



SHORT RANGE PLAN

Las Cruces Museum System

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May 2021

Short Range Plan FY 2022 - FY 2026

Renewing Our Purpose

Las Cruces Museum System
May 2021

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Executive Summary

History

- The Las Cruces Museum System (LCMS) has grown over the years since the Branigan Cultural Center was created in 1980, with the addition of the Museum of Nature and Science in 1986, the Museum of Art in 1999, and the Railroad Museum in 2004.
- All of the museums are adaptive reuses of buildings important to the history of Las Cruces and present an opportunity for creative evolution to meet community needs and interests.

Process

- The LCMS Short Range Plan: *Renewing Our Purpose* for Fiscal Years 22-26 is a preliminary step in creating a Master Plan to guide the future development of its facilities and programs.
- The AOS team facilitated the creation of the short range plan by LCMS staff, while simultaneously conducting assessments, surveys, and community engagement.
- The entire LCMS staff participated in drafting new Mission, Vision, Values, and Goal statements. Smaller groups worked on Strategic Objectives for each Goal.
- The COVID-19 pandemic disrupted planned face-to-face interactions with staff, but presented opportunities for an expanded schedule of iterative Zoom meetings and workshops with the LCMS staff during museum closures.

Our Plan

- A premise of this plan is that the Mission and long-term Vision and Values will guide the future Program Goals and the Strategies to achieve them.
- It is recognized that the Plan will require frequent review and updates to mitigate unknown factors and adapt program priorities to changing financial and social conditions.
- A new, streamlined Mission statement was developed:
 - *The LCMS provides our communities with diverse and holistic experiences so that they can be inspired to learn, connect, and explore.*
- A new, expanded Vision is offered:
 - *[To be] a vibrant, connected community hub and visitor destination that reflects the US/Mexico borderlands by providing top of the line facilities, and by creating an organization that builds a trusting and reciprocal relationship with the community.*
- A progressive and inclusive set of Values was developed:
 - *LCMS embraces the idea that learning is engaging, full of discovery, and feeds one's curiosity.*
 - *LCMS recognizes the obligations of being responsible stewards.*
 - *LCMS is committed to providing equitable access to the arts, history, culture, nature, and science in its programs.*
 - *LCMS is an active and involved member of the community and practices collaborative teamwork with staff, the public, and partners and associates.*
- Five major Goals are identified, with accompanying Strategic Objectives for accomplishment:
 - *Build Program Capacity*
 - *Increase Stewardship of Resources*
 - *Expand Community Access and Engagement*
 - *Address Facilities Needs*
 - *Obtain AAM Accreditation*

Introduction

The City of Las Cruces Museum System (LCMS) contracted with the AOS team (AOS Architects/WOLF Consulting/Creative Strategies 360°) in October 2019 to create a Master Plan for the next decade of facilities development. A key part of the project was the development of a Short Range Plan to guide the course of programs and services for the FY 22 to FY 26 budget cycles.

The Short Range Plan preparation is based on review of documents, a survey of internal culture, a community survey, a series of interviews and personal conversations, a benchmarking survey including nine other regional museums, a facilities assessment, and an assessment of readiness for national Accreditation by the American Alliance of Museums. After a successful kickoff meeting in early February 2020, the closure of the museums due to the COVID-19 pandemic in March limited the opportunities for subsequent onsite visits, although the AOS team was able to make a two-day visit for the facilities assessment in early June 2020.

Assessments were conducted online and in Zoom calls, while the schedule was adapted to include iterations of staff work, Zoom calls and discussions, and phone and email correspondence between the AOS team and LCMS staff. Crisis and inconvenience has led to opportunities for the LCMS to revisit its Mission, Vision, Values, and major Goals for the future, and especially its commitment to community engagement and service. While the near term is still uncertain and although the museums are not yet open, the staff has come together to study, adapt, and renew the vision and focus of the organization. (See Appendix 1: Project Timeline)

A premise of this Plan is that the Mission and long-term Vision and Values will guide the future program Goals and the Strategies to achieve them. There is an awareness that the Plan will require frequent review and updates to mitigate unknown factors and adapt program priorities to changing financial and social conditions while still trending toward the vision of the future.

