

IOWA DEPARTMENT OF  
CULTURAL AFFAIRS

# PERFORMANCE REPORT

Performance Results Achieved  
for Fiscal Year 2005

# TABLE OF CONTENTS

<i>SECTION</i>	<i>PAGE</i>
<b>INTRODUCTION</b> .....	1
<b>AGENCY OVERVIEW</b> .....	2
<b>KEY RESULTS</b> .....	4
<b>PERFORMANCE PLAN RESULTS</b> .....	9
<b>AGENCY CONTACTS</b> .....	12
<b>APPENDIX</b> .....	13

# INTRODUCTION

On behalf of the board and staff members of the Iowa Department of Cultural Affairs, I am pleased to present the agency performance report for Fiscal Year 2005. This report is intended to satisfy the requirements of Iowa Code sections 8E.210, 303.1(6b) and 303.2(3c).

DCA is essential to the success of the Governor's Leadership Agenda. To transform Iowa's economy and attract and keep educated workers in our state, there must be a vibrant cultural climate that is a magnet to innovative workers and fuel for their creative minds. These highly sought-after workers – the scientists who will drive Iowa's biotechnology industry and the entrepreneurs who will turn ideas into wealth – seek more than jobs. They are looking for places to live and unique ways of life. As Iowa builds companies and new high-technology industries, so must the state build communities that entice people to stay in Iowa.

The arts and history are essential to a quality education. They fuel innovative thinking. Today's world is dependent upon a highly knowledgeable workforce: workers who have advanced intellectual and creative skills that emphasize interdisciplinary and independent thinking. The development of these essential skills must begin in childhood. Arts and music are traditional and essential elements of early childhood education. DCA helps prepare Iowa's children by providing cultural experiences at the State Historical Museum and state-owned historic sites and by providing financial and transportation resources to history and arts venues across Iowa.

No report on the year's performance would be complete without a discussion of the Iowa Great Places. Created by Executive Order 39 in January 2005, the Great Places initiative is designed to promote bold thought, innovation and entrepreneurship to cultivate the unique and authentic qualities that make places in Iowa so special. The initiative turns the state into a new kind of partner with Iowans—demystifying government, leveraging resources for maximum impact and leverage and delivering visible results.

Representatives of nearly 20 agencies of state government came together in FY05 for a "Kaizen" event to design the Great Places program. By the end of the fiscal year – within just six months of the program's creation -- more than 1,000 Iowans had attended Great Places forums across the state and 146 places had invited the state to partner with them to become great places. DCA's FY06 Annual Performance Report will include results of the pilot year of Great Places.

DCA's accomplishments during the past fiscal year would not have been possible without the support of Governor Tom Vilsack, Lt. Governor Sally Pederson and members of the Iowa Legislature and the involvement of our many valuable partners in both the public and private sectors. We are grateful to all those individuals and organizations who help us achieve our mission, and we look forward to continuing our work with them in the future.

Sincerely,

Anita Walker, Director

## AGENCY OVERVIEW

**Vision:** The vision of the Department of Cultural Affairs is that in 2010, Iowa will be distinguished as a national leader in culture with support for an environment that allows the arts and history to thrive. To help Iowans comprehend who they are and what they can become, the State Historical Society of Iowa serves as a trustee of Iowa's historical legacy and an advocate for understanding Iowa's past.

**Mission:** The Iowa Department of Cultural Affairs provides leadership and direction to the Iowa Arts Council, the State Historical Society of Iowa and their constituents. The Department encourages collaborative partnerships between cultural organizations for the benefit of all Iowans.

The State Historical Society of Iowa has a dual mission of preservation and education. As a trustee of Iowa's historical legacy, the Historical Society identifies, records, collects, preserves, manages and provides access to Iowa's historical resources. As an advocate for understanding Iowa's past, the Historical Society educates Iowans of all ages, conducts and stimulates research, disseminates information and encourages and supports historical preservation and education efforts of others throughout the state.

The Iowa Arts Council enriches the quality of life and learning in Iowa communities by encouraging excellence in the arts through leadership, grants and technical assistance.

**Guiding Principles:** Iowa is a place where cultural diversity is recognized,

understood and appreciated. The Department's initiatives will be managed according to the principles of accountability which include data-based decisions, results orientation, continuous improvement, constituent participation, customer focus, long-range thinking and collaborative leadership.

