



# MASTER PLAN

Las Cruces Museum System

Prepared by AOS Architects | WOLF Consulting | Creative Strategies 360°

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# EXECUTIVE SUMMARY



# EXECUTIVE SUMMARY

In October 2019, the Las Cruces Museum System (LCMS) contracted with the AOS Team (AOS Architects, WOLF Consulting, and Creative Strategies 360°) to create a Master Plan to guide facilities improvements and future development. Beginning in February 2020, the AOS Team engaged museum management and staff, and the larger Las Cruces community in a planning process that consisted of a detailed assessment of LCMS programs and facilities, an articulation of community needs and institutional objectives, and the generation of plans to guide the future development of the museums.

## Process

Assessment and planning were guided by an approach that did not overemphasize the things that are lacking, but rather identified opportunities for LCMS's overall advancement in alignment with the community it serves. This work was a product of engagement and collaboration with QOL leadership, LCMS management and staff, and community members through virtual meetings and workshops. Key findings from this process included:

- Current exhibit and program offerings are numerous, diverse, and well-appreciated. Opportunities exist to develop a focused, multi-year comprehensive interpretive plan, to include more local and regional history programming, and to host more on-site events and gatherings.
- Through improved marketing, new strategic partnerships, local and regional collaborations, and more inclusive programming, LCMS can expand its reach, impact, and especially its audience—to reflect and better serve a vibrant local community that is much younger, non-white, and lower in income.
- Short range planning and the museum accreditation process will provide LCMS with guidance and opportunities to assess program quality, develop a strong collections policy, streamline bureaucratic processes, and improve hiring and staff development.
- LCMS can leverage its historic structures and prime downtown locations by pursuing sustainable preservation measures and facilities improvements that outwardly reflect and engage the public on-site, along Main Street, and throughout downtown and adjacent neighborhoods.
- Building repairs, system upgrades, and functionality improvements can be coordinated to dramatically enhance the quality of collections environments and expand program capacity at existing facilities, and eventually future locations.

Although not originally identified as part of the planning process, it became clear that there was a need to better articulate the mission, vision, values of LCMS, guide program goals and the strategies that can achieve them. This work is encapsulated in the *LCMS Short Range Plan: Renewing Our Purpose for Fiscal Years 2021 - 2025*.

## Master Plan

Informed by the findings of our assessments, and in alignment with the vision and objectives articulated in the Short Range Plan, this report proposes an actionable, flexible, and prioritized plan for recommended improvements to the museum system's facilities and operations. Recommendations are centered on strengthening the museum's identity and presence, guiding the stewardship of its collections and facilities, and prioritizing functional improvements to enhance program capacity. Principal recommendations include:

- Establish a strong, singular "Las Cruces Museum" identity, anchored by a unified Main Street campus focused on the interrelated science, art, and history of Las Cruces and the US/Mexico Borderlands region.
- Reflect community voices and identities in the outward appearance of the museum, its urban footprint, and eventual growth of programs through local and regional partnerships.
- Rectify needed repairs and building code concerns, and create museum-specific plans in order to improve maintenance and operations, better coordinate improvements with preservation objectives, and guide environmental sustainability and resilience objectives.
- Pursue opportunities on-site and within the existing museum footprints to expand event spaces, better distribute the mix of permanent and temporary galleries, and connect learning spaces with exhibits and the larger urban context.
- Create a single point of arrival and access to the Main Street museums, resolve visitor and staff circulation routes, consolidate back-of-house functions, and eventually add a new 10,000 sf addition to house loading/receiving, exhibit production, and collections storage.
- Pursue expansions at existing facilities or a new museum at the Las Cruces Municipal Courthouse, over time and only with a continued assessment of needs, feasibility, and the assurance of funding.

## Implementation

Proposals offered in this Master Plan are intended to provide a menu of prioritized options for achieving LCMS's goals. They are to be pursued in continued consultation with strategies laid out in the Short Range Plan, the additional planning steps it outlines, and adequate funding from the City of Las Cruces.

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BACKGROUND



L to R: Museum of Nature & Science, Museum of Art, Branigan Cultural Center, Railroad Museum

## BACKGROUND

The Las Cruces Museum System (LCMS) comprises four museums: Museum of Nature & Science, Museum of Art, Branigan Cultural Center, 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.

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

411 North Main Street, Las Cruces NM 88001

Formerly the Las Cruces Museum of Natural History and housed in the Mesilla Valley Mall since 1986, this museum officially became part of the Las Cruces Museum System around 1990. The museum moved to its current location in 2012 with a change in focus, and was renamed the Museum of Nature & Science and houses three permanent exhibits as well as live animals native to the Chihuahuan desert. The facility is an adaptive re-use of a former bank building, constructed of a concrete slab on grade, brick masonry walls, and steel roof joists. The original construction date is unknown, but is likely mid-twentieth century. An extensive interior and exterior remodel, and additions were designed by ASA Architects and completed in 2012. Total building area is approximately 10,500 square feet. A phase II expansion designed in 2009 was never realized because of funding. The current permanent exhibition dates from the 2012 opening of MONAS in this location.

- **Museum of Art (MOA)**

491 North Main Street, Las Cruces NM 88001

MOA was founded in 1999 at this location and hosts regional, national, and international juried and traveling fine art exhibits in its one large gallery. MOA also runs an extensive art studio class program for all ages. The facility is an adaptive re-use of a former automobile repair shop, and is constructed of a slab on grade, brick and concrete masonry, and steel roof trusses and joists. The rear portion is a later addition. The construction date of the original building and addition are unknown, both are likely mid-twentieth century. The most recent remodel of the building is presumed to have been completed in 1999, and is responsible for the building's systems, current interior configuration, and north entry addition. Building area is approximately 14,250 square feet across two levels.

- **Branigan Cultural Center (BCC)**

501 North Main Street, Las Cruces NM 88001

This building was built in 1935 as the Thomas Branigan Memorial Library. It was designed in the Spanish Pueblo Revival Style by El Paso architect Percy Ware McGhee, Jr., who also designed the Old Doña Ana County Courthouse at 251 West Amador Avenue. The building is constructed of hollow clay structural tile with a wood frame roof and floors. A mural painted by Thomas (Tom) Galloway Lea, III is among its notable original features. The facility has undergone several renovations in 1961, 1973, and 1980. In 1981 it was rededicated as the Branigan Cultural Center and has housed long-term exhibits on Las Cruces history, temporary exhibitions of local art and culture, as well as exhibits on global culture and history. The building was listed on the National Register of Historic Places in 2004. The steel structure for the second story room is not original to the building and was recently installed. Building area is approximately 8,600 square feet.



- **Railroad Museum (RRM)**

351 N Mesilla Street, Las Cruces NM 88005

Constructed in 1910 as the passenger and freight depot at Las Cruces for the Atchison, Topeka and Santa Fe Railroad (ATSF), the current building replaced a two-story frame structure constructed in 1881. It is constructed of brick masonry with stucco exterior, and concrete slab on grade. The passenger depot has a pitched terracotta tile roof and a large window at the northwest corner that was a Fred Harvey newsstand. The original freight depot has a flat roof with parapets, and in 1961 was extended to the south, with a raised slab to better accommodate trucks. This addition is constructed of concrete masonry. The City of Las Cruces renovated the depot with DOT funds in the late 1990s. An enclosed ramp and covering for the viewing platform were added in 2007. Total building area is approximately 4,600 square feet. The RRM interprets the railroad history of Las Cruces and the impact of the railroad on southern New Mexico. Exhibits include model trains and permanent history exhibits. A detached covered area was recently constructed for a 1890 ATSF caboose that was acquired in 2010. The caboose area is fenced and is not yet open to the public. BNSF operates the working railyard adjacent to the RRM. The building was listed as a significant resource in the "Las Cruces Depot - Alameda Historic District" which was listed on the National Register of Historic Places in 1985.

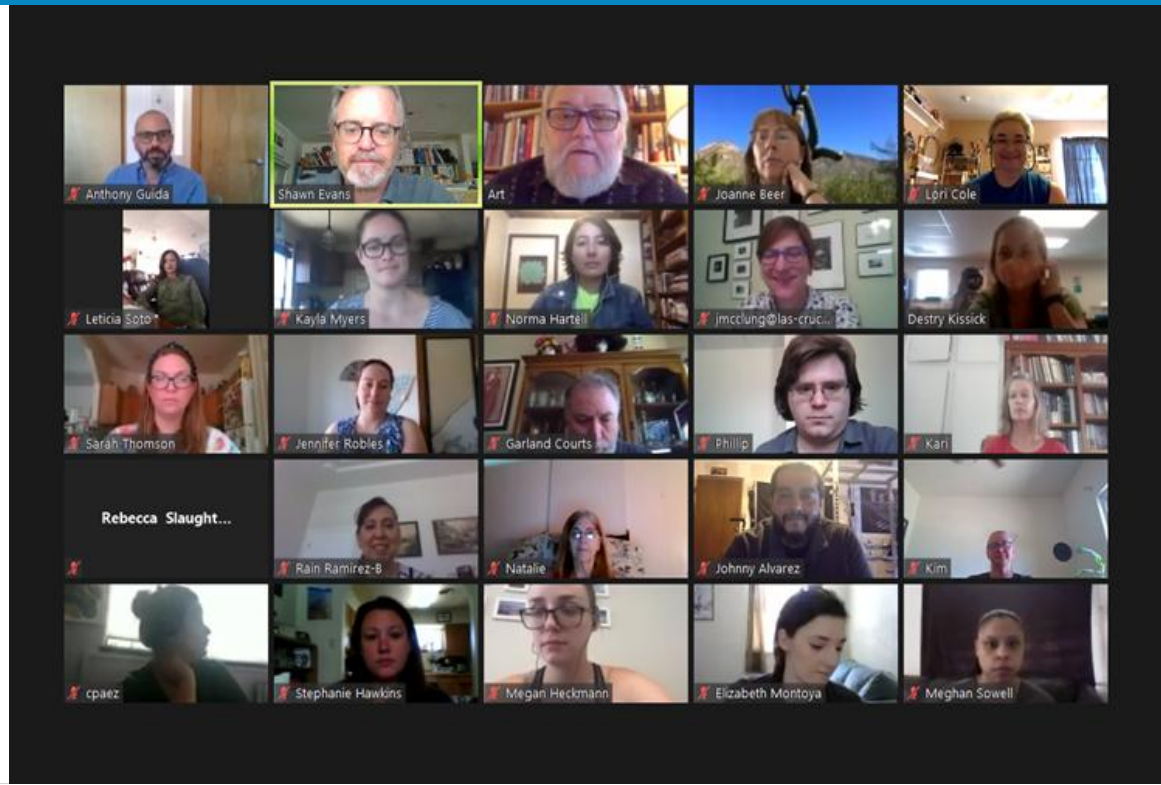
- **Off-Site Storage (OSS)**

Undisclosed address

Since 2012, LCMS has rented two retail spaces in a strip mall, approximately one mile from the Main Street museums. Previously, the BCC mezzanine and various self-storage rental units were used for collections and exhibit-related storage. The building is light gauge steel or wood frame construction with a stucco exterior, with a concrete slab on grade and a metal roof. Original construction date is unknown, likely late-twentieth century. Collections storage is in Suite A, approximately 4,000 sf. Exhibit storage is in Suite E, approximately 1,100 sf. The two spaces are not connected and nonadjacent. Other current uses in the strip mall include assembly, food and service businesses.

Floor plans of all five facilities were redrawn from available documents and are included in the appendix, along with a summary of building and room areas.

PROCESS



L to R: AOS Team visit in February 2020, all-staff planning session in May 2020, cover of *LCMS Short Range Plan: Renewing Our Purpose*

# PROCESS

In October 2019, LCMS contracted with the AOS Team (AOS Architects, WOLF Consulting, and Creative Strategies 360°) to create a Master Plan to guide facilities improvements and future development. Beginning in February 2020, the AOS Team engaged museum management and staff, and the larger Las Cruces community, in a planning process that consisted of a detailed assessment of LCMS programs and facilities, an articulation of community needs and institutional objectives, and the generation of plans to guide the future development of the museums.

## Part I: Assessment

Following a review of relevant municipal planning documents (including the Comprehensive Plan, Downtown Master Plan, Las Cruces Arts & Cultural District Plan, QOL Business Plan etc.), as well as existing strategic plans and facility studies, the AOS Team took steps to understand current LCMS offerings relative to organizational and community needs, its performance and operations relative to peer institutions, and the existing conditions of its facilities and operations.

- **Internal Survey / Building on Strengths**

Building on Strengths is a method of assessing the current climate and aspirations of the museums by appreciative inquiry. It encourages identifying the core strengths of the organization, then building upon those in planning for the future. In March 2020, the AOS Team issued a sixteen question survey to internal stakeholders covering an Environmental Scan, Past Successes, Things Not According to Plan, Critical Issues, Accreditation Topics, Challenges and Opportunities, Visions for 5-10 Years, and Issues and Strengths.

Twenty-two individuals responded to the survey and there were 195 comments. The survey revealed areas of concern, notably the need for LCMS to upgrade facilities, increase community access and awareness of programs, enhance internal communications and long range planning efforts, streamline bureaucratic city processes and management hierarchies, and improve hiring standards and staff development. The survey also showed considerable evidence of hope, inspiration, pride in past program offerings, opportunities for change and for forging a collective vision in collaboration with staff. Results from this survey formed the basis for developing positive Mission, Vision, Values, Goals, and Objectives statements for the Short Range Plan, in collaboration with LCMS staff.

- **Community Survey / Encuesta**

The intent of the community survey was to gather information on community motivations, interests, needs, desired future programs, and demographics. The AOS team devised a series of 21 questions in collaboration with the LCMS Administrator, which were delivered in English and Spanish to the LCMS email list and social media pages in April, and by inclusion in the local utility bills in May, with the survey closing in mid-June.

Responses did not represent a substantially different demographic than a 2019 QOL survey, and very few were completed in Spanish. Respondents were predominantly older, white, female, and from middle and upper incomes. Most were recent visitors to LCMS and other museums, and gave good marks to visitor experience, free admission, subject matter, and quality of exhibits. Classes and workshops ranked low among reasons for coming to the museum, as did the notion that programs reflected the history of survey respondents. There were many calls for exhibits to change more frequently, for larger exhibit spaces, the addition of a museum store, expanded hours, and especially for improvements to facilities. Interest in a potential maker space, and additional classrooms was very low. Among suggestions for program expansions, regional history, Native American and Hispanic topics ranked high with respondents, with significantly less interest in Children's, African American, and Military museum programs.

- **Institutional Benchmarking**

The AOS Team compiled a benchmarking survey of comparable peer institutions in the Southwest. Criteria for inclusion included municipal, county, or state governance, branch museums, private foundation support, and active exhibits and programming levels. An eleven-question survey asked additional questions about staffing, budgets, and attendance.

Fifteen organizations were invited, and ten completed the survey: the Las Cruces Museum System (NM), Silver City Museum (NM), Roswell Museum and Art Center (NM), Farmington Museum (NM), Museum and Cultural Affairs Department (El Paso TX), Greeley History Museum (CO), Fort Collins Museum of Discovery (CO), Arizona Historical Society (Phoenix AZ), Arizona Museum of Natural History (Mesa AZ), and the Clark County Museum (Las Vegas NV).

Comparisons were made in terms of staffing and governance, fiscal and operating procedures, and programming and attendance. LCMS ranked mid-pack in both operating budget and attendance figures, low in social media presence (we note that this was pre-pandemic and that the LCMS has made a remarkable effort to provide quality online programming since the benchmarking was done), and by far the highest in adult education - with nearly three times the number of events as the closest comparable museum. Lessons gleaned from this comparative survey aided in the development of the Accreditation Assessment and the Short Range Plan.



- **Program Assessment**

An evaluation of current programs was developed from the AOS Team’s site visit, internal documents provided by LCMS (attendance reports, evaluation forms, docent training, internal process, and documentation of past exhibits, recurring events, and ongoing classes), the museum’s communications (social media, newsletters, and brochures), as well as the Institutional Benchmarking, Community Conversations, Internal and Community Surveys completed as part of this project.

LCMS offers an impressive quantity of programming (classes, events, local and visiting exhibitions), besting peer institutions that participated in the Benchmarking Survey by a sizable margin, and earning mostly high marks from Community Survey participants. During the COVID-19 epidemic, the LCMS staff have greatly expanded online programs in creative and innovative ways that make good use of existing alliances, and are expanding interpretation, desired content, and museum audience.

Recommendations include slowing the schedule of offerings (particularly of temporary exhibits), streamlining the internal review and approval process, and pursuing programming that is more deliberately planned, unified across museums, and that seeks curatorial collaboration opportunities with community partners. Beyond current QOL metrics, it is crucial for LCMS to develop internal standards for assessing program quality, and to, in turn, create standards of excellence for its program offerings.

- **Staffing Assessment**

To provide an assessment and evaluation of current staffing and operations at LCMS, the AOS Team examined documentation provided by the Museum Administrator (org charts, job descriptions, salary and budget histories, prospective staffing patterns, personnel and standard operating procedures (SOP) manuals, and city policies) as well as feedback from Community Conversations and the Internal and Community Surveys. The assessment report examined organization and hierarchy, roles and responsibilities, diversity, level of training, current and prospective staffing, and the utilization of external staff.

Current challenges are a deep management hierarchy, the persistence of museum siloes from LCMS’s previous organization, talent acquisition and retention, uneven distribution of workload and number of direct reports to managers, and inconsistencies in training and evaluation. Promising developments include the likely addition of a manager position dedicated to public engagement within the next year,

and recent hires that increasingly reflect the diversity of the Las Cruces community. Key recommendations include a salary study to expand authority and responsibilities of staff, closely coordinating staff size with recommended changes to program planning and schedule, and utilizing assessment tools within the American Alliance of Museums (AAM) accreditation process to further refine and prioritize staffing plans.

- **Facilities Assessment**

To understand existing conditions, the AOS Team conducted an assessment of the physical condition, building systems, functionality, collections environment, life safety, and accessibility for all five LCMS facilities. The assessment was based on in-person site visits to LCMS facilities in February and June of 2020, as well as contact with LCMS staff, the City’s Facilities Management team at Public Works, Historic Preservation Specialist Troy Ainsworth, and Sustainability Officer Lisa Larocque. LCMS staff provided available facilities drawings, reports, and historic photographs.

This facilities assessment identified several life safety and accessibility concerns, physical deterioration of historic structures (most notably BCC), aging and inefficient HVAC systems, the absence of humidity control and fire suppression in nearly all collections environments (most notably OSS), and weaknesses in the use and functionality of back-of-house spaces (particularly storage and loading/receiving). The assessment is summarized in an appendix to this report, and it informs the facilities diagrams and written analysis of existing conditions throughout this Master Plan. The AOS Team was also tasked with evaluating the Las Cruces Municipal Courthouse for possible conversion into a new museum facility. Existing conditions for the Court building are evaluated in a separate report.

## Part II: Planning

This phase of work aimed to better identify and align the needs and aspirations of LCMS with the community it serves. Steps below allowed findings from the initial assessment of the museum system's current organization, audience, programs, and facilities to be evaluated and translated into opportunities, goals, and guidance for the museum's system's future development. As is often described below, much of this work was a product of engagement and collaboration with QOL leadership, LCMS management and staff, and many community members through virtual meetings and workshops.

- **Community and Stakeholder Engagement**

The objectives were to identify underlying perceptions, assumptions, and critical questions the public has about LCMS and to create dialogue about a renewed vision, new opportunities, including programmatic ideas, innovations, and potential partnerships. Initially conceived of as taking place on the ground, in both traditional and unexpected places (e.g. in the spaces of the Museum or libraries as well as places like barbershops and Wal-Mart), the global COVID-19 pandemic forced a shift toward virtual connectivity.

Dr. Estevan Rael-Gálvez of Creative Strategies 360° led this effort, aiming to connect with a diverse cross section of the broader community, particularly youth and people of color. One-on-one interviews (*pláticas*) were completed with 42 individuals, including elected officials, city staff, LCMS staff, community partners, media, and educators. Roundtable discussions (*resolanas*) were held with members of the Mesquite Historic District, educators (including Ngage, NMSU, city and county schools, and early childhood specialists), and members of the community-at-large (artists, business owners, and representatives of community organizations).

Where survey comments indicated that the majority of the small portion of the community that visits LCMS finds alignment with their interests, these interviews and discussions revealed a perceived misalignment with needs and interests of the majority population of Las Cruces. These and other findings are evaluated in a report shared with LCMS, encapsulated in the SWOT analysis included in this report, and directly inform the establishment of goals and specific objectives for Expanding Community and Audience Engagement in the Short Range Plan.

Over the course of four weeks in late 2020, a draft version of this Master Plan will be shared with the public for review and feedback.

- **Strengths Weakness Opportunities and Threats (SWOT) Analysis**

Information gleaned from the internal and community surveys, institutional benchmarking, facilities assessment, and community and stakeholder engagement was synthesized into a concise assessment of the museum system's Strengths, Weaknesses, Opportunities and Threats (SWOT). The SWOT Analysis examines five dimensions of the museum system - Exhibits and Programs, Audience, Organization and Process, Facilities, and Collections Environment - in order to align the needs and aspirations of LCMS and the communities it aims to serve, and to develop the strategies included in the Short Range Plan and this Master Plan. The SWOT is included in this report, in full.

- **Accreditation Analysis**

The AOS Team conducted an analysis of the readiness of the LCMS to enter the process for Accreditation by the American Alliance of Museums (AAM). Accreditation is a goal that was articulated by LCMS leadership and staff, and that is included in the Short Range Plan. WOLF Consulting Principal Arthur H. Wolf, a former AAM Accreditation Commissioner and Visiting Committee Chair, led this effort.

Our assessment was conducted as though it was a site inspection by a Visiting Committee, and was based on a review of existing documents and plans provided by LCMS, as well as an inspection of all facilities, including collections storage. The report outlines the overall AAM process, identifies impediments to accreditation, recommendations for remedies, and a timeline for implementation by FY2025.

The Accreditation Analysis provided an evaluation of LCMS collections, facilities, program offerings, staffing, and operations relative to AAM's seven Core Standards for Museums - Public Trust and Accountability, Mission and Planning, Leadership and Organizational Structure, Collections Stewardship, Education and Interpretation, Financial Stability, and Facilities and Risk Management. While acknowledging that LCMS achieves a great deal with a limited budget, this analysis identified the need to improve aspects of hiring, long range interpretive planning, collections policy and care, and the museum's methods for assessing both the quality of its program offerings and their alignment with community needs. Components of the accreditation process, and particularly [AAM's Museum Assessment Program](#) (MAP) were recommended as tools for achieving needed improvements in line with the goals and strategic objectives outlined in the Short Range Plan. Accreditation needs also inform the facilities recommendations included in this Master Plan.