As a part of the City of Las Cruces Quality of Life Department (QOL), the LCMS coordinates its efforts with the QOL PEAK Performance System and the City of Las Cruces Comprehensive Plan *Elevate Las Cruces*. The LCMS is a major anchor for the Downtown Arts and Culture District, and will participate in parts of their planned activities.

We encourage our community and all of our audiences to read the Plan and to engage with us as we renew our purpose.

Public Input

A Public Input period for comments was open from February 24 through April 10, 2021. LCMS received several comments about the Short Range Plan. Comments addressed a variety of issues in the plan, but principally the feedback is asking for a robust effort by the Museum System to reframe its efforts based on Diversity, Equity, Access, and Inclusion. For the LCMS to best serve the tremendous multiplicity of communities within the Las Cruces region, it must go beyond simple appearances of diversity - it should be structured to represent, serve, inspire, and advance the needs and ambitions of all citizens throughout the area.

Throughout our planning meetings leading into the final Short Range Plan, the design team discussed these issues at length. These are issues that the LCMS staff brought to the planning team's attention on day one, and they were certainly a subject of conversation in the pláticas and resolanas that consultant Creative Strategies 360 led as part of our community engagement. It should be readily apparent that community engagement was challenged by the pandemic that began shortly after our kickoff meeting. We had previously envisioned a dynamic, vigorous, and creative engagement that was to spur community discussions about the roles and responsibilities and the potential of the LCMS to inspire and serve. Detailed reports on the engagement effort were included in the assessment documents generated by the planning team that were not issued for public comment with the Short Range Plan and Master Plan.

The Short Range Plan acknowledges that there is much work to do to improve community relations, build capacity, and envision new programs and partnerships that will assist in a re-making of the LCMS into a true community institution.

The community is asking for a process that acknowledges a disconnect between LCMS and the community and that creates responsibility and accountability to act on it. The Short Range Plan provides the framework for having these difficult discussions. As this Short Range Plan becomes integrated into the City of Las Cruces Quality of Life (QOL) Strategic Plan, a structure will be enforced that reports on annual progress, measures improvements, and adjusts, refocuses, and reprioritizes the small steps that lead to big change based on ongoing feedback and partnership with the communities of Las Cruces.

The LCMS agrees with the feedback recently received and is both excited and committed to the listening, learning, and growing that will reshape this institution and realize its profound potential.

History

The Las Cruces Museum System (LCMS) comprises four museums: Branigan Cultural Center, Museum of Art, Museum of Nature & Science, and Railroad Museum. The first three museums are located side-by-side on Main Street (formerly the downtown mall), while the Railroad Museum is located in the Alameda Depot Historic District, less than 15 minutes away on foot.

- **Branigan Cultural Center (BCC)**

The Branigan Cultural Center at 501 North Main Street was created in 1980 in the former Thomas Branigan Memorial Library when that institution outgrew the building. “The Branigan” became the city’s first museum with a mission to serve as a community gathering place, display exhibits, and provide educational opportunities. After some renovation work, the first exhibition was held in September of 1981. Over the years, BCC housed long-term exhibits on Las Cruces history and showcased temporary exhibitions of local art and culture, but have also featured exhibits on global culture and history. In 2004, the 1935 Pueblo Revival building was placed on the National Register of Historic Places.

- **Museum of Nature & Science (MoNaS)**

In 1986, the Las Cruces Museum of Natural History evolved out of a planned satellite branch of the New Mexico Museum of Natural History. Housed in the Mesilla Valley Mall, it became part of the City Museum System a few years later. The museum moved downtown to 411 North Main Street in 2012 and changed its focus to become the Las Cruces Museum of Nature & Science. In addition to live animals native to the Chihuahuan desert, MoNaS has three permanent exhibits with all exhibit text and labels presented in both English and Spanish.

- **Museum of Art (MoA)**

Local art lovers touted the need for a museum of art that the city funded in the 1990s. The Museum of Art (MoA) opened in 1999 at 491 North Main Street, and hosts regional, national, and international, juried and traveling fine art exhibits in its one large gallery. The MoA also runs an extensive art studio class program for all ages.

