

# FY2014 AGENCY PERFORMANCE PLAN

<b>Name of Agency:</b> Department of Cultural Affairs			
<b>Agency Mission:</b> 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.			
<b>DCA Strategic Plan Core Strategies:</b> 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.			
<ul style="list-style-type: none"> <li>• Guide responsible management of cultural and heritage resources</li> <li>• Amplify cultural education and outreach</li> <li>• Strengthen organizational effectiveness</li> <li>• Deliver exemplary customer service</li> </ul>			
Core Function	Performance Measure(s) <small>(Outcome)</small>	Performance Target(s)	Link to Strategic Plan Goal(s)
<b>Guide responsible management of cultural and heritage resources while serving as a catalyst for emerging trends.</b>			<b><u>DCA Strategic Plan: Strategy 1:</u></b> <b>Guide responsible management of cultural and heritage resources</b> <ul style="list-style-type: none"> <li>• Encourage effective management of Iowa's cultural resources.</li> <li>• Serve as a catalyst for cultural enrichment while cultivating emerging trends.</li> </ul>
<b>Desired Outcome(s):</b> <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>			

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</p>	<ul style="list-style-type: none"> <li>• Implement museum exhibit rotation schedule</li> <li>• Develop comprehensive museum collections plan to address immediate needs and long term integrity of collection</li> <li>• Submit a report to the general assembly on the results of the planning and study of the building including the use of and anticipated cash flow needs for the final building design by October 15, 2014 for the planning, design, construction and renovation of the State Historical Building</li> </ul>	<ul style="list-style-type: none"> <li>• Re-engage museum collections committee per Iowa code to review exhibit rotation needs and collections processes</li> <li>• Implement recommended actions from Lord Cultural Resources report to address day-to-day collections care and best practices</li> <li>• Execute successful RFP and procurement process to secure qualified contractor to undertake facility planning strategy</li> </ul>
<p>2. Provide efficient delivery of State Historic Preservation Tax Credits</p>	<p>A. Efficiency of tax credit application and approval process</p> <p>B. Return on investment of tax credits awarded and match generated</p> <p>C. Tax Credit stakeholder group is convened</p>	<ul style="list-style-type: none"> <li>• Improve response time of tax credit applications</li> <li>• Administer \$45 million in FY14 tax credits more effectively by incorporating selection criteria</li> <li>• Compile legislative recommendations identified from stakeholder group</li> </ul>	<ul style="list-style-type: none"> <li>• Hire qualified State Historic Preservation Officer to manage State Historic Preservation Office</li> <li>• Identify opportunity for pre-filed legislation to address stakeholder recommendations and improve Iowa code/rule</li> </ul>

<p><b>3. Provide investment in arts, history and place-making projects via Iowa Arts Council, State Historical Society and Iowa Great Places grant-making</b></p>	<p><b>A. Accessibility of grant funding;</b></p> <p><b>B. Statewide reach of funds awarded and local match generated (<i>State Historical Society, Iowa Arts Council, Iowa Great Places</i>)</b></p>	<ul style="list-style-type: none"> <li>• Introduce efficiencies to application schedule and process for FY14 grant cycle</li> <li>• Expect minimum 2:1 match of SHSI and IAC grants</li> <li>• Increase match expectation of Great Places grants</li> </ul>	<ul style="list-style-type: none"> <li>• Host regular webinars to train applicants on new grant process and funding priorities</li> <li>• Re-introduce statewide grant workshops</li> <li>• Research private sector and Federal level grant programs for best practices and new trends in grantmaking</li> </ul>
<p><b>4. Re-launch Iowa Film Office</b></p>	<p><b>A. Office is successfully rebranded to Produce Iowa, Office of Media Production</b></p> <p><b>B. Vision plan to address core functions and constituent needs is developed</b></p>	<ul style="list-style-type: none"> <li>• Conduct statewide listening tour to understand industry needs and identify stakeholders</li> <li>• Support local film festivals across the state</li> <li>• Purchase ReelScout software to organize statewide industry location site inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Launch social media presence to introduce Produce Iowa brand</li> <li>• Launch statewide access to ReelScout software</li> </ul>

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<ul style="list-style-type: none"> <li>Amplify cultural education and outreach</li> </ul>			<b>DCA Strategic Plan: Strategy 2:: Amplify cultural education and outreach</b> <ul style="list-style-type: none"> <li>Create an infrastructure that provides the greatest access to Iowa's cultural resources.</li> <li>Ensure constituents recognize and have ready access to genuine, authentic cultural experiences.</li> </ul>
<b>Desired Outcome(s):</b> <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>			
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions
<b>1. Develop mobile app to increase awareness of Iowa's cultural assets</b>	<ul style="list-style-type: none"> <li>Collect agency-wide inventory of known cultural assets</li> <li>Design user experience to align mobile app with department brand</li> </ul>	<ul style="list-style-type: none"> <li>Launch Phase 1 of cultural app Fall 2013</li> <li>Conduct user focus groups to address functionality</li> </ul>	<ul style="list-style-type: none"> <li>Build statewide inventory of cultural assets</li> <li>Create tours based on themes or geography</li> <li>Engage Iowans through crowd-sourcing to further populate data sets</li> </ul>
<b>2. Implement Iowa Cultural Caucuses</b>	<ul style="list-style-type: none"> <li>Host regional meetings to kick-off caucus process</li> <li>Collect public input to inform planning for major statewide event spring 2014</li> </ul>	<ul style="list-style-type: none"> <li>Convene regional meetings and recruit steering committee by December 2013</li> <li>Announce statewide conference theme January 2014</li> </ul>	<ul style="list-style-type: none"> <li>Identify 3 regional meeting sites and local host partners</li> <li>Launch public input survey as follow up to kick off</li> </ul>