**Major Services and Products:** DCA provides services in four core areas:

*Community Coordination and Development:* DCA strives to enhance the ability of Iowa's communities, cultural workers and cultural organizations to produce sustainable development and enrichment opportunities.

*Conservation, Preservation and Stewardship:* DCA acquires, maintains, preserves and protects valuable historic resources throughout the state.

*Education:* DCA provides educational opportunities in numerous ways. The Historical Society strives to interpret its collections for the benefit of Iowans by publishing historical journals; providing on-line access to collections and information about collections; creating museum exhibitions and providing educational programs for Iowans of all ages.

*Resource Management:* Through administrative support to the State Records Commission, the Department develops and promulgates state government information policies, standards and guidelines for state agencies to use in managing

government records regardless of media; appraises records and develops records series retention and disposition schedules for all state government records and provides training and technical assistance.

**Organizational Structure:** DCA is a department within the Executive Branch of Iowa State Government. It was established in 1986 by Iowa Code Chapter 303. DCA includes the State Historical Society of Iowa, the Iowa Arts Council and an administrative division. DCA works closely with a nonprofit organization, the Iowa Historical Foundation. IHF's mission is to raise funds to support the work of the State Historical Society.

DCA has two advisory boards: The State Historical Society Board of Trustees and the Iowa Arts Council Board. Board members in FY05 were as follows:

State Historical Society of Iowa Board of Trustees:

Peggy Whitworth (Chair), Cedar Rapids  
John Liepa (Vice Chair), Indianola  
Sheila Amdor, Council Bluffs  
Jason Follet, Ankeny  
William Morris, Des Moines  
Robert Neymeyer, Parkersburg  
Chuck Offenburger, Jefferson  
Lisa Ossian, Winterset  
Roderick Scott, Iowa Falls  
Louise Thurn, Elkader  
Michael Vogt, Des Moines  
Theresa Weaver-Basye, Sioux City

Iowa Arts Council

Brad Lang (Chair), Cedar Rapids

Gail Stilwill Allen (Vice Chair), Des Moines  
Willard L. Boyd III, Des Moines  
Michelle P. Fischer, Cedar Rapids  
Twila M. Glenn, Des Moines  
Steve Hansen, Sioux City  
Philip Havens, Storm Lake  
John Hudson, Iowa City  
William Korf, Iowa City  
Brice Oakley, Des Moines  
Susan Riedel, Dubuque  
Barbara Rogalski, Davenport  
Pramod Sarin, Waterloo

DCA's executive director is appointed by the Governor and confirmed by the Iowa Senate. The agency has 88 employees in 10 facilities, including the State Historical Building in Des Moines, the Centennial Building in Iowa City and eight historical sites:

Western Historic Trails Center, Council Bluffs  
Montauk and Union Sunday School, Clermont  
Blood Run National Historic Landmark, Rock Rapids  
Abbie Gardner Shop Cabin, Arnolds Park  
Matthew Edel Blacksmith Shop, Haverhill  
Plum Grove, Iowa City  
American Gothic House, Eldon  
Toolesboro Mounds, Toolesboro

The agency also engages numerous volunteers in carrying out its mission.

DCA customers access information about agency programs and activities at

[www.culturalaffairs.org](http://www.culturalaffairs.org)  
[www.iowahistory.org](http://www.iowahistory.org)  
[www.iowaartscouncil.org](http://www.iowaartscouncil.org)  
[www.iowagreatplaces.gov](http://www.iowagreatplaces.gov)

# KEY RESULTS

## CORE FUNCTION

**Name:** Conservation, Preservation and Stewardship

**Description:** State Historical Society staff members provide direct service to members of the public through a number of activities, including advice and consultation on the identification, care and preservation of historic artifacts, buildings, archeological sites, printed materials, manuscripts, photographs and government records.

**Why we are doing this:** Acquisition, maintenance, preservation and protection of valuable historical records and resources throughout the state helps DCA achieve the strategic goals of enabling lowans of all ages to learn the relevance and importance of history to their lives; maintaining State Historical Society collections in professionally appropriate conditions and connecting lowans with their heritage.

