

# THE NEW MEXICO MILITARY MUSEUM

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*Strategic Plan*  
FY 2020 to 2024



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## INTRODUCTION

### Institutional History: Organizational Naming and Re-Branding

The New Mexico Military Museum (NMMM) has undergone a few name changes in just a few short years. It was originally called the Bataan Memorial Museum as a way to honor those involved with the Bataan Death March and their connection with the building. Given the National Guard's historical connection to this armory, the name was changed again to the National Guard Museum. Now, in order to be more inclusive and allow for more educational opportunities, the name was changed for the third and final time to the New Mexico Military Museum.

### Building History: La Armeria de Santa Fe

The New Mexico Military Museum is located in the Old Santa Fe Armory which is included in the National Register of Historic Places ([Ref. # 11000530](#)). It was the second armory built in Santa Fe. It became the home of Battery C of the 200th Coast Artillery, which played a major role in the defense of the Philippines, and was part of the Bataan Death March. This location also served as New Mexico's induction center during World War II.

## MISSION

The primary goal of the New Mexico Military Museum will be to discover, preserve, and disseminate knowledge about New Mexico's military history. This museum will seek to strengthen public understanding of how military conflicts have shaped the state of New Mexico as well as the national experience.

By documenting, preserving, and exhibiting the stories of war through our collections, we hope that we may begin a dialogue with the community about how wartime efforts have shaped the state of New Mexico and the world-at-large.

## VISION

The New Mexico Military Museum (NMMM) wishes to bring its collections care practices and exhibitions up to current national standards. In order to accomplish this, the New Mexico Military Museum will work towards properly cataloging, describing, processing, researching, and digitizing its collections and archival records for eventual exhibition and online public access.

## CORE VALUES

### Excellence in Collections Stewardship

The New Mexico Military Museum is committed to creating, implementing, and maintaining the highest possible standards for its collections, exhibitions, and programs.

### Diversity & Inclusion

The New Mexico Military Museum is committed to including under-represented groups, individuals, cultures, etc., and their part in New Mexico's military history.

### Accountability

The New Mexico Military Museum is committed toward full transparency regarding current policies, procedures, and practices.

### Legality & Ethics

While inherent with Excellence in Collections Stewardship, the New Mexico Military Museum will reiterate here, that legality and ethics – as it pertains to collections management – will be held to the upmost importance. Items will NOT be taken in contexts where provenance, ownership, etc., cannot be determined and/or is suspect, or in cases where items are potentially of “important cultural significance.”

## GOALS & PRIORITIES

### Collections Care

At present, the New Mexico Military Museum has little, or no, documentation on its collections. The sparse documentation that has been uncovered thus far does not meet the minimum standards of collections management (e.g. no accession numbers) and therefore it is the ethical responsibility of the New Mexico Military Museum to move forward with the following priorities, pertaining to collections care, in mind.

In tandem with this Strategic Plan, a Collections Policy to include collections care, management, preservation practices, cataloging standards, etc., is needed to inform this goal and priority. This task will fall to the Museum Director. Subsequent edits shall be prepared by the head of collections staff and submitted to the Museum Director for approval.

## DOCUMENTATION & ASSESSMENT OF EXISTING COLLECTIONS

### Summary

In order to meet the overarching goals and mission of the NMMM, we need to understand collecting goals and priorities. This cannot be fully accomplished without first knowing what the NMMM has. Thus, the Museum will begin documentation by virtue of “possession”.

### Roles & Responsibilities

It is the responsibility of the Curator/Collections Manager to assess existing collections on site and/or in storage. It is unlikely that the existing collections will have proper documentation and therefore it will be the responsibility of the Curator/Collections Manager to make a “good faith” effort to identify and catalog existing collections.

It will be the responsibility of the Curator/Collections Manager to re-house, when/if necessary, the current collections using suitable materials with the goal of preservation per NMMM policy.

### Performance Indicators

*The following performance indicators assume that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week. Unless otherwise indicated, these performance indicators shall be considered on a ‘per FY’ basis.*

1. A full collections policy is in place (to be completed in tandem with this strategic plan) by the beginning of FY 21.
2. At least 10% of assumed collections have been identified (not necessarily accessioned or cataloged) and/or rehoused as part of the ‘scope identification’ of existing NMMM collections.
3. 50 or more items within the existing NMMM collection have been identified, accessioned, cataloged, etc., following policy standards.

## DOCUMENTATION & ASSESSMENT OF INCOMING COLLECTIONS

### Summary

Incoming donations will be vetted, researched, documented, digitized (when tools allow), and entered into Proficio!Elements.

The documentation of incoming collections will take precedence over documentation of existing collections. However, the NMMM will be prudent regarding incoming donation requests and will limit incoming donations until a better understanding of existing NMMM collections is obtained.

Priority will be given to collections that belong to under-represented groups, individuals, cultures, etc., as part of our initiative for better diversity and inclusion.

