



THE WAY FORWARD

ORGANIZATIONAL SUSTAINABILITY
FOR THE
FIRST CAPITAL HERITAGE CENTER/
OHKAY OWINGEH MUSEUM

WOLF Consulting
Wolf
SERVICE TO MUSEUMS AND CULTURAL ORGANIZATIONS

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Executive Summary

- For most tribal museums sustainability means operating in such a way that income and expense are balanced in most years over a long stretch of time. With very few exceptions all museums and cultural centers cost money to operate, and must find both steady and varied sources of support to be sustainable.
- In spite of the threats posed by today's economy and the challenges posed by the operating environment in New Mexico, Ohkay Owingeh possesses the strengths to realize the First Capital Heritage Center/Ohkay Owingeh Museum within the next decade.
- Strong community values, important stories, an excellent location, a facility that makes a beautiful statement, and a wealth of connections argue for success in building and operating the Heritage Center/Museum.
- Key factors for future sustainability include Tribal Council support, community involvement, formation of a 501 (c) (3) support group, professional staff, quality visitor experiences, diversification of income sources, and investments in marketing.
- The strong concept for Ohkay Owingeh includes being a mission-driven organization with diverse and innovative programs based on the centrality of the First Capital and Ohkay Owingeh stories to New Mexico history.
- Multiple audiences can be identified for engagement with the programs.
- The Heritage Center/Museum fills a gap in local cultural amenities and will provide a unique experience in a market that lacks appeal and consistency at the moment.
- The site location gives the project several levels of appeal and will add to the overall critical mass of the Main Street project.
- The overall quality of the visitor experience will distance the Heritage Center/Museum from other organizations in the market by being open as advertized, providing superior frontline service, presenting first-class exhibits and programs, offering affordable prices for shoppers, and keeping a well-maintained facility.
- The quality of the people involved in governance, management, and staffing of the Heritage Center/Museum will make the difference in its operation.
- Capital expenses for the design, construction, and internal start-up costs are estimated at \$13,500,000, with a potential opening in 2014.
- Second year operating expenses are estimated at \$810,000 with a mix of earned income, donations, grants, tribal support and investment income with a full staff of 8-10 and 25,000 paid visitors per year not including residents of Ohkay Owingeh.
- Support from the Tribal Council is vital as the project is developed in a stepwise manner over the next five years.

Introduction

Sustainability means different things to different groups of people. It can mean building and operating an efficient, “green” museum to architects, or it can mean a museum that costs its governing body very little to operate because it earns its own way. For most tribal museums it means operating in such a way that its income and expense are balanced in most years over a long stretch of time. With very few exceptions all museums and cultural centers cost money to operate, and must find both steady and varied sources of support to be sustainable. There are really no “cash cows” among museums of any kind in the 21st century and that should be recognized going forward.

To balance income and expense in a tribal museum, it must also be decided which functions are meant to benefit the general public, and which are strictly for tribal members. The First Capital Heritage Center/Ohkay Owingeh Museum will offer some of each, and the mix will determine how much the Tribal Council must decide to invest in the project to support functions that are vital to the tribe, but not fundable through earned income like admissions or retail sales. Some non-public programs may qualify for government or foundation grant funds to support basic preservation and conservation functions.

This report is a look at where the Heritage Center/Museum project stands today and a practical analysis of what must be done to realize the completion of the Master Plan and begin operations. The level and focus of funding did not allow for a full scope feasibility study or fund raising assessment; those will need to be done along the way to ensure that prudent decisions are made in the future.

The Way Forward

Where We Stand Today

In spite of the threats posed by today’s economy and the challenges posed by the operating environment in New Mexico, Ohkay Owingeh possesses the strengths to realize the First Capital Heritage Center/Ohkay Owingeh Museum within the next decade. Strong traditional culture and values, coupled with widely traveled, well connected and talented people, ensure the success of the project. Dozens of community members have also volunteered their time and their insights for the project.

The designated location on state highway 68, which connects several regions of New Mexico, ensures high visibility and easy access for both tribal members and the visiting public. There are important stories to share that are meaningful to community residents and central to New Mexico history. The proposed facility is a beautiful statement that ties traditional forms to modern functions for the education and preservation activities within.