- **Short Range Plan**

Although not originally identified as part of the planning process, it became clear that there was a need to better articulate the mission, vision, values and goals of LCMS prior to developing a Master Plan. Facilitated by the AOS Team, the *LCMS Short Range Plan: Renewing Our Purpose for Fiscal Years 2021 - 2025* was created with the participation and work of the entire LCMS staff. Museum closure during the global COVID-19 pandemic disrupted planned face-to-face interactions, but presented opportunities for an expanded schedule of iterative Zoom meetings and workshops.

A central premise of the Short Range Plan is that the mission, long-term vision, and values will guide the future program goals and the strategies to achieve them. It is intended to be a living document, requiring periodic review and updates. All aspects of the Short Range Plan will be aligned with the City of Las Cruces Quality of Life Strategic Business Plan and integrated into a single Strategic Plan in FY 22.

Crucially, the Short Range Plan furnishes a clear vision, goals, and priorities for this Master Plan and its implementation:

- A new, streamlined mission statement:
  - *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:
  - *[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:
  - *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 with accompanying strategic objectives (not shown) for accomplishment:

- *Build Program Capacity*
- *Increase Stewardship of Resources*
- *Expand Community Access and Engagement*
- *Address Facilities Needs*
- *Obtain AAM Accreditation*

The Short Range Plan addresses current concerns through positive recommendations for overall advancement. Strategic objectives outline the necessary steps for improvement of program evaluation, ongoing assessment of community needs and access, and the expansion of marketing and community alliances (including a list of 60 existing and potential partners). Five of the nine strategic objectives for Building Program Capacity propose solutions for improving hiring, staffing, training, equity, compensation, and the workplace. It should be expected that the LCMS, with support and encouragement from the QOL, will be responsible for choices and prioritization of staff expansion within the City government to achieve these objectives. And in pursuing the Obtain AAM Accreditation goal, the LCMS has the opportunity to receive non-competitive grants from the Museum Assessment Program to improve Collections Stewardship, Education and Interpretive capability, and Community Engagement and Access. Steps for this are outlined in the Accreditation Assessment report. Steps for addressing critical functional needs and increasing the stewardship of facilities, collections and the environment are also included, and are expanded upon in this Master Plan document.

If fully embraced and supported by City's leadership, we believe that the Goals and Strategic Objectives outlined in the Short Range Plan - together with the recommendations of this Master Plan - can guide the realization of a vibrant new era at LCMS.

# Strengths, Weaknesses, Opportunities, Threats (SWOT)

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

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MASTER PLAN

# MASTER PLAN

The Assessment phase of our work revealed organizational and operational challenges that LCMS must address in the near term—improving outreach and engagement of community members and partners; establishing direction, quality standards, and multi-year planning of program offerings; and refining the museum’s organization, management processes, and staffing to suit these endeavors.

The Planning work completed as part of this project will guide the path forward. In particular, the Short Range Plan recalibrates and clarifies the museum’s mission and vision, and establishes priorities and strategic objectives for realizing them. The process of AAM Accreditation—identified as one of LCMS’s key strategic objectives for the coming years—provides robust evaluation tools and funding opportunities that, if fully embraced, will greatly advance this necessary and important work.

The Master Plan that follows provides recommendations for urgent facilities concerns and proposes a suite of longer term physical improvements that will support the realization of the organizational objectives outlined in the previous section. Facilities improvements are not an end or a solution in and of themselves, but rather a tool for achieving a broader vision in close coordination with short range and strategic planning.

Prior to the implementation of these recommendations, it is crucial that the LCMS work to address a number of items that, as yet, remain unresolved:

- Clarify the focus, audience, direction, and mix of its program offerings by developing a multi-year plan and standards of excellence
- Refine its management processes, organizational chart, and staffing plan to support program offerings, and eventually expanded capacity
- Clarify the role and importance of existing or expanded museum collections in supporting program offerings
- Understand the operational challenges and funding requirements of any proposed new museum facilities

What follows is an actionable, flexible, and prioritized plan for recommended improvements to the museum system’s facilities. Three major questions form the basis of the Master Plan’s analysis and recommendations:

1. *How can proposed improvements strengthen the **identity** of LCMS?*
2. *What guides the museum’s **stewardship** of resources, historic structures, and collections?*
3. *How do we optimize **functionality** in improvements to museum facilities?*





Examples of murals in the Mesquite and Alameda Depot Historic Districts, via [www.muralsoflascruces.com](http://www.muralsoflascruces.com)

# 1. IDENTITY

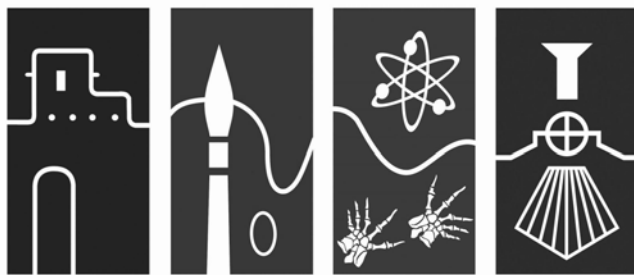
Central to the vision and goals of the Short Range Plan is the aspiration for LCMS to provide exhibit, education, and engagement programs that are accessible and relevant to Las Cruces communities, and that reflect the larger US/Mexico Borderlands region. The AOS Team has found ways in which the location, visual presence, and organization of museums can be leveraged to strengthen community and regional identity.



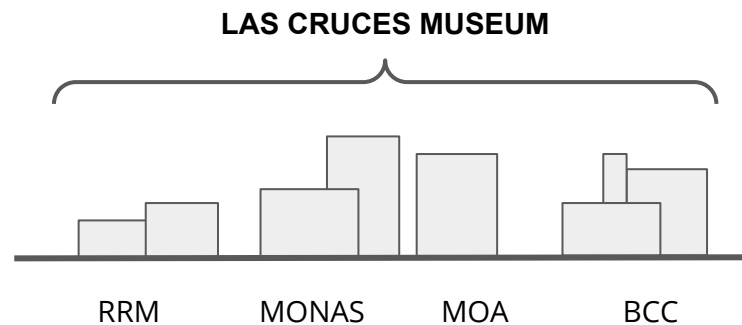
## Analysis

Below are key takeaways from our assessment and discussions with LCMS staff and the community:

- The current identity of LCMS is a collection of four distinct and relatively equivalent museum facilities that are closely associated with their subject matter - Science, Art, Culture, and Trains.
- A rigid association between subject matter and facility identity poses limitations that are mainly matters of perception, i.e. that dinosaur exhibits should not be in the art museum.
- In name, the BCC is a cultural center, but it functions principally as an exhibit space - one that the public often perceives as a secondary art museum. Adding to the confusion, the BCC's name remains very close to that of the city's Thomas Branigan Memorial Library, housed here for 45 years and now in a facility several blocks away.
- Community and regional identities are currently reflected in museum programs and exhibits, but not in the outward appearance of its facilities or community presence.
- Tremendous opportunities exist to exploit the museum system's prime downtown locations, significant historic structures, and planned facility improvements to forge a stronger and more coherent identity.



**CULTURE + ART+ SCIENCE + TRAINS**



## Recommendations

The following are recommendations for addressing institutional identity and visual presence:

### 1.1. Rebrand and promote “Las Cruces Museum” as a singular overarching identity

Although it has evolved from multiple institutions, the museums are now consolidated as a single organization, and three of the four facilities are co-located on Main Street. The Short Range plan offers a singular mission, vision, set of values and goals for all museum outlets.

Emphasizing a singular “Las Cruces Museum” that is focused on community-centered exploration, connection, and education about the US / Borderlands region would provide visitors with a clearer understanding of how the current and even future museums might fit together to tell a story about place. *(Also see recommendations 3.1, 3.5.)*

### 1.2. Eliminate naming confusion at BCC

Removing “Branigan” from the name of this facility would create space for LCMS to better communicate its renewed purpose and branding, and to eliminate any confusion with the now relocated Thomas Branigan Memorial Library.

Associating this facility with History instead of Culture (which historically encompassed art exhibits) would better clarify its purpose as distinct from that of MOA, more deliberately address community desires for local and regional history programs, and still allow for the types of exhibits currently offered.

There is a great opportunity for LCMS to connect expanded event programs with original aspects of the building’s multi-purpose use (the Shannon Room was then a community lecture hall). This is discussed further in the Functionality section of this document. *(Also see recommendations 2.3, 3.1, 3.2)*

### 1.3. Unite Main Street museums in focus and as a central campus

There is a tremendous opportunity to develop greater connectivity between the three co-located museums on Main Street (MONAS, MOA, and BCC) in terms of program focus and institutional identity.

Understanding Science, Art, and potentially History not as separate museums or distinct disciplines, but as facets of the culture of place, would open opportunities for greater flexibility in the use of existing facilities, and an even wider range of programming. Examples could include exhibits on digital media (spanning Science and Art), historic architecture (spanning Art and History), equity and inclusion, urban renewal, or the impacts of climate change (museum-wide).

A Main Street campus associated with these core subject areas could also anchor current and future museum satellites both geographically and conceptually, i.e. RRM’s as Transportation AND History, or a potential children’s museum as Science AND Art. *(Also see recommendations 3.2, 3.3, 3.5.)*

#### 1.4. Reflect place and community histories in the outward appearance of museums

The museum's buildings and grounds should be representative of, and welcoming to the communities it seeks to serve, and be an integral part of, even when closed.

Exterior murals, sculptures, nighttime projections, and other permanent or semi-permanent installations are powerful ways to create a facility that is a vibrant, living reflection of regional culture and the voices of community artists. This should be differentiated from the city's public art programs, to allow the museum to curate these installations in line with its own focus and vision. *(Also see recommendations 2.3, 3.1, 3.3, 3.6, 3.7, 3.10, 3.11, 3.12.)*

#### 1.5. Expand the museum's footprint locally and regionally

LCMS would be capable of expanding its reach through new city-owned museums, but perhaps more effectively through local, community and regional partnerships.

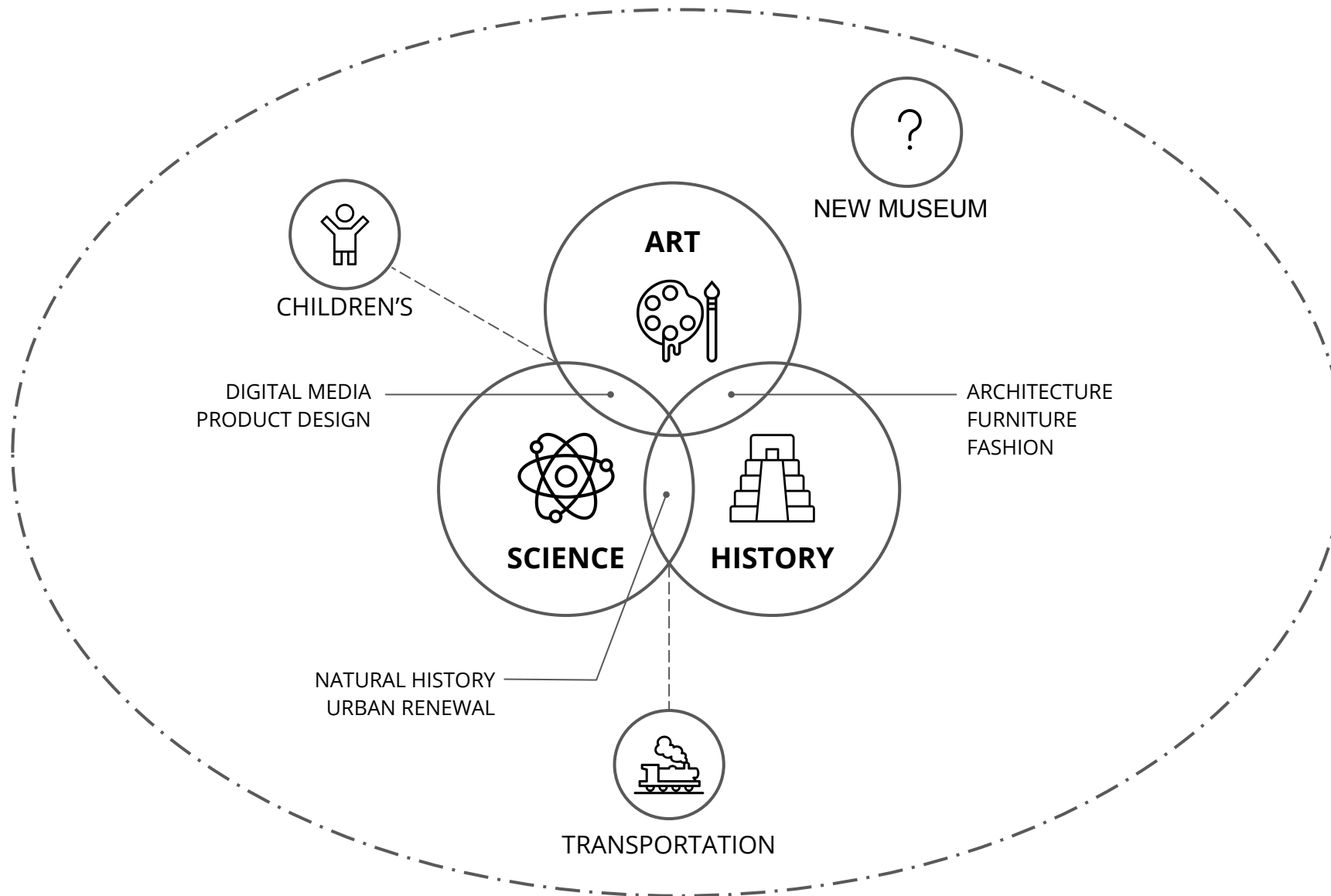
At a local scale, our diagrams illustrate the potential for LCMS to develop an allied network within the downtown Arts and Culture District, Mesquite, and Alameda Depot neighborhoods, and to collaborate with existing institutions, local businesses, and public spaces for new exhibits, programs, and/or cultural events. Museum-led walking tours, art crawls, and mural programs could be developed between these places and museum facilities to interpret local history and forging new connections across Main Street and the city as a whole.

At the city and regional scale, several locations for potential new museums or collaborative partnerships are identified that would allow LCMS to connect with the NMSU, outer suburbs, and communities in Dona Ana County and the larger Rio Grande Basin. *(Also see recommendations 3.11, 3.12)*

# Institutional Focus

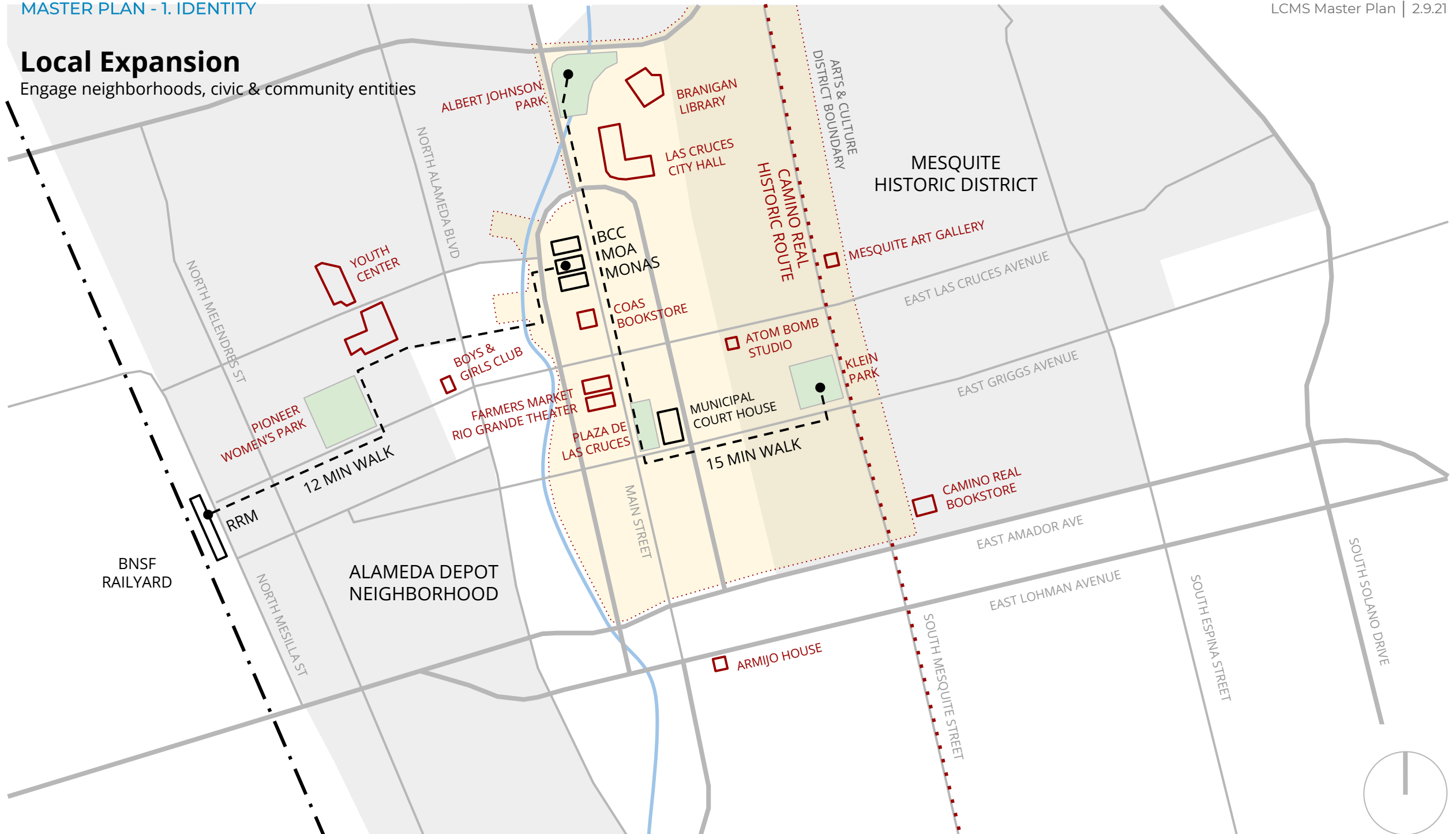
Main Street campus, exhibits, satellite museums

LAS CRUCES  
US/MEXICO BORDERLANDS



# Local Expansion

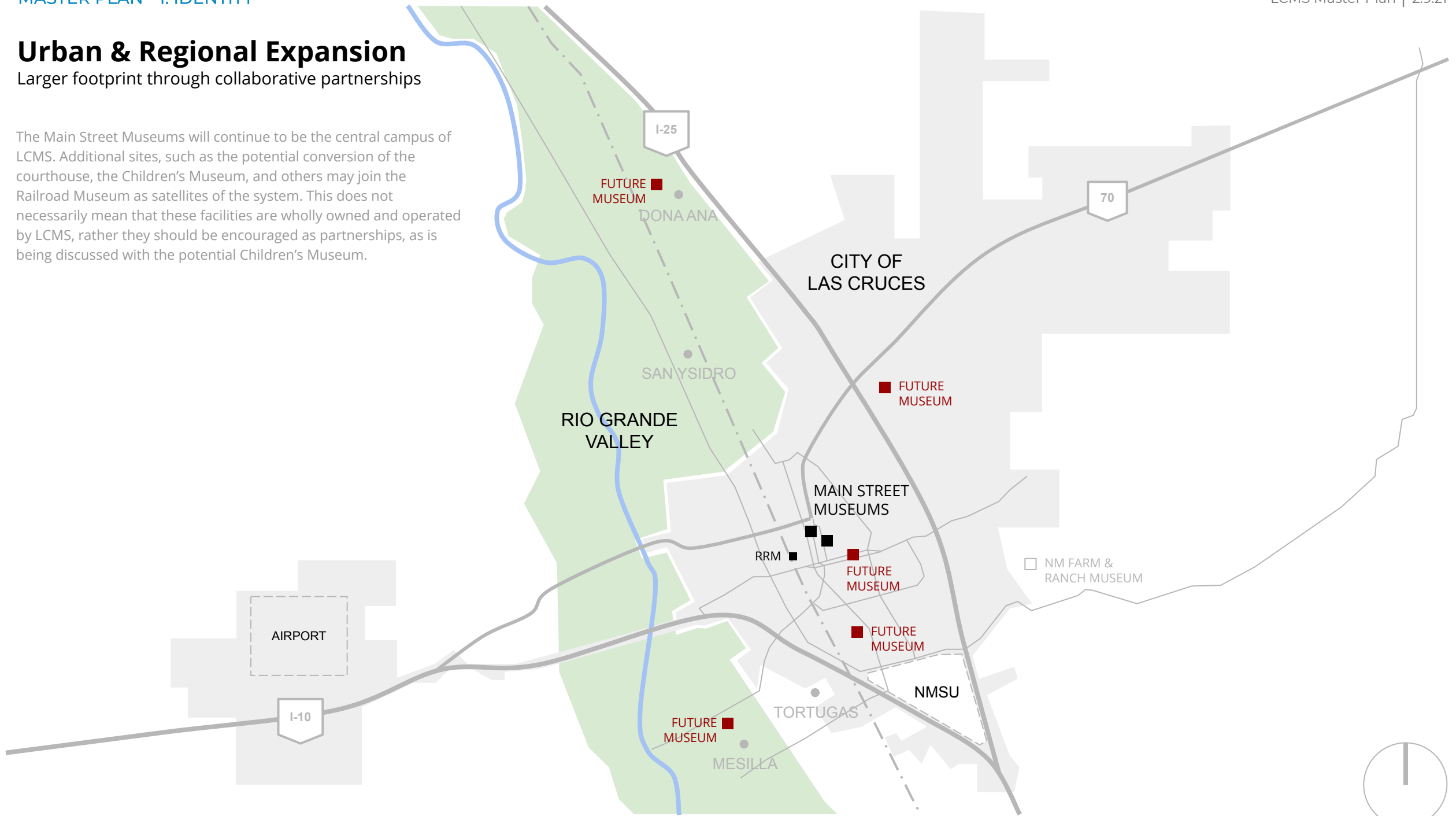
Engage neighborhoods, civic & community entities



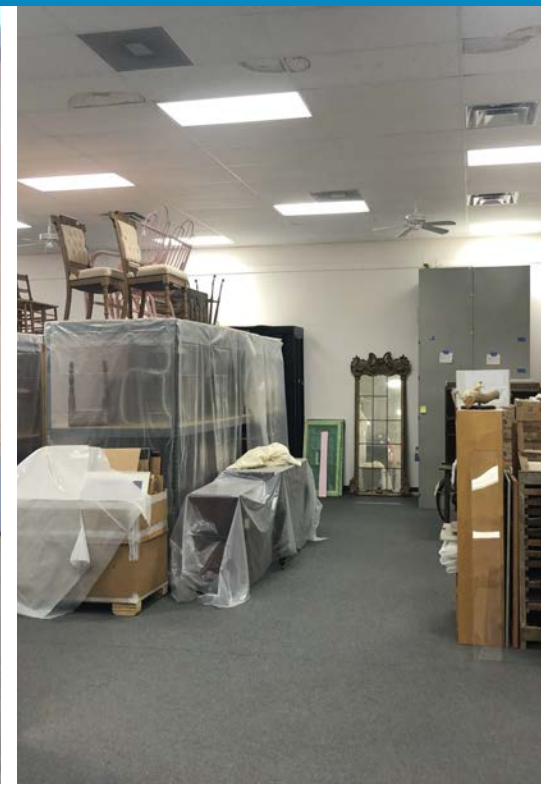
# Urban & Regional Expansion

Larger footprint through collaborative partnerships

The Main Street Museums will continue to be the central campus of LCMS. Additional sites, such as the potential conversion of the courthouse, the Children's Museum, and others may join the Railroad Museum as satellites of the system. This does not necessarily mean that these facilities are wholly owned and operated by LCMS, rather they should be encouraged as partnerships, as is being discussed with the potential Children's Museum.