### Roles & Responsibilities

It will be the responsibility of the Curator/Collections Manager and/or the Museum Director to coordinate and document incoming collections – following appropriate policies and procedures as dictated by the New Mexico Military Museum’s collections policy. It is up to the Museum Director to purchase and implement the chosen collections management software – to include set-up, directories, and users.

### Performance Indicators

*The following performance indicators assume that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week. Unless otherwise stated, these performance indicators shall be considered on a ‘per FY’ basis.*

1. Collections Management Software (Proficio!Elements) has been purchased, users created, etc., by the start of FY21.
2. At end of the fiscal year, 100% of incoming donations have been documented per policy.
3. At least 25% of our incoming collections pertain to under-represented groups, individuals, cultures, etc.

## PRESERVATION OF COLLECTIONS

### Summary

In order to preserve existing collections, the following steps must be taken:

1. Temperature and Humidity are required to be monitored, reported, and adjusted as needed.
2. Museum staff must use proper handling and storage techniques to maintain or extend life of artifacts.
3. Museum-grade shelving and storage should be planned for, purchased, and installed (likely via a multi-phase project due to cost).
4. A Disaster Management Plan should be created.

### Roles & Responsibilities

It will be the responsibility of the Curator/Collections Manager to monitor the ten (10) PEM<sub>2</sub> dataloggers on site. See NMMM’s collections policy for frequency, clarification, and reporting requirements.

As touched on above, the Curator/Collections Manager will be responsible for the care of collections via proper handling and storage techniques as well as maintaining favorable environmental conditions for preservation.

The Museum Director will meet with appropriate vendors to obtain estimates for adequate museum shelving and artwork storage. The Museum Director will work with the Curator/Collections Manager to ensure shelving stages align with at-risk collections and storage needs/priorities.

The Museum Director and/or the Curator/Collections Manager will work on the Disaster Management Plan.

### Performance Indicators

*The following performance indicators assume that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week. Unless otherwise stated, these performance indicators shall be considered on a 'per FY' basis.*

1. At least an 85% success rate in maintaining environmental standards as set forth by NMMM's collections policy.
2. Curator/Collections Manager and/or associated designees are utilizing proper handling and storage techniques during daily duties 100% of the time as dictated by policy.
3. 100% of incoming donations are properly stored using appropriate materials.
4. Estimates are obtained for museum shelving by the end of FY 21.
5. A Disaster Management Plan shall be completed prior to the end of FY 24.

### Access

For the purpose of this strategic plan, two forms of collections access will be discussed, planned for, and sought. However, it is pertinent that the priority be on collections care – as proper collections management, care, and preservation will inform NMMM access capabilities and success.

### EXHIBITION

Part of the New Mexico Military Museum's new [Mission Statement](#) is to document, preserve, and exhibit stories of war through the lens of New Mexico's own military history. Exhibitions are a way to accomplish this.

It is clear that the New Mexico Military Museum has not updated, rotated, or created new internal exhibits (excluding the 2019 WWI outdoor exhibit) for quite some time. Therefore, it will become a priority of the NMMM to develop new exhibits.

Exhibits, on average, should be changed, updated, rotated, etc., every few years. The ideal rotation rate for well-funded/well-staffed museums is every two (2) to three (3) years. For smaller museums, every five (5) years is more realistic. Rotating exhibits are important for museums for multiple reasons:



1. Prolongs life of collections by reducing exposure
2. Promotes the museum
3. Encourages repeat visits
4. Fulfills educational mission

### *Exhibit Planning*

*The following projects assume that: a) the Museum has no current staff vacancies; b) that Museum staff are working on-site 40 hours/week; and c) that Museum Operating Funds remain constant.*

The New Mexico Military Museum has two (2) exhibits planned for the 2020-2023 (FY 21-24) time-period in which this strategic plan seeks to inform.

### Civil War/Battle of Glorieta Pass

Part 1: 2020/21

#### Summary

The first stage of this exhibit is virtual. Utilizing state funds – in addition to other funding sources – the New Mexico Military Museum will offer an interactive exhibit that will discuss Union and Confederate Generals, Officers, etc., as well as notable Battles and Forts. The wall-mounted touch-screen display will be approximately 110” and will be ADA compliant.

#### Funding

This project will be funded through multiple sources. The bulk of the expense comes from previously awarded state funds specific to this project. Additional funding sources could include operating funds, grants, LAB funds, etc.

#### Roles & Responsibilities

Research, image user-rights, graphic design, video editing, etc., will be done in house. Normally, this responsibility would fall towards an exhibit designer, museum educator, and/or curator. However, given staffing issues, constraints, shortages, etc., and funding, the responsibility of these tasks will fall to the Museum Director.

Construction – to enforce the wall that the monitor will be affixed to – and paint will be fulfilled through a general contractor through CMFO/G9 – DMA. Additionally, the windows will be covered to remove natural lighting to the museum gallery – both to reduce glare for the interactive display but also to reduce UV damage to collections.