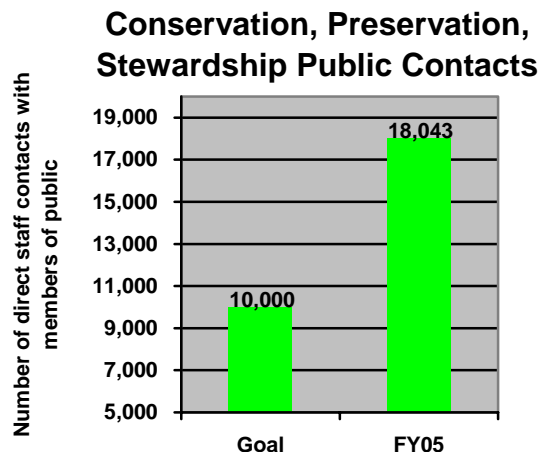
### Results

**Performance Measure:**

Number of direct staff contacts with members of the public through workshops, training, consultation, artifact identification, reference or other direct service.

**Performance Target:**

10,000 contacts



**What was achieved:** DCA staff members made 18,043 direct contacts with members of the public.

**Data sources:** Individual staff members record and report the number of interactions with the public through workshops, training opportunities, speaking engagements and one-on-one technical assistance. Given the press of the workday, employees frequently record interactions after the fact, and as a result undoubtedly underreport.

**Resources:** DCA's conservation, preservation and stewardship activities were funded in FY05 through a General Fund appropriation of \$3,040,920 and implemented through the work of 75 FTEs in the State Historic Preservation Office, the State Archives and Records Program, the State Historical Libraries and Special Collections and the State Historical Museum.

## CORE FUNCTION

**Name:** Resource Management

**Description:** The State Records Commission, to which the State Archives and Records Program provides administrative support, operates the State Records Center as a facility for the storage of inactive administrative records of agencies. Records are transferred from agency offices to the storage facility where they are stored as efficiently as possible.

**Why we are doing this:** Storage of records in the State Records Center reduces the storage cost for records by substituting low cost storage containers (records boxes as opposed to file cabinets) and low-cost, high-volume shelving in a warehouse environment as opposed to file cabinets in an office environment.

### Results

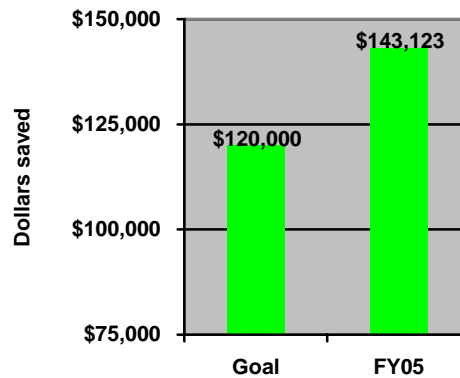
**Performance Measure:**

Storage costs avoided by efficient storage of records – cost for office storage for the number of boxes of inactive records stored in State Records center.

**Performance Target:**

\$120,000 in cost savings

### Records Storage Cost Savings



**What was achieved:** DCA achieved records storage cost savings of \$143,123.

**Data sources:** The State Records Center on June 30, 2005 contained 52,813 cubic feet of non-current records stored in records boxes. Storage of records in an office using standard four-drawer file cabinet requires one square foot of floor space for each cubic foot of records stored. Storage in Iowa's State Records Center on standard records center shelves provides for storage of 60 cubic feet of records about 12 square feet of floor space. Thus storage of 52,813 cubic feet of records in office space, using the Department of Administrative Services FY 2005 association fee of \$3.15 per square foot of office space, requires \$166,360.95. Storage of the same 52,813 cubic feet of records in the State Records Center requires the use of 10,562.6 square feet of storage space. Using the Department of General Services FY 2005 association fee of \$2.20 per square foot for storage space, requires \$23,237.70. The result is a cost avoidance of \$143,123.25.

**Resources:** The State Records Center is funded through a General Fund appropriation of \$192,383 and implemented through the work of 6.25 FTEs.

## SERVICE/PRODUCT/ACTIVITY

**Name:** Turnaround Time on Section 106 Reviews

**Description:** In late FY04, the State Historic Preservation Office initiated a Kaizen event directed to reducing the turn-around-time for Section 106 consultations with Housing and Urban Development projects. This Kaizen event was an intensive week-long review of current practices, evaluation of those procedures and the development and initiation of improved procedures designed to reduce turn-around on these projects. As a result of that process-improvement project, the turn-around time on HUD projects dramatically improved in FY05 even before the full effect of the Kaizen process re-design has been achieved. During FY05, the State Historic Preservation Office staff (consisting of two archaeologists, one architectural historian and one historian) conducted 2,742 individual Section 106 consultation letters with federal agencies regarding projects in Iowa. Federal law requires a maximum turn-around of 30 days.