- **Railroad Museum (RRM)**

When the Santa Fe Railroad Company decided to abandon its 1910 depot, local historians and railroad buffs clamored to save the building. The city agreed to take on the depot and began developing what is now the Las Cruces Railroad Museum (RRM) and the first full-time staff came on board in 2005. Located in the old depot at 351 North Mesilla Street, the Railroad Museum interprets the railroad history of Las Cruces and the impact of the railroad on southern New Mexico. There is very minimal space for temporary exhibitions. The Museum does have one piece of rolling stock, an 1890 wooden ATSF caboose, donated in 2010.

Prior to 2017, LCMS was part of the Community and Cultural Services Division of Las Cruces City Government, along with the Convention and Visitors Bureau, the Thomas Branigan Memorial Library, and Senior Programs. A reorganization assigned the LCMS to the Quality of Life (QOL) Department, with Senior Programs, Thomas Branigan Memorial Library, and the RoadRUNNER Transit System.

The City adopted a PEAK Performance Management Process in 2019. The current Short Range Plan outlines the path forward to 2022 when it will be merged with the current Quality of Life Strategic Business Plan.

It is notable that all of LCMS buildings are instances of adaptive reuse: BCC is the old Thomas Branigan Memorial Library, MoA was an auto shop, MoNaS was previously a bank, and RRM is the historic passenger and freight depot. These adaptations have provided prime downtown space for the LCMS but also provide ongoing challenges for public access and employee health. Advocacy to save at least two of the buildings reflects the value these assets hold in the community to this day.

The fact that these buildings were all adapted for museum use is also a testament to the Museum System's flexibility and great potential. It means that these places (and perhaps others) can continue to evolve as LCMS finds new pathways for innovative programming and engagement.

Process

Advance readings on the planning process, with examples of other successful museum plans, were distributed during February, March, and April 2020. With mandatory closure starting in March, the AOS team facilitated the initial steps of planning through phone calls, emails, and a set of weekly assignments and Zoom calls throughout the month of May and into June,

The inconvenience of remote facilitation was offset by the great advantage of including every staff member on the Zoom calls. Staff were organized into four groups to draft and propose a new Mission, Vision, and Values for the LCMS. Iterations of each were wordsmithed by a smaller group and led to the new statements. A similar process was carried through to set five major goals and begin small group work on Strategic Objectives for each Goal. Staff completion of internal worksheets for each Strategic Objective will guide annual action plans and ensure that authority and responsibility are delegated for each. The LCMS identified over 60 current and potential partners for future work. See Appendix: Community and Regional Partnerships.

Our Plan

Realistic assessment of strengths, weaknesses, opportunities, and threats (SWOT) helped the staff teams create solutions to the challenges and to develop strategies for accomplishment of the opportunities presented by the current environment. See Appendix: SWOT Analysis.

Mission

The new Mission Statement streamlines a former one, and also expands its potential:

The LCMS provides our communities with diverse and holistic experiences so that they can be inspired to learn, connect, and explore.

Vision

The new Vision greatly expands the regional scope of the LCMS, and specifies an increased emphasis on community involvement:

We are committed to becoming a vibrant connected community hub and visitor destination that reflects the U.S./Mexico borderlands by providing top of the line facilities, and by creating an organization that builds a trusting and reciprocal relationship with the community.

Values

The newly stated Values model a progressive and inclusive approach to collaboration and partnerships in service to the Mission and Vision:

1. LCMS embraces the idea that **learning is engaging**, full of discovery, and feeds one's curiosity. We commit to offering exhibits and programs that reflect these characteristics, while ensuring that they meet rigorous standards of excellence and professionalism.
2. LCMS recognizes the obligations of being **responsible stewards** to its collections, living collections, and historic structures and meets the obligations by providing sufficient funding resources and staffing for their maintenance and preservation.
3. LCMS is committed to providing **equitable access** to the arts, history, culture, nature, and science. We strive to be a vibrant and relevant community hub for traditional and non-traditional audiences, providing a safe space to explore these topics.
4. LCMS is an active and involved member of the community and practices **collaborative teamwork** to facilitate a collective flow of ideas between the museum staff, the public, and our partners and associates. We provide an equitable, safe, and diverse space for all visitors and team members.