The project is fortunate to have secured a site at the northern end of the Main Street development, and can look forward to partnering with the Tsay Corporation, Ohkay Casino, and other Tribal departments to promote the project. And, there are many potential funding, programming, training, and contracting partners in northern New Mexico, statewide, and nationally. These include individuals, foundations, corporations, and agencies of local, state and federal government, in addition to tribal and non-tribal museums, National Parks and Monuments, and other attractions that are not competitors but places where visitors will hear about the First Capital Heritage Center/Ohkay Owingeh Museum.

Key Factors for Future Success

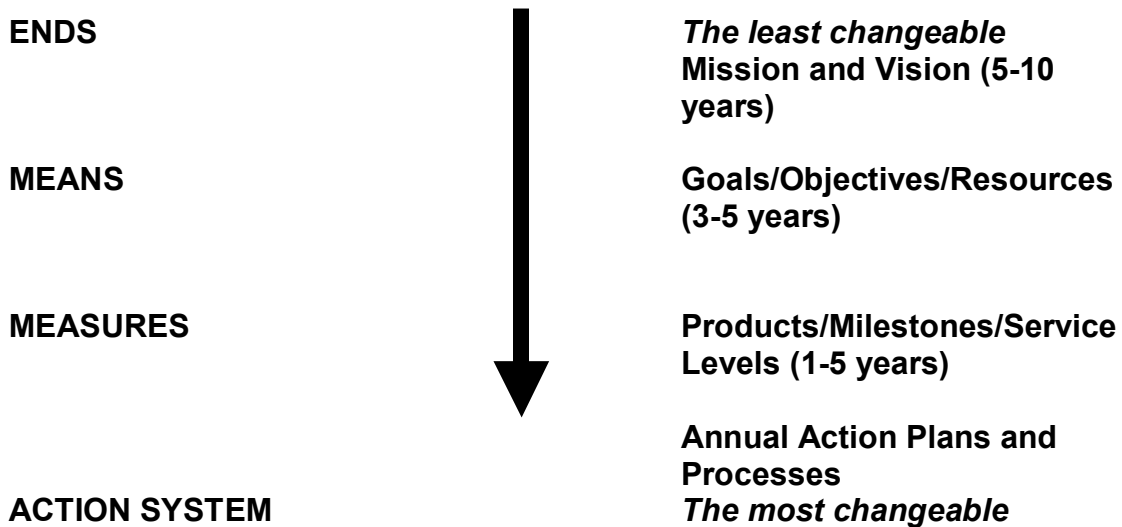
Learning from the experiences of other tribal museum and cultural center projects, it is possible to recognize certain factors that will be important for the success of the Heritage Center/Museum:

- **Tribal Council Support** is key, for resolutions and authorizations as well as contributions to capital projects and partial subsidy of future operations
- **Community Involvement** is necessary at all stages of the project
- **Formation of a 501 (c) (3)** non-profit with a diverse Board of Trustees will enable acceptance of memberships, grants and endowment gifts from non-governmental sources
- **Professional Staff** with appropriate training and experience will need to be recruited from within and outside Ohkay Owingeh, totaling 8 to 10 positions
- **Quality Visitor Experiences** for audiences will be very important, including regular hours of operation, superior front line service, engaging exhibits and public programs, an affordable museum store, and a well-maintained facility
- **Diversification of Income Sources** will be required, so that there is not total dependence on any one kind of appropriation, grant, gift, or earned income stream
- **Investments in Marketing** are essential, so that the reputation of the Heritage Center/Museum as a quality experience continues to grow both before and after the opening of the facility.

A Strong Concept for Ohkay Owingeh

The Importance of a Mission-Driven Organization

One of the most important functions of planning for the future is to align the structure by which a museum achieves its **ENDS** through **MEANS, MEASURES and ACTIONS (EMMA)**. The **EMMA** structure also corresponds to the time frames for short- and long-term decision making and **Actions** that support **Goals** and **Objectives** in service to the **Mission** and **Vision** over a defined time span.