**Why we are doing this:** Section 106 of the National Historic Preservation Act requires review of projects by the State Historic Preservation Office. Delays in reviews can cause negatively impact the timeline for project construction.

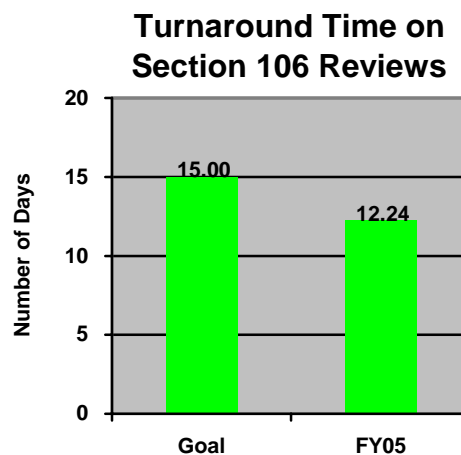
### Results

**Performance Measure:**

Number of days between receipt of information and issuance of letter of determination

**Performance Target:**

15 days



**What was achieved:** By working efficiently and utilizing improved technology, staff members have been able to achieve remarkable improvements in Section 106 reviews and consultations.

**Data sources:** The State Historic Preservation Office maintains a docket of consultations received and completed.

**Resources:** The State Historic Preservation Office is funded with a state appropriation of \$103,450 and federal funding of \$432,026 and implemented through the work of nine FTEs.

## SERVICE/PRODUCT/ACTIVITY

**Name:** Educational Programming, Access and Outreach

**Description:** The State Historical Society of Iowa maintains public research facilities in Iowa City and Des Moines which are open for research 9:00 a.m. to 4:30 p.m. Tuesday through Saturday. Patrons of these facilities register their attendance on a daily basis. Staff members assist citizens with refinement of research questions, identification of resources to be used interpretation of historical resources. Staff members also respond to inquiries placed by letter, phone and e-mail. Newspaper holdings on microfilm are available for interlibrary loan for use in libraries across the nation. As a recent initiative, the State Historical Society and the University of Iowa, created an on-line catalog for access to its print and manuscript collections. This catalog includes access information alerting users of the on-line catalog to the holdings of the State Historical Society of Iowa so they then know of the value of visiting the Society's research facilities.

**Why we are doing this:** Access to and outreach by the State Historical Society Reading Rooms helps achieve the DCA strategic goal of creating a statewide community of historical awareness and conversation and enable Iowans of all ages to learn the relevance and importance of history to their lives.

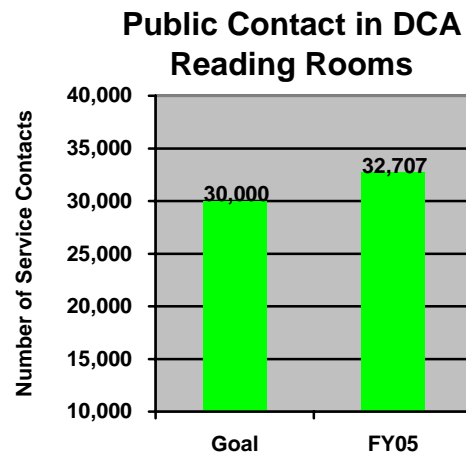
### Results

**Performance Measure:**

Number of service contacts with individuals in the Des Moines and Iowa City Reading Rooms.

**Performance Target:**

30,000 contacts



**What was achieved:** There were 32,707 constituent visits to the reading rooms or contacts to access the collections through phone, mail and e-mail. Another 45,814 contacts were established through the on-line line catalog.

**Data sources:** Recording systems are in place for registration of patrons in the Society's reading rooms and data systems are in place to record usage of records whether in person or by access to the on-line catalog.

**Resources:** Reading Rooms are funded with a state General Fund appropriation of \$238,771 and implemented through the work of nine FTEs.

## SERVICE/PRODUCT/ACTIVITY

**Name:** Big Yellow School Bus

**Description:** Big Yellow School Bus grants provide \$200 to Iowa school applicants who complete a very simple form, requesting funds to help take students on cultural field trips.