Goals

The LCMS has identified five goals for the FY 22 to FY 26 period, which are meant to address both challenges and opportunities. Priorities for the accomplishment of each goal will be addressed on an annual basis in conjunction with execution of strategies for each, and the

resources available that year. These goals and objectives will be integrated into the Quality of Life Strategic Business Plan, and tracked and updated per the annual review and budget process.

1. Build Program Capacity

LCMS will expand its program and exhibit capacity to create exhibits, classes, and events that foster engagement and enrichment for our communities

Strategic Objectives:

- **Create a More Structured Partnership and Planning with the Foundation for Las Cruces Museums** to leverage funding opportunities for exhibits and programming
- **Analyze Technical Capabilities** in preparation to improve virtual programming and web-based community access to LCMS resources, as well as in-gallery exhibit components
- **Prioritize Staffing Needs** in preparation for revised and expanded programs to serve the Las Cruces community
- **Create a Diversity, Equity, Access, and Inclusion Plan** to ensure that the LCMS reflects the diversity of its community
- **Streamline Processes** to facilitate the ability to improve and expedite program approvals, maintenance requests, hiring processes, and purchasing opportunities within the City system
- **Create a Vibrant and Healthy Work Environment** that is inclusive of all staff and brings joy to the creation and presentation of LCMS programs
- **Revise Program Evaluation Processes** to promote continuous improvement of the programs we offer to the community
- **Train Staff** for expansion of virtual learning opportunities to share LCMS resources with our community and the wider world.
- **Improve ADA Accessibility** for all our programs, exhibits, and facilities

2. Increase Stewardship Of Resources

LCMS will continue to pursue resources for the long-term preservation and augmentation of Museum collections and plan for the preservation of its historic structures to ensure our communities can continue to connect with the histories of the Mesilla Valley. LCMS will promote environmental conservation and sustainability through modeling behavior and partnerships.

Strategic Objectives:

- **Assess the Content and Cultural Value of Permanent Collections** to identify future collection priorities and opportunities to enhance knowledge of our collections
- **Redefine the Scope of Collections** as they will be needed to advance the new Mission and Vision
- **Develop Protocols for Disposal of Collections** that are unsuitable for advancing

the new Mission and Vision

- **Invest in Programs for Environmental Sustainability** to ensure that the LCMS is a responsible recycler, conserver of energy, and advocate for sustainability
- **Establish Protocols for Renovation and Restoration of our Historic Structures** in coordination with the CLC Historic Preservation Specialist so that we follow SHPO regulations and policies for this work
- **Update Collections Plans and Policies** to correspond with advancing the new LCMS Vision

3. Expand Community Access and Engagement

LCMS will build partnerships and collaborations with community organizations, individuals, and educational systems by embracing open communication and reciprocal experiences with traditional & non-traditional audiences, while encouraging diversity, accessibility, and inclusion in our partners and staffing.

Strategic Objectives:

- **Create a Dynamic Website** that will enable the LCMS to share content broadly, encourage community participation
- **Develop Marketing Strategies** that will expand the LCMS reach to inspire visitation by new audiences
- **Assess Community Needs** on an ongoing basis, following up on the current surveys to identify and adopt processes to address needs
- **Promote Community Input** by offering periodic public forums and listening sessions
- **Develop Community Partnerships** based on existing and potential relationships and opportunities
- **Expand Bilingual and American Sign Language Programming** to include more access for specific communities in Las Cruces

4. Address Facilities Needs

LCMS will work with CLC Facilities Management to develop facilities plans that reflect community interests, city goals, staffing resources, and funding resources so that museum facilities remain resources for the public. LCMS will work with historic preservation specialists to ensure maintenance and preservation of historic structures, access for visitors, and workplace safety for staff.

Strategic Objectives:

- **Facilities Master Plan Approval** will address considerations of the image, condition, and functionality of LCMS facilities, and guide maintenance, renovation, and expansion decisions for the next decade.
- **Development of Museum-Specific Maintenance & Operations Plans** will prioritize needed repairs and upgrades, and provide ongoing guidance for the proper upkeep of the LCMS facilities and building systems, including appropriate

historic preservation treatment of the historic Branigan Cultural Center and the Railroad Museum.