Successful organizations are most often strategic, driving from the **ENDS** down. They will change **Means, Measures** and the **Action System** to achieve the **ENDS**.

Others are driven from the bottom which means the organization is operationally focused and probably bureaucratic. These organizations may experience difficulty in changing their Action System, Measures and Means when barriers to achieving the **ENDS** arise (credit Will Phillips, QM2, with modification by WOLF).

The concept for the First Capital Heritage Center/Ohkay Owingeh Museum has been created with a strong Vision and Mission, and is intended to be motivated and driven forward by them. Many institutions, including some in the market area for the Heritage Center/Museum, are created for reasons that are unclear, have no long term vision, and do not address financial or operational challenges well.

Things to Consider:

- The Heritage Center/Museum will need to keep its Vision and Mission in mind at all times to resist the temptations of extraneous programming
- A strategic or long term plan should be created and updated annually.

Museum Vision and Mission

- **The Vision** for the First Capital Heritage Center/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 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 ages and kinds.”

Diverse and Innovative Programs

The First Capital Heritage Center/Ohkay Owingeh Museum will, **for the first time**, allow a depth and breadth of access to Ohkay Owingeh history that will benefit multiple audiences in numerous ways by:

- Providing an inviting and engaging venue in which to learn about the original terminus of *El Camino Real* at San Gabriel del Yungue Oweenge, a place that is hinted at in the literature and websites, but which is mostly unknown even to local residents
- Providing insights to and understandings of the complex interactions between Pueblo and Hispanic cultures through history and especially during the times of the most active trade on *El Camino Real* and including the Pueblo Revolt of 1680
- Providing increased public access to interpretive, educational, and outreach programs that explain the 800 year continuity of life at Ohkay Owingeh while respecting the privacy of its residents

- Providing a vantage point, from the proposed new facility, that will reveal the importance of local landmarks and seasons to the oral history and cosmology of Ohkay Owingeh
- Providing opportunities for personal interaction with artists, craftsmen and elders who are the direct descendants of the people who invited Onate to set up his capital at the end of *El Camino Real*
- Providing opportunities to learn about the prehistory of the Rio Grande and Chama river valleys through guided tours to archaeological sites including ancestral villages and petroglyph sites that indicate prior migrations to the area
- Providing a point of departure for understanding the way that later trails including the Old Spanish Trail to California were developed as New Mexico gained independence from Spain
- Providing an important public service by broadcasting community events and notices as well as Tewa language music and talk shows from a studio in the facility.

The First Capital Heritage Center/Ohkay Owingeh Museum will also encompass important non-public programs responsible for:

- Providing a modern facility for storage and study of archaeological materials and notes related to San Gabriel del Yunge Oweenge
- Providing appropriate storage and care for collections donated or purchased for exhibition
- Providing appropriate storage and care for collections repatriated under the Native American Graves Protection and Repatriation Act (NAGPRA)
- Providing safe storage for clan and community valuables
- Providing appropriate storage and care for archives that detail the history of Ohkay Owingeh relationships with the Spanish, Mexican and American governments, plus important studies and reports related to land and water claims
- Providing space for a language laboratory for study of Tewa
- Providing a home for a Tribal Historic Preservation Office.

Things to Consider:

- The First Capital story and the story of Ohkay Owingeh are central to New Mexico history and are reflected in today's communities. Ohkay Owingeh owns that story and the Heritage Center/Museum will tell it
- Inventory of existing collections and archives has been started, and can continue while the facility, exhibits, and public programs are being developed
- Resources being developed through other projects such as petroglyph surveys, oral histories, and the plaza restoration can eventually be integrated with Heritage Center/Museum programs
- Initial efforts will be focused on raising the capital required to build and open the facility and exhibits, with non-public functions to move in concurrently or afterwards.

Focus on Multiple Audiences

By focusing on multiple audiences, all of whom would have access to the Heritage Center/Museum, it will be possible to segment programs by residence, age and experience, mode of travel and engagement, and interests, perhaps even by seasons, to achieve the highest levels of service without overstraining resources.