**Why we are doing this:** Schools have limited funds available to provide cultural field trips for their students, especially in a time of rising fuel prices. The small Big Yellow School Bus grant often makes the difference between whether or not students in small rural schools are able to see a live performance or visit a real museum. Big Yellow School Bus grants make enriching experiences more accessible to students, helping achieve the DCA strategic goals of helping Iowans of all ages learn the relevance and importance of art and culture in their lives and helping connect Iowans with their cultural heritage.

### Results

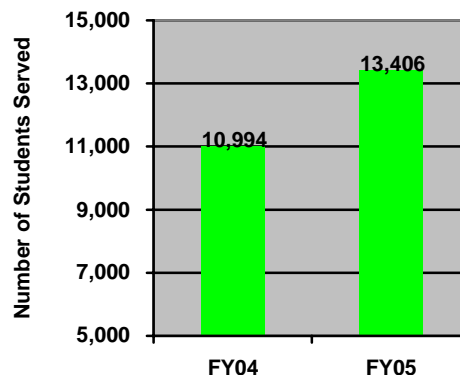
**Performance Measure:**

Number of children served through Big Yellow School Bus grants.

**Performance Target:**

10 percent increase in number of students served

**Big Yellow School Bus Grants**



**What was achieved:** The number of children served through Big Yellow School Bus grants increased nearly 22 percent.

**Data sources:** An Iowa Arts Council staff logs Big Yellow School Bus grant information, including the number of students served by each grant, into the IAC grants database.

**Resources:** Big Yellow School Bus Grants are funded through a combination of a state General Fund appropriation and National Endowment for the Arts funding. In FY05, IAC budgeted \$25,000 for the program, but due to high demand, reallocated funds from other programs to provide more than \$32,000 in funding to 160 schools. The program is administered by .5 FTE.

## PERFORMANCE PLAN RESULTS

The table that follows documents performance for each core function and service/product/activity listed in the DCA FY05 performance plan.

## AGENCY PERFORMANCE PLAN RESULTS

FY 2005

<b>Name of Agency: Department of Cultural Affairs</b>			
<b>Agency Mission:</b> The Iowa Department of Cultural Affairs provides leadership and direction to the Iowa Arts Council, the State Historical Society of Iowa and their constituents. The Department encourages collaborative partnerships between cultural organizations for the benefit of all Iowans.			
<b>Core Function: Community Coordination and Development</b>			
Performance Measure (Outcome)	Performance Target	Performance Actual	Performance Comments & Analysis
1. Amount of funding to projects reaching new audiences	10 percent increase	2.2 percent increase	<b>What Occurred: IAC funding support for arts and cultural experiences did not increase, due to generally flat budget from state</b>  Data Source: IAC grants database
<b>Service, Product or Activity: Sustainable Community Development and Enrichment</b>			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Number of K-12 students served through Big Yellow School Bus grant program	10 percent increase	22 percent increase	<b>What Occurred: Due to high demand for Big Yellow School Bus grants, IAC reallocated program funds to provide additional grants.</b>  Data Source: IAC grants database
<b>Core Function: Conservation, Preservation and Stewardship</b>			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Number of direct staff contacts with members of the public	10,000 contacts	18,043 contacts	<b>What Occurred: Staff exceeded the public contacts goal. Additional museum theater and IAC technical assistance contacts totaled 13,533.</b>  Data Source: Interactions recorded by State Historical Society staff.
<b>Service, Product or Activity: Collections Preservation, Stewardship and Management</b>			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Turnaround time on Section 106 reviews	15 days	12.24 days	<b>What Occurred: Kaizen process review helped staff reduce interval between information receipt and issuance of letter of determination.</b>  Data Source: State Historic Preservation Office docket of consultations.
<b>Core Function: Education</b>			
Performance Measure	Performance Target	Performance Actual	Performance Comments & Analysis
1. Number of public visitors to museum and educational outreach services, including special events	80,000 visitors	148,007 visitors	<b>What Occurred: School group attendance is decreasing, but attendance was high when including counts for History Day and non-SHSI public events, such as I'll Make Me a World in Iowa.</b>  Data Source: Sign-in sheets at information desk; registration forms for educational programs; attendance estimates by event coordinators