Installation, software licensing, hardware (screens, computer, etc.) will be part of the quote/bidding process and are the responsibility of the Museum’s chosen vendor

(SpinTouch/DigitalTouch) as well as DMA's Department of Information Technology (DoIT).

### Art of War

Part 1: 2021/22

#### Summary

The New Mexico Military Museum has a large collection of artworks, trench art, and other 2-D and 3-D works that would do well in a rotating environment. The smaller rooms of the museum gallery will be re-contextualized to display these pieces. Following installation, a rotation schedule will be made.

#### Funding

This project is to be funded through general operating funds with possible supplemental grant funding. The first stage will address design of the room itself and 2-D works. The second stage (Part 2 – not included in this strategic plan) will address 3-D works as well as plans to purchase case systems, mounts, risers, etc.

#### Roles & Responsibilities

Selection and preparation of items to be displayed falls to the Curator/Collections Manager under the guidance of the Museum Director. Narratives, research, etc., into the pieces is the responsibility of the Curator/Collections Manager. Final installation will be completed by the Curator/Collections Manager and assisted by the Administrative Services Coordinator and/or Museum Director.

Design of label graphics, other associated media, will be the responsibility of the Museum Director. POs, bids, quotes, and any other financial duties pertaining to this exhibit is the responsibility of the Museum Director.

### Civil War/Battle of Glorieta Pass

Part 2: 2022/23

#### Summary

Following study and tentative inventory of our existing collections (see: [Documentation & Assessment of Existing Collections](#)), the New Mexico Military Museum will be able to present artifacts that best represent the Civil War, and New Mexico's role. Civil War artifacts, artwork, and/or archival material will be displayed near the existing interactive Civil War exhibit.

The display will include graphic design, printing, mounts, with the possible need for contracted mount-making. Repair and redesign of the proposed area may be needed.

### Funding

Funding for this project is currently unknown/undetermined. If grants are available, the NMMM will pursue those first. If not, remaining FY operating budget will be considered. In addition, the NMMM will ask the New Mexico Military Museum Foundation for assistance.

### Roles & Responsibilities

The responsibility to select artifacts, research artifacts, and plan our exhibition story and narrative will lie with the Curator/Collections Manager. The Curator/Collections Manager will determine material needs, costs, and if an outside contractor is warranted for specific tasks/projects.

Any contracts SOW, POs, etc., is the responsibility of the Museum Director. The Museum Director will also be responsible for any graphic design needs for the exhibit and coordinate printing services.

## ONLINE & DIGITAL

### Summary

As of FY 20, the New Mexico Military Museum did not utilize a collections database to control, document, inventory, digitally capture, etc., its collections. It also seems that proper documentation was not standardized, consistently controlled, or utilized. Therefore, it is a goal of the NMMM to document, research, accession, process, catalog, photograph, and digitize its collections (see: [Collections Care](#)). While fulfilling the goals surrounding collections care and management, the NMMM will also be moving towards its eventual goal of online access.

While fulfilling the goals surrounding collections care and management, the NMMM will also be moving towards the eventual aim of online access that will allow the public to search our collections information and, ideally, view artifacts and digitized documents online.

This will not only allow the New Mexico Military Museum to meet its mission, but will allow for “ease of use” of our collections. This also extends the life of the collection(s) by reducing handling.

By following the primary goal of collections care via documenting, cataloging, photographing, etc., the NMMM will be set up to allow some of its collections online via an add-on service by our collections software Proficio!Elements.

### Roles & Responsibilities

Primarily, the Curator/Collections Manager and any designees (e.g. interns, volunteers, etc.) shall accomplish these tasks and goals.

The purchase and implementation of our access website by Proficio!Elements shall be the responsibility of the Museum Director.

Refer to NMMM's collections policy for guidance.

### Performance Measures

*The following performance indicators assume that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week. Unless otherwise stated, these performance indicators shall be considered on a 'per FY' basis.*

1. The New Mexico Museum has a Rights & Reproduction system in place (to include a fee schedule) for use of digital images by the end of FY 21 and updated per policy.
2. By the end of FY 2024, the New Mexico Military Museum will have 300 digital records that meet qualifying standards for cataloging, digitizing, etc., for online access.
3. By the end of FY 2024, the New Mexico Military Museum will have completed the bidding process, procurement, etc., of a searchable custom website through Proficio!Elements.

## Volunteers

It is the goal of the New Mexico Military Museum (NMMM) to engage with local resources (i.e. volunteers). The Museum will create a volunteer program that allows interested parties to work in areas that cater to their interests and capabilities.

## APPLICATION PROCESS

### Summary

Create a volunteer program that is beneficial to both parties and fills current Museum needs.

### Roles & Responsibilities

It is the responsibility of the Museum Director to create and implement a volunteer program at the NMMM. This program and application process will be made available online.