- **Renovation Plans** of all facilities will be guided by the prioritized recommendations of the Master Plan for exhibit, learning and event spaces as well as improving collections environments and back-of-house spaces. Renovation plans for the Branigan Cultural Center and Railroad Museum will ensure compliance with city, state, and federal standards for preservation of historic properties

5. Obtain AAM Accreditation

LCMS will devote time, energy, and resources to achieve AAM Accreditation, which signifies that we provide exceptional services to our communities and within our museums. It formalizes our commitment to our facilities, collections, object and facilities preservation, professional development, and visitor experience.

Strategic Objectives:

- **Approval of the Short Range Plan** will complete one of the basic Core Document requirements for Accreditation
- **Approval of the Master Plan** will justify facility decisions that can have an impact on Accreditation decisions
- **Taking the Pledge of Excellence** officially begins the process of obtaining Accreditation
- **Entering the Museum Assessment Program – Collections Assessment** will enable a close review of the current collection, policies, and standards of care
- **QOL/City of Las Cruces Process Streamlining** will help the LCMS to overcome current barriers to efficient purchasing, hiring, maintenance, and program policy approvals
- **Pursue American Alliance of Museums (AAM) Accreditation** as a museum staff with City Support including discussion of application as a system or as individual museums

Summary

This LCMS Short Range Plan reflects a determination to continue to evolve and improve educational services to the Las Cruces community, a diverse and growing place. We understand that there is not yet a new normal in terms of City resources and community expectations but we are freed by the situation to dig deeper into our Mission, pursue our Vision, and look ahead realistically to what we can accomplish in the future. Our existing programs will continue, be revised or repurposed, and new initiatives will rise from the conversations with our community. All aspects of this Plan will be coordinated with the City of Las Cruces Quality of Life Strategic Business Plan to combine them into a single Strategic Plan in FY 22. We look forward to *Renewing Our Purpose* in the coming years.

Assumptions

- A continued relationship with, and support from, the Foundation for Las Cruces Museums
- Continued 100% funding from the City of Las Cruces (CLC) General Fund with minimal budget reduction and potential for future growth
- Increased partnerships with community and regional organizations
- Continued efforts by CLC to revitalize Downtown
- Mesilla Valley communities see the museums as vibrant resources to celebrate their heritage
- Flexible approaches to plans in the unpredictable COVID-19 operating environment
- Processes will require streamlining to obtain the best results
- It may take up to a decade to realize a comprehensive renovation or major expansion
- Attaining a permanent collections storage facility is not in the timeframe of this short range plan
- Youth-centered programs and exhibits will continue to be a community need and interest
- City support for capital improvements will be needed for MoNaS Phase II and other remodeling and expansions
- The Quality of Life Department will support and encourage the LCMS Plan

Fiscal Note

Museum staff are preparing cost estimates for budget items related to each strategic objective on a year by year basis for project and incremental funding.

Appendices

1. Timeline for Short Range Plan
2. Community and Regional Partnerships
3. Strengths Weaknesses Opportunities Threats (SWOT) Analysis

GOAL	FY 22	FY 23	FY 24	FY 25	FY 26
1. Build Program Capacity	Analyze Tech Capabilities Prioritize Staffing Needs Streamline Program Creation Vibrant Work Environment Negotiate Enterprise Latitude	Create Program Evaluations Vibrant Work Environment	Train Staff for Virtual Programs Improve ADA Accessibility Vibrant Work Environment	Vibrant Work Environment	Vibrant Work Environment
2. Increase Stewardship of Resources	Assess Collection Content	Define Collections Scope Develop Deaccession Protocol Environmental Sustainability Protocols for Renovations	Collections Plans and Policy		
3. Expand Community Access and Engagement	Create Dynamic Website Develop Marketing Plan Assess Community Needs	Community Forums Develop Partnerships	Expand Bilingual/ASL Programs		
4. Address Facilities Needs To be updated in coordination with Master Plan recommendations	Master Plan Approved Maintenance Plan Assess Courthouse for LCMS use	Maintenance Plan Preservation Plans	Improvements	Improvements	Improvements
5. Obtain AAM Accreditation	Approval of Strategic Plan Approval of Master Plan Pledge of Excellence Apply for MAP Collections QOL/City Streamline Process	MAP Collections Assessment Collections Policy Review Collections Plan Options Apply for MAP Interpretation	MAP Interpretive Assessment Create Interpretive Plan Museum Ethics Policy Plan Updates Apply for MAP C&A Assessment	Core Documents Verification MAP C&A Assessment Formal Application to AAM	Receive Decision

