

CHAPTER SIX

GOALS AND ACTIONS: IMPLEMENTATION STRATEGY

The congressional legislation authorizing the Northern Rio Grande National Heritage Area requires the management entity to “give priority to implementing actions set forth in this management plan.” [P.L. 109-338, Section 205 (c)(1)] and to “provide recommendations for the conservation, funding, management, and development of the resources of the heritage area.” [P.L. 109-338, Section 205,(a)(3)(A)].

In meeting these requirements, the Northern Rio Grande National Heritage Area has identified management concepts and a framework, organized around six goals, for implementing programs and projects to meet the purpose and vision of the Heritage Area.

MANAGEMENT CONCEPT

NRGNHA Inc., as the designated entity managing the National Heritage Area, does not in itself create products for market nor provide services to the public. In its essence, NRGNHA, Inc. is a broker/coordinator of relationships, and a disseminator of information. It might produce or fund development of films, brochures, maps, and other media documentation, and may look to create an interpretive center, but its real effort will be working with community programs.

Because the Heritage Area is spread out geographically and its constituency generally comprises a low-income, culturally diverse population, the method

for meeting Heritage Area goals lends itself to small, innovative projects that bubble up from community activities and endeavors. By the same token, it is at the community level that one finds the passion for promoting and sustaining creative efforts. And, it is at this level that the element of authenticity is maintained.

Collectively, these small projects will preserve and interpret aspects of the heritage of the region that otherwise might go unnoticed by larger, more-established heritage preservation groups, like museums and research institutions.

The principal mechanisms available to the Heritage Area to support local activities and to disseminate information about these efforts are our **grants program** and **community and organizational partnerships**. NRGNHA, Inc. developed and formalized grant requirements and criteria, and has already made a significant number of grants to the community organizations.

GRANTS PROGRAM

To tell its stories and implement actions, the NRGNHA has instituted a Community and Heritage Grants program. The Heritage Area has coupled its grants program with community outreach and presentations to demonstrate our commitment and to generate interest in the Heritage Area and in our work.

The grants process is competitive, and requires local match and participation. Eligible applicants are nonprofit organizations, educational institutions, state, local, and tribal governments, and other public and private entities. (See [Appendix H for NRGNHA Grant Program Forms](#).) The NRGNHA Board of Directors is involved in the selection and approval of funded projects, with evaluations tied to annual goals and direction. In its first five years, the Heritage Area intends to limit grants to \$5,000 or less.

Community grants are distributed among the three counties in the Heritage Area, providing widespread exposure to different audiences and communities. In addition to the actual grants, we have established a review process in which staff and Board members conduct field visits of the grant projects, adding a personal connection to the grantees. We also feature grantees as partners in public promotions, thus providing exposure to the grant organizations and the NRGNHA.

The amount given in individual grants is not large, but the impact and goodwill of the grants is immeasurable. It is our intent to increase funding for these grants as overall Heritage Area funding is increased. The grants process has been formalized and is available as a model for other NHAs.

Heritage grants are those provided to individuals or non-profit organizations to create an informational property, such as a film, that can be used in the promotion of the Heritage Area programs and to demonstrate and educate the public on the culture and history.

Anticipated future history projects include documentation of Heritage Area points of interest, families, and communities, multi-media presentations on place names in Tewa, Spanish, and English, and graphic views of the physical terrain in historical context.

As we update our website, we are planning to include accessible multi-media documents, videos, and links to the website, providing the general public the ability to share information developed as project products.

PASSPORT PROGRAM

The element of partnerships is being developed in a more organizational manner. Heritage Area organizations have been recruited to serve as locations for the National Park Service Passport program, establishing venues throughout the Heritage Area where visitors familiar with the NPS program can acquire stamps on their NPS passports. Consideration is now being given to establishing a passport program that is unique to the Northern Río Grande National Heritage Area, to provide a more directed enticement for visitors to the Heritage Area.

GATEWAY PARTNERSHIPS

NRGNHA, Inc. is also developing models for Gateway Partnerships that will be key entry points to the physical resources, the cultural activities, or educational programs of the Heritage Area. One partnership being implemented is with Northern New Mexico College, a partnership that will provide for establishment of training and certification programs for Río Grande Style weaving, a traditional and authentic

weaving practice and style also known as “Chimayó” weaving.