### Performance Indicators

*The following performance indicators assume that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week. Unless otherwise stated, these performance indicators shall be considered on a 'per FY' basis.*

1. By FY21, a volunteer program has been created to include multiple opportunities for people of varying interests.
2. By FY21, a volunteer application has been produced
3. By FY21, volunteer guidelines, application, etc., are available and promoted online.

## VOLUNTEER TRAINING

### Summary

All volunteers, regardless of interest, will need to be orientated to the Museum, its mission, codes of conduct, etc., as well as be placed with their primary overseer. It is the goal of the NMMM that volunteers feel valued, appreciated, and “part of the team”.

### Roles & Responsibilities

The Museum Director will initiate all volunteers and it is the Museum Director's responsibility to ensure that the volunteer is familiar with NMMM's codes of conduct, policies, etc. (see NMMM collections policy) and is responsible for obtaining necessary information (e.g. emergency contacts, volunteer agreement, etc.).

Depending on documented interest, it will be the responsibility of the appropriate staff member to train the volunteer on necessary job duties.

*Example: If the volunteer wishes to work with collections, it is the Curator/Collections Manager's responsibility to train the volunteer on proper handling techniques, database entry, digital standards, etc.*

### Performance Indicators

*The following performance indicators assume that: a) the Museum has adequate staff to pursue volunteers; b) that Museum staff are working on-site 40 hours/week; c) that the NMMM has received moderate interest for volunteer opportunities.*

1. Volunteers are knowledgeable about the Museum's code of conduct, building access, hours, etc. – subjective, based on observation.

2. Volunteer Agreements & Acknowledgements have been signed by 100% of interested parties/current volunteers.
3. Established relationship with direct volunteers' supervisor – subjective, based on observation; supervisor based on volunteer interest.

## Internships

### APPLICATION PROCESS

It is the responsibility of the Museum Director to work with DMA's HR policies and standards to post a state internship. The New Mexico Military Museum has requested that the state post an internship position under the title of Museum Technician-B as funds allow.

### INTERNSHIP TRAINING

#### Summary

In order to meet the goals and priorities of the Museum, the NMMM is seeking an intern to work with collections.

#### Roles & Responsibilities

*The following assumes that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week.*

The Museum Director will work with DMA Human Resources (HR) and the State Personnel Office (SPO) to determine appropriate listing, education, and professional (if applicable) requirements for the internship. The Museum Director and HR will ensure that the listing is accurate and that the Museum is in a position to accept applicants. The Museum Director, along with applicable persons, will interview and select the intern.

The Museum Director will initiate all interns/temporary workers and ensure that the intern is familiar with NMMM's codes of conduct, policies, etc.

The Curator/Collections Manager and/or Museum Director will train the intern based on educational and experience background.

#### Performance Indicators

*The following assumes that: a) a full Museum staff are working on-site 40 hours/week; and b) that an intern has been added, temporarily, to Museum staff.*

1. Intern understands and can define major aspects of collections management (e.g. accession, catalog, deed of gift, condition report, etc.).
2. Intern understands and can implement cataloging standards and strategies in Proficio!Elements

3. Intern can complete the entire accessioning process from start to finish.
4. Intern understands environmental monitoring systems
5. Intern understands the need for, and how to implement, object re-housing and can identify appropriate materials for preservation.

## Events & Programming

### Summary

It is the intent of the Museum to obtain and/or produce programming as part of any exhibit opening or for events that further our [Mission](#).

### Roles & Responsibilities

It will be the responsibility of the Museum Director, Curator/Collections Manager, and Administrative Services Coordinator to work together towards event planning.

Primarily, the Museum Director will be responsible for securing contracts and/or funding for the event (if applicable), the Curator/Collections Manager will ensure any/all programming fits with theme, and will inform Administrative Services Coordinator of their roles and responsibilities such as assisting with set-up, mailings, correspondence, etc.

### Performance Indicators

*The following assumes that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week. Unless otherwise stated, these performance indicators shall be considered on a 'per FY' basis.*

1. 1:1 ratio of event/programming per new exhibit.
2. Three (3) additional events – put on by, or supported by, the Museum (per year) that supports the Museum's Mission Statement (can include collaborations).
3. Program planning outline by FY 24 for following years – based on success, failures, funding availabilities, partnerships, etc.

## Learning Guides

### Summary

It is the intent of the Museum to produce free (hardy copy and online) visual learning guides following the completion of any exhibit. Most exhibits, successful exhibits, contain the "Cliff's Notes" of the research compiled by the educator, curator, etc., and, therefore, it is often helpful to assemble this information into a guide for homeschoolers, teachers, parents, or anyone interested in learning more.

### Roles & Responsibilities

*The following assumes that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week*

The Curator/Collections Manager will be responsible for organizing, compiling, gaining image user rights, etc., of exhibition materials and narratives. Using software such as Publisher (or Adobe Spark), the Collections Manger/Curator may create a learning guide from their research. However, based on existing tasks and duties, the Museum Director may take responsibility of the learning guide based on information provided by the Curator/Collections Manager.