Some of the audiences for which the exhibits and programs might be tailored are:

- Youth and seniors from Ohkay Owingeh, who would have access most likely by bus or van from the Headstart, Day School and Senior Center
- Youth who would have access from the Boys and Girls Club on foot
- Youth from schools in Rio Arriba, Taos and Santa Fe counties who would access by bus for special programs
- Adult and/or family audiences from Ohkay Owingeh and other Tewa and Tiwa communities who would attend specific programs and events
- Adult and/or family audiences from Espanola and surrounding communities within a thirty mile radius, who would attend specific programs and events
- Adult and/or family audiences from a larger radius who would be drawn to new exhibits and specific programs as part of a day trip
- Adult and/or family audiences from national and even international locations who are touring northern New Mexico and are also likely to visit Bandelier National Monument and Puye Cliff Dwellings as well as Tewa villages
- Adult and family audiences who make special trips to observe dances at feast days and other occasions
- Audiences who “visit” the Heritage Center/Museum through web downloads, cell phone tours, webcasts and podcasts, or by listening to the radio station
- Group tours on bus lines that make the Heritage Center/Museum a special stop at least once a week in high season – especially summer and fall
- Conventioneers who are involved with meetings at Ohkay Convention Center and staying in either the Ohkay Resort or a new hotel nearby.

Things to Consider:

- Casino players are not considered to be potential audiences, but hotel guests might be
- School visits might need to be subsidized through sponsorships or through school applications for US Department of Education grants
- The Heritage Center/Museum should be open on feast days and during times when the plazas are closed, to explain the etiquette to visitors, make them feel welcome, and provide cultural background for events
- There should be increasing opportunities for cross-marketing with Ohkay Casino and other Main Street properties in coming years.

Realistic Market Context

Data from the 2008 Rio Arriba County Comprehensive Plan shows that there is a dearth of jobs in arts and entertainment and an almost complete absence of tourism in the area apart from the scenic values of the nearby mountain villages. The Plan's number one goal for economic development is to create more opportunities for employment in the arts and outlets for tourism in the county (p. 32).

Ohkay Owingeh Master Planning has focused on using tradition as a base for development of a living and growing community, primarily through the Main Street project on the east side of state highway 68. The First Capital Heritage Center/Ohkay Owingeh Museum will complement the commercial development by providing a venue where the benefits of education and the economic value of tourism can be united in one place.

According to data from the Tsay Corporation, developers of Main Street, the primary trade area had an estimated population of over 95,000 in 2006 and an estimated Average Daily Traffic Count of more than 25,000 vehicles passing the site. It is expected that these numbers will grow in the future. It should be noted that these numbers may not include tourists and day trippers from Santa Fe south or north to Taos who now pass through Espanola and Ohkay as quickly as possible to reach their destinations.

There are ten small museums/centers in the market area within thirty miles:

- **Picuris Pueblo Museum**, closed for several years but beginning to plan for remodeling and a future re-opening
- **Ocate Monument and Visitor's Center**, just north of Ohkay Owingeh, supported by Rio Arriba County, free, small staff, irregular hours, few programs
- **Ghost Ranch Living Museum**, near Abiquiu, part of Ghost Ranch, open seasonally
- **Bond House Museum**, on the Plaza de Espanola, historic house surrounded by recreated mission and convent and a veteran's memorial, City of Espanola, free, open limited hours per week
- **Sikh Dharma** visitor center, Espanola, under development
- **Bradbury Science Museum**, Los Alamos, a department of Los Alamos National Laboratory, regular hours, free admission
- **Los Alamos Historical Museum**, Los Alamos, private non-profit, regular hours, free admission
- **San Ildefonso Museum**, San Ildefonso Pueblo, private non-profit, regular hours, small admission charge
- **Poeh Museum**, Pojoaque Pueblo, private non-profit, regular hours, free
- **Bandelier National Monument**, Museum/Visitor center, National Park Service, \$6.00 fee per person, regular hours, seasonally adjusted

Additionally, Santa Clara Pueblo is preparing to reopen the popular **Puye Cliff Dwellings** in the spring of 2009, just south of Espanola.

