



Preliminary Museum Plan

For

Ohkay Owingeh Museum

Ohkay Owingeh Pueblo
Department of Education

Institute of Museum and Library Services Grant #MN-00-05-0023
San Juan Pueblo Tribal Council Resolution #2005-07

September 30, 2006

**Ohkay Owingeh Pueblo
Preliminary Museum Plan
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EXECUTIVE SUMMARY

- Tribal Council Resolution #2005-07 recognized the need for a First Capital Heritage Center and Ohkay Owingeh Museum, and authorized application to the IMLS for funding of a Preliminary Museum Plan (PMP). Work on the PMP commenced in 2006 with IMLS support.
- Tribal Council Resolution #2006-08 recognized the need for the Museum and authorized application to the IMLS for funding of a Master Plan, and also committed funds from the New Mexico State Legislature's Capital Outlay program from the Indian Affairs Department.
- The proposed Vision for the Museum is to become an organization that will 1) support and complement preservation of Ohkay Owingeh language, arts, and culture, 2) recognize San Gabriel Del Yunge Oweenge as the first capital of New Mexico, 3) Honor Po'Pay, Tagu, and all the other Pueblos for their roles in the 1680 Pueblo revolt against Spanish authority, 4) include stories of other Tewa and Tiwa Pueblos, and 5) recognize and celebrate over 400 years of multicultural living at the junction of the Rio Grande and Chama rivers.
- The proposed Mission for the Museum is: "To provide programs that support and complement preservation of Ohkay Owingeh culture through exhibition, language, and artist programs, and to offer cultural and historical awareness and education from the Pueblo and Hispanic perspectives to both surrounding communities and visitors of all kinds."
- A Community Needs Assessment revealed that the Museum is both wanted and needed for a variety of reasons, and that the community will support it.
- Several themes are proposed for program development and interpretation.
- Multiple formats for programs are suggested, including integration with Tribal Education Programs, performances, demonstrations, classes, lectures and film series, walking tours, an oral history project, web-based programs, a community radio station, and community safe storage for culturally significant items.
- It is proposed that the Museum collect strategically through donations and purchases as an aid to its exhibits, as well as borrow from other museums.
- It is proposed that an 18,000 sf museum facility will be needed.
- It is proposed that a staff of ten be put in place in the three years before opening.
- It is estimated that at least \$8,821,500 will be needed to plan, build and open it.
- The governance structure involves the Tribal Council and Ohkay Owingeh Board of Education, with the employees working for the Department of Education.
- Is it is proposed that a broad range of community and statewide partners be engaged for program, funding, training and contracting activities.
- Four potential locations for the Museum are proposed, three in the heart of the village and one in the commercial center off Highway 68.
- Initial Goals and Strategic Objectives proposed for 2006-2008 include 1) securing funds for the Master Plan, 2) obtaining approval for one of the proposed locations, and 3) completing and distributing the Master Plan.
- The PMP provides the starting point for a focused effort to more fully plan, build and operate the Ohkay Owingeh Museum in the first decade of the 21st century.

Ohkay Owingeh Museum Preliminary Plan

Introduction

The Ohkay Owingeh Tribal Council has long acknowledged the importance of education and cultural preservation for the people of Ohkay Owingeh. For nearly sixty years there has been a growing awareness of the potential for preserving the ruins of San Gabriel Del Yunge Oweenge and the need for a First Capital Heritage Center to aid in efforts to interpret the history of Ohkay Owingeh and maintain the traditional language, arts and culture. In the past fifteen years there has been intensive planning for the preservation of cultural heritage, and many important results have already been realized, including a Master Plan for development at Ohkay Owingeh that uses tradition as a foundation for a living and growing community.

In March of 2005 the Tribal Council passed Resolution #2005-07 (Appendix I), which recognizes the need for the First Capital Heritage Center and the Ohkay Owingeh Museum, views educational needs as a priority, and seeks to maximize the educational opportunities for tribal members. The Resolution also supported the request of the Ohkay Owingeh Department of Education to the Institute of Museum and Library Services for funding of a Community Needs Assessment and Preliminary Museum Plan (PMP) for the Ohkay Owingeh Museum, which is to be the heart of a First Capital Heritage Center. A grant for \$20,000 was awarded in the fall of 2005 and work commenced on the Needs Assessment and PMP in early 2006.

This Preliminary Museum Plan will serve as the basis for future development of the Ohkay Owingeh Museum. As such it is an overview of what is possible if resources and knowledge are applied to support the completion of the Museum. A review of **Project History**, a proposed **Vision and Mission, Overview of Museum Programs** (including Audience Needs, Potential Themes and Programs, a Scope of Collections, and requirements for Facility, Staffing, and Funding), **Overview of the Organizational Structure**, proposed **Potential Locations for Ohkay Owingeh Museum**, and some important **Initial Goals and Strategic Objectives** provide the basics needed in order to enable the Ohkay Owingeh Tribal Council to make decisions to move the project ahead.

Ohkay Owingeh

Ohkay Owingeh (formerly San Juan Pueblo), one of the largest of the six Tewa-speaking Pueblos, is located twenty-five miles north of Santa Fe and five miles north of Espanola, New Mexico. Today 2500 tribal members reside on nearly twenty-five square miles of land at the confluence of the Rio Grande and Chama Rivers, which include mountains, mesas, river bosques, wetlands and lakes, and traditional farming lands (Figure 1). More than thirty-five percent of the community speaks its traditional Tewa language, and many traditional forms of ceremonial life, architecture, arts and crafts, and farming and ranching are still maintained and practiced. And, although the ties to the past are still strong, Ohkay Owingeh has also been progressive in developing new business ventures such as a casino, hotel, market, car wash and gas stations to provide revenues for the community. This recent emphasis on both cultural preservation and economic self-reliance has made the creation of an Ohkay Owingeh Museum a viable undertaking.