Other Gateway Partnerships under consideration include arts and culture organizations in Santa Fe, Chimayó, Taos, and other communities that can serve as extensions of our outreach, and as a focus for promotion of artists and artisans, and historical and heritage materials. These partnerships will provide a benefit to the partner organizations in promoting their programs, and to the Heritage Area in broadening our community exposure.

VIRTUAL PARTNERS

A third element to our management direction is development of a center and base of information that can be accessed and shared with the public to provide promotion of Heritage Area resources, historical material, and points of interest. In concept, the base of information functions as a **virtual interpretive center**. The beginnings of this have been created within our website, and we are now engaged in an upgrade to the website to incorporate conceptual elements of the information center. Development of the technological framework will be a major effort over the next five-year period.

MANAGEMENT PRINCIPLES

As the implementation of this Plan moves forward, NRGNHA, Inc. will continue to seek guidance from the community through public meetings and consultation. Staff community outreach coordinators working with the Director and members of the Board will continue to reach out to community members, to assist them with projects and grant applications, to support

board reviews, and to provide follow-up review of funded projects.

The NRGNHA Board of Directions adopted the following principles to guide the evolution of the Heritage Area programs:

- Respect the history, culture, customs, languages, and traditions of all people.
- Honor the values and experiences of all people.
- Accept a community’s definition of its needs.
- Support and promote a community’s cultural and social celebrations.
- Recognize and respect private property rights.
- Plan for adequate resources for future generations to understand the past, accept the present, and anticipate future challenges.
- Preserve acequia systems that foster sustainable agriculture.
- Conserve historical landmarks and structures.
- Partner with existing private and public agencies for preservation of natural resources.
- Advocate for people’s rights of access to and appropriate use of public lands.
- Develop formal and informal training and education programs for youth to become stewards of the environment and culture.
- Foster recreational opportunities for children, youth, adults, and families.
- Promote respectful relationships among all segments of the community.

Success in management of the National Heritage Area and in implementation of its concept will require an organizational culture and approach that enables

bringing together the interests of a diverse people from across a vast region.

THE GOALS

The goals embodied in this Management Plan emerged during community meetings and stakeholder workshops in 2008 and 2009 and from consultations with specific groups and individuals within affected communities. Six broad goals have been identified and are described in the following section.

Goal 1: Enhance understanding and awareness of the heritage area's stories and resources.

Goal 2: Sustain traditions, heritage, and culture.

Goal 3: Involve youth.

Goal 4: Create partnerships.

Goal 5: Conserve natural resources and outdoor spaces.

Goal 6: Promote economic development and heritage tourism.

Broad objectives linked to the vision, mission, and goals of the Northern Rio Grande National Heritage Area are:

- To build understanding and identity, raising local, regional, and national awareness of the Rio Grande region;
- To strengthen the fabric and sustainability of the place;
- To expand economic opportunities and to increase the community collaboration and involvement within communities that constitute the heritage area; while
- Supporting a healthy ecosystem and enhancing natural resource-based recreation opportunities.

GOAL 1: ENHANCE UNDERSTANDING AND AWARENESS OF THE HERITAGE AREA'S STORIES AND RESOURCES.

The history of the Heritage Area and its people has yet to be fully explored and shared with the American public. The current stories of historic reference begin with rejection of the land and principally of its people as “too foreign” to fit within the American portrait. Much of the historic reference highlights the “American” role in the takeover and conquest of the region and its peoples, yet it ignores the lengthy history preceding those events.

Subsumed are the histories and values of the occupied. A resistance fighter is labeled an “assassin”, not a patriotic hero fighting to save his home. Whether it is Popay in 1680 fighting off the Spaniards, or Tomás Romero and Pablo Montoya in 1847 fighting off the U.S. occupation force, it is only through a retelling of history that the perspective is changed, and the struggles of the people these individuals led are acknowledged.

Objectives for Goal 1

1. Strengthen community identity by fostering a greater appreciation and understanding of the Heritage Area's natural and cultural resources and its traditional practices.
2. Create opportunities for appropriate interpretation and visitor education of northern Rio Grande traditions and cultures that don't detract from or interfere with those traditions and cultures.

3. Support “Heritage” programs to encourage documentation and presentation of cultural histories, capture and preservation of oral histories, community and family documents, and genealogical records.