Most of the museums closest to Ohkay Owingeh (Picuris, Onate, Bond, Sikh Dharma) are either under development, closed, or have irregular hours. Most lack either substance or authenticity, and are dependent on sole source funding. Their attendance, if counted accurately, would not total more than 20,000 per year combined for all purposes.

As an attraction that will draw visitors from local and touring populations, the Heritage Center/Museum will fill a niche for the Espanola area and surrounding localities via highways 285, 74, and 68. If built to plan and operated as planned, the Heritage Center/Museum should have no local competition.

The Los Alamos museums, Bandelier, Puye and the Poeh Museum are or will be more active in the larger market. Their audiences are not in competition with the potential for Ohkay Owingeh but can be seen as feeder markets for the Heritage Center/Museum. For example Bandelier, which is remodeling its Museum, has seen recent visitor counts of up to 300,000 people with it as a destination while the Poeh Museum attracts around 15,000 people in its poorly sited location.

Museums further afield in Santa Fe and Taos, including the IAIA Museum, Museums of New Mexico (Museum of Indian Art and Culture, Museum of International Folk Art, New Mexico History Museum, and Museum of Fine Arts), Wheelwright Museum, Harwood Foundation, and Millicent Rogers Museum, could all be considered part of the larger feeder market for tour groups, cultural tourists, and locals who tour the region.

Things to Consider:

- The First Capital Heritage Center/Ohkay Owingeh Museum fills a gap in local cultural amenities and will provide a unique experience in a market that lacks appeal and consistency at the moment
- The Heritage Center/Museum will be ideally placed to create synergy with other Main Street developments at Ohkay Owingeh
- The potential exists for marketing to locals, regional residents, and cultural tourists through commercial, institutional, and other group efforts
- Links between modern Pueblo communities and the parks such as Bandelier, Puye, and even Mesa Verde can provide rich connections
- Participation in trail and byway groups like the El Camino Real National Scenic Byway, Old Santa Fe Trail Association, and Northern Rio Grande National Heritage Area will present even more possibilities for partnerships
- Web marketing can be very powerful for the Heritage Center/Museum.

Appeal of the Site

The location of the Heritage Center/Museum on the north end of the Main Street development gives it several levels of appeal:

- The site will act as a northern anchor for the Main Street development
- The site will have high visibility from both south- and north-bound traffic on highway 68, and excellent access from the highway
- The site will have plenty of parking
- The site will have room for an orchard and other crop-growing areas
- The site will feature views of important landmarks and the church/plaza area of the village
- The site will feature traditional architecture with modern, green features
- The site will be in close proximity to the Eight Northern Indian Pueblos offices and annual craft show, the Ohkay Convention Center, and the hotel that is to be built adjacent to the south of it.

Things to Consider:

- Tie-ins to Main Street infrastructure will be very important and perhaps they can be donated
- Appropriate signage will be needed along the highway, not competitive with the Ohkay Casino, but complementary to it
- There will probably be a need for expansion within ten years of opening, so that should be carefully planned during the early phases of architectural work

Quality of the Visitor Experience

The overall quality of the visitor experience will distance the Heritage Center/Museum from other organizations in the market area by:

- Being open as advertized! Many New Mexico institutions seem to have trouble keeping regular hours and it will pay off for Ohkay Owingeh
- Having visitor-oriented frontline service that makes each one feel welcome and provides accurate information to them
- Having first-class exhibit fabrication and installation that engages the visitor personally while protecting the valuable artifacts
- Providing a wide range of affordable prices for museum store shoppers, without sacrificing authenticity or quality
- Keeping a well-maintained facility and grounds that Ohkay Owingeh residents and visitors can enjoy and appreciate

One Big Thing to Consider:

- What can Ohkay Owingeh do to ensure repeat visitors?

Governance, Management and Staffing

Governance

The governance model for tribal museums/centers that is coming to be most accepted is for the Tribal Council to authorize the creation of a private non-profit, 501 (c) (3) tax exempt organization to be responsible for raising private funds and overseeing the operations of the organization. Workers are usually still tribal employees, but they answer to the Board of Trustees and to the Tribal Council through the Director. There are precedents for this at Ohkay Owingeh such as the Board of Education. This arrangement ensures that donations are tax-deductible for donors, that there is a continuity of operations that is not impacted by tribal politics or administrative cycles, and that more people can participate in the governance process. Most often, the Tribe retains ownership of land, buildings and collections, with the Board of Trustees responsible for financial and program policies. Trustees should be chosen from inside and outside candidates.