### Performance Indicators

*The following assumes that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week*

1. 1:1 Ratio of Learning Guides per exhibit.
2. Learning guides are available in hard copy format and online for free

## Marketing & (Continued) Re-Branding

### Summary

The New Mexico Military Museum has had a few name changes over the past few years. It is a goal of the New Mexico Military Museum to enforce the re-branding: both through the public and internally.

This shall be accomplished through removing old branding and enforcing appropriate identification via the public and through DMA internal staffing. This can also be accomplished through the purchase of branded items (mugs, pens, shirts, etc.) as well as partnership projects. This will include re-naming the museum through internal coding.

A new website will be created to set design and branding standard. This new website will include the Museum's new Mission Statement, will have blog capabilities, etc., and will allow for transparency of organization to fulfill "accountability" core value.

An Instagram account will be created to cater to the 19-34 age group. This age group is usually the hardest to reach via other media sources. This account will carry over design and branding standards.

### Roles & Responsibilities

The Museum Director shall be responsible for contacting DMA to ensure that the Museum is coded, internally, as the New Mexico Military Museum.



The Museum Director shall be responsible for obtaining bids, designing new materials, and instituting the purchase and promotion of NMMN branded items.

The Museum Director will be responsible for the new website, setting up an Instagram account, and maintaining these media sources.

### Performance Indicators

*The following performance indicators assume that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week.*

1. The New Mexico Military Museum is coded as such in DMA records by FY 22.
2. Non-NMMM signage has been removed by end of FY 21.
3. NMMM promotional materials are made available by FY 22.
4. NMMM promotional items (e.g. pens, notepads, magnets, shirts, etc.) are made available by end of FY 24.
5. More utilization of "NMMM" in name.

## Staff Growth & Education

### Summary

It is the goal of the New Mexico Military Museum to build a passionate and knowledgeable workforce in order to fulfill its Mission and to meet the goals and priorities laid out in this strategic plan.

Continuing education opportunities, seminars, trainings, webinars, lectures, etc., will be built into work schedules and based on work responsibilities.

*Example: Administrative Services Coordinator can attend meetings on purchasing, or take computer classes. Museum professionals can take courses, or view webinars, on conservation methods, display topics, topical courses for Proficio!Elements, or local lectures.*

The New Mexico Military Museum will also seek to expand staffing numbers based on available funding sources. These roles are prioritized as such: #1 – Collections Assistant; #2 – Museum Educator; #3 – Exhibit Fabricator.

### Roles & Responsibilities

It will be the responsibility of the employee to find, discover, and report to the Museum Director the webinars, trainings, etc., that they will be attending.

The Museum Director will share opportunities, as discovered, and will ensure that Museum staff are engaging in continuing education.

The Museum Director will be responsible for investigating upcoming funding sources, grants, etc., to see if additional staff is possible. The Museum Director will be responsible for creating PARFs and working HR and SPO to ensure the NMMM/DMA is following all applicable policies and procedures for employment.

### Performance Indicators

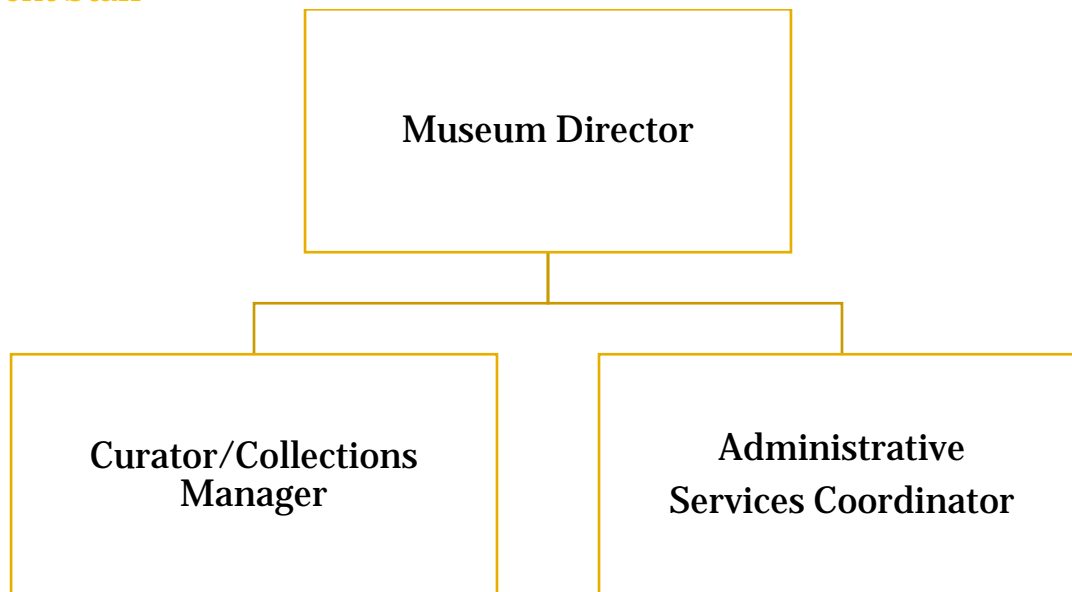
*The following assumes that: a) the Museum has no current staff vacancies; and b) that Museum staff are working on-site 40 hours/week. Unless otherwise stated, these performance indicators shall be considered on a 'per FY' basis.*