Ohkay Owingeh Museum Preliminary Plan

As a crossroads and meeting place, Ohkay Owingeh has been an influential community for well over 800 years and its members played central roles in many of the events and struggles that mark the past 450 years of New Mexican history. The Ohkay Owingeh people originally lived in two villages, Yunge and Ohkay, before Francisco Vasquez de Coronado arrived seeking food in 1540, and it was over fifty years later when Gaspar Castano de Sosa arrived to erect a cross and demand their obedience to the King of Spain. A colonizing expedition led by Juan de Onate arrived at Ohkay in 1598, and he made St. John the Baptist its patron saint, hence the name San Juan Pueblo. He gave the name San Gabriel to the Yunge village, and established the first capital of New Mexico at that site west of the Rio Grande at the northern end of El Camino Real, which linked the colony to Mexico City. The Ohkay Owingeh people coexisted with the Spaniards for more than ten years at San Gabriel Del Yunge, until Onate moved his capital to Santa Fe.

During the 17th century Spain ruled with an iron hand, as the Pueblo religion was repressed, the people were enslaved, and many were jailed. In August, 1680 the Pueblos, led by Ohkay Owingeh religious leader Po'Pay, revolted against the Spanish, driving them from New Mexico for more than a dozen years. After 1696, the Pueblos lived again under Spanish, and then from 1821 to 1848, Mexican rule. In that year they came under the jurisdiction of the United States as a "reservation" until the Reorganization Act of 1934, when the Ohkay Owingeh people became a Ward of the U.S. Government and Tribal Councils were recognized as governing bodies. Today many Hispanic and Anglo neighbors still live in and around the "checkerboard" of Ohkay Owingeh lands.



Figure 1. Ohkay Owingeh and the Confluence of Rio Grande and Chama Rivers

Google Earth Image

Ohkay Owingeh Museum
Preliminary Plan

Project History

Dreams for a museum to preserve San Juan Pueblo history and cultural resources began in the 1950's, sparked by archaeological work done at the site of the first capital of New Mexico, San Gabriel Del Yunge Oweenge, in the 1940's by Marjorie Tichy Lambert and from 1959-1962 by Florence Hawley Ellis of the University of New Mexico. Later, a conference of historians and archaeologists convened at San Juan Pueblo in 1984 resulted in an important publication entitled *When Cultures Meet: Remembering San Gabriel Del Yunge Oweenge*. Much of the stepwise planning and preparation since then has been encouraged by Tribal Council member Herman Agoyo, whose family land encompassed important parts of the San Gabriel site (See Appendix II).

- **Prior Planning (1992-2004)**

Beginning in the early 1990's, administrators of the Tribal Planning and Realty Departments began to plan for the preservation and interpretation of the cultural resources of the Pueblo, within the context of a living and growing community. Major milestones in the planning process included:

- In mid-1992 the State of New Mexico, with federal assistance, commissioned a study on the protection and future use of San Gabriel Del Yunge Oweenge and related cultural properties. *Strategy for the Heritage Resources of San Juan Pueblo: A Development Plan*, authored by Laurence A.G. Moss and Herman Agoyo in 1993, included a Mission Statement for a Yunge Heritage Center, analysis of strengths and weaknesses, assessment of several scenarios for future development, a detailed plan for preservation of the San Gabriel site, and a study of facility, staff and management requirements for the Center.
- In 1999 San Juan Pueblo and the New Mexico Department of Transportation entered into an agreement to undertake a study for the location, design and construction of a First Capital Heritage Center. Over a four and a half year period the project completed important aspects of the study, which were reported on in 2004, including:
 - Identification and location of First Capital archaeological materials and documentation, and the copying of documentation
 - Aerial photography and topographical mapping of the site
 - Reformulation of the First Capital Heritage Center concept due to the new Eight Northern Pueblos Arts and Crafts Show and Tourism Information Center at San Juan Pueblo
 - Formulation of an historic four-party general agreement for preservation and interpretation of the San Gabriel site (San Juan Pueblo, National Park Service, New Mexico Office of Culture Affairs, and the University of New Mexico)
 - Extension of the El Camino Real Scenic Byway to include San Juan Pueblo and San Gabriel
 - Local petroglyph recording and assessment
 - Formulation of a general land use plan for San Juan Pueblo

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- **Ohkay Owingeh Master Plan (2004)**

- In July 2004 the Master Plan for Ohkay Owingeh was produced by Moule & Polyzoides Architects and Urbanists for the Ohkay Owingeh Tribal Planning Department. Its intent was “to provide a method for planning homes and businesses and preserving lands to ensure that the Pueblo will be a walkable, beautiful place in keeping with the traditions of Ohkay Owingeh.”
- The Master Plan identified seven distinct areas or neighborhoods within the 12,236 acres of Pueblo land (the original land grant was 17,544 acres but a third was lost in judgments by the Pueblo Land Board from 1924-34, thus creating the “checkerboard” of inholdings) and a series of catalytic projects including reconstruction of the Central Plaza area to infill houses in the center of the village, preservation and interpretation at the site of San Gabriel Del Yunge Oweenge, and a commercial center including a Cultural Center/Museum.
- The projects are a vision for the Pueblo to be accomplished over the next three to fifteen years from 2004. The Cultural Center/Museum is shown as part of the commercial center on Highway 68, but recent discussions have included other potential locations on Highway 74 and in the center of the village (See section on **Potential Locations for Ohkay Owingeh Museum**).

- **First Capital Heritage Center Progress Report (2005)**

A 2005 progress report on the First Capital Heritage Center noted the following:

- Several changes in strategy for the development of the Center
- Studies conducted by the National Park Service for a low site impact plan
- Studies by the New Mexico Historical Records Advisory Board to assess the potential archives at San Juan and to begin professional care and organization of the material
- Continued survey and recording of significant petroglyphs
- Application to the Institute of Museum and Library Services for planning the Museum component of the Heritage Center
- A cost/benefit study for a Heritage Preservation Office

- **Po’Pay Statue (2005)**

In 2005 public interest was renewed in Po’Pay, leader of the 1680 Pueblo Revolt against Spanish authority, and his contribution to American history was recognized by inclusion of his likeness in The National Statuary Hall in the Capitol in Washington, DC.