Management

The Director of the Heritage Center/Museum will be the key player in the initial steps of program development, and should be hired within year one of the process (2009). He or she should be experienced, with at least one college degree and five or more years in responsible leadership positions such as director, or program director, plus people skills, grant writing and development skills, and a generous sense of humor.

Staffing

With a long lead time for project development and fund raising, there is actually time to choose Ohkay Owingeh students to receive specific academic and technical training and internships so that they might return to positions at the Heritage Center/Museum later. Other positions to be hired as funding allows include a Development Assistant, Assistant to the Director, Curator, Registrar, Store Manager, Educator, Receptionists and a Maintenance/Farming specialist. Future positions to be added later might include an archivist, digital specialist, and Tribal Historic Preservation Officer. Many services for the non-profit can be contracted out, including audit, graphics, and even security if needed.

Things to Consider:

- Some staffing can be delayed if funding is not secured
- It will be critical to have key people on hand a year before opening and a full staff for the six months before opening
- Some turnover can be expected in the five year run-up to opening, and more will happen after the opening
- People will make the organization, so recruit carefully

Capital and Operating Projections

Capital Projections

It is risky and imprecise to forecast costs out more than a few years, but there has to be a starting point for estimating the costs to design and build the Heritage Center/Museum per the Master Plan, design, fabricate and install the exhibits, provide the furnishings, and hire the staff both to assist in fund raising and to make sure that all programs are up and running by the opening day. And, there must also be a provision for reserve funds which can either be used to help with the first year operations or to begin an endowment fund that will be invested for annual income.

Current estimates for the capital needed to accomplish these tasks by a projected opening date of late 2014 are roughly \$13.5 million dollars, with just over \$11 million for design, construction, and installation costs (at just under \$500/sf) plus furnishings, and \$2.5 million for internal costs such as staff and start-up operations, capitalization of store inventory, and an operating reserve that can be converted to long term investment if not needed for the start-up (Figure 1: Total Project Cost Estimate March 2009). The construction and exhibit costs have been adjusted for inflation over six years, while the start-up costs, which are “softer”, have not because timing and turnover will be issues that allow flexibility in those areas.

Potential sources of capital funds from within Ohkay Owingeh are an allotment of the new business tax, bonding or other finance mechanisms, leverage of the land value versus new donations, subsidies for utility hookups and start-up operations, and outright cash allocations to the project.

Potential sources of capital funds from outside Ohkay Owingeh include applications for direct funding from the Federal and State governments through the New Mexico Congressional Delegation and local representatives to the New Mexico Legislature, as well as requests to the City of Espanola and Rio Arriba County. Competitive applications to federal agencies including the National Endowment for the Humanities and National Endowment for the Arts Challenge Grants programs are also possibilities, and to the National Endowment for the Humanities for permanent exhibit costs. Applications to major private foundations such as Kresge and Ford would potentially support the finalization of the construction funding and the programming start-up costs. Local and statewide foundations such as the Stockman Foundation, McCune Charitable Foundation, and Chamisa Foundation would be natural prospects for funding of collections storage and staffing costs.

Finally, the Board of Trustees of the Heritage Center/Museum would be responsible for engaging individual and corporate donors from across the state and the country to contribute for start-up costs and reserve/endowment funds.