1. Each staff member will attend/view at least three (3) webinars, trainings, etc., pertaining to their job duties each year.
2. Each staff member will attend at least one (1) lecture each year
3. Each staff member will produce an informal summary report of what they learned, and how it can be applied, to share with co-workers and/or as part of a bi-annual or yearly reporting.
4. Museum Director will be informed on hiring statuses/availabilities
5. If funds are available, the NMMM will hire a Collections Assistant by the end of FY 2024.

## MUSEUM STAFFING

To meet the Museum's goals, an adequate and well-placed staff is paramount. This section will describe current staff, staff needs, and future staff projection needs.

### Current Staff



## MUSEUM DIRECTOR

*Status: FILLED*

The Museum Director is responsible for policy, procedure, direction, and vision of the New Mexico Military Museum. They are to oversee the Curator/Collections Manager and Administrative Services Coordinator to plan for collections care, exhibits, programming, financial planning, and so on.

The Museum Director may step in to assist with collections care, exhibits, exhibit design, etc., where needed.

## CURATOR/COLLECTIONS MANAGER

*Status: VACANT*

The Curator/Collections Manager is responsible for collections care, documentation, cataloging, database entry, and all other related duties to collections management and preventative care of collections.

The Curator/Collections Manager is also responsible for assisting in exhibits which can include, but it not limited to: curation, research, incoming loans, narratives, design, etc.

*Goal: Hire individual with a BA/BS (minimum); 3+ years of experience in collections care, management, research, and exhibit prep.*

*Rationale: Museum Director is performing these duties, which is not sustainable long-term.*

## ADMINISTRATIVE SERVICES COORDINATOR

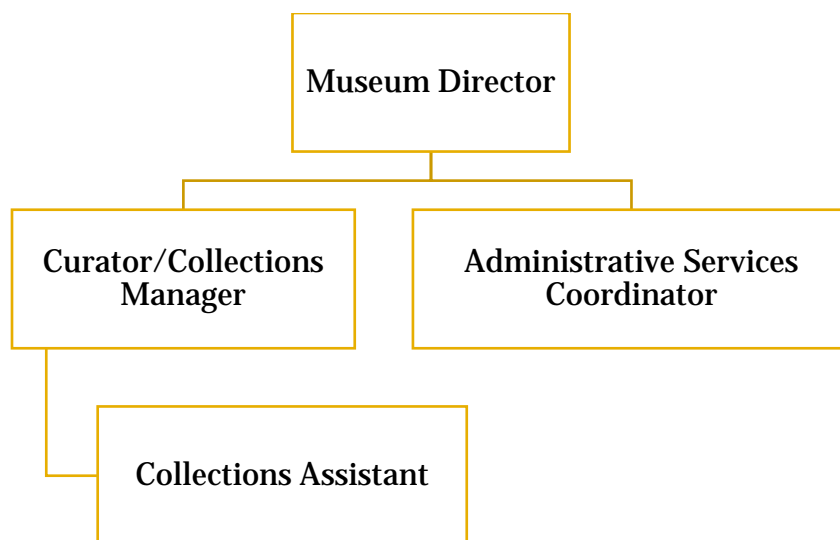
*Status: FILLED*

The Administrative Services Coordinator is responsible for contractor supervision, general correspondence, customer service, state property documentation, state vehicle maintenance, and small facilities-related projects on site.

*Goal: Further training on purchasing and computer skills (MS Office) will be requested for this position.*

*Rationale: Streamline many museum operating tasks; increase museum professionalism.*