- **San Juan de los Caballeros Becomes Ohkay Owingeh (2005)**

The Pueblo changed its name back to Ohkay Owingeh (signifying “Place of the Strong People) after over 400 years of Spanish nomenclature.

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- **Tribal Council Resolution #2005-07**

The Resolution recognizes the need for a museum, authorizes the Ohkay Owingeh Department of Education to seek funding from the Institute of Museum and Library Services for a Preliminary Museum Plan (PMP), recognizes education as a priority, and seeks to maximize educational opportunities for tribal members.

- **Community Needs Assessment (2006)**

The Institute of Museum and Library Services funded a Community Needs Assessment and survey conducted by Christine Becker of Transitions, LLC, from January to May of 2006 for use in development of the PMP. (See Appendix 3 for the summary of the survey)

- **Preliminary Museum Plan (2006)**

The Institute of Museum and Library Services funded development of the PMP in late 2005 to 1) conduct a tribal needs assessment and survey, 2) create a plan to identify facility, collection scope, and audience needs, and a description of the museum, and, 3) use as a tool to seek funding for the Museum Master Plan. Arthur H. Wolf of WOLF Consulting began work on the plan in January 2006 with Department of Education Director Christy Sturm and Tribal Council Liaison Herman Agoyo, for completion in September 2006.

- **Tribal Council Resolution #2006-08**

The Resolution authorizes the Ohkay Owingeh Department of Education to apply for \$50,000 in additional funding from the Institute of Museum and Library Services for a Museum Master Plan, recognizes the need for the Museum, and commits to its support. The resolution also commits \$100,000 for architectural planning and design from the 2006 New Mexico State Legislature through the Capital Outlay program of the Indian Affairs Department.

- **Museum Master Plan (2006-2008)**

The Preliminary Museum Plan will form the basis for the Museum Master Plan, which is to be completed over an 18 month period beginning in October 2006, in order to provide the Tribal Council, the community, and potential funders with a solid plan to move the project to completion.

Ohkay Owingeh Museum
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Museum Vision and Mission

- **The Vision** for the Ohkay Owingeh Museum is to become an organization that will:
 - Support and complement preservation of Ohkay Owingeh language, arts, and culture
 - Recognize San Gabriel Del Yunge Oweenge as the first capital of New Mexico
 - Honor Po'Pay, Tagu, and all the Pueblos for their roles in the 1680 Pueblo Revolt against Spanish authority
 - Include the stories of other Tewa and Tiwa Pueblos, and
 - Recognize and celebrate the influence of over 400 years of multicultural living at the junction of the Rio Grande and Chama rivers.

The Museum will realize its vision in partnership with the people of Ohkay Owingeh, in collaboration with other tribal programs, and through the involvement of neighbors and friends from the Northern Pueblos and the local Hispanic community.

- **The Mission** of the Ohkay Owingeh Museum will be:
 - “To provide programs that support and complement preservation of Ohkay Owingeh culture through exhibition, language, and artist programs, and to offer cultural and historical awareness and education from the Pueblo and Hispanic perspectives to both surrounding communities and visitors of all kinds.”

Overview of Museum Programs

The programs of the Ohkay Owingeh Museum will be created to achieve the Mission and provide a significant and long lasting impact on the local and surrounding communities, and those from outside the community, through cultural preservation, commemoration, and education, as well as by encouraging economic benefit through earned income from tourism. A focus on multi-cultural issues throughout history and the mutual impact of Pueblo and Hispanic cultures on one another for the past 400 years will be a unique feature of the Museum. Because of this focus, Museum programs will provide life-changing experiences for audiences, staff, community members and other visitors. That will in turn draw continued support from the community, visitors, and other funding partners. Some of the potential themes for development of Museum programs are described below.

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- **Audience Needs**

Community members of all ages, members of other tribes, and non-residents and neighbors associated with Ohkay Owingeh programs expressed their interests and needs in a Community Needs Assessment during early 2006. Highlights of the survey indicate that the Museum is both wanted and needed for a variety of reasons, and that the community would be willing to contribute expertise, artifacts, and knowledge to the project:

- Fifty percent of the respondents felt they were knowledgeable about the Pueblo Revolt and the role of Ohkay Owingeh people in it, while the rest wanted to know more and listed learning about this history as important to the Tribe.
- Over one third of the respondents mentioned family or personal items they would be willing to contribute to the Museum.
- About thirteen percent said they would be willing to share stories and historical knowledge.
- Over eighty percent said they would use the Museum to view exhibits.
- Over sixty percent said they would use the Museum to see cultural/historical films, make retail purchases, attend storytelling sessions, study or research, attend children's exhibits or programs, attend workshops, or use a restaurant or coffee shop.
- Thirty to forty percent said they would use the Museum to teach art classes, use meeting space, teach classes on culture, exhibit arts and crafts, or teach language classes.
- Just over sixty percent said that the roles of other Pueblos should be featured in the Museum, with dozens of specific suggestions given.
- Eighty-six percent said that the Museum should use technology as a tool to create connections to the larger community and world-wide.
- Ninety percent felt there should be a space for children's exhibits or young people's education.
- Well over one hundred individual suggestions for exhibits and other programs were received.