## 2. STEWARDSHIP

The LCMS Short Range Plan recognizes the importance of stewardship - of collections, living collections, and of historic structures - as a core value. The museum system's goals expand upon this, prioritizing preservation methodology and environmental sustainability for museums operations and the care and development of facilities. The AOS team has outlined the recommendations below in response to the values articulated by LCMS, and in alignment with AAM Accreditation, building code, preservation and sustainability best practices.

L to R: unsealed exterior doors at MONAS, HVAC installation and failing roof membrane at BCC, deterioration of historic woodwork at RRM, interior of OSS with evidence of past roof leaks

## Analysis

Below is an overview of facilities issues related to building code and accessibility, repairs, maintenance and operations, and collections environment, as well as an itemization of the most pressing concerns. These were drawn from our lengthier facilities assessment and conversation with LCMS and City personnel.

### Building Code and Accessibility

- MONAS gallery has only two means of egress. Security gates used by LCMS at the ramp from MONAS to the Main Street lobby should be removed or fitted with panic hardware.
- Egress from the mixed media classroom on the second floor of MOA exceeds the maximum allowable common path of travel (distance to the choice of two means of egress) for this occupancy in an unsprinklered building. Egress from this space should be reviewed with the fire marshal to see if alternate measures of compliance (reduced occupancy, fire drills, etc) can be developed or it should no longer be used as a classroom. LCMS should review the current space utilization in this area with the Las Cruces Fire Marshall to determine if emergency drills and other training would enable continued use of the northeast classroom.
- Egress from BCC's lobby, History and Richardson galleries, as well as mezzanine and a portion of Shannon Room is limited to one door. A second means of egress from this area should be provided as part of upcoming improvements, and total occupancy of these rooms should be limited to 49 in the interim.
- BCC's mezzanine does not have a code compliant stair and should only be used for storage. (Note that our renovation proposal suggests that the mezzanine eventually be removed altogether, and these offices consolidated elsewhere.)
- BCC does not have an adequate number of plumbing fixtures for its occupant load, which may need to be addressed in future improvements. MOA restrooms should be made available during public operation of BCC.
- Accessibility concerns are largely minor and limited to staff areas at BCC and RRM. RRM should provide an accessible path to the 1890 caboose before opening it to the public. This does not necessitate wheelchair access into the caboose, however interpretive programming will need to be developed that can be experienced without physical access.

## Repairs, Maintenance, and Operations

- The following should be addressed immediately:
  - Thermal comfort and control for mezzanine offices, exhibit production, and offices fronting Main Street at MOA
  - Active roof leaks and stabilization and repair of cracks in exterior stucco at BCC
  - Abatement of pigeon guano and the stabilization of exterior wood windows and doors at RRM
- A piecemeal approach to repair and upgrades of City facilities has, and continues to compromise the condition and historic integrity of museum facilities over time. Notable examples include the re-roofing of BCC without resetting rooftop HVAC units which has led to leaks, and a pending ceiling and lighting replacement at BCC that would be advisable to coordinate with much needed efficiency upgrades, duct replacement or removal, mechanical system upgrades, and important restoration work.
- Package rooftop HVAC units were uniformly applied to all facilities and they do not provide the level of temperature and humidity control that many exhibits demand. While inexpensive to install and relatively easy to maintain and/or replace, the current HVAC systems (many of them nearing the end of their service life) have very high costs in terms of operational energy and environmental impact. Direct replacement of these systems is not advised. A mechanical feasibility study is recommended to identify the most appropriate systems to balance comfort, museum conservation, sustainability, and cost (both initial and long-term).
- Energy performance of LCMS facilities is poor overall. Three of the buildings (MONAS, BCC, and RRM) significantly underperform the 2003 Commercial Buildings Energy Consumption Survey (CBECS) baseline for buildings of their use type and location. Surprisingly, MONAS has the worst energy performance of all the facilities, even though it was the most recently renovated (2012) and rooftop solar currently supplies nearly one third of its electrical needs.

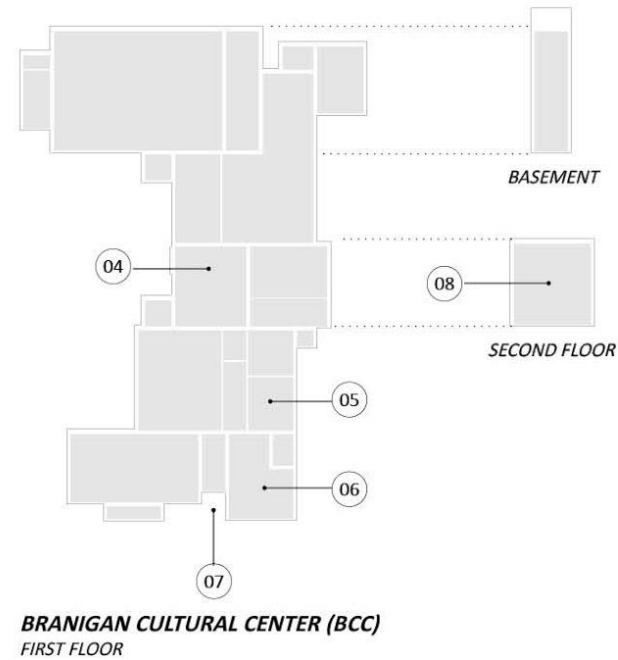
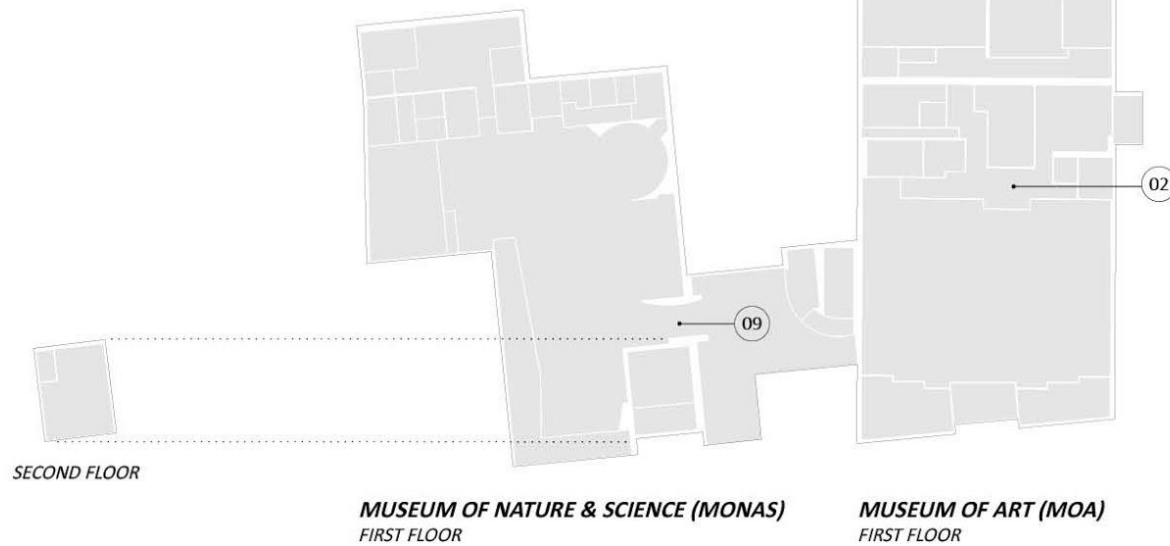
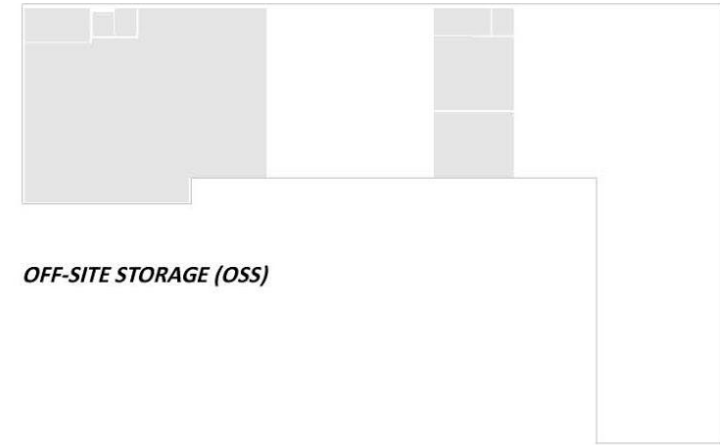
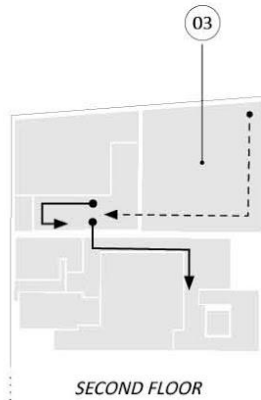
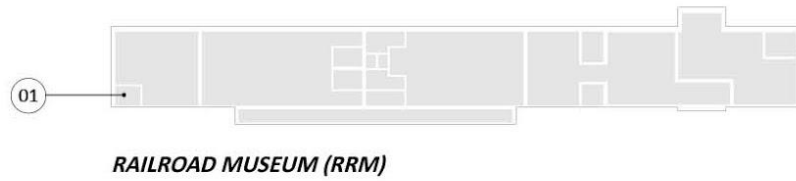
## Collections Environment

- LCMS staff monitor temperature and humidity in galleries and at OSS with hygrometers. While temperature is reasonably well controlled in most, none of the facilities have the ability to control humidity. Large seasonal and monthly swings in percent humidity were observed in most facilities, including OSS.
- MONAS is the only facility with fire suppression (sprinklers) and an addressable fire alarm.
- Collections storage at OSS is the most compromised and vulnerable collections environment at LCMS in terms of lighting, fire safety, pest control, and security.

## Historic Preservation

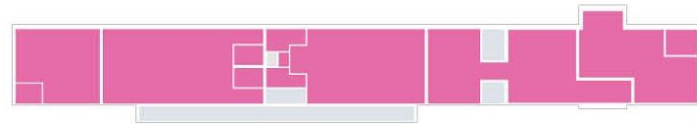
- The BCC and RRM are both listed on the National Register of Historic Places and deserve high levels of preservation planning. Buildings have been maintained by the city, but are not being well served by ad-hoc improvements.

# Building Code and Accessibility

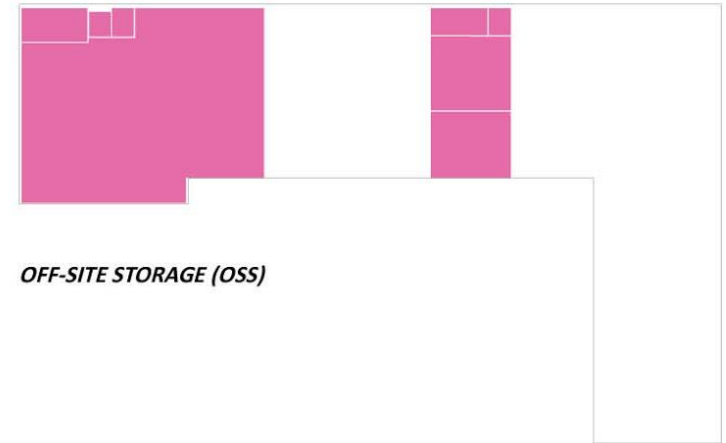


- KEYED NOTES BY BUILDING**
- RRM**
- 01 OFFICE STORAGE ROOM NOT ACCESSIBLE BECAUSE OF DOORWAY
- MOA**
- 02 EGRESS CORRIDOR DOES NOT MEET MINIMUM CEILING HEIGHT OF 7'-6"
  - 03 INADEQUATE EGRESS: COMMON PATH OF TRAVEL > 75'-0" AND DOES NOT OTHERWISE MEET EGRESS REQUIREMENTS FOR "A" OR "B" OCCUPANCY
- BCC**
- 04 INADEQUATE RESTROOM FIXTURE COUNT FOR OCCUPANT LOAD
  - 05 OFFICE NOT ACCESSIBLE BECAUSE OF DOOR WIDTH
  - 06 STAFF KITCHEN DOES NOT MEET ACCESSIBILITY REQUIREMENTS
  - 07 NON-ACCESSIBLE MEANS OF EGRESS
  - 08 BUSINESS OCCUPANCY SERVED BY NON-CODE-COMPLIANT STAIR
- MONAS**
- 09 SECURITY GATE MUST NOT BLOCK REQ'D. EGRESS

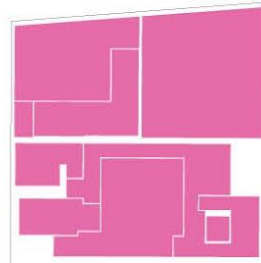
# Environmental Controls



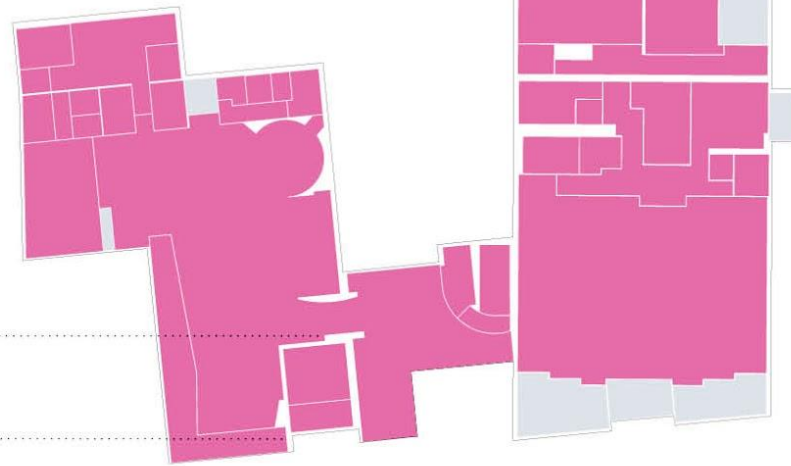
*RAILROAD MUSEUM (RRM)*



*OFF-SITE STORAGE (OSS)*

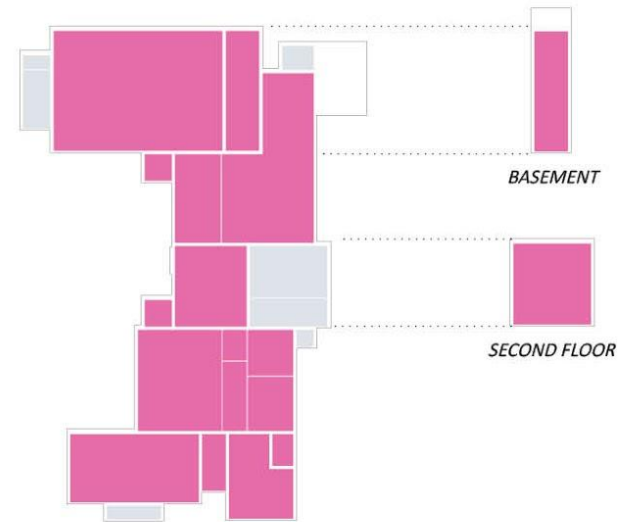


*SECOND FLOOR*



*MUSEUM OF NATURE & SCIENCE (MONAS)  
FIRST FLOOR*

*MUSEUM OF ART (MOA)  
FIRST FLOOR*

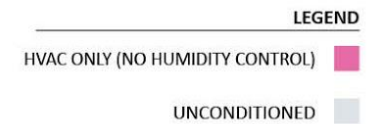


*BASEMENT*

*SECOND FLOOR*

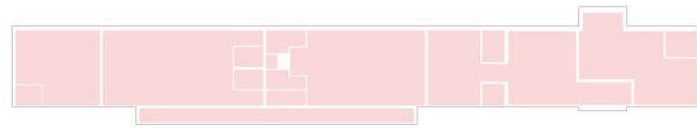
*BRANIGAN CULTURAL CENTER (BCC)  
FIRST FLOOR*

*SECOND FLOOR*

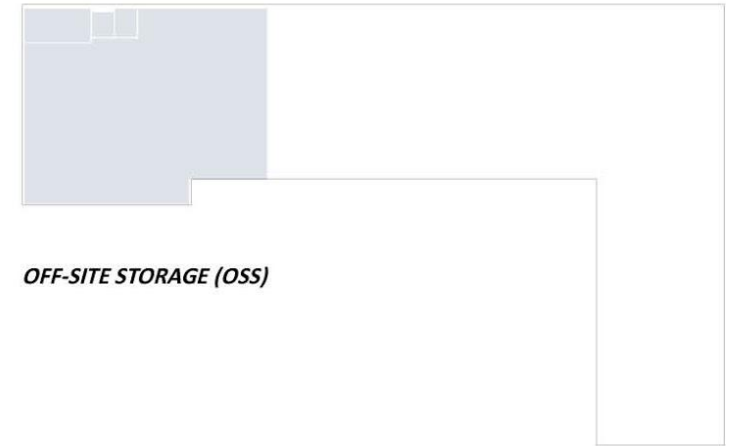




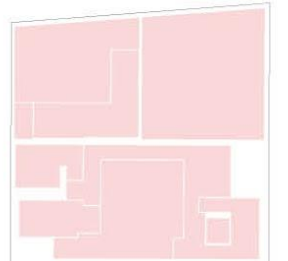
# Fire Protection



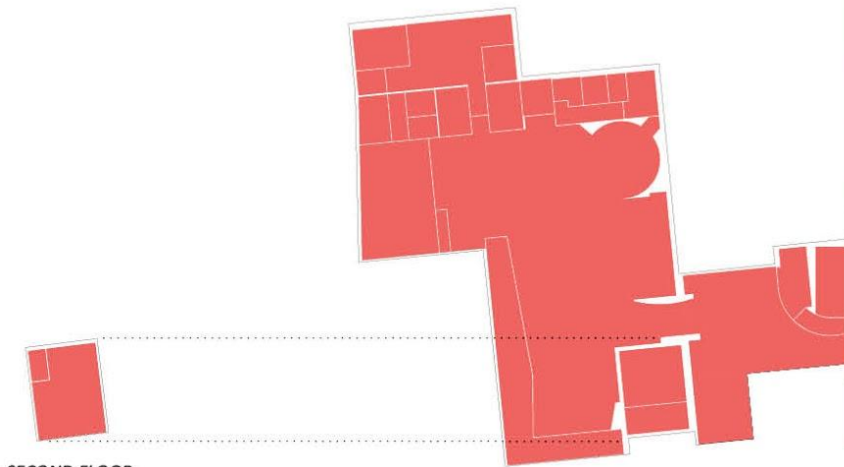
*RAILROAD MUSEUM (RRM)*



*OFF-SITE STORAGE (OSS)*

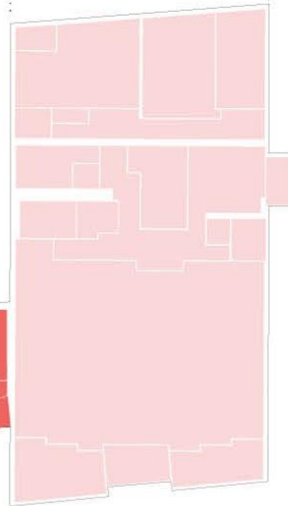


*SECOND FLOOR*

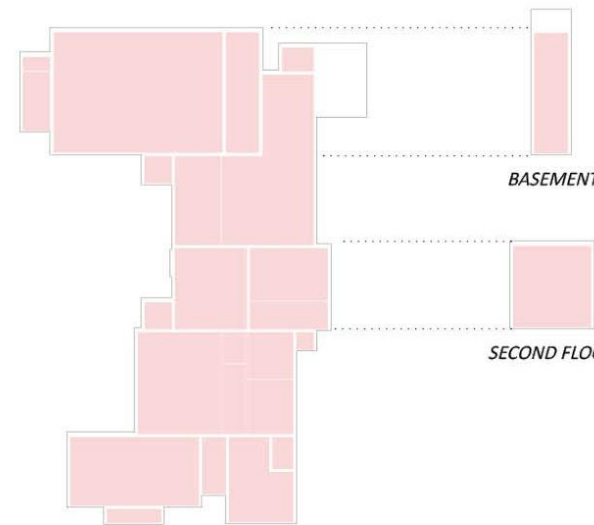


*SECOND FLOOR*

*MUSEUM OF NATURE & SCIENCE (MONAS)  
FIRST FLOOR*



*MUSEUM OF ART (MOA)  
FIRST FLOOR*



*BRANIGAN CULTURAL CENTER (BCC)  
FIRST FLOOR*

*BASEMENT*

*SECOND FLOOR*

- LEGEND**
- FIRE PROTECTION (SPRINKLERS), SMOKE DETECTION & ADDRESSABLE FIRE ALARM
  - SMOKE DETECTION & FIRE ALARM
  - SMOKE DETECTION





## Recommendations

Items below constitute recommendations for several specific action items and an overall approach to addressing the stewardship of LCMS collections and facilities.