## Current Staff Needs



### COLLECTIONS ASSISTANT

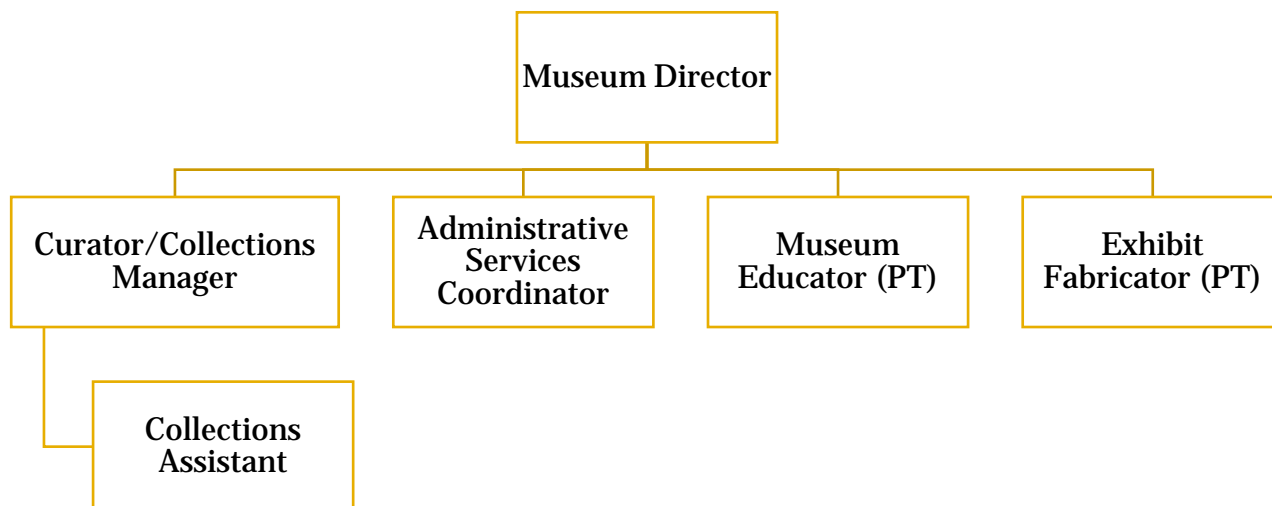
*Status: POSITION DOES NOT EXIST*

A Collections Assistant will be needed once the NMMM Collections Management/Curator position has been filled. This position is intended to work on database entry, collections care, etc., under the guidance of the Curator/Collections Manager. However, this position does not serve to fulfill the position of Curator/Collections Manager but rather will assist with re-housing, cataloging projects, photography, etc.

*Goal: Entry-level; Some college, BA/BS preferred; one (1) year of experience working in a similar setting (e.g. library, archive, museum, gallery, etc.) preferred.*

*Rationale: Due to the high volume of collections that need adequate documentation and accessioning, this position will alleviate many smaller tasks that can be delegated to the Collections Assistant from the Curator/Collections Manager (e.g. weekly inspection of environmental settings, condition reports, digitization, etc.).*

## Proposed Future Staffing



### MUSEUM EDUCATOR

*Status: POSITION DOES NOT EXIST*

Museum educators are responsible for developing and carrying out all of a museum's various education and public programs such as lectures, family, community, and school programs, and so on.

Museum Educator's also assist in the development of programming surrounding museum exhibits to include "scripts" based on education level for touring groups as well as producing educational materials pertaining to museum exhibits and activities.

*Note: This position is currently being filled by the Museum Director and, in theory, the Curator/Collections Manager as well. For now, it is proposed that this position would be part-time/contract based. A full-time Museum Educator would take priority over a full-time Fabricator as fabrication can be contracted out more easily than educational programming.*

### EXHIBIT FABRICATOR

*Status: POSITION DOES NOT EXIST*

Exhibit fabricators, in this instance, refer to the design, drafting, construction, and implementation of exhibits. Exhibit fabricators can produce mounts, custom elements and panels for graphic design, and so on.

*Note: This position is currently being filled, primarily, via contractors. However, design services are, predominantly, fulfilled by the Museum Director. For now, it is*

*proposed that this position would be part-time/contract based – and MAY be fully realized, not with a position, but with state price agreement contracts.*

## VARIABLES OF SUCCESS

There are multiple variables that will positively or negatively impact the Museum's success rate in the endeavors set forth in this Strategic Plan.

### Monetary

When the Department of Military Affairs placed the Museum Director at the New Mexico Military Museum, specific funding statements were made.

Much of the planning and preparation made for collections care and exhibits were made with certain funding assumptions in mind. Therefore, if funding issues occur, this should be taken into account if the NMMM is unable to meet its goals.

The New Mexico Military Museum Foundation, Inc. has also reported its ability to support the museum financially. Smaller purchases and projects may be funded by the Foundation.

### Human Element

#### STAFFING

The New Mexico Military Museum currently has funding for three positions: Museum Director, Administrative Services Coordinator, and Curator/Collections Manager.

See [Museum Staffing](#) for descriptions.

The Curator/Collections Manager position is currently vacant (as of FY21) and, therefore, depending on when this position is filled, timelines and measures of success may be skewed to reflect this. Many of our goals and priorities rely on the presence of a dedicated Curator/Collections Manager and NMMM's successes, or failures, should take this variable into account.

Currently, the Museum Director is filling many roles usually delegated to a Curator/Collections Manager. However, this solution is not sustainable long-term.

#### OPEN/NEW CONTRACTS

In order to fulfill contract deliverables that were not met during previous building upgrades, secondary project plans will be submitted in order to finish, upgrade,

paint, seal, etc., the basement in preparation for collections storage – as well as make it safe for employees (for extended periods if need be).

As it stands, the basement cannot accommodate employees (for extended periods) nor can it be used for collections storage. Because of this, most of the NMMM collection that was kept off-site for building upgrades remains off-site. Some of the collections were brought over in preparation for processing, but cannot be addressed until the basement is done – nor can the remainder of NMMM collections be brought back.