- **Potential Themes**

- **Uniqueness**

Ohkay Owingeh has its own story – as a people, in a place, with a view of the world and past experiences. When considering what the Museum might share both inside and outside the community, stories about some of these things could be included:

- **History of the People** – from oral and written histories and even archaeology
- **Traditions** of the past, those that are carried on and preserved, and those that are just beginning, relating to material things, language, dance, song, or ideas

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- **Migrations, encounters, and relationships** with others outside the community
- **Land based knowledge** of past and present homes including geography, place names, plants, animals and politics
- **Adaptations, solutions and innovations** to challenges facing the community in the present and future

- **Significant Events**

Every community has been shaped by significant events that can be dramatically interpreted through programming. Stories about these events provide new understandings to young people in the community while offering a community perspective to outsiders. Some examples that could be used in Museum programming are:

- **Changes in community life** prompted by political, religious, or cultural events both inside and outside the community
- **Milestones in history** including first encounters with Europeans, epidemics, natural disasters, treaties, land claims, language preservation programs, laws, enterprises, educational programs, relationships with neighbors, etc.
- **Tribal government and its relation to the U.S. Government** at points in history

- **People**

The stories of individuals are direct reflections of the community. Oral histories and life stories of both past and living people contribute to the uniqueness of program presentation –no other place on earth can provide the people stories of a place as well as those who live there, and community residents have already offered to share their histories with the Museum. Among other potential resources for stories are:

- **Honored leaders**, past and present, who were there for the people at critical moments
- **Respected elders**, who hold and communicate traditional knowledge
- **Regular people** who epitomize traditional or evolving community values
- **Artists** in various disciplines who have gained respect and fame both at home and outside the community
- **Connections from home**, who have gone on to graduate from professional schools, serve in the military, or participate in the worlds of business, art or politics

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- **Things Others Might Be Curious About**

It will be important for the Museum, through the Tribal Council and other authorities, to establish what can be shared with outsiders early in the development of programming. Ohkay Owingeh traditions and ideas about what is secret, what knowledge is reserved for initiates, and what the rest of the world may know should be respected in the development of programs for the Museum. Some of the things outsiders might be curious about include:

- **Sovereign nation status**/Relationship to U.S.
- **Citizenship** of community members – as U.S. citizens and enrolled tribal members
- Meaning of **Blood Quantum Requirements**
- **Aspects of religion and cosmology** that can be shared
- **Relationships** to other tribes and cultures

- **Potential Programs**

The historical and contemporary interpretive themes of the Ohkay Owingeh Museum will be developed to engage a variety of audiences, both inside and outside the community. This approach to programming will take into consideration cultural/ethnic backgrounds and experience, age, language, and different ways of learning. Some of the potential programs for the Ohkay Owingeh Museum might include, but aren't limited to:

- **Integration with Tribal Education Programs**

Ongoing education programs will include themes and messages from the Museum through several existing programs and the community library:

- **Head Start** for pre-school children – integration with curriculum
- **Ohkay Owingeh Community School** – integration with curriculum
- **Tewa Language Program** – space for classes and access to material culture and art items for instructional assistance
- **Ohkay Owingeh Community Library** – can provide books and computer access for additional study of Museum topics

- **Exhibits**

Contextual and interactive display of objects and ideas will be a central focus of the Museum, through:

- **Permanent Exhibits** that will reinforce messages about Ohkay Owingeh, its history and its relationships with Hispanic neighbors
- **Temporary Exhibits** that will offer an opportunity to expand upon the topics in the permanent exhibits, to highlight arts and crafts of the community and region, and to bring in traveling shows from around the region and nation.

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- **Interpretive Exhibits** at the San Gabriel Del Yunge Oweenge site that will illuminate the history of the First Capital of New Mexico.
- **Performances**
 - **Live performances** by storytellers, singers, dancers, musicians or poets will bring culture to life for a variety of audiences.
- **Demonstrations**
 - **Artists and craftsmen** will talk about the inspiration for their work, and show how they create both traditional and contemporary works.
 - **Food Traditionalists** including farmers, orchard owners, ranchers, and cooks will talk about their traditions and demonstrate how they grow, raise, or prepare food for market or for the home.
- **Classes**

Classes will respond to community needs and interests, including some of the following:

 - **Tewa Language**
 - **Ohkay Owingeh History**
 - **New Mexican History**
 - **Other topics**
- **Lectures and Film Series**

Lecture and Film series will relate to current topics including temporary exhibits or issues of community interest.
- **Walking Tours**

Walking tours of San Gabriel Del Yunge Oweenge and the village itself could be proposed for both community and tourist audiences.
- **Oral History Project**

An **Oral History Project** might be developed to ensure that the memories and stories of elders are preserved for the future.
- **Web-based Programs**

Many of the programs developed within the Museum might be adapted for presentation on the Museum Website, including:

 - **Educational curriculum**
 - **Study guides** for exhibits

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- **Text** of lectures and presentations
- **Webcasts** of lectures and performances

- **Community Radio Station**

Many tribes in the Western U.S. have created community radio stations as a means of both communicating current community news and preserving and using their language. Ohkay Owingeh owns a radio broadcast tower that could be used for this purpose. A radio station at the Museum would provide:

- Programs in Tewa and English for the Ohkay Owingeh community
- A complement to the Spanish/English/Spanglish broadcasts of Espanola station KDCE
- A way to broadcast news of Museum exhibits and events widely in the Ohkay Owingeh/Espanola area

- **Community Safe Storage**

A number of tribal museums provide storage lockers or safes on a rental basis to help religious organizations, families or individuals keep safe their valuable communal or individual objects. Ohkay Owingeh might consider this as both a cultural service and as a source of potential revenue.

- **Scope of Collections and other Resources**

The Ohkay Owingeh Museum will collect strategically through donations and purchases as an aid to its exhibits and interpretive programs, and augment the collection with items borrowed for display and teaching from other institutions. A detailed Collections Policy will address the acquisition, care, conservation, and uses of future collections. Objects repatriated to Ohkay Owingeh from other museums under NAGPRA regulations will not be a part of the Museum collections, and may be cared for in a separate storage facility near the Plaza.

- **Main Collecting Areas**

- **Donated collections** from Ohkay Owingeh families or other individuals, including archives, photographs, recordings, and items of material culture representative of the community. Respondents to the Community Needs Assessment have already volunteered some of these collections.
- **Select purchases** of historic and contemporary Ohkay Owingeh material culture from artists and craftsmen, as available and funds permit.
- **Donated collections** from individuals including a representative sample of Pueblo material culture, focusing on the Northern Pueblos and Hispanic community.
- **Oral Histories** collected directly from community residents.

