul style="list-style-type: none"> • Encourage effective management of Iowa’s cultural resources. • Serve as a catalyst for cultural enrichment while cultivating emerging trends.
SPA 259_13100 – Sustainable Community Development & Enrichment	2:1 Ratio of State’s Investment in Grant Programs to Local Match	2:1 Ratio of State’s Investment in Grant Programs to Local Match	
Desired Outcome(s): <i>Iowa’s cultural and heritage resources connect generations in ways that help Iowans understand who they are, where they came from and where they are going.</i>	Number of Great Places Agreements= 31 In 2014, DCA named three new Great Places after several years without any new designations. The new Great Places are Marshalltown, Madison County and Clear Lake. The program challenges Iowans to create community development proposals that exemplify bold thought and innovation; encourage creativity	Number of Great Places Agreements = 30	

	and entrepreneurship; foster a sense of place and identity; and demonstrate a commitment to enhancing community vitality and quality of life. Ratio of State's Investment in GP to Local Match 2:1	Ratio of State's Investment in GP to Local Match 2:1	
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions
<p>1. Effectively manage and care for State Historical Museum artifacts and collections</p>	<p>A. Implementation of museum best-practices and industry standards in day-to-day collections management</p> <p>B. Development of museum revitalization strategy that addresses plans for facility improvements based on core functions and future needs, a newly imagined cultural hub with an updated visitor experience</p>	<ul style="list-style-type: none"> • Implement museum exhibit rotation schedule • Develop comprehensive museum collections plan to address immediate needs and long term integrity of collection • Engage Master Planning to study the opportunities for a State Historical Building Revitalization 	<ul style="list-style-type: none"> • Re-engage museum collections committee per Iowa code to review exhibit rotation needs and collections processes • Implement recommended actions from Lord Cultural Resources report to address day-to-day collections care and best practices • Execute successful RFP and procurement process to secure qualified contractor to undertake facility planning strategy

<p>2. Provide efficient delivery of State Historic Preservation Tax Credits</p>	<p>Tax Credit stakeholder group was convened, recommendations were taken forth the Governor and Iowa Legislature for new Tax Credit Legislation with program improvements, including:</p> <ul style="list-style-type: none"> • Eliminate lottery-based reservation system; implement more predictable readiness-based application process • Elevate emphasis on project pre-planning, financing and timeline • Use similar approach to other state tax incentive programs to promote consistency for tax preparers and ease of administration 	<ul style="list-style-type: none"> • Improve response time of tax credit applications • Administer \$45 million in FY14 tax credits more effectively by incorporating selection criteria • Compile legislative recommendations identified from stakeholder group 	<ul style="list-style-type: none"> • Hire qualified State Historic Preservation Officer to manage State Historic Preservation Office • Identify opportunity for pre-filed legislation to address stakeholder recommendations and improve Iowa code/rule
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<p>3. Provide investment in arts, history and place-making projects via Iowa Arts Council, State Historical Society and Iowa Great Places grant-making</p>	<p>Fiscal Year 14 IAC Statistics</p> <ul style="list-style-type: none"> • 362 Total Applications received, 39 from individuals, 323 from organizations • 235 grants, 12 to individuals, 223 to organizations • \$1,373,962 in grants (excludes returned grant dollars) • Grants were made in 59 counties • 4,312,149 were reported as being served by our grants (that is a little more than 141% of the population of Iowa, which is 3,046,355) • Cash match- \$1,828,928 direct match, with CLP 1:1 match it is \$2,653,868 <p>Source: IAC Database</p> <p>For the first time, all grant programs administered by the IAC will be accessible via a paperless, all-online application portal beginning with FY15 grant awards and the May 1, 2014 application deadline.</p>	<ul style="list-style-type: none"> • Introduce efficiencies to application schedule and process for FY14 grant cycle • Expect minimum 2:1 match of SHSI and IAC grants • Increase match expectation of Great Places grants 	<ul style="list-style-type: none"> • Host regular webinars to train applicants on new grant process and funding priorities • Re-introduce statewide grant workshops • Research private sector and Federal level grant programs for best practices and new trends in grantmaking
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<p>4. Re-launch Iowa Film Office</p>	<p>A. Office was successfully rebranded to Produce Iowa, Office of Media Production</p> <p>B. Vision plan to address core functions and constituent needs is developed</p>	<ul style="list-style-type: none"> • Conduct statewide listening tour to understand industry needs and identify stakeholders • Support local film festivals across the state • Purchase ReelScout software to organize statewide industry location site inventory 	<ul style="list-style-type: none"> • Launch social media presence to introduce Produce Iowa brand • Launch statewide access to ReelScout software
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FY2014 AGENCY PERFORMANCE PLAN