### 1.1. Repairs and Improvements

Immediately address the pressing repairs, building code and accessibility concerns outlined in the Analysis above.

In pursuing the recommendations of this Master Plan, LCMS should carefully coordinate and sequence facilities improvements with other needed repairs, systems replacement, energy efficiency and life safety improvements, and preservation measures.

LCMS should develop museum-specific maintenance standards to facilitate the City's Facilities Maintenance team in providing a higher and more appropriate standard of care for LCMS's historic structures, collections environments, landscaping, and future improvements to facilities. *(Also see recommendations 3.4, 3.6)*

### 1.2. Sustainability and Resilience

LCMS can demonstrate its commitment to environmental sustainability through the design, care, and operations of its facilities and grounds. There is also a tremendous opportunity for LCMS to educate the public through this investment and serve as a model for other projects in Las Cruces.

It is recommended that all existing facilities immediately target an Energy Use Intensity (EUI) reduction of 20% from the 2003 CBECS baseline (and reductions of 35% by 2025, and 50% by 2030). The table and graphics that follow illustrate the current EUI for LCMS facilities, baselines for their use type, and these proposed reduction targets.

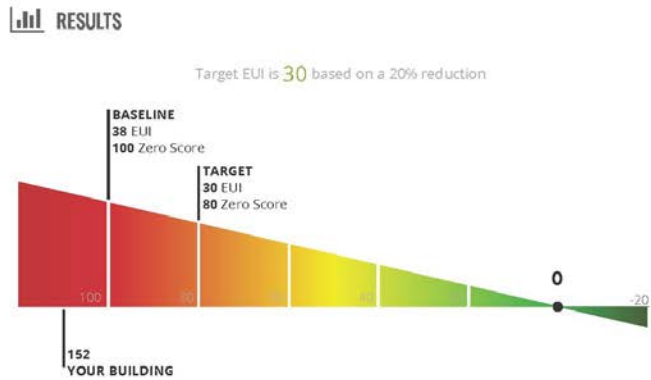
To help accomplish this, it is recommended that LCMS commission an independent facilities-wide energy audit, and then pursue low-cost energy efficiency measures like the installation of occupancy sensors for lighting and HVAC, the retro-commissioning of existing systems, advanced thermostats and the coordination of HVAC schedules with hours of operations. These items constitute much of the "low hanging fruit" of energy conservation measures that have not been addressed by the City's Facilities Maintenance program and their energy audits to date. Museum staff should be provided access to energy and water use patterns and this data should be tracked on an ongoing basis in close coordination with the city's Sustainability Office.

For all planned building additions and major renovations, LCMS should adopt energy use targets in line with the [2030 Challenge for buildings](#). Aggressive targets for energy, water, and embodied carbon should be written into the facilities improvement plan recommended above, clearly communicated at project start, and verified throughout project planning and design. Pending HVAC and other systems improvements should be driven by these goals. Care should be taken to consider needs of the collections environment (sensitive temperature and humidity controls, air filtration, light levels, etc.) when planning HVAC and other system improvements.

# Energy Use & Reduction Targets

The graphics below represent current energy use, baselines, and target reductions for LCMS facilities and were generated using zerotool.org. The table that follows provides a side-by-side analysis of results and an explanation of terms.

## MONAS

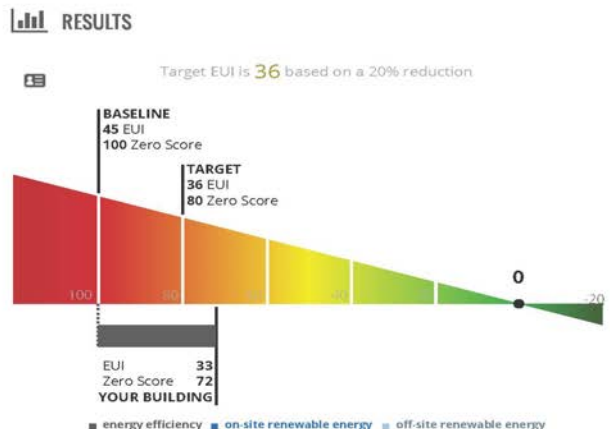


**BUILDING SUMMARY**

LOCATION	Las Cruces, NM	88001
USES	Museum	10,500 sq.ft (100.0%)

RESULTS	BASELINE	TARGET	YOUR BUILDING
EUI % Reduction from Baseline	0%	20%	-60%
EE			-52%
EE w/ On-Site RE			
Zero Score	100	80	
EE			160
EE w/ On-Site RE			152
Site EUI (kBtu/ft <sup>2</sup> /yr)	38	30	
EE			95
EE w/ On-Site RE			80
Source EUI (kBtu/ft <sup>2</sup> /yr)	86	69	
EE			203
EE w/ On-Site RE			155
Total GHG Emissions (metric tons CO <sub>2</sub> e/yr)	45	36	82

## MOA



**BUILDING SUMMARY**

LOCATION	Las Cruces, NM	88001
USES	Museum	10,250 sq.ft (71.9%)
	Other Education	4,000 sq.ft (28.1%)

RESULTS	BASELINE	TARGET	YOUR BUILDING
EUI % Reduction from Baseline	0%	20%	28%
Zero Score	100	80	72
Site EUI (kBtu/ft <sup>2</sup> /yr)	45	36	33
Source EUI	101	81	76

## BCC



**BUILDING SUMMARY**

LOCATION	Las Cruces, NM	88001
USES	Museum	8,600 sq.ft (100.0%)

RESULTS	BASELINE	TARGET	YOUR BUILDING
EUI % Reduction from Baseline	0%	20%	-40%
Zero Score	100	80	140
Site EUI (kBtu/ft <sup>2</sup> /yr)	38	30	64
Source EUI (kBtu/ft <sup>2</sup> /yr)	86	69	127
Total GHG Emissions (metric tons CO <sub>2</sub> e/yr)	37	30	55

## RRM



**BUILDING SUMMARY**

LOCATION	Las Cruces, NM	88005
USES	Museum	5,105 sq.ft (100.0%)

RESULTS	BASELINE	TARGET	YOUR BUILDING
EUI % Reduction from Baseline	0%	20%	-47%
Zero Score	100	80	147
Site EUI (kBtu/ft <sup>2</sup> /yr)	38	30	72
Source EUI (kBtu/ft <sup>2</sup> /yr)	86	69	123
Total GHG Emissions (metric tons CO <sub>2</sub> e/yr)	22	18	32

## Energy Use & Reduction Targets

	MONAS	MOA	BCC	RRM	OSS
<b>Building Area</b>					
Museum use (GSF)	10,500	10,250	8,600	4,600	5,105
Other education use (GSF)	-	4,000	-	-	-
<b>Current Energy Use (annual average, 2017-2019 data)</b>					
Electric, metered (kWh)	105,400	83,600	72,980	34,040	-
Onsite solar (kWh)	46,731	0	0	0	-
Gas (therms)	4,720	1,750	2,950	2,490	-
Current EUI (kBtu/ft <sup>2</sup> /yr)	58	33	53	56	-
<b>Reduction Targets for Existing Buildings</b>					
Baseline EUI (kBtu/ft <sup>2</sup> /yr), per 2003 CBECS	38	45	38	38	-
2020 Target EUI (kBtu/ft <sup>2</sup> /yr), 20% reduction from baseline	30	36	30	30	-
2025 Target EUI (kBtu/ft <sup>2</sup> /yr), 35% reduction from baseline	25	29	25	25	-

This table provides a side-by-side comparison of current energy use and recommended reduction targets for existing city-owned LCMS facilities. Current Energy Use Intensity (EUI) is based on 2017-2019 utility data provided by the City of Las Cruces. EUI baselines use the 2003 Commercial Building Energy Consumption Survey (CBECS) data set and represent a typical building normalized for climate, space type, building size, occupancy, and schedule. Reduction targets are based on the 2030 Challenge recommendations for existing buildings and represent a percent reduction from baseline.

Cells highlighted in yellow are for facilities with EUIs far underperforming the 2003 CBECS baseline.



LCMS can develop a sustainability plan to address all aspects of museum operations, inclusive of the recommendations above for facilities operations and improvements. This plan should address measures for strengthening institutional resilience in the face of natural disasters, pandemics, economic downturns etc.

### 1.3. Future Oriented Preservation

AOS uses the term “future oriented preservation” to signify a preservation approach that is as grounded in contemporary communities as it is in caring for buildings of the past. We believe that appropriate preservation standards (see discussion of the Secretary of the Interior’s Standards below) can be balanced with modern improvements in line with the mission and vision of the LCMS and the Short Range Plan.

The Secretary of the Interior’s Standards for the Treatment of Historic Properties contain guidelines for modification and treatment of historic resources. These are the federally recognized standards for treatment of buildings on the National Register and would be utilized by the State Historic Preservation Office to review proposed changes to the buildings if state or federal grants were awarded for capital projects. There are four unique approaches which are summarized below. Additional standards specific to sustainability and cultural landscapes may also be relevant. Typically, a single approach is selected, rather than picking and choosing from each. Text in italic is copied directly from the Standards. Text in bullets under the approaches is project specific. Additional detail may be found here:

<https://www.nps.gov/tps/standards.htm>

- *Preservation is defined as the act or process of applying measures necessary to sustain the existing form, integrity, and materials of a historic property, generally focused upon the ongoing maintenance and repair of historic materials and features rather than extensive replacement and new construction. New exterior additions are not within the scope of this treatment; however, the limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make the properties functional is appropriate within a preservation project.*

A “preservation” approach for LCMS would be applicable to projects limited to repair of historic building materials.

- *Rehabilitation is defined as the act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, and architectural values.*

The “rehabilitation” approach is the likely approach under which any functional changes or new building systems the project would be evaluated. The expansion of restroom facilities would certainly fall into this category.

- *Restoration is defined as the act or process of accurately depicting the form, features, and characteristics of a property as it appeared at a particular period of time, by means of the removal of features from other periods in its history and reconstruction of missing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems, and other code-required work to make the properties functional is appropriate within a restoration project.*

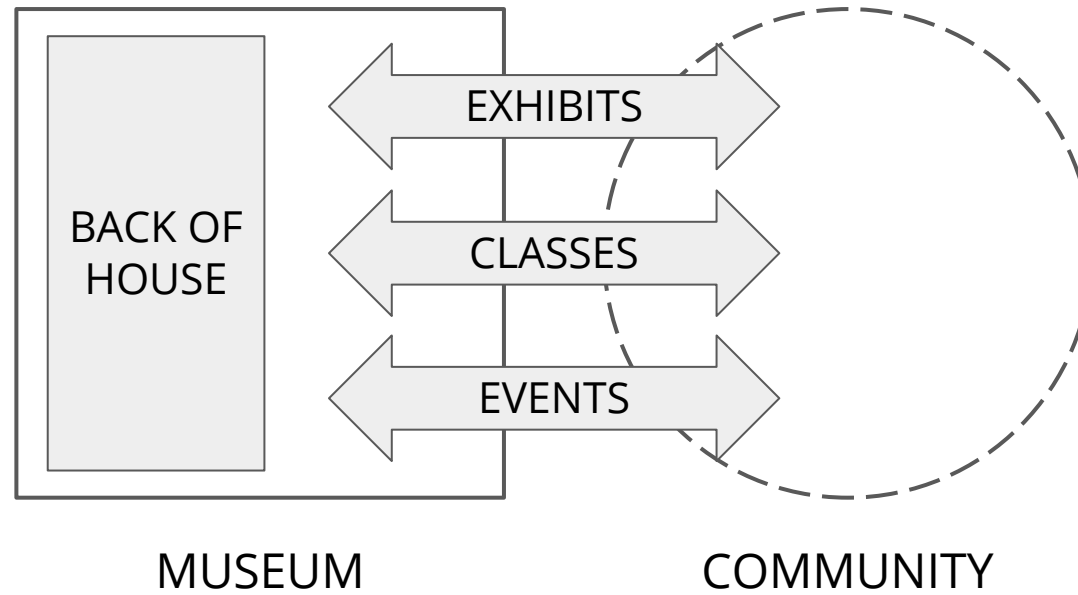
A case for the “restoration” approach could potentially be made for the BCC in terms of opening the room behind the mural and desk and removing some of the walls that have been added, in order to restore the open character of the building seen in historic photographs.

- *Reconstruction is defined as the act or process of depicting, by means of new construction, the form, features, and detailing of a non-surviving site, landscape, building, structure, or object for the purpose of replicating its appearance at a specific period of time and in its historic location.*

This approach is reserved for replicating buildings that are no longer extant. Accordingly it is not appropriate to the LCMS at this time.

A preservation plan has been recently developed for the BCC and a similar plan is recommended for the RRM. While the existing plan for the BCC is an excellent first step, preservation plans for these buildings should include a clear prioritization of repairs. Additionally, any preservation recommendations should be integrated with functional and strategic improvements needed to ensure the buildings are meeting the current needs of the museums. For the BCC, this may entail returning key aspects of the spatial configuration of the building and more historically appropriate ceilings and lighting fixtures, without an overly pure restoration to what the building looked like at any one moment in time. *(Also see recommendations 1.2, 1.4, 3.1, 3.2, 3.8, 3.12.)*





### 3. FUNCTIONALITY

Learning, connecting, and exploring are central to the museum system’s mission, and its goals are to expand capacity to deliver these programs, address facilities needs, and provide greater access and connection with served communities. The AOS Team has outlined recommended improvements for LCMS facilities in line with these objectives.

# 3. FUNCTIONALITY

## Analysis

Below is a summary of key functionality concerns for existing exhibit, classroom, and event spaces at LCMS, as well as visitor experience and back-of-house spaces, and the potential for future museums. Accompanying diagrams illustrate the existing facilities issues raised in this analysis.

### Exhibit, Classroom, and Event Spaces

- Distribution of permanent and temporary exhibit space is uneven across museum facilities. MONAS and RRM have only permanent gallery space; MOA and BCC have only temporary gallery space. This limits exhibit opportunities and results in visitor impressions that exhibit change-out is both too frequent AND too infrequent.
- With over 7,200 square feet of temporary galleries, more than half of LCMS exhibit space is dedicated to temporary exhibits. Although galleries range in size and type, they are physically isolated from each other, limiting the ability to link these galleries for temporary exhibits larger than 4,000 square feet. Limits to back-of-house space and access often results in using a portion of the MOA temporary gallery for crate storage that further reduces exhibit space and is visible to the public.
- Classrooms in MOA and RRM are relatively isolated, different to classrooms in MONAS and BCC which benefit from direct connections to adjacent galleries and interpretation. There's also an opportunity to rethink art class programming at MOA, to engage making and learning about art that is more inclusive and uniquely tied to exhibits, and to provide an alternative to current studio art classes that are similar to other offerings available in the city and region.
- LCMS lacks adequate outdoor and indoor spaces for public events, forcing larger lectures, festivals and other programs off campus with accompanying logistical challenges. BCC's Shannon Room (historically a lecture and event space) is now principally used as a gallery space. The sizable outdoor space between MOA and BCC was once a street. Paved over, gated, and divided by a row of posts and the BCC's low wall, this space remains a somewhat utilitarian pass-thru that is not flexible in accommodating different event types, nor is it well appointed or hospitable for visitors, particularly in warm weather.

### Wayfinding

- Due in large part to its development as separate institutions and a downtown street grid that has changed over time, the three Main Street Museums have multiple doors and orientations. It is often unclear which of the five or more entry points visitors should use. Multiple points of entry currently require extra staffing and security.
- A continuous visitor circulation route through MOA is periodically interrupted by installation and deinstallation activity in the temporary gallery, forcing visitors to go outside and back in.
- The outward physical appearance of the museums can be unwelcoming. To visitors entering from the parking lot, MONAS, MOA and BCC present an expanse of security gates and service entries, a kiln yard and no fewer than four loading areas. Pedestrians on Main Street are presented with covered windows and doors at MOA, and a tall security fence between MOA and BCC.

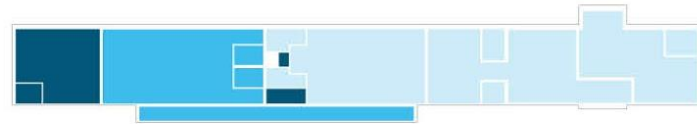
### Back-of-House Spaces

- Back-of-house spaces - including staff offices, production, receiving, exhibit and collections storage - are peripheral, disconnected, and spread across all three Main Street facilities. Main collections and exhibit storage is off-site.
- Connected only through galleries or outdoor spaces, many service and support functions are forced into public view and risk inclement weather.
- At all four facilities, many staff, storage, and office spaces are poorly or underutilized.
- Receiving, shop, and exhibit storage areas at the Main Street museums are undersized and not conveniently connected to exhibition spaces. Deliveries and installations are typically routed through the front doors and/or lobby spaces.
- Door sizes at OSS and the lack of temporary storage space in the Main Street museums force exhibit crating to frequently be stored in gallery spaces, in public view, and compromising exhibit layout and square footage.

### Museum Expansion

- The possibility of eventually expanding LCMS temporary exhibit space from 4,000 to 10,000 square feet, as well as additional museums to the system, e.g. Children's and/or Military Families, has been discussed. The development potential of the existing Las Cruces Municipal Court building to accommodate such use was evaluated as part of this report. Total floor area of that building is approximately 20,500 sf plus a 12,500 sf basement.

# Public vs. Non-Public Spaces



*RAILROAD MUSEUM (RRM)*



*OFF-SITE STORAGE (OSS)*

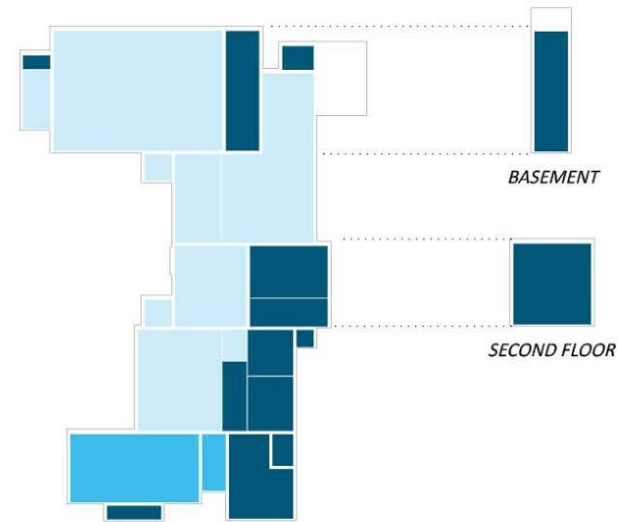


*SECOND FLOOR*



*MUSEUM OF NATURE & SCIENCE (MONAS)  
FIRST FLOOR*

*MUSEUM OF ART (MOA)  
FIRST FLOOR*

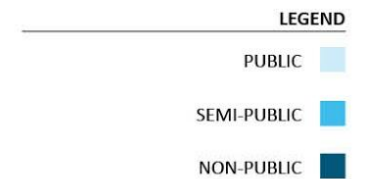


*BRANIGAN CULTURAL CENTER (BCC)  
FIRST FLOOR*

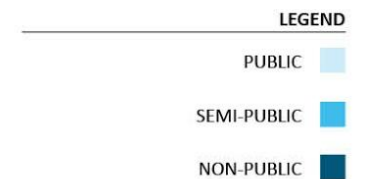
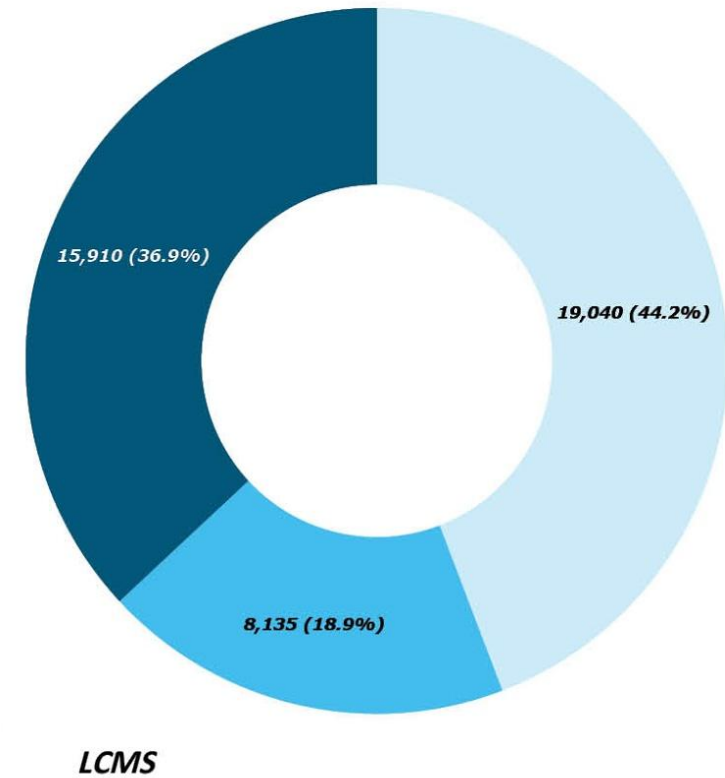
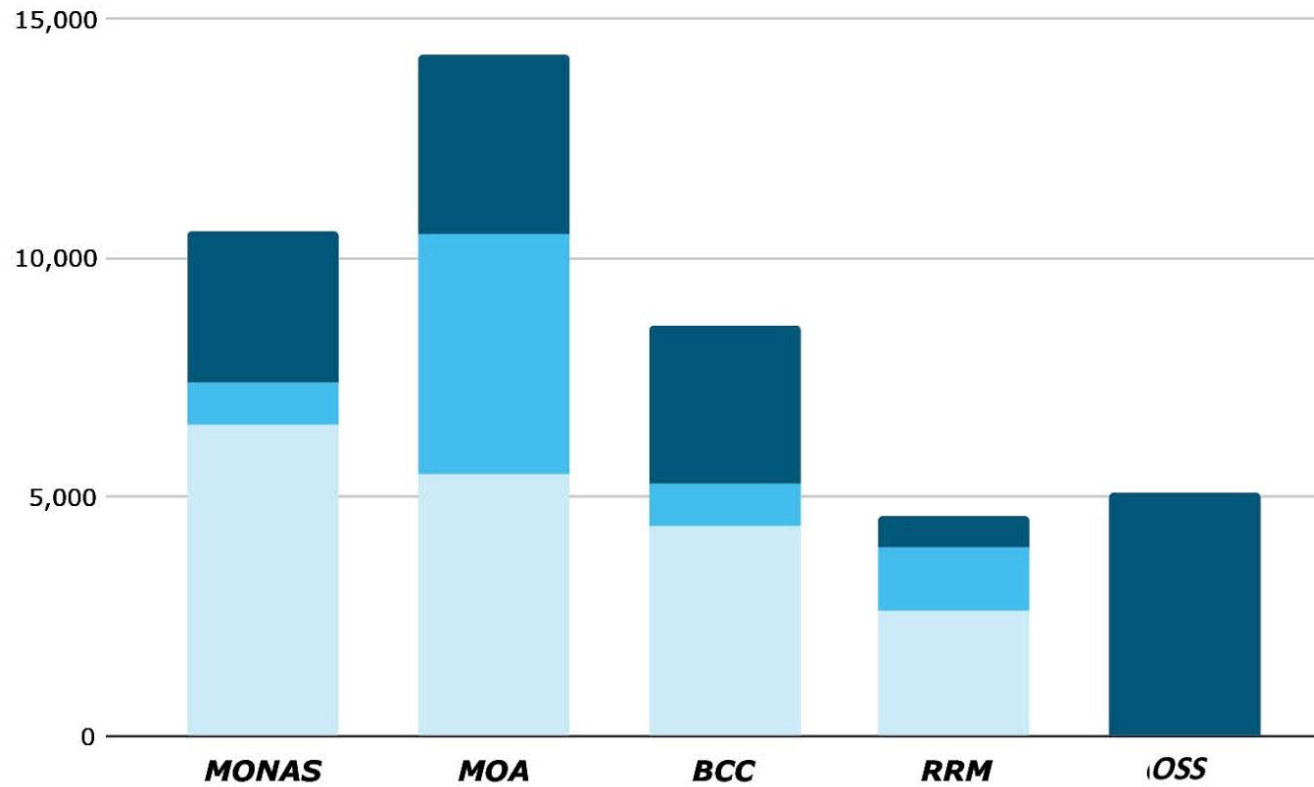
*BASEMENT*