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- **Other Resources for Potential Loans**

Museums to be approached for short or long-term loans of historic materials relating to Ohkay Owingeh and Hispanic history might include:

- National Museum of the American Indian, Smithsonian Institution
- Museums of New Mexico, Santa Fe (Palace of the Governors, Museum of Indian Art and Culture, Museum of Fine Arts, Museum of International Folk Art)
- Museum of the Indian Pueblo Cultural Center, Albuquerque
- Albuquerque Museum
- Maxwell Museum of Anthropology, Albuquerque
- Millicent Rogers Museum, Taos
- Museum of Spanish Colonial Art, Santa Fe
- Rancho de las Golondrinas, Santa Fe
- School of American Research, Santa Fe
- Taylor Museum, Colorado Springs
- Tribal Museums at Acoma and Zuni
- Wheelwright Museum, Santa Fe
- Museums indicating large non-sacred Ohkay Owingeh collections through NAGPRA reports

- **Facility Requirements**

The initial Museum function and space requirements will vary depending on which site is selected and the scope of programming that is defined in the Master Plan. Preliminary estimates indicate a maximum of ca. 18,000sf to meet basic needs of audiences, staff, and collections. A summary of potential facility requirements and preliminary estimate of space includes the following:

- **General Considerations For The Ohkay Owingeh Museum**

- Compatible with existing historic and contemporary styles of Ohkay Owingeh architecture
- Built as a LEED certified (green) facility, with provisions for energy efficiency, ADA certification, and ease of maintenance
- Sited for ease of access by foot or car within the village, and by car for visitors
- Sited for expansion either as a stand alone or as part of the First Capital Heritage Center

- **Public Spaces**

- General specifications include durable surfaces, environmental controls, IT access, specialized lighting, drinking fountains, phones, etc.
- **Lobby and Entry:**
Space for greeting and gathering, demonstrations, and performances

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Reception area for visitors to staff offices

Space required: 1000sf

○ **Exhibit Space**

Permanent Exhibit space to tell main stories of Ohkay Owingeh and its community over time as well as today

Space required: 4000sf

Temporary Exhibits to reflect facets of the larger stories, exhibit the work of artists, or to welcome traveling exhibits on different subjects

Space required: 2000sf

○ **Auditorium** for projected presentations, live links, lectures, community gatherings

Space required: 2000sf

○ **Museum Store** to display and sell books, artwork, music, etc.

Space required: 2000sf [Including Crafts Cooperative wares]

○ **Bathrooms**

Space required: 600sf

○ **Other** TBD

● **Semi-Public Spaces**

○ General specifications include environmental controls, comfortable furniture, IT access, specialized equipment for language lab and radio

○ **Offices** for Director, Curators, Interns, accessible to both public and support spaces

Space required: 800sf

○ **Meeting Room/Classroom** for Boards, Project Teams, Community Discussions, Classes, or Children's activities

Space required: 800sf

○ **Language Laboratory** for students of the Tewa Language Program

Space required: 300sf

○ **Broadcast Studio** for tribal radio station

Space required: 300sf

○ **Catering kitchen** to do food prep for events

Space required: 600sf

○ **Note: Library is already located in Tribal Administration Building**

● **Non-Public and Support Space**

○ General specifications include environmental controls, IT access, specialized equipment for workshop, collections storage, preparation area.

○ **Shipping/Receiving/Workshop** for incoming/outgoing and exhibit preparation

Space required: 800sf

○ **Collections Storage** for permanent collections

Space required: 1000sf

Note: NAGPRA collections may be handled in different space near Plaza

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- **Clean Preparation/Lab Space** for receiving and cataloging collections and preparing mounts for exhibits
Space required: 300sf
- **Mechanical/Janitor** space for utilities and maintenance
Space required: 100sf
- **Circulation** space usually estimated at 10% of total: 1600sf

- **Staffing Requirements**

A long term goal of the Museum will be to have a majority of staff who are well-trained museum professionals from Ohkay Owingeh or other Pueblos. A strategy that has been successful in other places includes hiring of an experienced museum director, possibly from outside the tribe, who would be responsible for recruiting and training curators and others over time. It could also be possible to do cross-training between Museum and Library program personnel.

- **Initial Staffing (First Year of Bridge)**

- **Director:** Hire early to coordinate final exhibit plans and fundraising
Competitive Salary Range: \$50-\$70,000
- **Development Specialist:** Hire early to assist in fundraising
Competitive Salary Range: \$50,000
- **Secretary/Assistant:** Hire early to assist other staff and coordinate recruitment and selection process
Competitive Salary Range: \$30,000

- **Exhibit Design and Pre-Opening (Second Year of Bridge)**

- **Curator:** Hire to assist with final exhibit design, artifact selection, collecting and/or loans
Competitive Salary Range: \$45,000
- **Marketing/Membership Coordinator:** Hire to promote the upcoming opening and build the Friends group, if that option is chosen
Competitive Salary: \$30,000
- **Assistant Curator/Registrar:** Hire to assist Curator with artifact collection, cataloguing, and exhibit installation
Competitive Salary: \$30,000

- **Before Opening and First Year**

- **Store Manager:** Hire to stock Museum Store and oversee retail sales
Competitive Salary: \$45,000
- **Educator:** Hire to create opening series of educational programs within the community and coordinate volunteers
Competitive Salary: \$40,000
- **Receptionists (2):** Hire to collect admission and greet visitors

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Competitive Salary: \$20,000 each

- **Maintenance Supervisor:** Hire and train in management of facility systems Competitive Salary: \$30,000
- **As Needed:** Contract employees for exhibits, program instruction, special projects

- **Funding Requirements: \$8,821,500**

It is estimated that the minimum cost to bring the Ohkay Owingeh Museum through its Planning, Design, Construction, Bridge to Operating, Start-up and first year of Operations, and to create a modest endowment is \$8,821,500. Construction costs are rising at the rate of 1% per month, so updated projections will be a required part of the Master Plan.