<p><b>3. Provide meaningful Museum education programming</b></p>	<ul style="list-style-type: none"> <li>• <b>Present History Through the Arts education series</b></li> <li>• <b>Provide history-based training opportunities for pre-service Iowa educators</b></li> <li>• <b>Successfully host History Day in Iowa 2014</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Exceed History Day 2013 record of 800 participants</b></li> <li>• <b>Secure financial sponsorships of education series to ensure programming stability</b></li> <li>• <b>Engage more than 10,000 student on-site at the State Historical Museum with educational programming</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>Hire educator to focus on growing NHD program</b></li> <li>• <b>Direct outreach to underserved students and areas across state</b></li> <li>• <b>Provide curriculum and relevant educational information to teachers to enhance on-site visits or to bring history into their classrooms</b></li> </ul>

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<b>CF: Strengthen organizational effectiveness</b>			<b><u>DCA Strategic Plan: Strategy 3::</u></b> <b>Deliver exemplary customer service</b> <ul style="list-style-type: none"> <li>• Ensure constituent needs are met in a timely, professional manner.</li> <li>• Assure staff skills and backgrounds are appropriate to meeting constituent needs.</li> <li>• Improve and expand relationships with key stakeholders, decision makers and the public.</li> </ul>
<b>Desired Outcome(s):</b> <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>			
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions
<b>1. Implement departmental rebranding strategy</b>	<ul style="list-style-type: none"> <li>• Introduce updated department branding and digital communications</li> <li>• Overhaul and condense departmental online and social media presence</li> </ul>	<ul style="list-style-type: none"> <li>• Develop brand roll out plan Fall 2013</li> <li>• Select contracted service provider to lead website redesign</li> </ul>	<ul style="list-style-type: none"> <li>• Develop internal team to implement new branding and communications</li> <li>• Work with consultant to integrate strategic communications plan</li> </ul>
<b>2. Identify key personnel needs</b>	<ul style="list-style-type: none"> <li>• Hire key leadership positions to ensure proper span of control across agencies and bureaus</li> </ul>	<ul style="list-style-type: none"> <li>• Reorganize and ensure necessary oversight is in place by Fall 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Assess functions of each bureau and skill sets of personnel</li> </ul>
<b>3. Invest in necessary office infrastructure</b>	<ul style="list-style-type: none"> <li>• Address technology needs at workstations and common areas</li> <li>• Identify equipment purchases to increase employee efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate all personnel needs by Fall 2013</li> <li>• Implement new technology by January 2014</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate technology needs of each area</li> <li>• Prioritize needs and budget over three years</li> </ul>

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CF: Deliver exemplary customer service			<b><u>DCA Strategic Plan: Strategy 4:</u></b>  <b>Strengthen organizational Effectiveness</b> <ul style="list-style-type: none"> <li>• Re-evaluate DCA responsibilities to ensure priorities are mission critical and carried through all levels of the organization.</li> <li>• Manage and support internal and external change.</li> <li>• Encourage and facilitate internal and external communication and collaboration opportunities.</li> </ul>
<b>Desired Outcome(s):</b>  <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>			
Services, Products, Activities	Performance Measure(s)	Performance Target(s)	Strategies/Recommended Actions
1. Reorganize departmental structure	<ul style="list-style-type: none"> <li>• Implement organizational structure that ensures proper management and oversight</li> </ul>	<ul style="list-style-type: none"> <li>• Reorganization final by Fall 2013</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate personnel, skill sets and duties</li> <li>• Ensure position descriptions are up-to-date and relevant</li> </ul>

<p><b>2. Improve visitor experience for State Historical Building</b></p>	<ul style="list-style-type: none"> <li>• Address urgent deferred maintenance projects</li> <li>• Improve facility way-finding</li> </ul>	<ul style="list-style-type: none"> <li>• Update signage on exterior of building</li> <li>• Update signage throughout building</li> <li>• Create better visitor's desk experience</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate personnel who could work from visitor's desk location in atrium</li> <li>• Work with personnel to assess wayfinding and signage improvements</li> </ul>
<p><b>3. Deliver high quality technical assistance to constituents</b></p>	<ul style="list-style-type: none"> <li>• Devote agency resources toward staff outreach</li> <li>• Provide professional development opportunities to encourage skill development</li> </ul>	<ul style="list-style-type: none"> <li>• Host effective workshops across state</li> <li>• Align personnel with professional development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluate current workshops, turnout and effectiveness</li> <li>• Understand opportunities for each function of department</li> </ul>