*SECOND FLOOR*

*SECOND FLOOR*



## Public vs. Non-Public Area Totals



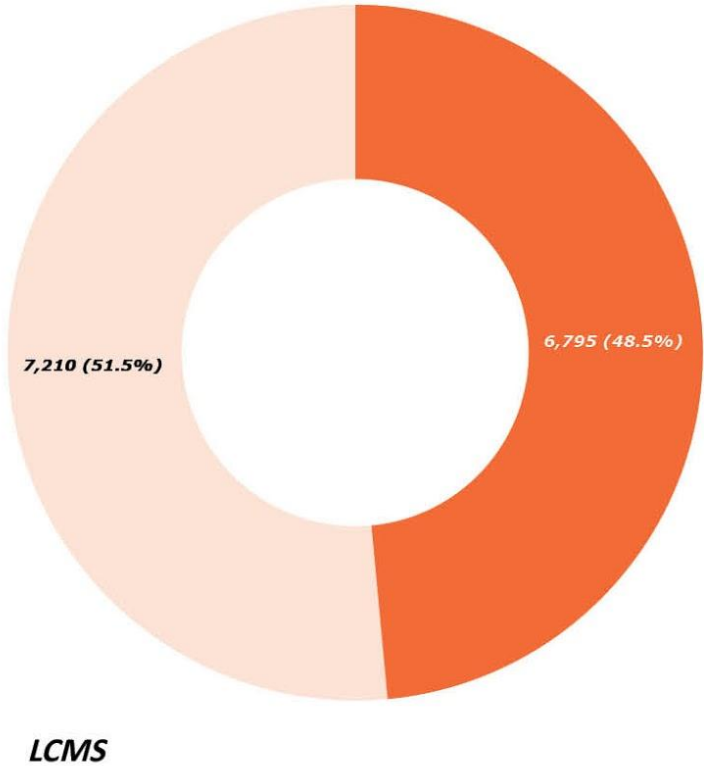
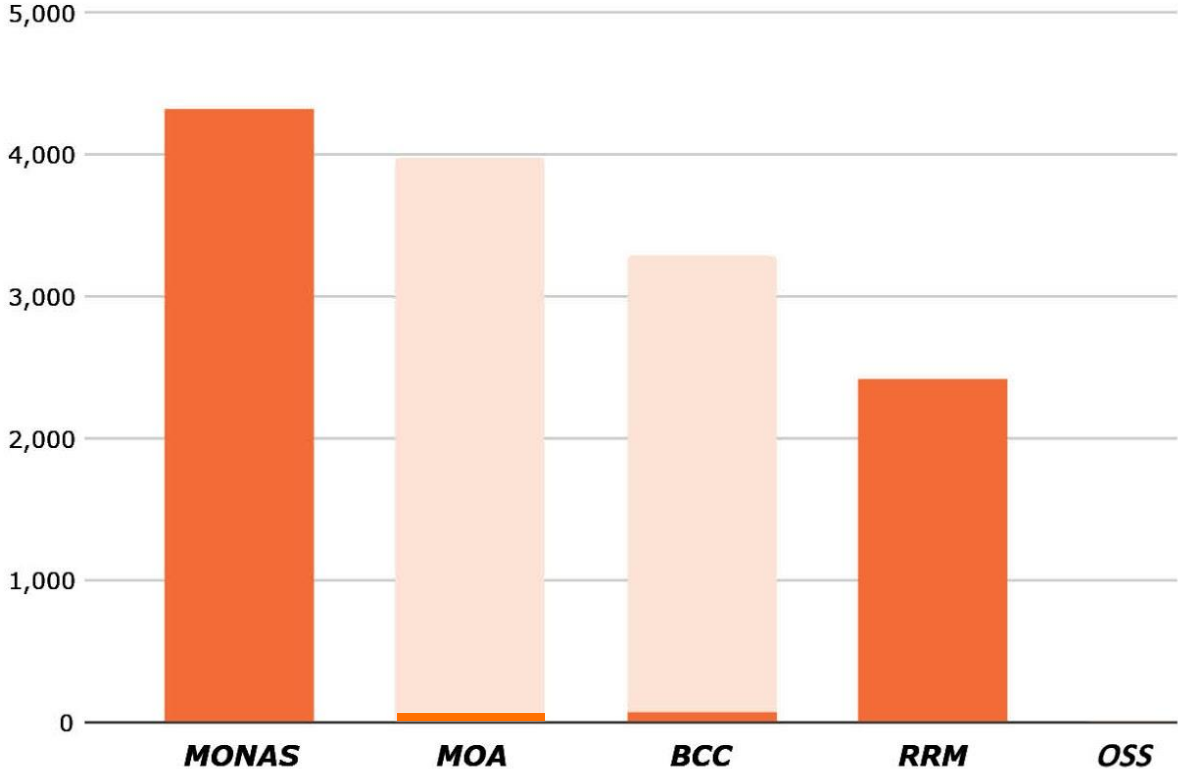
# Visitor vs. Staff Access & Circulation





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## Recommendations

Improvements described below are illustrated in the accompanying diagrams for the three Main Street museums (MONAS, MOA, and BCC), RRM, and the Las Cruces Municipal Courthouse. Implementation of some or all of these improvements, their likely sequence, and dependencies is discussed in the next section.

## Main Street Museums

### 1.1. Increase flexible event space

The space between MOA and BCC should be reimagined as a welcoming, vibrant, and flexible outdoor event courtyard, suitable for cultural celebrations, performances, and other museum events. This new courtyard should be appointed with new paving, landscaping, shade elements, murals, and outdoor furnishings. Gates and fencing should be replaced and relocated to be less imposing. Existing features like ground mounted banner posts and possibly BCC's low wall can be removed or reconfigured to enable greater flexibility for large events, as well as outdoor activities and orientations for schools and other groups.

Lighting, A/V, acoustic, and furnishing improvements can be made to the Shannon Room at BCC to make it more conducive to lectures, discussions, small performances and other events for 50-100 people. These improvements would not preclude occasional use of this room as an extension of the BCC's dedicated galleries. *(Also see recommendations 1.1, 1.2, 1.4, 2.3)*

### 1.2. Create permanent and flexible gallery space in each facility

Temporary exhibits provide fresh perspectives on existing museum collections and permanent exhibits ground the interpretation of newer work and ideas. The gallery at MONAS, currently dedicated to permanent exhibits only, should be modified to accommodate a small temporary gallery space. An existing room at MOA, which presently has only one large temporary gallery and a small permanent installation in the upstairs hallway, could be made into a gallery dedicated to permanent collections.

Restoring much of the historic layout of BCC would dramatically improve the integrity of this historic asset, create an opportunity for permanent exhibit space, expand overall exhibit square footage and dramatically increase exhibit flexibility. In combination with previous recommendations about museum identity, it is possible to imagine LCMS coherently accommodating a wide array of visiting exhibitions 6,500 or even 8,000 sf in size, across galleries in both MOA and BCC. *(Also see recommendations 1.2, 2.3.)*

### 1.3. Activate Main Street frontage

MOA's Main Street storefront is currently wall-dominated, with narrow, covered windows. This prime real estate could be opened up visually, and repurposed with active art classrooms and new programming that visually engages passersby and connects learning with the adjacent gallery.

The street-facing portion of MONAS's Main Street lobby was designed to be a small, highly-visible gift shop. Using this space as intended, and activating it with well-conceived retail, would undoubtedly draw visitors into the lobby and the museum. If the shop footprint is too small, it could be extended into the adjacent storage room in MONAS. *(Also see recommendations 1.3, 1.4.)*

### 1.4. Reorganize and improve back-of-house areas

At MONAS, back-of-house space for the care of living collections is too small. It should be expanded in the next renovation cycle.

At MOA, current storage and exhibit production spaces can move into upper level spaces that are no longer used for classrooms. Eliminating public use of the second floor classrooms also enables museum offices to expand into the entire mezzanine by removing the hallway wall.

Improved use of space and the consolidation of storage, office and production space at MOA enables a smaller back-of-house footprint at MOA. Removal of the mezzanine and storage rooms below allow that space to be returned to gallery use. *(Also see recommendation 2.1.)*

### 1.5. Resolve visitor access and circulation

The Main Street lobby between MONAS and MOA could be made to serve as the museum's "front door" eliminating visitor confusion and greatly simplifying reception and security staffing. If the lobby were opened to the west, a single reception desk in the lobby could admit and orient visitors arriving from both Main Street and the rear parking area. The area west of the lobby (currently a loading area) could be reimagined as a welcoming entry courtyard, and visible from Main Street through a transparent lobby.

Our diagrams show that freestanding gallery walls inset from the perimeter of the MOA gallery would allow a visitor to access BCC and the event courtyard through this space, even when a show is being mounted or deinstalled in the gallery.

Access to BCC and new event courtyard between MOA and BCC could be controlled by new, less imposing gates, set back from Main Street and the parking area, allowing visitors to access all museum spaces without the need for readmission and related staffing at the door to each building. *(Also see recommendations 1.1, 1.3.)*

### 1.6. Build a collections storage facility

To replace the current substandard rented storage facilities, a dedicated on-site collections storage addition is proposed to replace the rear portion of MOA. The intent of this 10,000 sf two-story addition is to provide expanded receiving, shop and exhibit production and storage areas on the lower floor, and secure, properly conditioned space for collections storage and offices on the upper floor, served by a freight elevator and internal stairs. Although attached, the new addition wouldn't be constrained by MOA's limited floor-to-floor height, allowing both levels to have adequate height for collections care and storage.

The proposed addition further consolidates back-of-house spaces to one side of the museum, establishes one loading dock to replace four, and establishes access to all three buildings for installations large and small.

Outwardly, the addition better defines the space of proposed entry and event courtyards, and provides the museum with a coherent western facade and drop-off for visitors arriving by car, without reducing available parking. *(Also see recommendations 1.4, 2.1.)*

### 1.7. Consolidate and Expand Office Area

Office areas are scattered throughout the main street museum complex. While this was expressed as having a side benefit of providing additional eyes on the galleries if security is light, this limits staff collaboration and contributes to the ongoing silo challenge, where staff identify more with one of the four former museums, rather than the whole. Security and staffing concerns should be explored as the short range planning continues. Best practices would involve retention of security guards specific to the museum system at a number sufficient to monitor the galleries without relying on other museum staff. The master plan recommends providing consolidated office areas on the 2nd floor of MOA, and above the new classroom addition where an additional 4,000 gsf is available. The possibility of relocating the current MONAS office suite to the expansion and conversion of the current office suite into additional gallery space could be considered. *(Also see recommendation 3.8.)*

### 1.8. Improve Classroom Space

An area capable of supporting an addition of 4,000 gsf (one story) is identified for classroom expansion - including art classrooms with necessary support space for kilns and/or other messy activities. The addition can be connected to MONAS by its existing west entry. This suite of new classrooms would augment the existing classrooms in MONAS and BCC and augment the new classrooms at the Main Street frontage of MOA. The new suite of classrooms could have moveable walls, allowing great flexibility in the capacity of this new program space. Parking requirements would depend on the intended use of the addition and would be studied during a programming phase. *(Also see recommendations 1.4 and 3.7.)*



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# Main Street Museums

Existing Facilities



Once West Hadley Avenue, the sizable space between MOA and BCC is paved over, gated, and subdivided by a row of posts and the BCC's low wall. Instead it could be a flexible, shaded, and landscaped event courtyard for LCMS.



# Main Street Museums



Vibrant alleys (former streets) throughout Downtown Las Cruces provide examples of shade, furnishings, plantings, community expression.

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# Main Street Museums

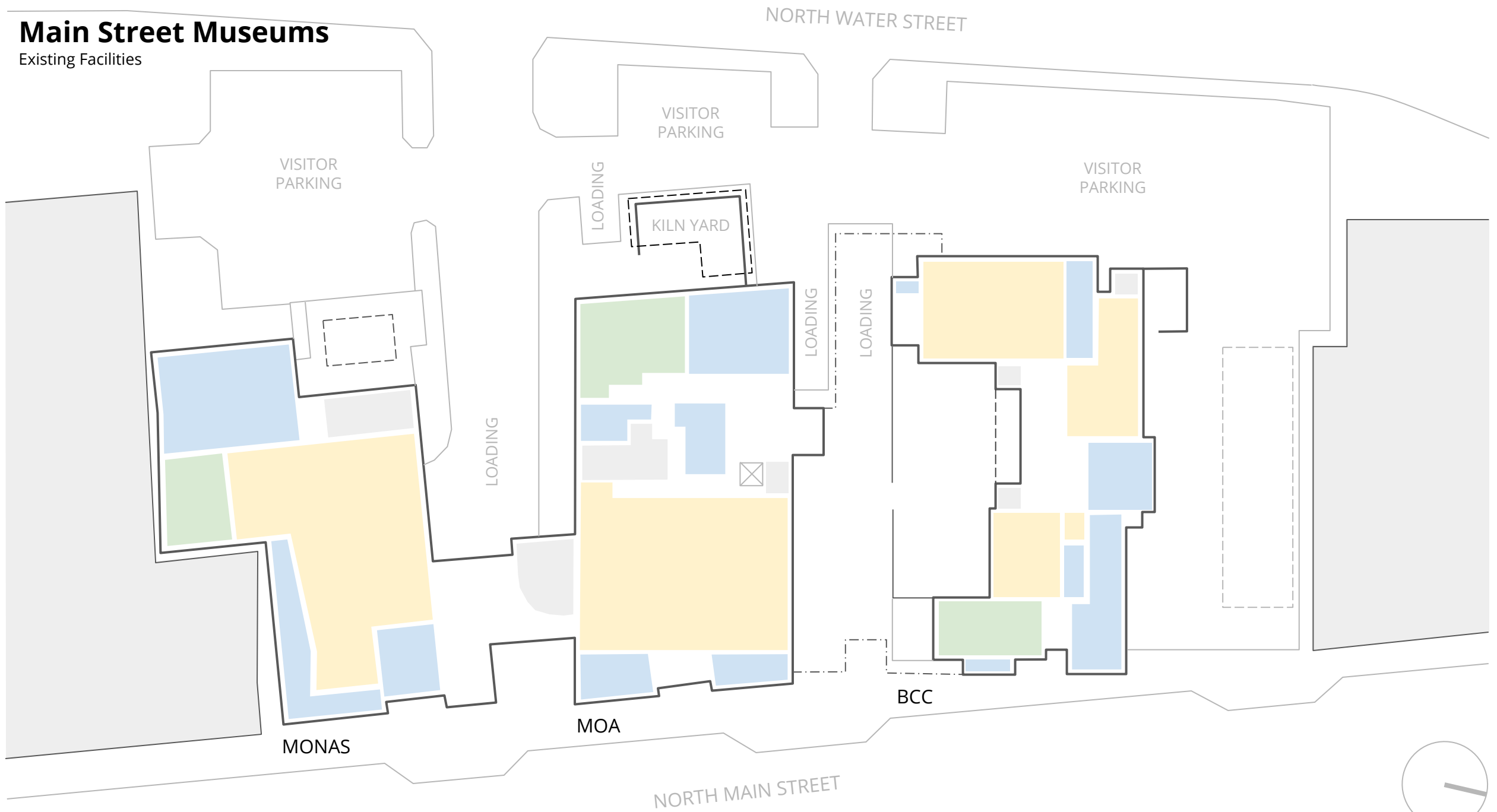
Existing Facilities



To visitors entering from the parking lot, MONAS, MOA and BCC present an expanse of service areas, including four loading areas, a kiln yard, and security gates. The Master Plan envisions a collections addition and unified entry.

# Main Street Museums

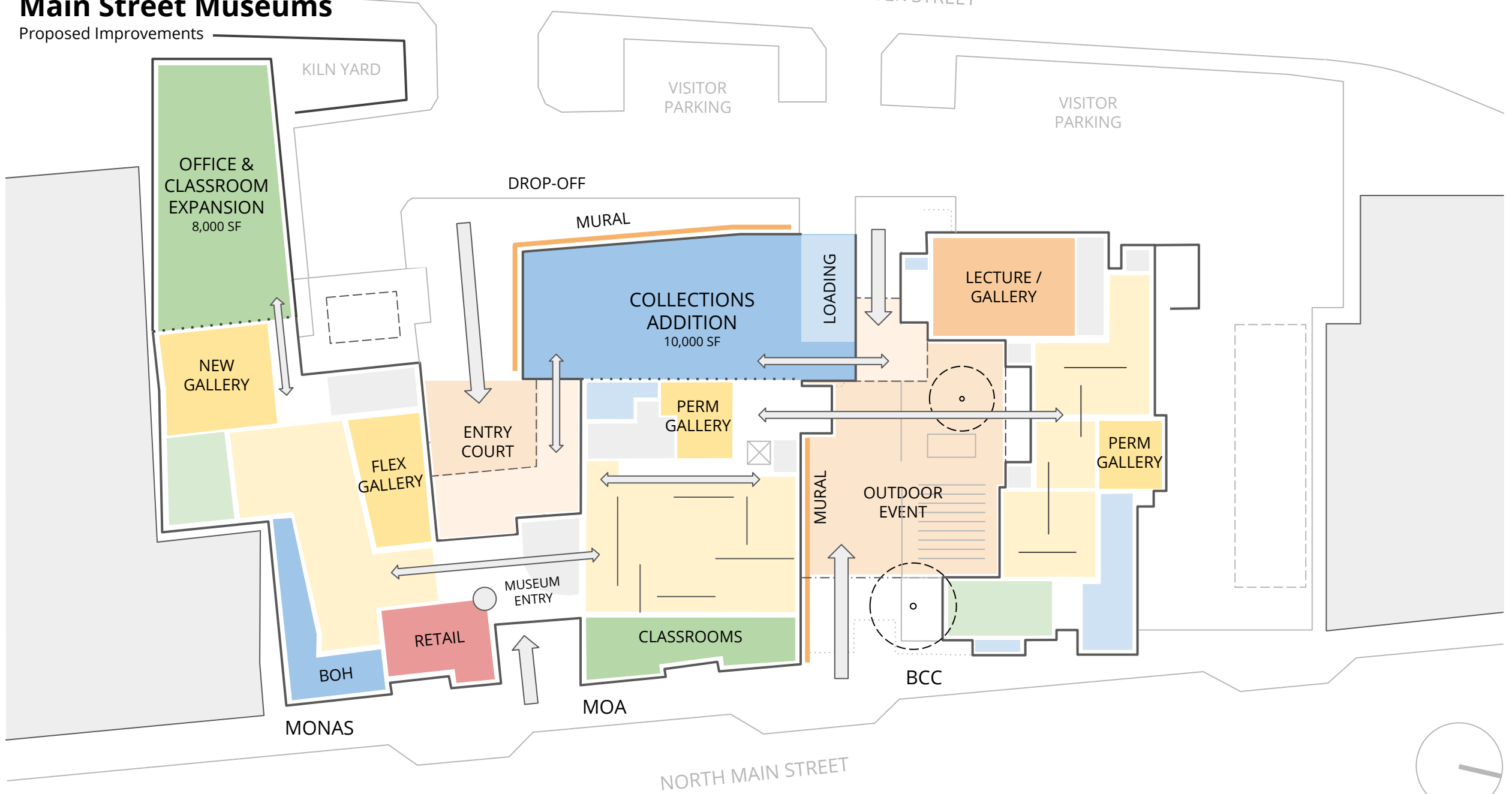
Existing Facilities





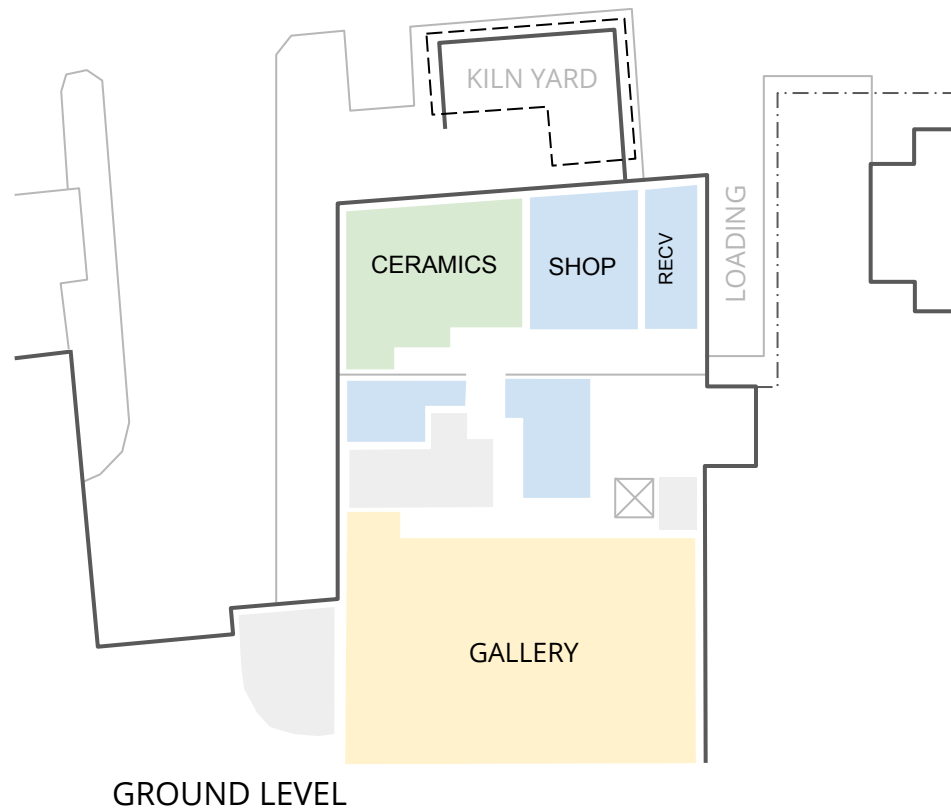
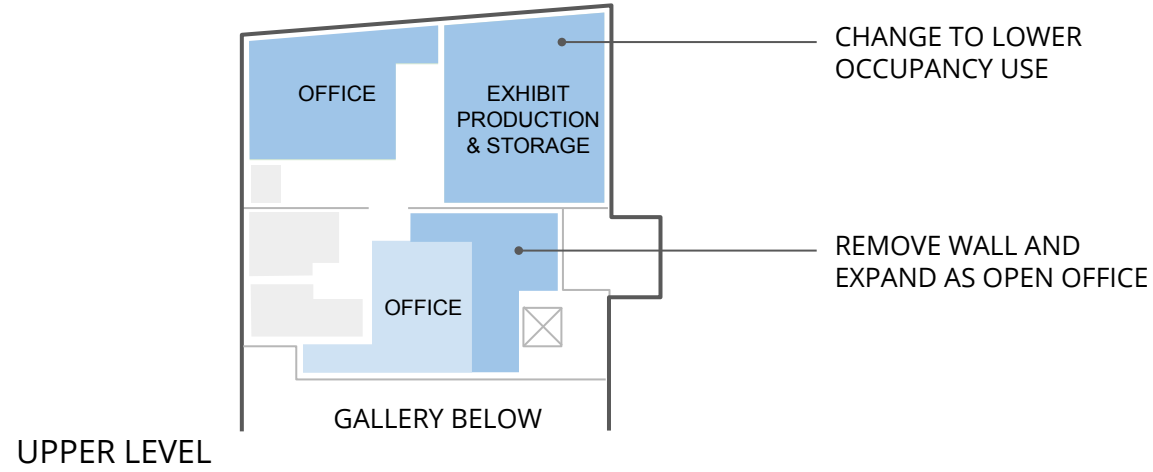
# Main Street Museums