Name of Agency: Department of Cultural Affairs			
Core Function	Performance Measure(s) <small>(Outcome)</small>	Performance Target(s)	Link to Strategic Plan Goal(s)
25 – Education	# of Visitors to the State Historical Museum, Historic Sites and State Archives Actual is greater than 65,000 Source: Daily Attendance tracking	# of Visitors to the State Historical Museum, Historic Sites and State Archives Target = 65,000	DCA Strategic Plan: Strategy 2: Amplify cultural education and outreach <ul style="list-style-type: none"> • Create an infrastructure that provides the greatest access to Iowa’s cultural resources. • Ensure constituents recognize and have ready access to genuine, authentic cultural experiences.
SPA 259_25100 – Educational Programming, Access and Outreach	Number of Visitors to DCA Web Sites Actual is greater than 400,000 Source: Google Analytics	Number of visitors to DCA Web Sites Target = 400,000	
Desired Outcome(s): <i>The DCA is dedicated to partnering with communities large and small to articulate a clear and dynamic cultural vision for Iowa while ensuring access to genuine, authentic cultural experiences.</i>	Number of Fans on IAC Live the Arts in Iowa Facebook Actual = 3,390 Source: Facebook likes	Number of Fans on IAC Live the Arts in Iowa Facebook Target = 2,400	
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions
1. Develop mobile app to increase awareness of Iowa’s cultural assets	<ul style="list-style-type: none"> • Collected agency-wide inventory with more than 5,000 known cultural assets Source: new cultural app database • Design user experience to align mobile app with department brand 	<ul style="list-style-type: none"> • Launch Phase 1 of cultural app Fall 2013 • Conduct user focus groups to address functionality 	<ul style="list-style-type: none"> • Build statewide inventory of cultural assets • Create tours based on themes or geography • Engage Iowans through crowd-sourcing to further populate data sets

<p>2. Implement Iowa Cultural Caucuses</p>	<ul style="list-style-type: none"> • Hosted regional meetings to kick-off caucus process in Sioux City, Ames and Cedar Rapids • Collect public input to inform planning for major statewide event 2014 which was held in June = Iowa Arts Summit with more than 300 participants 	<ul style="list-style-type: none"> • Convene regional meetings and recruit steering committee by December 2013 • Announce statewide conference theme January 2014 	<ul style="list-style-type: none"> • Identify 3 regional meeting sites and local host partners • Launch public input survey as follow up to kick off
<p>3. Provide meaningful Museum education programming</p>	<ul style="list-style-type: none"> • Successfully hosted National History Day in Iowa 2014 with more than 750 participants Source: NHD registration • Secured sponsorships and earned program revenue to cover participant expenses for statewide competition, many went on to compete in DC for national competition • Provide history-based training opportunities for pre-service Iowa educators • More than 10,000 students visited museum Source: Museum daily attendance and school group reservation booking 	<ul style="list-style-type: none"> • Exceed History Day 2013 record of 800 participants • Secure financial sponsorships of education series to ensure programming stability • Engage more than 10,000 student on-site at the State Historical Museum with educational programming 	<ul style="list-style-type: none"> • Hire educator to focus on growing NHD program • Direct outreach to underserved students and areas across state • Provide curriculum and relevant educational information to teachers to enhance on-site visits or to bring history into their classrooms