Community and Regional Partnerships

Las Cruces Museum System

Defining Partnerships

Las Cruces Museum System staff were tasked with identification of existing and potential new community and regional partnerships as part of the strategic planning process and in support of objectives relating to the major goal of Expanding Community Access and Engagement. Sixty existing or potential partners were recorded in a Partnership Matrix using the following definitions:

- **Program Partners** are those with whom the LCMS currently develops or 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 LCMS currently develops or might develop relationships to provide funding for special projects to further specific parts of its Mission, such as facility development, public outreach, educational or informational activities, or preservation activities.
- **Training Partners** are those with whom the LCMS currently develops or might develop programs for the professional development of its staff in the areas of museology, technical expertise, marketing, customer service, and other pertinent disciplines for the advancement of organizational capabilities.
- **Contracting Partners** are those with whom the LCMS currently develops or might develop a fee for service relationship to provide quality products such as exhibits and educational programs, archaeological excavations, or historic preservation services.

LCMS Community and Regional Partnerships

Organization	Individual	Potential Partner	Program Partner	Sponsor or Funding Partner	Training Partner	Contracting Partner
4-H		X				
AARP		X				
Alamogordo Zoo		X				
Amador Hotel Foundation		X				
Asombro Institute for Science Education		X				
BLM Organ Mountains-Desert Peaks	Daniella Barazza		X			
BLM Prehistoric Trackways National Monument	Colin Dunn		X			
Boys and Girls Club of Las Cruces		X	X			
Boy Scouts of America		X	X			
CAFe		X	X			
Chihuahuan Desert Nature Park		X				
CLC Arts and Cultural District				X		
CLC Historic Preservation	Troy Ainsworth		X			
CLC Thomas Branigan Memorial Library		X	X			
Cruces Creatives		X	X			
Dona Ana Arts Council		X	X			
Dona Ana Historical Society			X			
El Paso Museum and Cultural Affairs Department		X	X			
El Paso Zoo		X			potential	
Explora			X		X	X
Fellowship of Las Cruces Area Rocketry Enthusiasts (FLARE)	Thomas Kindig		X			
Foundation for Las Cruces Museums			X	X	X	X
GSK (via TFI)				X		
Girl Scouts of the Desert Southwest		X	X			
Jacobs Technology	Joe Bullington	X	X	potential		
Las Cruces League of United Latin American Citizens (LULAC)		X	X			
Las Cruces Public Schools		X	X			
Las Cruces Public Schools - Challenger Learning Center	Stephanie Hofacket		X			
Las Cruces Space Festival	Alice Carruth		X			
NAACP Dona Ana County Chapter		X	X			
NASA White Sands Complex	Richard Pacheco		X			
NASA White Sands Test Facility	Joe Bullington		X			
National Informal STEM Education Network (NISE Net)	Frank Kusiak			X		
National Science Teaching Association (NSTA)					X	
NM Department of Game & Fish	Officer Roper	X				
NM Farm and Ranch Heritage Museum	Holly Radke	X	X		potential	
NM Space Grant Consortium	Paulo Oemig	X	X	potential		
NMSU	Bree Lamb		X		X	X
NMSU Apache Point Observatory	Karen Kinemuchi, Diane Torres		X			
NMSU Astronomy Graduate Student Organization (AGSO)			X			
NMSU College of Engineering			X			
NMSU Compost Club			X			
NMSU Department of Anthropology		X	X			
NMSU Department of Art		X	X			
NMSU Department of Astronomy	Dr. Chris Churchill		X			
NMSU Department of Geography		X	X			
NMSU Department of Geological Sciences	Dr. Nancy McMillan		X			
NMSU Department of History		X	X			
NMSU Diversity Programs: American Indian Programs		X	X			
NMSU Diversity Programs: American Indian Student Center		X	X			
NMSU Diversity Programs: Black Programs		X	X			
NMSU Diversity Programs: Chicano Programs		X	X			
NMSU Diversity Programs: LGBT+ Programs		X	X			
NMSU Gender & Sexuality Studies		X	X			
NMSU Library Rio Grande Historical Collections (RGHC)		X	X			
NMSU Museum Conservation Program	Silvia Marinas-Feliner	X	X		potential	X
NMSU STEM Outreach			X			
NMSU University Art Museum	Marisa Sage	X	X		potential	
NMSU University Museum			X			
NMSU Vertebrate Museum	Dr. Peter Houde		X			
NMSU Wildlife Museum	Dr. Jennifer Frey		X			
NMSU Women in STEM (WISTEM)			X			
NMSU Zuhl Museum	Tiffany Santos		X			
NPS White Sands National Park		X				
PFLAG		X	X			
Roswell Museum & Art Center			X			
Silver City Museum			X			
Southern New Mexico Pride		X	X			
Spaceport America	Alice Carruth		X	potential		
State Historic Preservation Offices (SHPO)		X				
The Franklin Institute Science Museum	Andrea Foster			X	X	
UTEP Ruben Center for the Visual Arts		X				
Visit Las Cruces		X		X	X	