Proposed Improvements

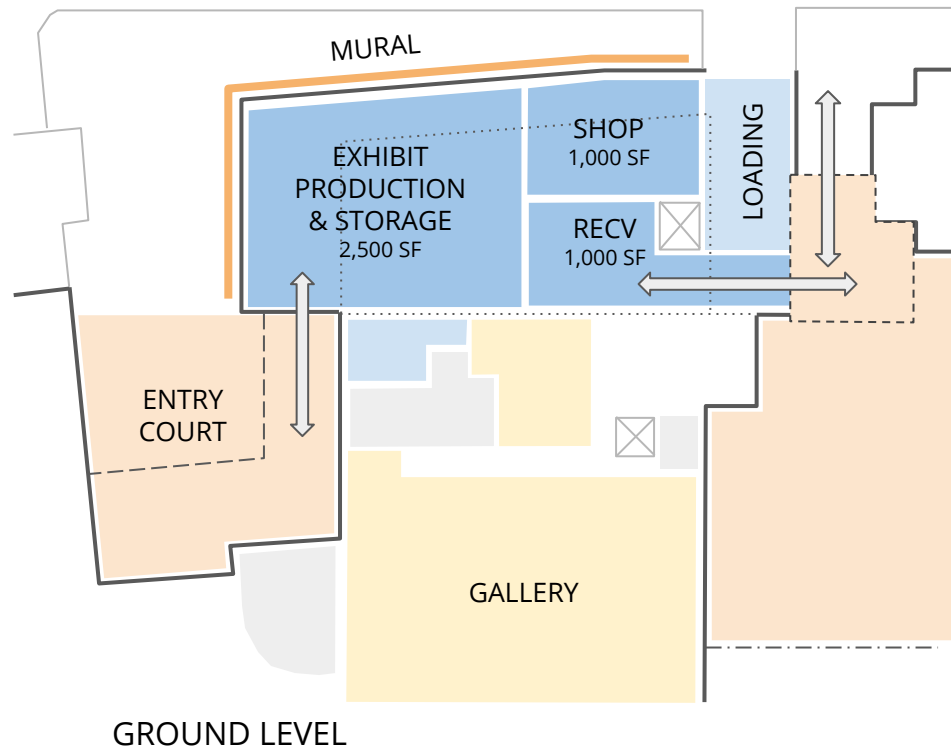
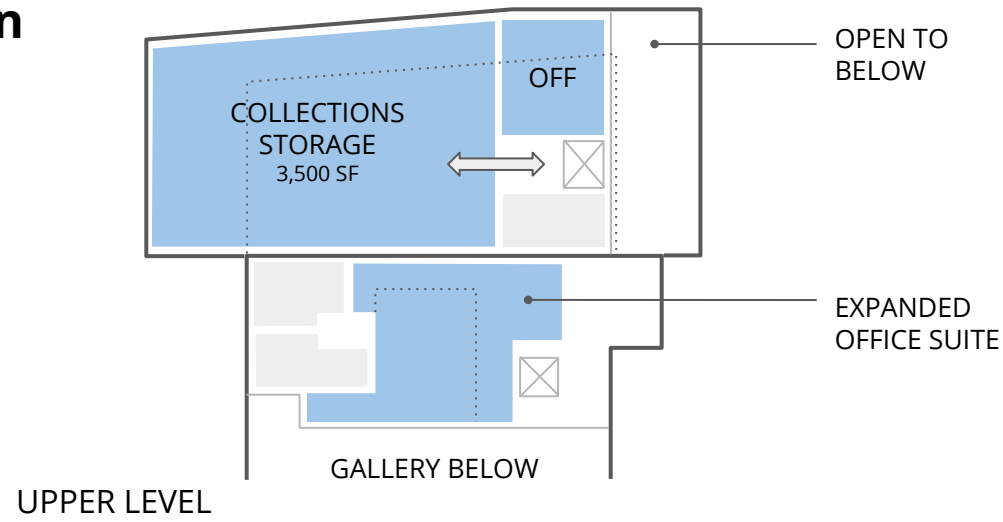


# Existing Rear of MOA

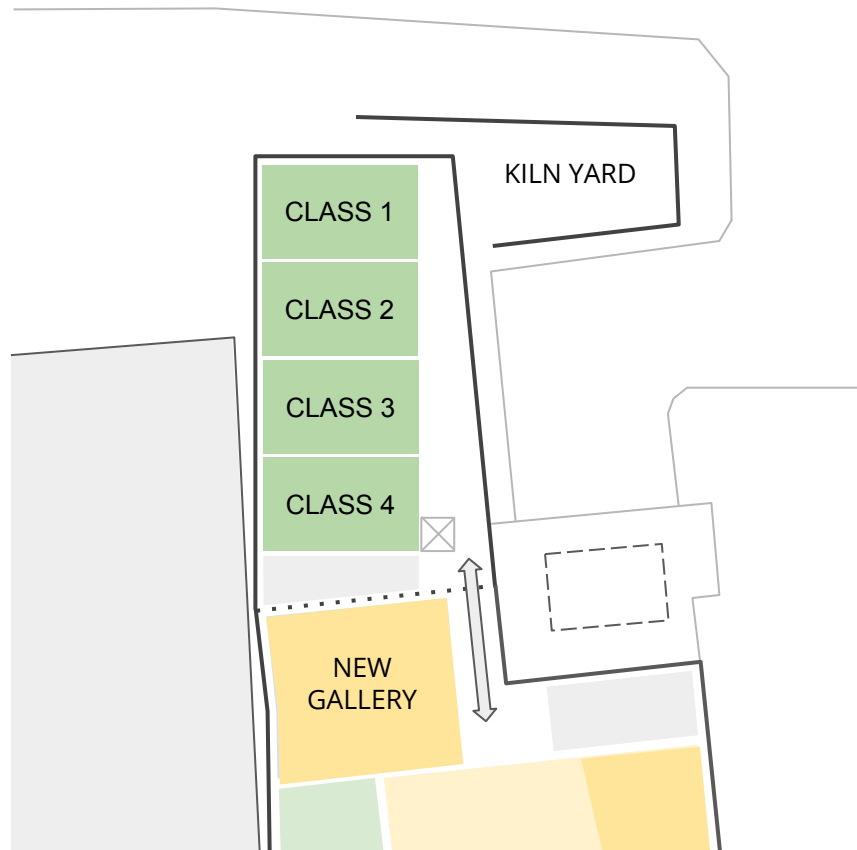
Proposed Near Term Changes



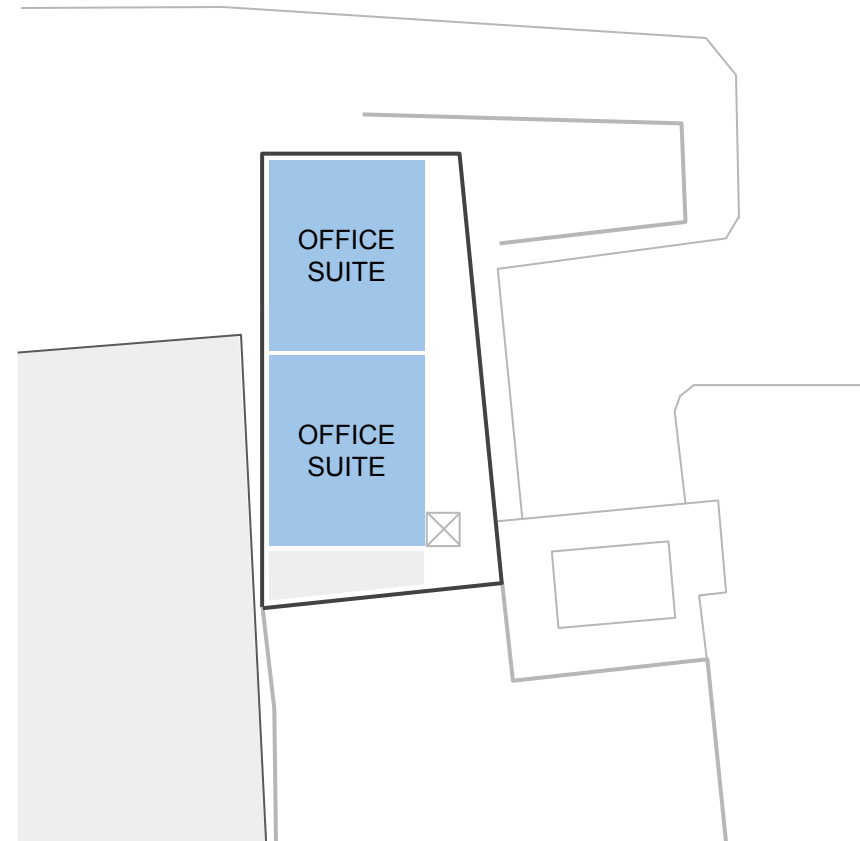
# Proposed Collections Addition



# Proposed Classroom & Office Addition



GROUND LEVEL - CLASSROOMS



UPPER LEVEL - OFFICES



## Railroad Museum

### 1.9. Create a flexible gallery space

Repurpose the family waiting room as a small temporary gallery space, which is currently missing from RRM. Changing exhibits in this arrival space have the potential to shed new and changing light on permanent exhibits at RRM. *(Also see recommendations 1.1, 1.3.)*

### 1.10. Reconfigure and update classroom and offices

RRM's classroom and office spaces are in need of updated furnishings, finishes and lighting. In doing this work, there is an opportunity to relocate the classroom to the office and storage area at the end of the building, making it physically and visually open to the adjacent viewing platform, and greatly expanding opportunities for interpretation and indoor/outdoor programming. Offices and storage can be relocated to the current classroom location while maintaining shared access to accessible restrooms. The feasibility of relocating the in-floor freight scale from the current classroom should be investigated further.

### 1.11. Outdoor interpretation and site improvements

Outdoor interpretation opportunities abound, and would allow the site to engage visitors even when the museum is closed. Our diagrams show an opportunity to create interpretation for the working BNSF railyard along the security fence. Portions of the existing fence could be replaced with more transparent security fencing. It is understood that the fencing belongs to the BNSF Railroad, which will require a challenging, but worthwhile, coordination effort.

The front door of the depot aligns with West Las Cruces Avenue and the Alameda District street grid. This presents a tremendous opportunity to interpret the railroad and the depot's historic impact on the shape of the city. Venturi Scott Brown's design for Freedom Plaza, which partially depicts L'Enfant's plan for the city in Washington DC, is offered as inspiration for an interpretive plaza in front of the depot.

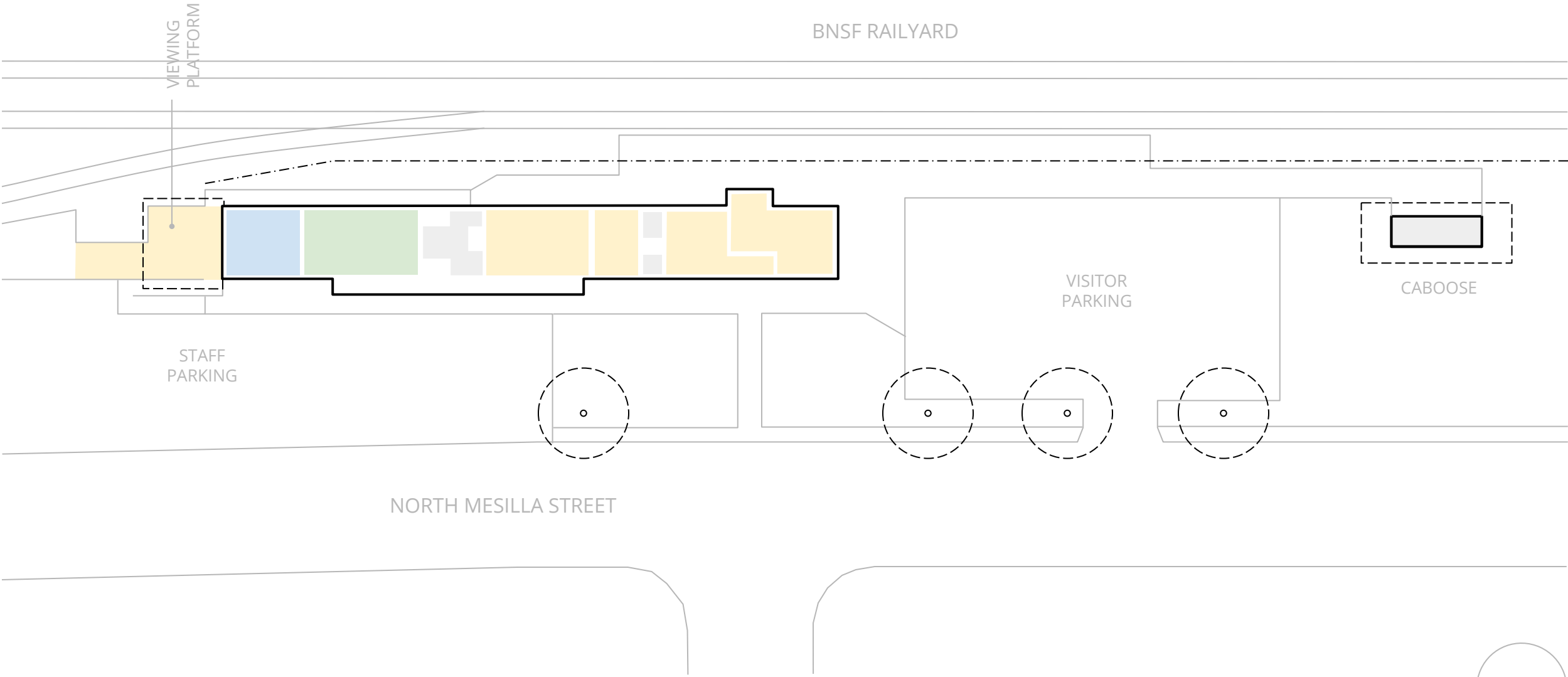
Electrical service should be moved underground to eliminate a number of power poles in front of the depot and other equipment. An accessible ramp and viewing platform should be added to the 1890 caboose before it opens to the public. This is accomplished elegantly at the National Museum of African American History and Culture in Washington DC. *(Also see recommendations 1.1, 1.4.)*

### 1.12. Future expansion

Although it is not clear that an expansion to exhibits or to back-of-house space at RRM is currently warranted, our diagram also identifies an area capable of supporting an eventual 2,000 sf to 4,000 sf addition, connected to the long ramped passage on the east side of the depot. An addition in this location would not significantly interfere with the historic appearance of the 1910 depot. *(Also see recommendation 1.4.)*

# Railroad Museum (RRM)

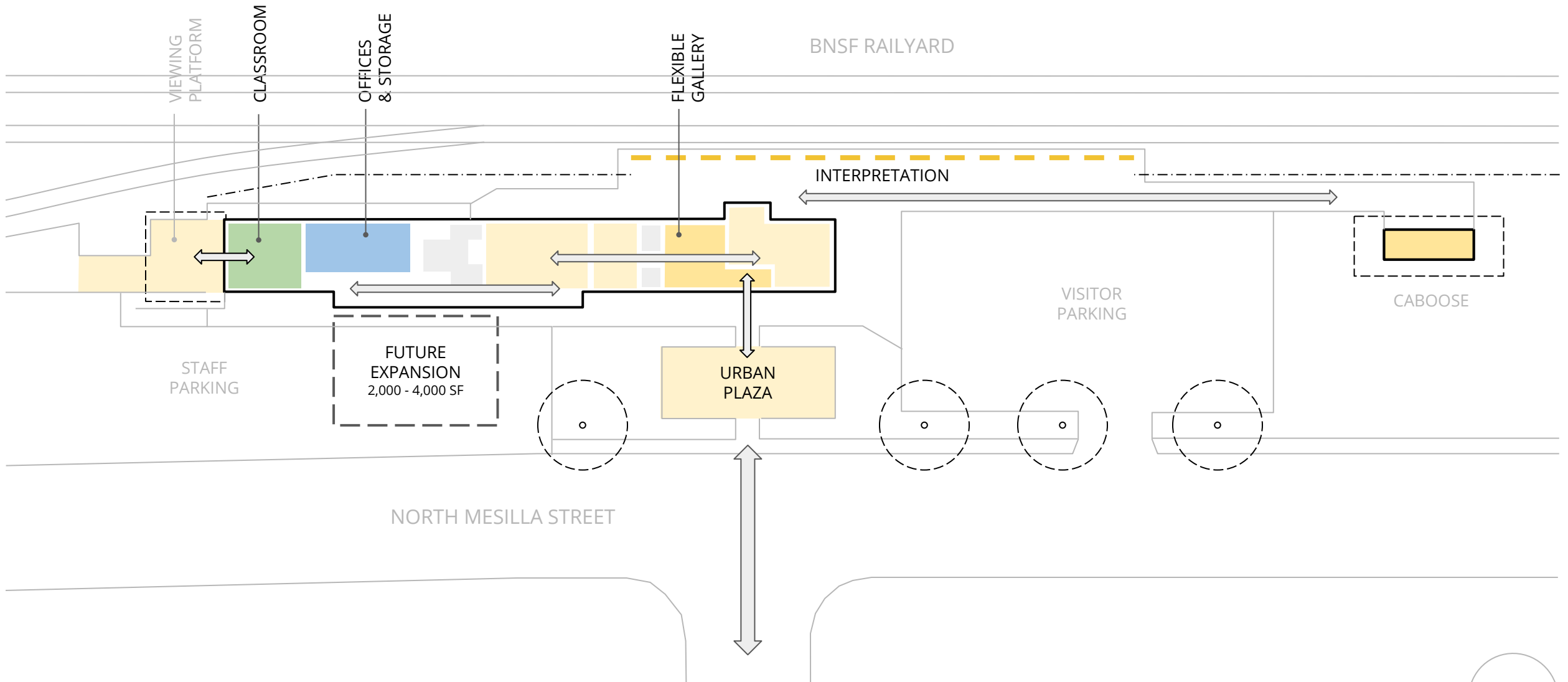
Existing Facility





# Railroad Museum (RRM)

Proposed Improvements



# Railroad Museum (RRM)

Proposed Improvements



Venturi Scott Brown's design for Freedom Plaza, which partially depicts L'Enfant's plan for the city in Washington DC, is offered as inspiration for an interpretive plaza in front of the depot, which could describe how the railroad reshaped the City of Las Cruces.



Our diagrams show an opportunity to create interpretation for the working BNSF railyard along the security fence. Portions of the existing fence could be replaced with more transparent security fencing.

## Municipal Court

### 1.1. Preliminary considerations

Our preliminary diagrams show that it is possible to repurpose the Las Cruces Municipal Courthouse, once a US Post Office, as a museum space. A more detailed investigation of the historic structure, systems, and likely remodeling costs is part of a separate assessment document for that facility.

At present, it is not clear that additional flexible gallery space is essential to operations. Previous recommendations regarding LCMS identity and focus, as well as restoration of BCC's historic layout could provide LCMS with the flexibility to host much larger temporary exhibitions (up to 6,500 or 8,000 sf in size) within its existing footprint, albeit not all in one space or building. If that proves insufficient, it is possible that LCMS could eventually repurpose the Municipal Court building as a temporary exhibit hall.

Any museum expansions need to be coordinated with other recommendations elsewhere in this report, and carefully planned and funded by the City. *(Also see recommendations 1.4, 1.5, 2.3.)*

### 1.2. Location as primary asset

The biggest opportunity lies in the location and siting of the building along the east edge of the Plaza de Las Cruces. Creating a new wide, public front entry on the building's west facade would establish a strong formal connection to the Plaza and the events held there, while also preserving the appearance of the historic two story portion of the building. The front steps of the main entrance are imposing and have accessibility and building code challenges that will be challenging to overcome. Additionally, some members of the community may not have positive associations with the courthouse. Moving the primary entrance to the west provides a remarkable opportunity to transform the image and identity of the facility, and complete the plaza.