- **Preliminary and Master Planning:**
 - Current funding at \$170,000

- **Design and Construction:** \$5,800,000
 - 18,000sf x \$250 for building: \$4,500,000
 - 4,000sf x \$300 for permanent exhibits: \$1,200,000
 - Estimated furnishings: \$100,000

- **Bridge to Operating:** \$601,500 over two years
 - Salaries and Benefits
 - First Year: \$170,000
 - Second Year: \$306,500
 - Travel: \$25,000
 - Promotion and Advertising: \$100,000

- **Start-up and Operating Expenses:** \$750,000 for first year open
 - Salaries and Benefits: \$482,000
 - Operating and Maintenance: 18,000sf @\$4.00ft: \$72,000
 - Programs including Opening events: \$50,000
 - Working capital for Store purchases and acquisitions: \$150,000

- **Potential Annual Income Streams After First Year:**
 - Admissions: 25,000 non-tribal visitors @\$5.00: \$125,000
 - Retail: Net \$50,000 on \$200,000 sales
 - Rentals: \$10,000
 - Donations: \$200,000
 - Grants: \$150,000
 - Events: \$25,000
 - Tribal funds: \$150,000
 - Investments: \$75,000 on \$1,500,000 endowment

- **Endowment:** Needed to provide 10% of operating long term: \$1,500,000

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Overview of Organizational Structure

• **Governance**

The Ohkay Owingeh Museum will operate with the approval and oversight of the Ohkay Owingeh Tribal Council, through authorizations granted by Tribal Resolution for fundraising, planning, location, and operational policy. The official liaison between the Tribal Council and the Museum is Council Member Herman Agoyo, chief proponent of the Museum. The Tribal Council may wish to authorize creation of a Museum Advisory Board or Artist Advisory Board to assist in the future development of the Museum. To date the Tribal Council has adopted two Resolutions:

- Resolution #2005-07 which recognizes the need for a Museum and authorizes the Department of Education to seek funding for a Preliminary Museum Plan, recognizes education as a priority, and seeks to maximize educational opportunities for tribal members.
- Resolution #2006-08 which recognizes the need for a Museum, commits to the support of the Museum, authorizes the Department of Education to seek funding, and commits funding from the 2006 New Mexico Legislature, Indian Affairs Department, for planning and architectural design for the Ohkay Owingeh Master Plan.

Three more resolutions will be necessary in 2006 to continue the planning process:

- A Resolution to Approve the Mission and Vision for the Museum
- A Resolution to approve the Preliminary Museum Plan
- A Resolution to approve a location for the Museum

• **Ohkay Owingeh Department of Education**

The Ohkay Owingeh Department of Education, established as a separate 501 (c) (3) organization with its own Board of Education by Tribal Resolution in 1996, is the fiscal and grant manager for the start-up of the Museum. The Museum Director and other employees, when hired, will be part of the Department of Education and report to the Executive Director of the Department.

• **First Capital Heritage Center**

The First Capital Heritage Center is being developed separately from the Museum, as a potential space in which to combine all other functions of cultural resource management for Ohkay Owingeh. Initially, the Museum is to be the heart of the First Capital Heritage Center, with the possibility to expand to include the other functions in the future.

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- **Ohkay Owingeh Museum**

The Museum will be accountable to the Tribal Council for major operational decisions and to the Board of the Department of Education for financial and programmatic decisions. The Tribal Council may authorize the Museum to appoint a Museum Advisory Board or Artists Advisory Board to assist in the development of the Museum, in addition to a separate 501 (c) (3) organization to function as a foundation for the investment of endowment funds.

- **Potential Partners**

The Museum may wish to pursue partnerships both within the Ohkay Owingeh Tribal Government and with other organizations, including:

- Department of Education programs including the Library, Tewa Language program, Head Start, and Ohkay Owingeh Community School
- Tribal Planning and Realty and Tribal Cultural Resources Management
- Oke Oweenge Crafts Cooperative
- Ohkay Casino
- Eight Northern Indian Pueblos Council
- Espanola Valley schools including San Juan Elementary
- U.S. Government agencies
- State agencies, universities, and community colleges
- Local museums including Bond House, Sikh Dharma, Onate Monument and Land Grant Study, and Los Luceros
- Tribal Museums including the Poeh Museum (Pojoaque), A:Shiwi A:Wan Museum (Zuni), Haaku Museum (Acoma), Navajo Nation Museum, Jicarilla Cultural Center, Southern Ute Cultural Center, and the Indian Pueblo Cultural Center

Partnerships might be based on the following relationships:

- **Program Partners** are those with whom the Museum might develop educational, promotional or developmental programs to further its Mission, expand the quality and scope of programs, and extend its reach to additional audiences.
- **Sponsor or Funding Partners** are those with whom the Museum might develop relationships to provide funding for special projects to further specific parts of its Mission, such as public outreach, educational or informational activities, or preservation activities.
- **Training Partners** are those with whom the Museum might develop programs for the professional development of its staff in the areas of museology, technical expertise, customer service, and other pertinent disciplines for the advancement of the Museum's capabilities.
- **Contracting Partners** are those with whom the Museum might develop a fee for service relationship to provide quality products such as exhibits and educational programs, archaeological excavations, or historic preservation services.

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Potential Locations for Ohkay Owingeh Museum

Four locations for the Museum are proposed. One is next to the Ohkay Casino in the commercial center off Highway 68, and the other three are near the central Plaza (See Figure 2 and Figure 3 below).