Figure 1: First Capital Heritage Center/Ohkay Owingeh Museum Total Project Cost Estimate: March 2009

COSTS	PLAN 2009	FUND 2010	FUND 2011	FUND 2012	BUILD 2013	OPEN 2014	TOTAL
SITE: Allotted							
HARD COSTS							
Construction	\$200,000	\$400,000			\$6,000,000	\$2,000,000	\$8,600,000
FF&E						\$250,000	\$250,000
SOFT COSTS							
Fees and Permits							
Construction Admin					\$150,000	\$50,000	\$200,000
Financing							
Other?							
PROGRAM COSTS							
Exhibits		\$150,000					\$2,000,000
Website	\$20,000	\$2,500	\$2,500	\$2,500	\$2,500	\$2,500	\$32,500
CONTINGENCIES							
TOTAL PROJECT INTERNAL COSTS	\$220,000	\$552,500	\$2,500	\$2,500	\$6,152,500	\$4,152,500	\$11,082,500
Consultants	\$25,000	\$25,000	\$25,000	\$25,000			\$100,000
Director	\$25,000	\$75,000	\$75,000	\$75,000	\$75,000		\$400,000
Development Asst.		\$31,250	\$62,500	\$62,500			\$156,250
Assistant		\$18,750	\$37,500	\$37,500	\$37,500		\$168,750
Curator				\$28,125	\$56,250		\$140,625
Registrar					\$18,750		\$56,250
Store Manager							\$28,125
Educator							\$25,000
Receptionists							\$50,000
Maintenance/Farming							\$18,750
Operations	\$10,000	\$25,000	\$25,000	\$25,000	\$50,000		\$235,000
Store Inventory		\$200,000	\$200,000	\$200,000	\$200,000		\$100,000
END/RESERVE	\$60,000	\$375,000	\$425,000	\$453,125	\$437,500	\$728,125	\$2,478,750
TOTAL INTERNAL							
GRAND TOTALS	\$280,000	\$927,500	\$427,500	\$455,625	\$6,590,000	\$4,880,625	\$13,561,250

Things to Consider:

- Considering its size and location, Ohkay Owingeh has an amazing number of high level personal connections and relationships by which to advance the project
- The timetable and costs could be adjusted significantly either by large donations, financing decisions, or lack of success in fund raising
- The completed design will offer many naming opportunities for parts of the facility, sections of the exhibits, and sponsorship of ongoing programs
- It will be critical to engage fund raising counsel to interview a cross-section of tribal and other governmental officials, foundations, corporations, and individuals to determine whether the goal is realistic within a five year period, and to ascertain whether they would be willing to help either in their official roles or as individuals
- It will be important to begin the awareness campaign for the Heritage Center/Museum beginning with the creation of a website and perhaps even the radio station, broadcast over the web.
- The tribe should reserve immediately the domain names www.firstcapitalheritagecenter.org and www.ohkayowingehmuseum.org.
- The tribe should also begin thinking about call letters for the radio. For example, Hopi radio is KUYI-FM (*kuyi* referring to water in the Hopi dialect), and the local Spanish station is KDCE (Que dice? – What do you say?). Would there be a good set of letters in Tewa?
- Hiring of the Director and chartering of the Board of Trustees are essential first steps.

Operating Projections

A pro forma operating projection for 2015, the first year after the opening of the Heritage Center/Museum, is at this point just that – a guess made to conform to assumptions about the design and operation of the organization and its programs.

The attached operating budget (Figure 2) is based on the assumptions that there will be a diversity of income sources including roughly 35% earned income (including an admission fee for non-residents), 40% donated, 19% from tribal appropriations or subsidies, and 6% from endowment investment income. The 25% from internal sources is only about half as much as from most tribes, where 50% to 70% or more of the operating budgets come from the tribe or sponsoring organization. Note that the projected revenues will require concerted and sustained efforts by the staff and Board of Trustees to repeat these figures annually. It would be desirable to increase both the tribal support and the endowment income over time so that there would be more of a balance between internal and external support, perhaps 60% earned and donated and 40% internal.

The projection includes a full staff with benefits, operating and maintenance at a per-square-foot rate, and a significant investment in marketing. Most museums spend around 5% or less marketing their product, and this pro forma recommends around 12% to establish the identity and reputation of the Heritage Center/Museum.

Things to Consider:

- The pro forma offered is a model of how budgets might be constructed by the Director and Board of Trustees
- There may be other models to look at as the project develops
- It is always possible to adjust the budget pro forma for current conditions as the capital campaign progresses
- Not all expenses, such as acquisitions costs for collections, publications, etc., are included here since they will arise as opportunities that might be funded from campaign costs or unanticipated funds
- Amounts and numbers for earned and donated income are estimated based on possibilities within New Mexico based on what other organizations have been able to do in their communities and statewide.