### 1.3. Repurposing for museum use

Inside, three galleries totalling 7,400 square feet can be used individually or in tandem for exhibitions. Offices and meeting spaces are predominantly on the second floor, and a large basement can be used for additional back-of-house functions. This layout could work as dramatic new art museum, or a museum with permanent exhibits on a different subject area, however use of the facility for large temporary exhibits provides the closest alignment with the ambitions of the LCMS and community desires as expressed to the AOS Team through the community engagement thus far.

To the north an existing parking lot can be repurposed as a museum or sculpture garden. Alternatively, this space could be used for a 5,000 to 10,000 sf museum expansion, which would be necessary if achieving a 10,000 sf temporary exhibit space is the goal.

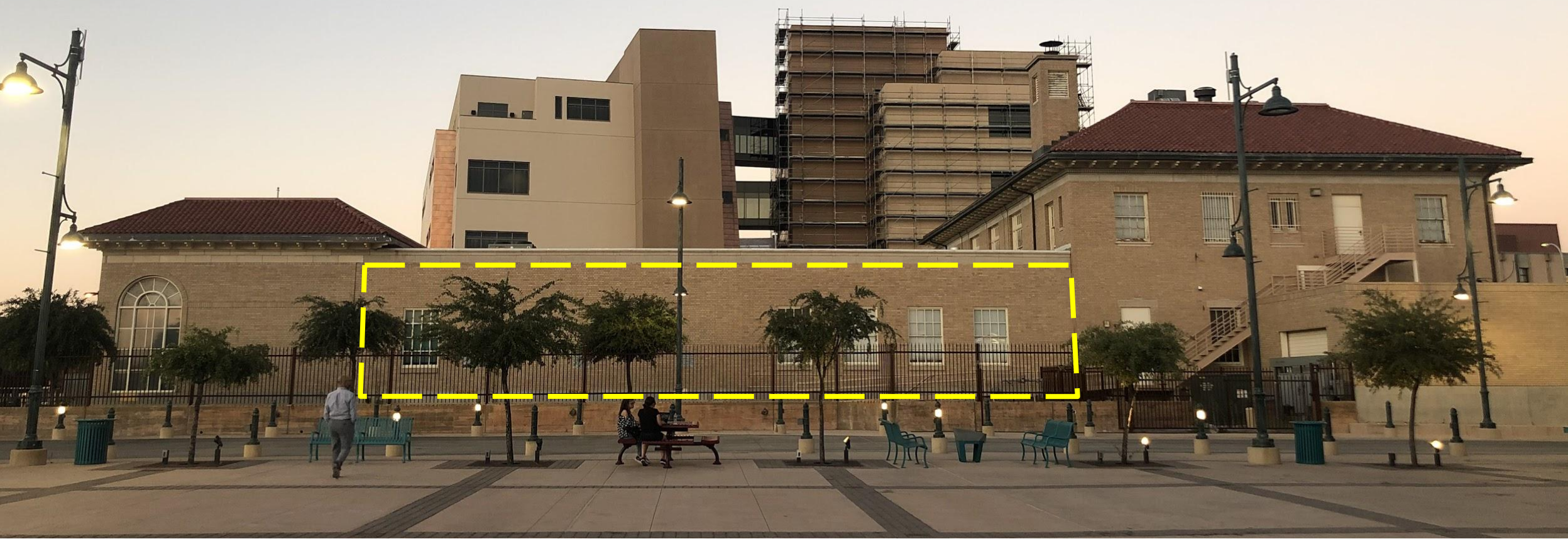
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# Municipal Court

Existing Facility

Creating a new wide, public front entry on the Municipal Court's west facade would establish a strong formal connection to the Plaza and the events held there, while also preserving the appearance of the historic two story portion of the building.

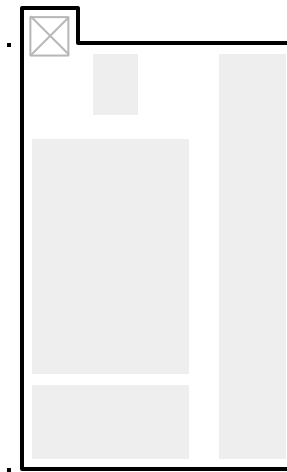
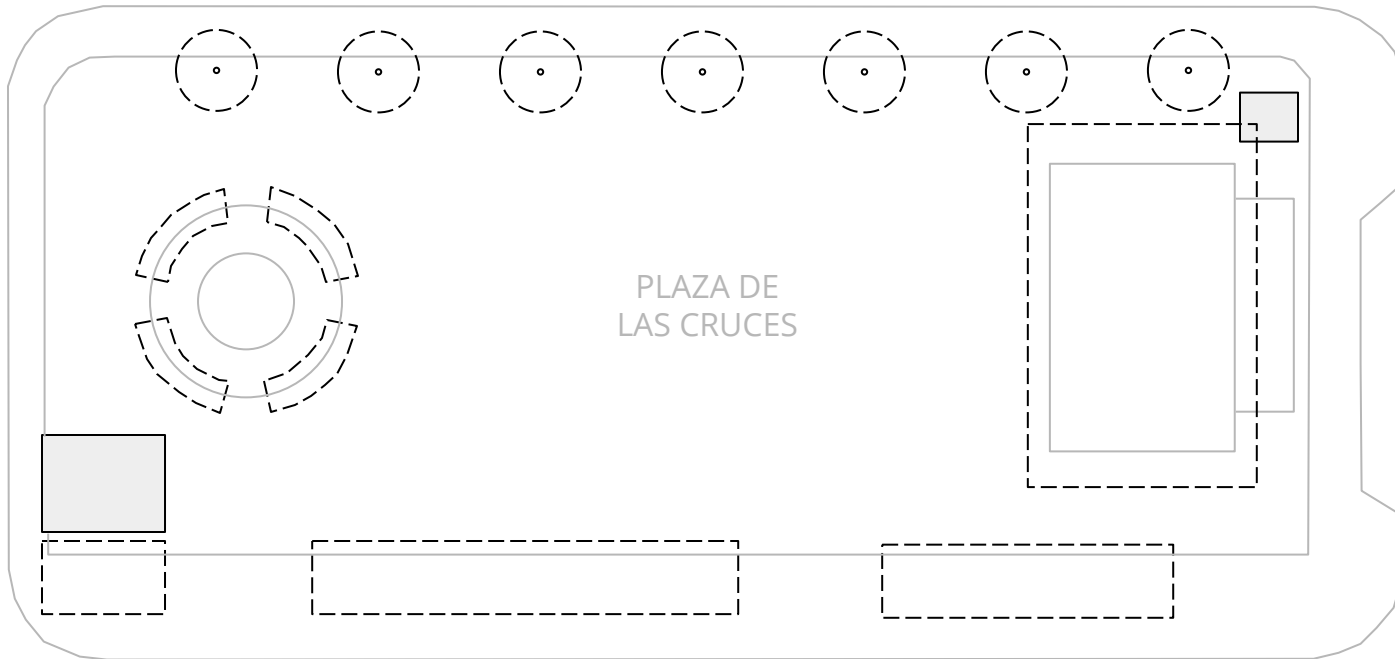


# Municipal Court

Existing Facility

EAST ORGAN AVENUE

EAST GRIGGS AVENUE



UPPER LEVEL



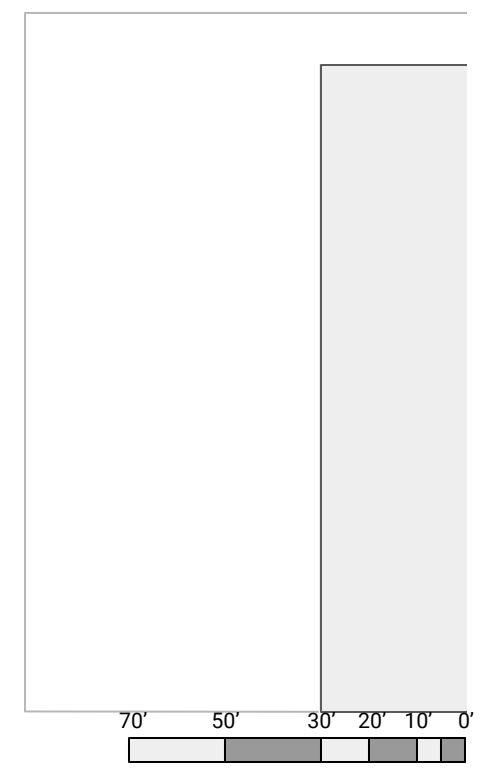
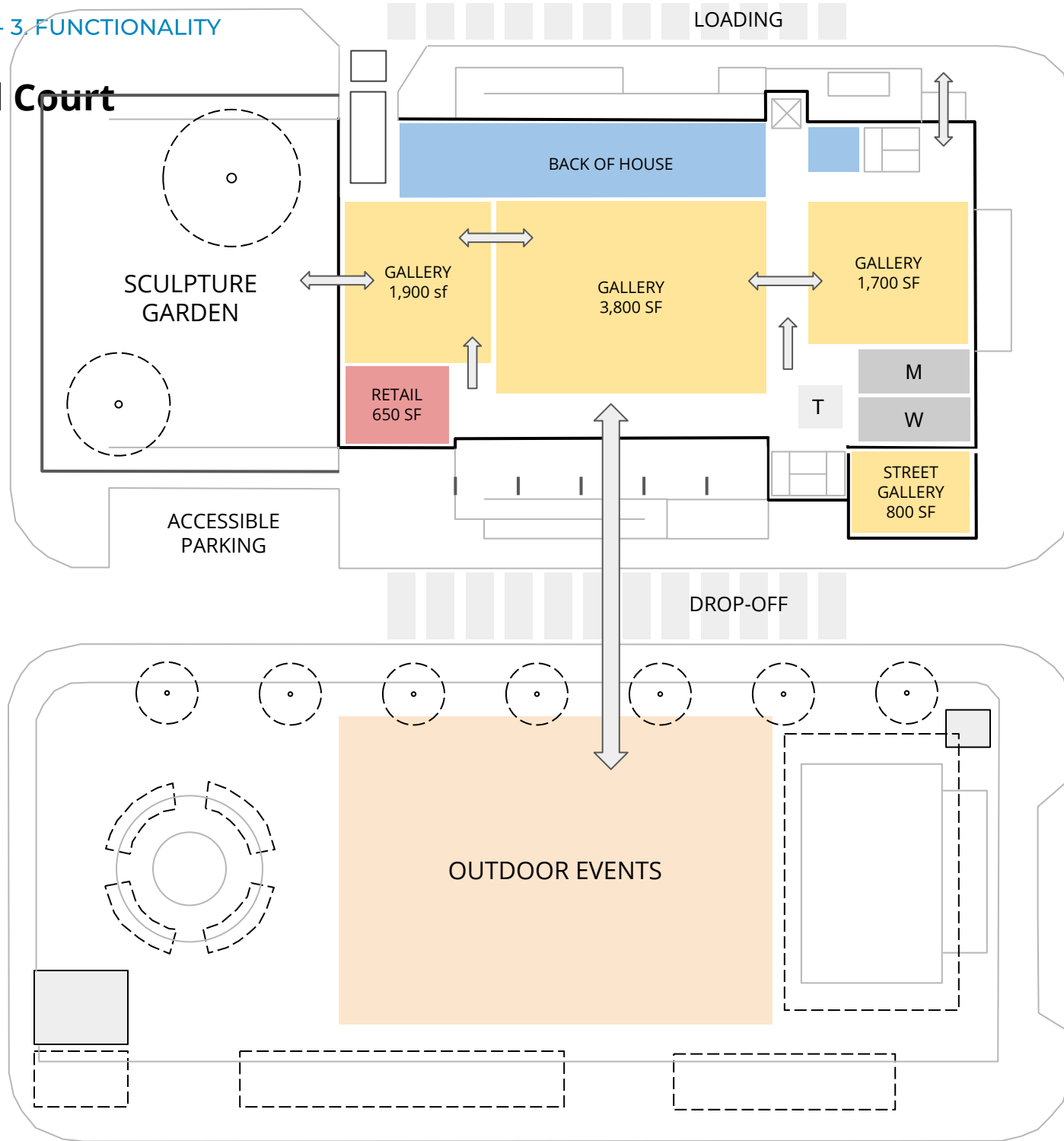


# Municipal Court

Existing Facility

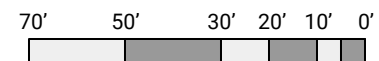
EAST ORGAN AVENUE

EAST GRIGGS AVENUE



# Municipal Court

All Levels



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IMPLEMENTATION

# IMPLEMENTATION

The table below organizes recommendations by priority and approximate time frame for implementation. Where improvements should be part of the same project, they are grouped together. The financial implication of each is expressed as a preliminary rough estimate of construction costs (excluding exhibit costs, furnishings, design and other fees) in 2020 dollars. Exhibit costs will range considerably, depending on format and technology. Furnishings, fees, and other costs (not including exhibits) should be budgeted at 30% of the construction costs. Escalation should be budgeted (and compounded) at 3% per year.

It is intended that these recommendations constitute a menu of options for achieving LCMS's stated goals. They are to be pursued in continued consultation with strategies laid out in the Short Range Plan, the additional planning steps outlined here and in that report, as well as adequate funding from the City of Las Cruces. In all cases, but especially in the instances of museum expansion, it is essential for a careful feasibility assessment to be completed and adequate ongoing funding assured.

# Schedule

Priority	Within	Facility	Project	Estimate	Considerations
HIGH	1 year	All	Address urgent repairs and building code deficiencies	\$300K - \$400K	
HIGH	1 year	All	Pursue energy audit and low-cost energy efficiency measures	\$50K - \$100K	
HIGH	1 year	All	Rebrand and promote singular "Las Cruces Museum" identity	\$150K	And rename BCC
HIGH	3 year	All	Develop detailed LCMS Facilities Improvement Plan	\$200K	
HIGH	3 years	All	Develop detailed LCMS Collections Plan		
MEDIUM	3 years	All	Develop detailed LCMS Facilities Maintenance and Operations Plan		
MEDIUM	3 years	All	Develop LCMS Sustainability Plan		
HIGH	Any time	MONAS	Create temporary gallery in MONAS gallery	\$150K	
HIGH	Any time	MONAS	Open a retail space in Main Street lobby		
HIGH	3 years	MONAS	Establish Main Street lobby as "front door" and control point Create covered opening to facing parking area Create landscaped entry courtyard	\$2M	
HIGH	3 years	MONAS	New MONAS permanent exhibition Expand footprint of back-of-house associated with living collections		Due for replacement in 2023; begin planning now
LOW	5 years	MONAS	Expand retail space into vault	\$75K	
LOW	10 years	MONAS	New roof and new high-efficiency HVAC system with humidity control	\$1.25M	Possibly all-electric VRF with DOAS
LOW	10 years	MONAS	Build 8,000 sf expansion	\$2.7M	Classrooms and office use
LOW	Any time	MOA	Repurpose exhibit storage as small permanent gallery	\$150K	
MEDIUM	Any time	MOA	Muralize building exterior		
HIGH	1 year	MOA	Repurpose upstairs classrooms as exhibit production, storage	\$150K	Follows repurposing of upstairs classrooms as back-of-house
MEDIUM	1 year	MOA	Expand mezzanine offices by removing wall		
MEDIUM	1 year	MOA	Install new gallery walls for through route		
HIGH	3 years	MOA	New roof and new high-efficiency HVAC system with humidity control Remodel Main Street storefront spaces as hi-vis classrooms	\$1M	Possibly all-electric VRF with DOAS
HIGH	5 years	MOA	Demo MOA rear addition and build 10,000 sf collections facility Includes new receiving, shop, exhibit production and storage Landscape and parking improvements, passenger drop-off	\$4M	And close OSS
HIGH	3 years	BCC	Create shaded outdoor event courtyard Remove BCC low wall, rework gates, landscape and shade improvements	\$1.5M	Can be coordinated with muralizing MOA exterior
HIGH	3 years	BCC	Exterior restoration, uncover and restore blocked windows New roof and new high-efficiency HVAC system with humidity control Remove mezzanine and restore historic interior layout, and ceilings Upgrade AV, lighting, and finishes in Shannon Room and classroom Additional toilet rooms	\$3M	Possibly all-electric VRF with DOAS
HIGH	Any time	RRM	Create temporary gallery	No cost	
MEDIUM	Any time	RRM	Install outdoor interpretation for working railyard	\$200K	Replace portion of fence
LOW	Any time	RRM	Create outdoor plaza in front of depot		
MEDIUM	Any time	RRM	Relocate and remodel classrooms and offices	\$200K	
MEDIUM	3 years	RRM	Open caboose to public	\$400K	Add accessible ramp and platform
MEDIUM	3 years	RRM	New freight depot roof and new high-efficiency HVAC system with humidity control		Possibly all-electric VRF with DOAS; condition all spaces
LOW	10 years	RRM	Build 2,000 - 4,000 sf addition	\$600K - \$1.2M	Gallery or back-of-house use TBD
LOW	10 years	Courthouse	Remodel as exhibition hall	\$10M	Use as art space, or other museum type TBD



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CONCLUSION

# CONCLUSION

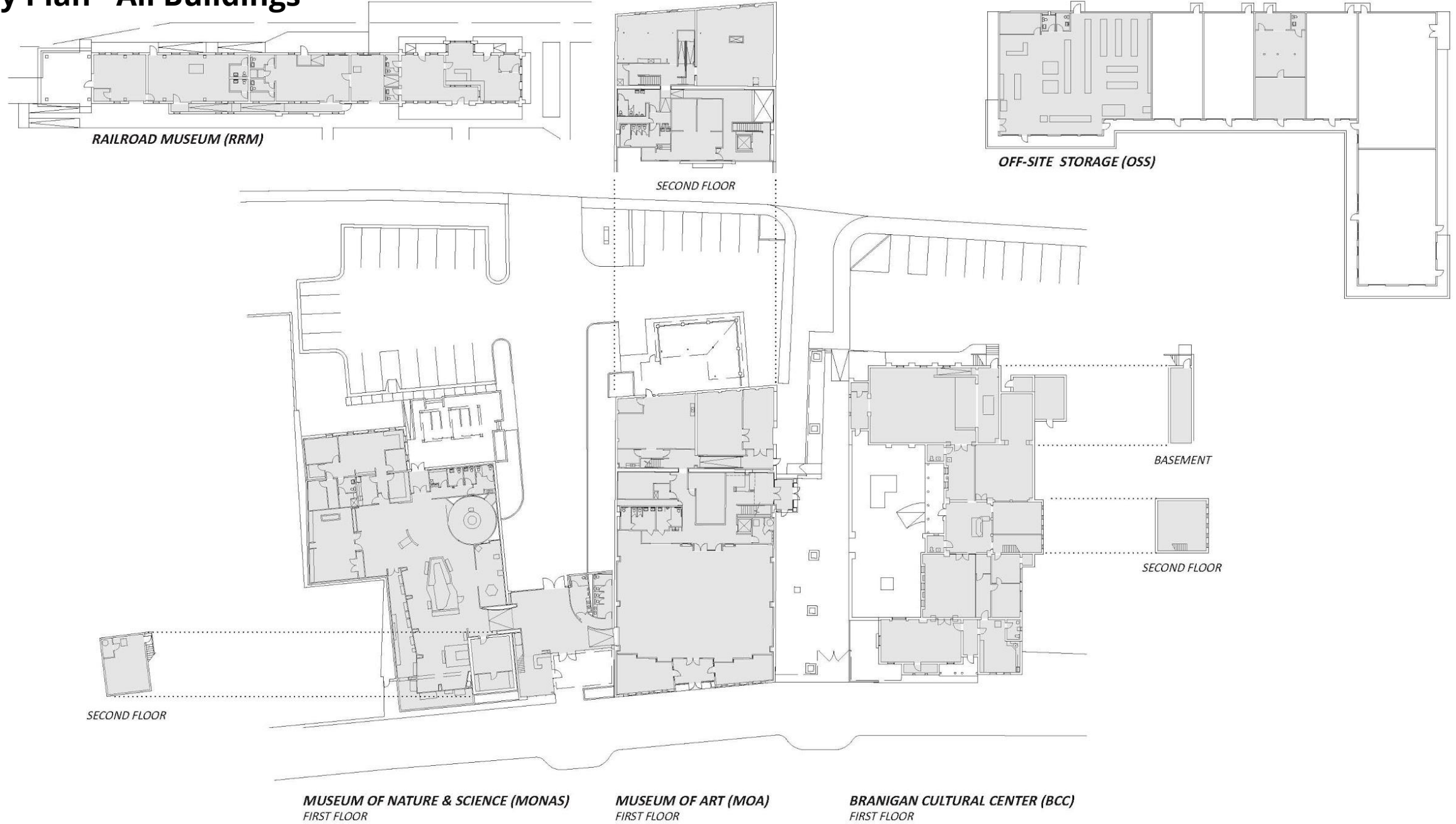
This Master Plan provides a strategic overview of opportunities for balancing institutional and facilities goals. The menu of possibilities offers the LCMS the ability to make short term improvements at minimal cost to further the mission of the museums, while the continued short-range planning activities refine the organizational goals and priorities related to identity, stewardship, and functionality. The timeline provided above as well as the planning timeline in the corollary Short-Range Plan demonstrate how the LCMS can coordinate this institutional and physical refinement, leading to larger spatial reorganization within the existing facilities, and eventually the possibility of physical expansion, both on campus and perhaps into the Municipal Court. The LCMS should continue to engage the communities of Las Cruces and the borderlands region to explore the types of programs, exhibits, and other offerings that will cement the Museum as a cornerstone of the community. This Master Plan demonstrates possibilities to remake the Museum in the image of the community, enhance the stewardship of community cultural resources, and grow the institution and facilities into a dynamic and exuberant place for learning, connection, and exploration of the region's past, present, and future.