FY2014 AGENCY PERFORMANCE PLAN

Name of Agency: Department of Cultural Affairs			
Core Function	Performance Measure(s) <small>(Outcome)</small>	Performance Target(s)	Link to Strategic Plan Goal(s)
16 –Conservation, Preservation and Stewardship SPA 259_16100 – Collections, Preservation, Stewardship and Management	# of People benefiting from DCA History, Culture and Arts Ed program Actual = 25,000 Source: Program participation	# of People benefiting from DCA History, Culture and Arts Ed program Target = 22,000	<u>DCA Strategic Plan: Strategy 3::</u> Strengthen organizational effectiveness Deliver exemplary customer service <ul style="list-style-type: none"> • Ensure constituent needs are met in a timely, professional manner. • Assure staff skills and backgrounds are appropriate to meeting constituent needs. • Improve and expand relationships with key stakeholders, decision makers and the public.
Desired Outcome(s): <i>As a state agency, the DCA understands it must be accessible, knowledgeable, guiding and supportive of the people, projects and programs it serves. Most importantly, the DCA is committed to delivering exemplary service to the people of Iowa.</i>	# of People Impacted by Arts Projects Funded by IAC Actual = 4,312,149 Source: IAC Grant Applicants	# of People Impacted by Arts Projects Funded by IAC Target = 4,000,000	
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions
1. Implement departmental rebranding strategy	<ul style="list-style-type: none"> • Introduce updated department branding and digital communications • Working to combine all websites and anticipate completion in FY15 • Overhaul and condense departmental online and social media presence 	<ul style="list-style-type: none"> • Develop brand roll out plan Fall 2013 • Select contracted service provider to lead website redesign 	<ul style="list-style-type: none"> • Develop internal team to implement new branding and communications • Work with consultant to integrate strategic communications plan
2. Identify key personnel needs	<ul style="list-style-type: none"> • Hire key leadership positions to ensure proper span of control across agencies and bureaus 	<ul style="list-style-type: none"> • Reorganize and ensure necessary oversight is in place by Fall 2013 	<ul style="list-style-type: none"> • Assess functions of each bureau and skill sets of personnel

<p>3. Invest in necessary office infrastructure</p>	<ul style="list-style-type: none"> • Addressed technology needs at workstations and common areas and replaced equipment and desktop software • Identify equipment purchases to increase employee efficiency 	<ul style="list-style-type: none"> • Evaluate all personnel needs by Fall 2013 • Implement new technology by January 2014 	<ul style="list-style-type: none"> • Evaluate technology needs of each area • Prioritize needs and budget over three years

FY2014 AGENCY PERFORMANCE PLAN

Name of Agency: Department of Cultural Affairs			
Core Function	Performance Measure(s) <small>(Outcome)</small>	Performance Target(s)	Link to Strategic Plan Goal(s)
19 - Economic Growth and Expansion	#Employed by Arts, Culture, History Projects Result of ICCG Actual = 150	# Employed by Arts, Culture, History Projects Result of ICCG Target = 150	<u>DCA Strategic Plan: Strategy 4:</u> Strengthen organizational Effectiveness <ul style="list-style-type: none"> • Re-evaluate DCA responsibilities to ensure priorities are mission critical and carried through all levels of the organization. • Manage and support internal and external change. • Encourage and facilitate internal and external communication and collaboration opportunities.
SPA 259_19100 – Economic Growth and Expansion	# Cultural Workers Receiving Prof Development through DCA Programs Actual = more than 1,000	# Cultural Workers Receiving Prof Development through DCA Programs Target = 200	
Desired Outcome(s): <i>DCA will take a department-wide perspective in prioritizing the mission-based, broad range of programs and services with new efficiencies and collaborations.</i>	The DCA continues to demonstrate our commitment to developing the skills and networks of professionals in arts, history, media, culture and preservation and was proud to host and facilitate professional development conferences for more than a thousand of our partners in the creative sector at the Iowa Arts Summit, Preserve Iowa Summit, Iowa Public Art Network, and the first professional gathering for Iowa Film Festival Directors.		
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions

<p>1. Reorganize departmental structure</p>	<ul style="list-style-type: none"> • Implement organizational structure that ensures proper management and oversight • Resource Reallocation was met by updating roles of staff to better meet today's constituent needs. 	<ul style="list-style-type: none"> • Reorganization final by Fall 2013 	<ul style="list-style-type: none"> • Evaluate personnel, skill sets and duties • Ensure position descriptions are up-to-date and relevant
<p>2. Improve visitor experience for State Historical Building</p>	<ul style="list-style-type: none"> • Address urgent deferred maintenance projects – ongoing basis • Improved facility way-finding with new visitor desk, exhibit entrances and directional signage 	<ul style="list-style-type: none"> • Update signage on exterior of building • Update signage throughout building • Create better visitor's desk experience 	<ul style="list-style-type: none"> • Evaluate personnel who could work from visitor's desk location in atrium • Work with personnel to assess wayfinding and signage improvements
<p>3. Deliver high quality technical assistance to constituents</p>	<ul style="list-style-type: none"> • Devote agency resources toward staff outreach • Provide professional development opportunities to encourage skill development 	<ul style="list-style-type: none"> • Host effective workshops across state • Align personnel with professional development opportunities 	<ul style="list-style-type: none"> • Evaluate current workshops, turnout and effectiveness • Understand opportunities for each function of department