<b>Service, Product or Activity: Educational Programming, Access and Outreach</b>			
<b>Performance Measure</b>	<b>Performance Target</b>	<b>Performance Actual</b>	<b>Performance Comments &amp; Analysis</b>
1. Percentage of schools participating in History Day activities	20 percent of schools	21 percent of schools	<b>What Occurred: Goal for school participation in History Day was achieved.</b> <b>Data Source: School registrations for National History Day.</b>
2. Public contact in DCA Reading Rooms	30,000 contacts	78,521 contacts	<b>What Occurred: Reading room staff exceeded goal of direct service contacts with the public. On-line catalog access contributed to number of contacts.</b> <b>Data Source: Reading room recording system for registration of patrons and records usage.</b>
<b>Core Function: Resource Management</b>			
<b>Performance Measure</b>	<b>Performance Target</b>	<b>Performance Actual</b>	<b>Performance Comments &amp; Analysis</b>
1. Storage costs avoided by efficient storage of records.	\$120,000 in savings	\$143,123 saved	<b>What Occurred: DCA avoided storage costs of \$143,123 by efficient storing of 52,813 cubic feet of state agency records.</b> <b>Data Source: Cubic feet of records stored and per square foot association fee for storage space.</b>
<b>Service, Product or Activity: Educational Programming, Access and Outreach</b>			
<b>Performance Measure</b>	<b>Performance Target</b>	<b>Performance Actual</b>	<b>Performance Comments &amp; Analysis</b>
1. Labor savings from automated records management system.	\$50,000 in savings	N/A	<b>What Occurred: Automated records management program was not fully implemented during FY05 as expected, so desired cost savings were not documented.</b> <b>Data Source: N/A</b>
2. Turnaround time for claims processed through DCA business office.	90 percent of invoices and reimbursements processed within 2 weeks	35 days	<b>What Occurred: Staff transition in the business office resulted in data being collected by average number of days for claims processing.</b> <b>Data Source: Staff accountant sampled turnaround time for claims and calculated average.</b>

## AGENCY CONTACTS

Copies of the Iowa Department of Cultural Affairs Annual Performance Report are available on the DCA website at [www.culturalaffairs.org](http://www.culturalaffairs.org). Copies can also be requested through Monica Fischer at 515/281-88245006 or [monica.fischer@iowa.gov](mailto:monica.fischer@iowa.gov).

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## APPENDIX

Chapter 303 of the Iowa Code requires the historical and arts divisions of the Iowa Department of Cultural Affairs to report biennially to the governor on division activities and an evaluation of the division and its programs and policies. The annual performance report completed in compliance with the Accountable Government Act covers most of this requirement, but following are FY05 highlights in addition to those identified in the performance report:

### State Historical Society of Iowa

Opened "The Good Old Days: Folk Carvings of Fred W. Stice," exhibit in the State Historical Museum in August 2004.

Awarded to \$345,647 in Historic Resource Development Program grants to 24 preservation projects, museums, documentary collections and country schools.

Continued significant conservation work on Iowa's collection of Civil War battle flags. Exhibited "The Nazi Olympics – Berlin 1936," on loan from the United States Holocaust Museum.

Screened "Villisca: Living with a Mystery" for Halloween 2004.

Began offering "History Hunter Tours," opening the subterranean corridors of the State Historical museum and entire permanent collection to the general public for the first time in 114 years, and creating a new revenue source for museum collections.

Recognized six outstanding local history projects during the 2005 Loren Horton Community History Awards in conjunction with National Historic Preservation Week.

Celebrated 39 properties, sites and districts listed on the National Register of Historic Places.

Advanced 50 Iowa middle and high-school students to the National History Day competition, where four of the students took first place.

Appointed a State Curator to connect the State Historical Society with organizations across the state trying to preserve and interpret Iowa's historical resources.

### Iowa Arts Council

Awarded nearly \$600,000 in program grants to hundreds of arts organizations and artists across Iowa for a variety of projects, programs and events enhancing access to and appreciation for the arts.

Redesigned and initiated the new Operational Support Partnership Program to make cultural organizations true partners with the state in the delivery of arts and cultural programming to Iowans.

Presented a folk arts showcase, featuring performances by participants of IAC's traditional arts apprenticeship program.

Launched [www.buyiowaart.com](http://www.buyiowaart.com) June 1, 2005, providing an outlet for Iowa artists to market and sell their work.

Conducted a web survey on place-based foods for Iowa food/folklore project.

Awarded scholarships to three Iowa high school students planning arts careers arts.

Added dozens of qualified artists and performers to the IAC artist rosters.