Figure 2. First Capital Heritage Center/Ohkay Owingeh Museum 2nd Year Budget

INCOME **Note: Budget Assumes the Museum is open 6 days weekly**

		25,000 people at average of \$5.00 [not including tribal members]
Admissions	\$125,000	
Museum Store	\$150,000	1Keystone turned 1.5 times for 25% profit
Facility Rental	\$10,000	10 per year @\$1,000
Donations	\$25,000	Individuals for annual gifts
Memberships	\$50,000	Individuals, Corporations, Businesses
Sponsorships	\$25,000	For exhibits and events
Grants	\$200,000	Federal, Corporate, Foundation
Special Events	\$25,000	Annual dinner/friend raiser/honors event
Tribal Support	\$150,000	Cash, Utility Subsidy or Business Tax allocation
Investment		
Income	<u>\$50,000</u>	Interest from \$1,000,000 endowment
Total	\$810,000	

EXPENSE

		All salaries inclusive of 25% benefit package Overall direction, work with Boards and Tribal Council, fundraising
Director	\$75,000	
Assistant	\$37,500	Assistance with office/Membership/Marketing
Curator	\$56,250	Overview of collections, exhibits and programs, NAGPRA
Registrar	\$37,500	Collections management and inventory
Store Manager	\$56,250	Buying and sales
Educator	\$50,000	All public programs
Receptionists (2-3)	\$50,000	Frontline support for admissions and sales
Maintenance/Farm	\$37,500	Building maintenance and exterior landscape/farming
O & M	\$80,000	\$4.00/sf average
Marketing	\$100,000	Print and Electronic Media/Signage/Cooperative Marketing
Travel	\$10,000	In-state
Programs	\$50,000	Exhibits/Printing/Speaker and Artist Fees/Hospitality
Cost of Sales	\$112,500	1Keystone turned 1.5 times for 25% profit
Contract Services	\$50,000	Computers/Copiers/Bookkeeping/Audit/Graphics
Contingency	<u>\$7,500</u>	1%
Total	\$810,000	

Commitment of Tribal Government for Support

The First Capital Heritage Center/Ohkay Owingeh Museum is a project that has had consistent interest and support from the Tribal Council for the past few years, and the designation of a site on the north end of Main Street is a powerful example of the generous spirit that the Council has for the project.

It will be equally important for the Tribal Council to consider the project as an important investment in the future of Ohkay Owingeh going forward. Support for the project as one of the top priorities for funding, proposal submissions, capital and operating subsidies, and even tax allocations and bond issues will make the difference beyond the support that can be garnered from government and the private sector.

Measured support for resolutions regarding funding sources, organization and staffing, and charter of a private non-profit support group will be very important as the project moves ahead.

Next Steps

Beginning now, in 2009, and continuing over the next five years, the project can be developed in a stepwise manner, with each step building on prior accomplishments, depending on Tribal Council resolutions and available funds at each stage, as follows:

- **Distribute the Master Plan** to the Tribal Council, New Mexico legislators, foundations, friends and other potential partners and funding sources
- **Hire a Museum Director** to become the internal advocate for the project, work with the Tribal Council, Tribal Departments, Community Advisory Committee, community members, consultants, and the Board of Trustees to move the project ahead
- **Establish a 501 (c) (3) non-profit organization** to raise private funds and govern the project
- **Hire Staff** in phases over the years before opening including Development Assistant, Assistant to the Director, Curator, Registrar, Store Manager, Educator, Receptionist, and Maintenance positions
- **Develop and Carry Out Plans** including those for a Capital Campaign, Strategic Plan, Business Plan, and Marketing Plan as the project continues
- **Continue Architectural and Exhibit Development** for remaining phases including Schematic Design, Design Development, Construction Documents, Facility Construction, Fabrication and Installation of Exhibits, and Commissioning of Facility
- **Establish Programs** including website, educational programs, collecting for exhibits, radio station, archives

With the help of many, the First Capital Heritage Center/Ohkay Owingeh Museum will become a reality.