The longer that the basement at NMMM remains unusable, the timeline of NMMM staff obtaining total physical and intellectual controls of the collections will be impacted.

## Materials & Resources

### CURRENT RESOURCES

#### *Documenting Collections*

Currently, the NMMM is in possession of a collections software called Proficio!Elements. This software is web/cloud based and, therefore, is accessible anywhere there is an internet connection. This software allows for multiple users and two (2) concurrent users. This software has been paid through to 2023 and, therefore, any funding issues that may arise will not impact goals towards cataloging collections.

#### *Collections Care*

NMMM purchased basic preservation supplies to include, but not necessarily exclude: 1LF acid-free boxes, mylar, gloves, spider tissue, tyvek, ethafoam, acid-free folder stock, etc.; as well as labeling materials: B-72, identipens, labeling cloth, etc.

### RESOURCE NEEDS

#### *Digitization of Collections*

In order to meet the goal of digitally documenting collections via photographs and scans, the NMMM will need to purchase, at minimum:

1. Flatbed scanner
2. High-quality digital camera
3. Scales and Measures
4. Color Grids

In order to meet efficiency and quality goals, the NMMM will eventually need:

1. Tethering capabilities
2. Lighting equipment
3. Background

## STRATEGIC PLAN BY YEAR

*The following assumes that: a) the Museum has no current staff vacancies; b) that Museum staff are working on-site 40 hours/week; c) that Museum Operating Funds are present; and d) that all previous goals have been met.*

FY YEAR	GOAL, PRIORITY, TASK, ETC.	STAFF MEMBER(S)	NOTES
2020	Document & Assessment of Existing Collection	Curator/Collections Manager	Ongoing – no perceived end
	Documenting Incoming Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Preservation of Collections	Curator/Collections Manager and/or Museum Director	Ongoing – in perpetuity
	Digitization of Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Volunteer Guidelines	Museum Director	Online availability
	Volunteer Application	Museum Director	Fillable form, Online availability
	Temporary Custody Receipt	Museum Director	
	Collections Management Policy	Museum Director	
	Intern Request	Museum Director	
	Remove old branding	Museum Director	
	New website	Museum Director	
	Purchase collections management software	Museum Director	
Social Media: Instagram	Museum Director		
2021	Civil War Exhibit	Curator/Collections Manager & Museum Director	Quotes, Bids, Research, Graphic Design, etc.
	Civil War Exhibit: Event/Program	ALL STAFF	
	Learning Guide: Civil War	Curator/Collections Manager & Museum Director	
	Document & Assessment of Existing Collection	Curator/Collections Manager	Ongoing – no perceived end
	Documenting Incoming Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Preservation of Collections	Curator/Collections Manager and/or Museum Director	Ongoing – in perpetuity
	Museum Shelving: Proposal/Report	Curator/Collections Manager & Museum Director	Museum Shelving to include art-rack storage
	Digitization of Collections	Curator/Collections Manager	Ongoing – in perpetuity



	Art of War Exhibit	ALL MUSEUM STAFF	Curation, Research, Design, Installation, Promotion
	Learning Guide: Art of War	Curator/Collections Manager & Museum Director	Learning guide should encompass current and proposed artists
<b>2022</b>	Re-Branding: Order Promo Items	Museum Director	
	Document & Assessment of Existing Collection	Curator/Collections Manager	Ongoing – no perceived end
	Documenting Incoming Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Preservation of Collections	Curator/Collections Manager and/or Museum Director	Ongoing – in perpetuity
	Digitization of Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Civil War, Part 2	Curator/Collections Manager	Curation, Research, Design, Installation, Contracting (possible)
<b>2023</b>	Document & Assessment of Existing Collection	Curator/Collections Manager	Ongoing – no perceived end
	Documenting Incoming Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Preservation of Collections	Curator/Collections Manager and/or Museum Director	Ongoing – in perpetuity
	Digitization of Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Online Portal for Research NMMM Collections	Curator/Collections Manager & Museum Director	Quote, design, select ~300 records – but only if they are up to standard
	Museum Shelving	Museum Director	Phase I Planning
	Begin Hiring Process for Collections Assistant	Museum Director & DMA HR/SPO	Dependent upon need and funding
	Begin Hiring Process for Collections Assistant	Museum Director & DMA HR/SPO	Dependent upon need and funding
<b>2024</b>	Document & Assessment of Existing Collection	Curator/Collections Manager	Ongoing – no perceived end
	Documenting Incoming Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Preservation of Collections	Curator/Collections Manager and/or Museum Director	Ongoing – in perpetuity
	Digitization of Collections	Curator/Collections Manager	Ongoing – in perpetuity
	Museum Shelving	Museum Director	Phase I Implementation
	Begin Hiring Process for Collections Assistant	Museum Director & DMA HR/SPO	Dependent upon need and funding
	Promotional Items: Additional	Museum Director	
	Disaster Management Plan	Collections Manger/Curator and/or Museum Director	