# APPENDICES

# APPENDICES

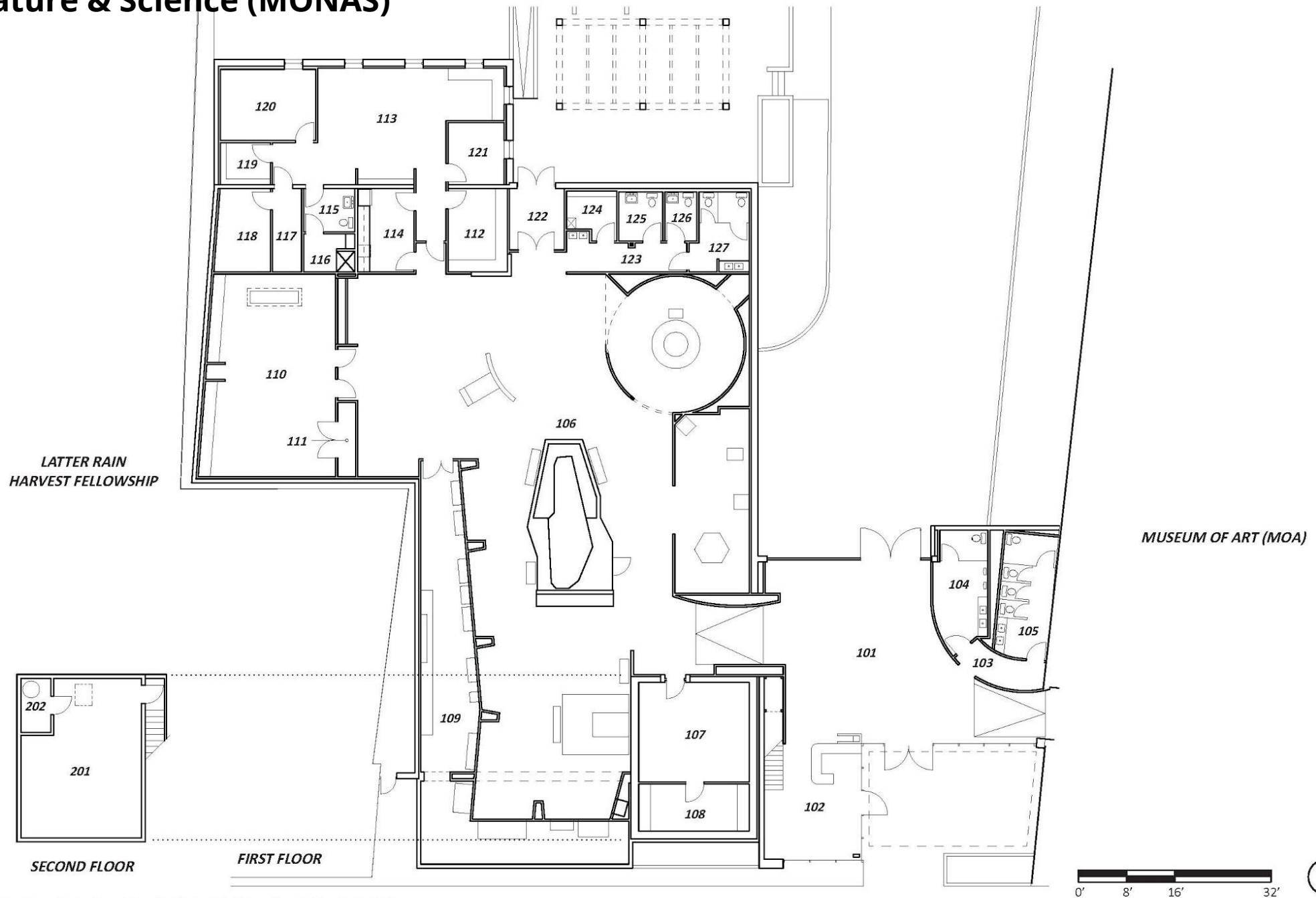
- A. Existing Floor Plans
- B. Facilities Assessment Summary

# Key Plan - All Buildings





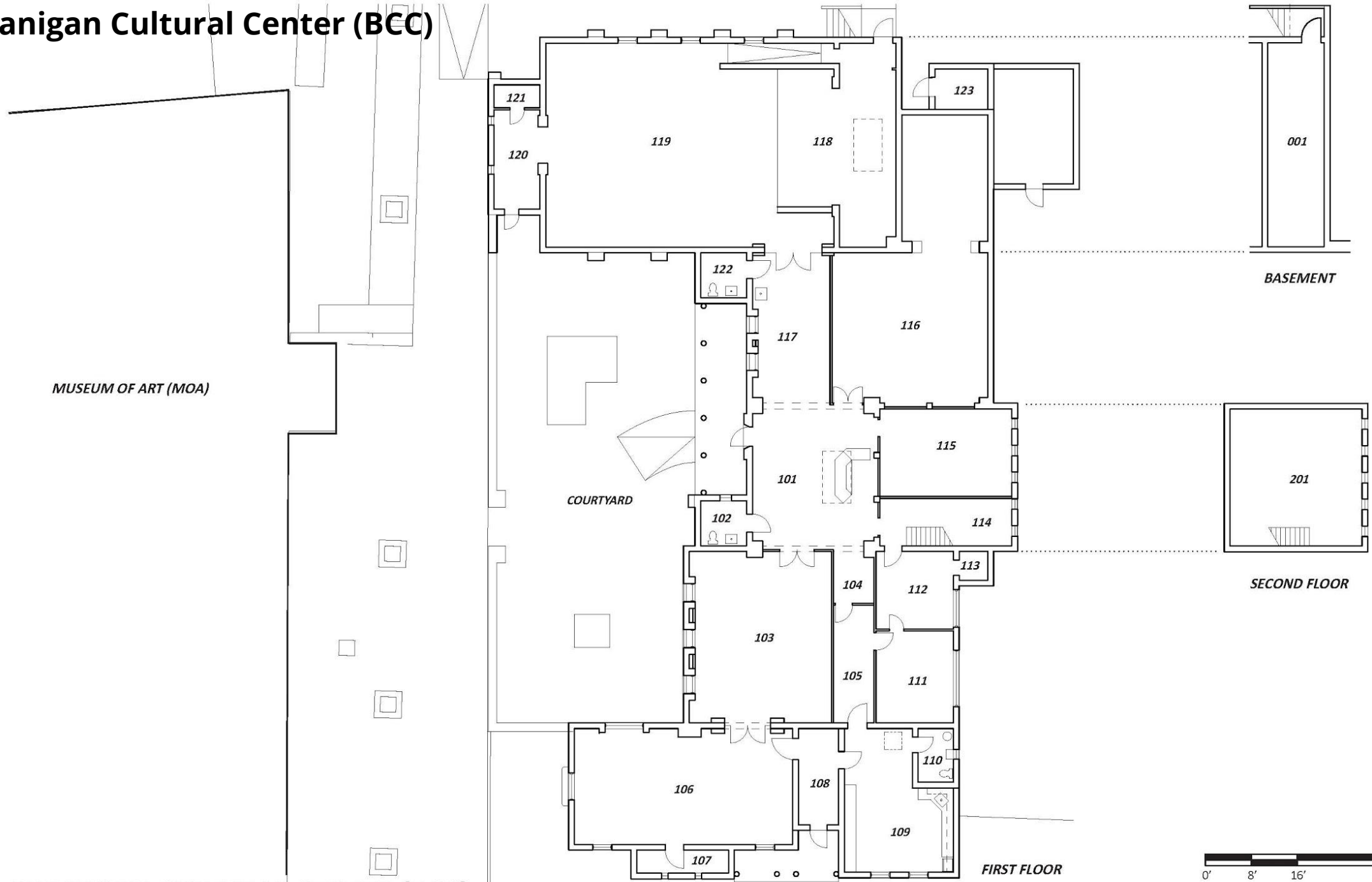
# Museum of Nature & Science (MONAS)



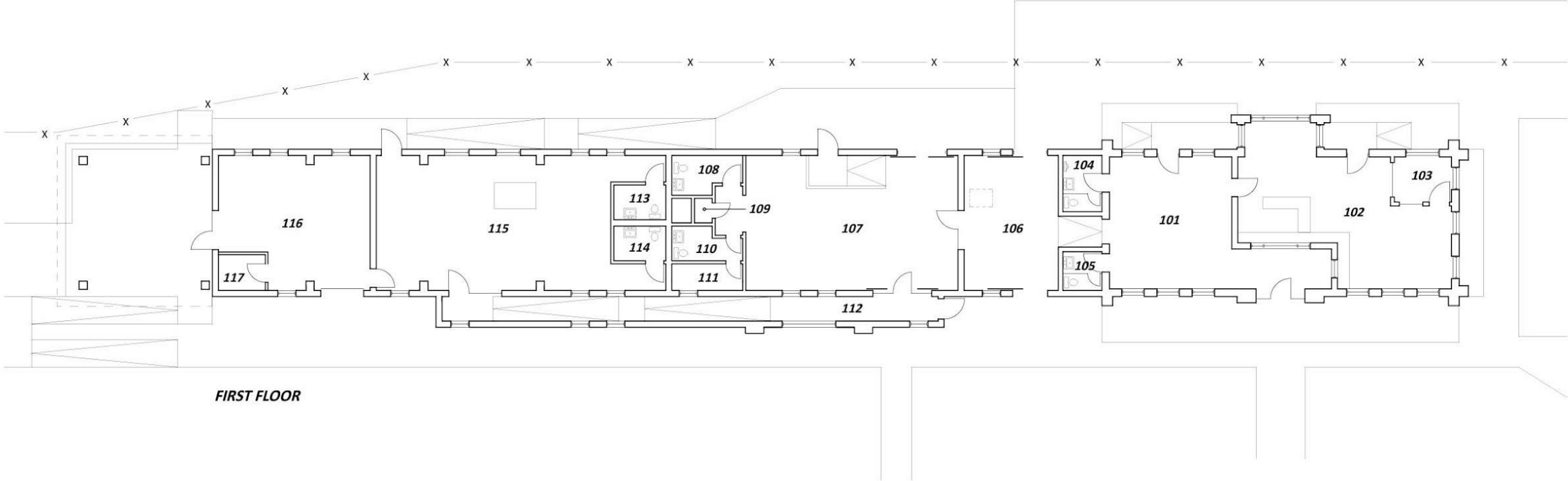
# Museum of Art (MOA)



# Branigan Cultural Center (BCC)

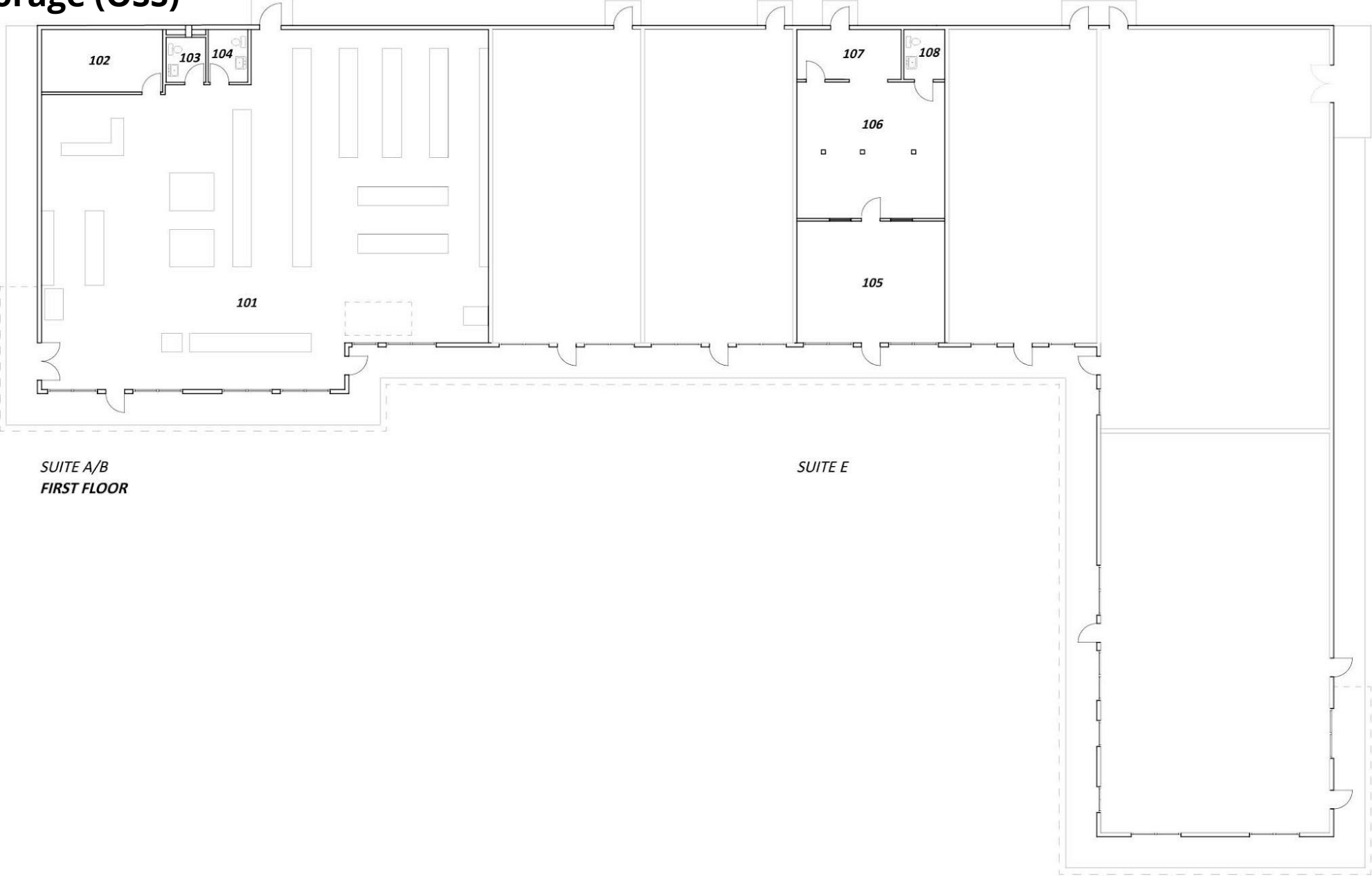


# Railroad Museum (RRM)



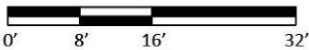
FIRST FLOOR

# Off-Site Storage (OSS)



SUITE A/B  
FIRST FLOOR

SUITE E



# Building and Room Area Totals

Museum of Nature & Science (MONAS)				
FL	BLDG	RM#	ROOM NAME	NET SF
1	MONAS	101	Lobby	1,050
1	MONAS	102	Gift Shop	310
1	MONAS	103	Corridor	70
1	MONAS	104	Men's Restroom	165
1	MONAS	105	Women's Restroom	180
1	MONAS	106	Exhibit	4,320
1	MONAS	107	Vault	300
1	MONAS	108	Storage	145
1	MONAS	109	Back of House	745
1	MONAS	110	Classroom	725
1	MONAS	111	Storage	35
1	MONAS	112	Reception	135
1	MONAS	113	Open Office	595
1	MONAS	114	Kitchenette	130
1	MONAS	115	Restroom	60
1	MONAS	116	Shower	55
1	MONAS	117	Server	65
1	MONAS	118	Electrical	125
1	MONAS	119	Supply Room	60
1	MONAS	120	Meeting Room	190
1	MONAS	121	Director	95
1	MONAS	122	Vestibule	95
1	MONAS	123	Corridor	105
1	MONAS	124	Janitor	60
1	MONAS	125	Family Restroom	60
1	MONAS	126	Men's Restroom	45
1	MONAS	127	Women's Restroom	120
2	MONAS	201	Storage	480
2	MONAS	202	Water Heater	45
<b>SUBTOTAL</b>				<b>10,565</b>

Museum of Art (MOA)				
FL	BLDG	RM#	ROOM NAME	NET SF
1	MOA	101	Vestibule	210
1	MOA	102	Vestibule	120
1	MOA	103	Office	300
1	MOA	104	Exhibit Production Gallery	420
1	MOA	105	Gallery	3,980
1	MOA	106	Corridor	1,075
1	MOA	107	Electrical	125
1	MOA	108	Storage	360
1	MOA	109	Men's Restroom	120
1	MOA	110	Women's Restroom	180
1	MOA	111	Janitor	55
1	MOA	112	Storage	250
1	MOA	113	Corridor	425
1	MOA	114	Receiving	410
1	MOA	115	Shop	650
1	MOA	116	Ceramics Classroom	820
1	MOA	117	Glaze Room	90
1	MOA	118	Ceramics Storage	85
2	MOA	201	Corridor	755
2	MOA	202	Open Office	775
2	MOA	203	Women's Restroom	235
2	MOA	204	Men's Restroom	225
2	MOA	205	Corridor	430
2	MOA	206	Janitor	55
2	MOA	207	Painting Classroom	730
2	MOA	208	Mixed Media Classroom	1,350
<b>SUBTOTAL</b>				<b>14,230</b>

Branigan Cultural Center (BCC)				
FL	BLDG	RM#	ROOM NAME	NET SF
B	BCC	001	Storage	350
1	BCC	101	Lobby	505
1	BCC	102	Restroom	60
1	BCC	103	Richardson Gallery	740
1	BCC	104	Vestibule	65
1	BCC	105	Corridor	145
1	BCC	106	Classroom	765
1	BCC	107	Storage	65
1	BCC	108	Corridor	115
1	BCC	109	Break Room	400
1	BCC	110	Staff Restroom	55
1	BCC	111	Office	215
1	BCC	112	Office	180
1	BCC	113	Safe	25
1	BCC	114	Office	190
1	BCC	115	Storage	350
1	BCC	116	History Gallery	1,070
1	BCC	117	Corridor	355
1	BCC	118	Backstage	690
1	BCC	119	Shannon Room	1,420
1	BCC	120	Vestibule	140
1	BCC	121	Storage	30
1	BCC	122	Restroom	60
1	BCC	123	Electrical	65
2	BCC	201	Office	550
<b>SUBTOTAL</b>				<b>8,605</b>

Railroad Museum (RRM)				
FL	BLDG	RM#	ROOM NAME	NET SF
1	RRM	101	Family Waiting Room	580
1	RRM	102	Men's Waiting, Agent's Bay	615
1	RRM	103	Newsstand	70
1	RRM	104	Men's Restroom	60
1	RRM	105	Women's Restroom	40
1	RRM	106	Freight Room	340
1	RRM	107	Model Room	805
1	RRM	108	Men's Restroom	65
1	RRM	109	Janitor	10
1	RRM	110	Women's Restroom	55
1	RRM	111	Electrical	50
1	RRM	112	Passage	325
1	RRM	113	Men's Restroom	50
1	RRM	114	Women's Restroom	50
1	RRM	115	Meeting / Classroom	925
1	RRM	116	Office	495
1	RRM	117	Storage	45
<b>SUBTOTAL</b>				<b>4,580</b>

Off-Site Storage (OSS)				
FL	BLDG	RM#	ROOM NAME	NET SF
1	OSS (A)	101	Collections Storage	3,635
1	OSS (A)	102	Doll Room	195
1	OSS (A)	103	Women's Restroom	45
1	OSS (A)	104	Men's Restroom	55
1	OSS (E)	105	Exhibit Storage	465
1	OSS (E)	106	Exhibit Storage	520
1	OSS (E)	107	Storage	135
1	OSS (E)	108	Restroom	55
<b>SUBTOTAL</b>				<b>5,105</b>



# Assessment Summary

	MONAS	MOA	BCC	RRM	OSS
<b>Physical Condition</b>					
Exterior - Roof	GOOD	FAIR	POOR	FAIR	FAIR
Exterior - Walls	GOOD	GOOD	FAIR	GOOD	GOOD
Exterior - Doors & Windows	FAIR	FAIR	FAIR	POOR	POOR
Exterior - Sitework	FAIR	FAIR	FAIR	POOR	GOOD
Interior - Floors	FAIR	FAIR	FAIR	GOOD	FAIR
Interior - Walls	GOOD	FAIR	POOR	GOOD	FAIR
Interior - Ceilings	GOOD	GOOD	POOR	GOOD	FAIR
<b>Building Systems</b>					
Mechanical	FAIR	POOR	POOR	FAIR	FAIR
Electrical - Power	GOOD	FAIR	POOR	GOOD	FAIR
Electrical - Lighting	GOOD	FAIR	FAIR	FAIR	POOR
Plumbing	GOOD	GOOD	FAIR	FAIR	GOOD
Security	FAIR	FAIR	FAIR	FAIR	POOR
<b>Functionality</b>					
Flexibility	POOR	GOOD	GOOD	FAIR	FAIR
Public Entry	POOR	POOR	GOOD	GOOD	N/A
Public Restrooms	GOOD	FAIR	POOR	GOOD	N/A
Galleries - Permanent	GOOD	N/A	N/A	GOOD	N/A
Galleries - Temporary	N/A	FAIR	FAIR	N/A	N/A
Event Space	N/A	N/A	FAIR	FAIR	N/A
Education Space	GOOD	FAIR	FAIR	FAIR	N/A
Staff Office/Meeting	GOOD	FAIR	POOR	FAIR	POOR
General Storage	POOR	POOR	POOR	POOR	POOR
Exhibit Support	N/A	POOR	N/A	N/A	N/A
Collections Storage/Care	FAIR	N/A	N/A	N/A	POOR
<b>Collections Environment</b>					
Temperature Control	FAIR	FAIR	FAIR	FAIR	FAIR
Humidity Control	POOR	POOR	POOR	POOR	POOR
Fire Detection	GOOD	FAIR	FAIR	FAIR	POOR
Fire Suppression	GOOD	POOR	POOR	POOR	POOR
Light Control	GOOD	GOOD	FAIR	FAIR	POOR
Pest Control	FAIR	FAIR	FAIR	FAIR	POOR
Loading/Receiving	FAIR	POOR	POOR	POOR	POOR
<b>Life Safety</b>					
Occupancy	FAIR	FAIR	FAIR	FAIR	FAIR
Egress Paths	POOR	POOR	FAIR	FAIR	GOOD
Exit Signs	GOOD	FAIR	FAIR	FAIR	GOOD
Exit Doors	GOOD	GOOD	FAIR	FAIR	POOR
Dead End Corridors	GOOD	GOOD	GOOD	GOOD	N/A
Fire Safety	GOOD	FAIR	FAIR	FAIR	POOR
<b>Accessibility</b>					
Accessible Path	GOOD	GOOD	GOOD	FAIR	POOR
Public Entrance	FAIR	GOOD	FAIR	FAIR	FAIR
Restrooms	GOOD	GOOD	GOOD	FAIR	GOOD
Corridors	GOOD	FAIR	GOOD	GOOD	N/A
Door Hardware	GOOD	GOOD	POOR	POOR	POOR
Staff Areas	GOOD	FAIR	POOR	POOR	POOR
Exhibits	FAIR	FAIR	FAIR	FAIR	N/A