LCMS Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis

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	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Exhibits and Programs	Diversity of subject matter and frequently changing exhibits Well-appreciated programs E.g. <i>Lucha Libre, Borderlands, What's Your Las Cruces?</i>	BCC perceived as secondary art museum Permanent exhibit at MoNaS is perceived as stale Exhibits are typically one-offs, lack connection to larger story Classes perceived as not accessible because of fees Quality and relevance of permanent collections	Expand community events and gatherings at BCC Develop multi-year comprehensive interpretive plan Strong community interest in local, regional history Community support for Children's Museum proposal Develop standards of excellence for program offerings	COVID-19 related closures
Audience	Established and dedicated audience	Audience does not fully reflect local community Not perceived as leader, integral part of community Not perceived as accessible to broader city and region Not perceived as welcoming to educators, schools Not perceived as inclusive of BIPOC	Target new audiences locally and across the region Develop strategic community partnerships/collaborations E.g. downtown businesses, local media, artists and makers Redefine and restate museum identity and vision Develop satellite locations or mobile museum Reflect the audience in museum exhibits and programs	
Organization and Process	Established operations Energetic staff Reliable city funding History of innovation, risk taking (<i>Graffiti 2011-12, LGBTQ 2019</i>)	Deep hierarchy and siloed departments Collections policy is not tied to strategic goals Frustrating city approvals / hiring processes Program and exhibit approval is bureaucratic, frustrating Consistency of staff training and evaluation Management is risk averse; staff afraid to take initiative Lack process for assessing quality of program offerings	Develop a focused strategic plan (<i>in process</i>) Develop a focused collections plan Assess existing collections; divest and reinvest in new material Improve job descriptions Maintain, expand staff access to training events, conferences Streamline management and approvals process Work with CLC to enable revenue plan (for ticketing and retail) Develop local patronage for collections, programs, events	Low morale Continued staff turnover Unbalanced division of work
Facilities	Historic buildings (BCC, RRM) Prime downtown locations	Deterioration of historic structures (BCC) Weak identity from parking lot (MoA, BCC) Multiple points of entry are confusing (MoNaS, MoA) Gated courtyard between MoA and BCC is unwelcoming Lack of shaded outdoor space for events, school groups Unbalanced distribution of permanent and flexible galleries Awkward and poorly utilized back-of-house spaces No dedicated museum store Aging and inefficient building systems Accessibility and life safety inadequacies Inadequate number of restrooms at BCC	Invest in sustainable preservation Establish neighborhood walking tours Museums as connector for surrounding neighborhoods Modify museums to better engage Main Street Develop plaza / event space between BCC and MoA Use Shannon Room at BCC for events, lectures Adapt municipal court as exhibit and event hall Upgrade to efficient systems and add rooftop PV Work with nGage in developing satellite Children's Museum	Ad-hoc process for facilities maintenance, improvements Budget restrictions from city Unforeseen changes in local economy
Collections Environment	Range of gallery sizes Flexibility of galleries at MoA and BCC	Alignment of mission with existing collections is unclear Poor temperature and humidity control Substandard and off-site collections storage (OSS) Substandard loading and receiving Inadequate fire protection and pest control	Ensure facility renovations also address collections concerns	Absence of collections plan