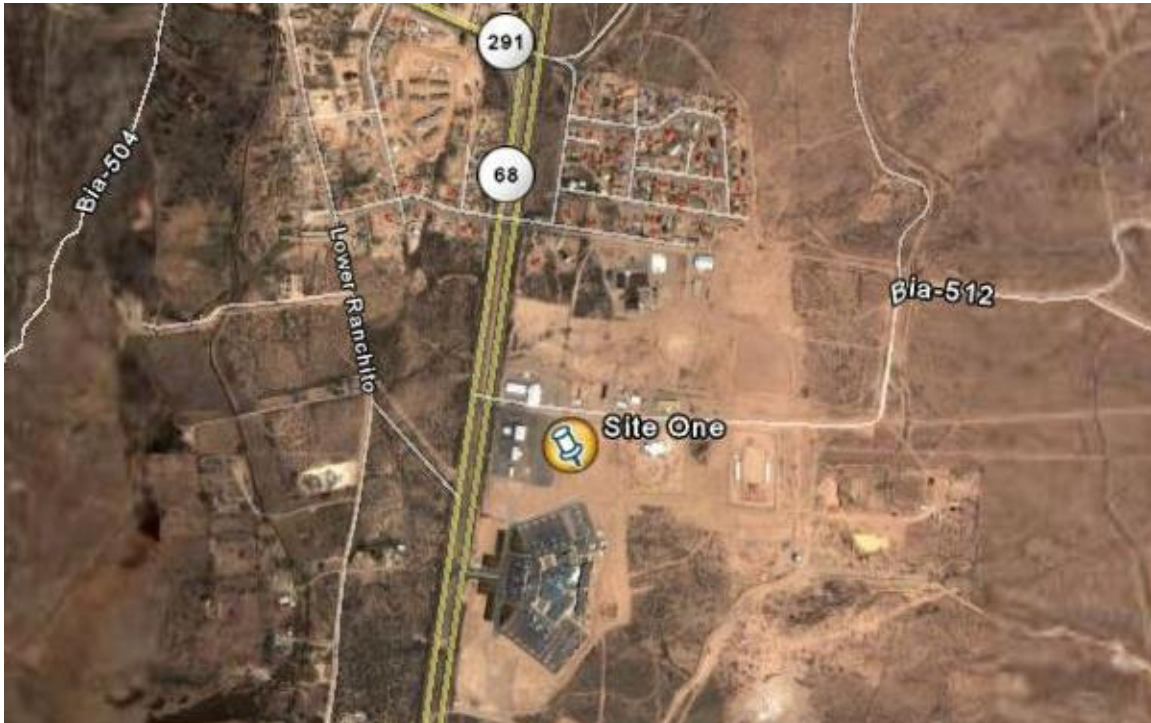


Figure 2. Proposed Location Near Ohkay Casino

Google Earth Image

- **Site One: Commercial Center off Highway 68**

This was the site identified for new commercial ventures in the 2004 Master Plan. It would have the advantage of high visibility to the highway traffic and proximity to the Ohkay Casino and Hotel. The disadvantage is that it would be difficult for Ohkay Owingeh residents of all ages to gain access from the village by foot, making the site less a part of the community (Figure 2).

- **Site Two: Crafts Cooperative Site**

This site offers the potential to locate the Museum in the heart of the village, near to the Plaza, the Library, and the Tribal Administration building, just off the main road. It would have the advantage of central location for involvement in all village activities and accessibility by foot for many residents. Use of this site would require the demolition of the current Oke Oweenge Crafts Cooperative, but would also offer an opportunity for the Museum to work with the Crafts Cooperative to staff and operate a Museum Store that would benefit all parties. It would also have limited space for future expansion for the First Capital Heritage Center (Figure 4).

Ohkay Owingeh Museum
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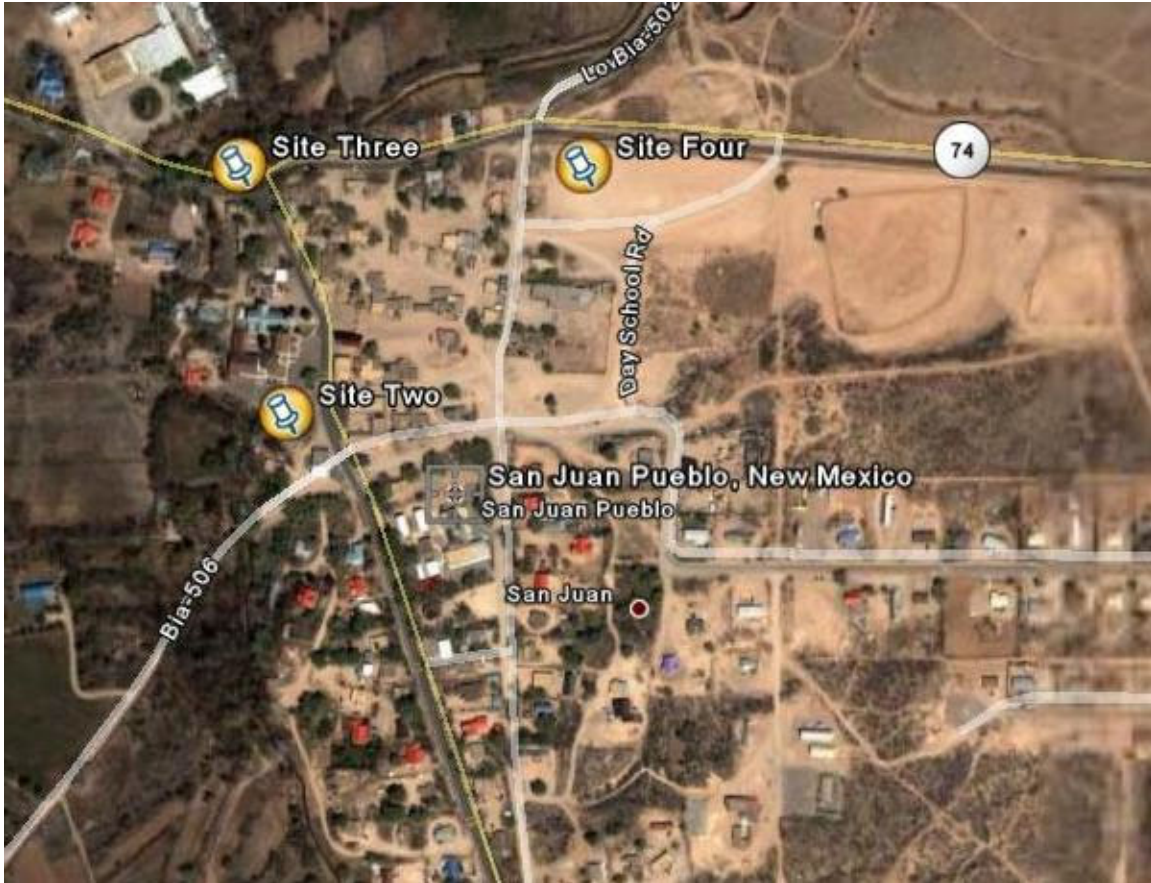


Figure 3. Proposed Locations Near Plaza

Google Earth Image



Figure 4. Site Two: Crafts Cooperative Site

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- **Site Three: Old ENIPC Site**

This site could include the old Eight Northern Indian Pueblos Council building for offices, with space at the rear for the Museum. It would have the advantage of being right on Highway 74 and within walking distance of both the Plaza and the San Gabriel Del Yunge Oweenge archaeological site across the Rio Grande to the west. A disadvantage of this site would be the potentially high costs of remodeling the old ENIPC building, and the possibility that the Museum would have little visibility if located behind it (Figure 5).



Figure 5. Site Three: Old ENIPC Site

- **Site Four: Day School Road and Highway 74**

This site, on the north side of the village, is close to both the Plaza and Highway 68, providing local access by car or on foot and visibility to draw visitor access by car. It is also conveniently located to direct visitors on to the San Gabriel Del Yunge Oweenge site across the Rio Grande to the west. This is the site with the most potential for future expansion and room for development of the First Capital Heritage Center. A disadvantage of this site is its proximity to the community cemetery and to the path by which animal dancers enter the Plaza from the east, although those conditions could be mitigated in the design process (Figure 6).

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Figure 6. Site Four: Day School Road and Highway 74

Initial Goals and Strategic Objectives 2006-2008

• **Secure Funding for Master Plan**

Tribal Council Resolution #2006-08 authorized application to the Institute of Museum and Library Services for \$50,000 in funding for the Museum Master Plan. Additionally, the Tribal Council committed \$100,000 in capital outlay funds from the 2006 New Mexico Legislature through the Indian Affairs Department for architectural planning and design. The IMLS funding decision will be announced in September 2006. The Tribal Council has committed to finding other funding for the process if necessary.

• **Select and Obtain Approval for Museum Site**

Tribal Council approval of one of the proposed Museum sites is required before Master Planning can continue for that location. Approval through a Tribal Resolution will be sought in September or October, 2006.

• **Complete and distribute the Master Plan, including**

○ **Architectural Planning and Cost Estimates**

An architectural firm will be engaged after October 2006 to develop plans, drawings, and detailed cost estimates for the facility based on the space and function requirements identified in the PMP. Architect selection and final plans will be presented to the Tribal Council for approval.

Ohkay Owingeh Museum Preliminary Plan

- **Exhibit Theme Development**

Based on the community needs and interests identified in the Preliminary Museum Plan, WOLF Consulting will work with the Museum Director, Education Department, Tribal Council, and Tribal Members to develop and finalize exhibit themes, designs and costs for the new Museum. Final plans will be presented to the Tribal Council for approval.

- **Strategic Planning for Construction, Start-up, Staffing and Sustainability**

Working with the architects, the project team will identify critical strategic objectives for the next stage of the Museum's development. Final plans will be presented to the Tribal Council for approval.

Summary

This Preliminary Museum Plan proposes a concise Vision and Mission for an Ohkay Owingeh Museum, with demonstrated community interest and the support of the Tribal Council.

The history of the project is reviewed as part of the larger context of cultural resource preservation and interpretation planning, and documents the progress that has been made over the past fifteen years in particular.

Presentation of audience needs, potential themes for stories to tell in the Museum, a listing of potential program formats, and a scope of potential collecting activity address what the content of the Museum could be like. Requirements for the size and function of the facility, numbers of staff members, and funding are presented as preliminary but realistic assessments of the scale of the project.

The governance and organizational structure of the Museum is presented both as a guide and as evidence to potential funders that Ohkay Owingeh has a strong and effective system of governance and management in place to move the Museum project ahead and to spend donor and partner funds wisely. The list of potential partners is a long one, and will expand further in the future.

Four potential Museum locations are presented, each with its advantages and disadvantages, for the consideration of the Tribal Council. And, the important goals for Master Planning of architecture, construction costs, exhibit development, and strategic planning for the future are presented.

The Preliminary Museum Plan provides the starting point for a focused effort to more fully plan, build and operate the Ohkay Owingeh Museum in the first decade of the 21st century, as a commitment to community education and preservation of the language, arts and culture of this important place.

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Appendix 1: Tribal Council Resolutions

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Appendix 2: Planning Documents and Publications

Becker, Christine

- 2006 *First Capital Heritage Center/Ohkay Owingeh Museum Survey*. Final report on and summary of Community Needs Assessment submitted to Ohkay Owingeh Department of Education.

Earth Google Images of Ohkay Owingeh

Moss, Laurence A.G., and Herman Agoyo

- 2005 *Ohkay Owingeh First Capital Heritage Center: Progress Report August 10, 2005*. Submitted to San Juan Pueblo Tribal Council.
- 2004 *Project Progress Report: San Juan First Capital Heritage Center*. Report submitted to New Mexico Department of Transportation.
- 1993 *Strategy for the Heritage Resources of San Juan Pueblo: A Development Plan*. Addendum to *Archaeology Notes* 102, Museum of New Mexico, Santa Fe.

San Juan Pueblo

- 2004 *Master Plan for Ohkay Owingeh*. Moule and Polyzoides Architects and Urbanists
- 1987 *When Cultures Meet: Remembering San Gabriel Del Yunge Oweenge*. Sunstone Press, Santa Fe.

Sando, Joe S., and Herman Agoyo, eds.

- 2005 *Po'Pay: Leader of the First American Revolution*. Clear Light Publishing, Santa Fe.

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Appendix 3: Community Needs Assessment Summary