Actions to Achieve Objectives of Goal 1

Objective 1: Strengthen Community Identity

- Provide grant funding for projects that promote and enhance traditional cultural practices and history:
 - Millicent Rogers Museum, Taos – community days
 - Production and presentation of film *Land Water People Time* with focus on grantee organizations
 - Complete Management Plan and historic content and plan.
 - Create and distribute a newsletter to promote NRGNHA activities.
 - Partner with organizations and communities in different parts of the Heritage Area to curate exhibits, provide information, show locally made videos, and hold community meetings.
 - Develop a community relations and outreach program to gather and share stories, crafts, traditional practices, and other resources.
- tribal entities in each county. Gateway partnerships to consider:
 - NHA physical entry points,
 - Heritage product certification, and
 - Cultural sharing and education.
 - Create program and monitoring for Gateway partnerships. Create Memorandums of Agreement to identify responsibilities and direction.
 - Create design for expansion of website and network for cultural information.
 - Develop systems and network connections for accumulation and sharing of historical and cultural content points of interest and information. Systems include multi-media, internet, and shared access capacities.
 - Develop an interactive inventory of resources on the Heritage Area website – www.riograndenha.org. The website also could post a calendar of events, activities, and programs.
 - Develop an interactive map on the website that links stories to specific locations in the Heritage Area.
 - Establish a central facility and space for the NRGNHA operation that includes space for presentation of arts and history.
 - Standardize interpretive signage for the Heritage Area, then work with federal, state, and local governments to post signage at appropriate locations, including at Heritage Area highway entrances.
 - Create Heritage Area Passport program materials and supporting passport booklet. Establish relationships with key locations to support funding and to create tourism interest. Develop marketing plan and implement program.

Objective 2: Create Opportunities for Interpretation and Visitor Education

- Develop NHA Passport and Gateway Partnerships program to establish boundaries and entry points to cultural heritage area.
- Develop plan for establishing network of Gateway Partners, including NNMC, local non-profit organizations and

Objective 3: Support Heritage Programs

- Provide grant funding for films, video records and archives, audio and video recordings, and interpretive studies:
 - *Land Water People Time* funding provided for production of film.
 - Support video production on NM Native and Spanish place names.
 - Fund video instruction on pottery making, *A Gift from the Earth*.
- Initiate community outreach activities using films and other documentation developed in Heritage projects:
 - Premiere showings of *Land Water People Time* in Española/NNMC, Santa Fe, and Taos.
 - Presentation of history/film projects - Mesa Prieta Petroglyphs Project
 - Presentation to NM Historic Preservation Association & other tourism groups
 - Arts festival at Historic Los Luceros property with Spanish artists.
 - Participation in Española and Santa Fe community days and other public events.
- Cultivate and invite participation on the NRGNHA Board of State agency officials and individuals interested in historic preservation.
- Provide funding for other films, video records, etc., documenting travel corridors, community assets/histories, and individual stories.
- Develop training presentations on interviewing and documentation methods for capture and preservation of oral histories.
- Establish library of products developed in funded projects.
- Establish partnerships with other organizations that archive and share

historical and cultural information, including State agencies, the State Historian, museums, and private organizations.

The Heritage Area's educational objectives are addressed in **Chapter 5**. The principal objective is the telling and sharing of the stories of the region within the Heritage Area boundaries. The first Partnerships are with the communities of the Heritage Area to engage the individuals and organizations within them to understand, appreciate, and embrace their living and natural treasures.

Programs include providing grants to communities and organizations that document and present the new story of the Heritage Area culture, traditions, and heritage. Programs include expenditure of funds for development of materials and products that inform residents and visitors and promote the heritage of the Area.

Early action projects speak to the commitment of the Heritage Area in meeting Goal 1. The Heritage Area website, for example, is being upgraded to include a description of histories of individual communities that are situated along popular routes and itineraries, such as, the "High Road to Taos" and the road to Abiquiu and Chama.

Typical grant projects include: a project by Taos and Peñasco public school students to document a portion of the Old Spanish Trail, "*La Vereda Vieja*," and to create a representative mural. Also, Heritage Area support provided for the Ohkay Owingeh First Capital Heritage Center website, which includes documentation of tribal stories and histories.

GOAL 2: SUSTAIN TRADITIONS, HERITAGE, AND CULTURE

Beyond the telling of the region's history and the recognition of its cultural heritage, the Heritage Area seeks to promote programs and activities that serve to continue these traditions and heritage. There are influences of the Native American and Hispanic cultures that define the essence and nature of the area and that are in danger of disappearing. Some are artifacts and physical structures that need to be preserved and restored. Others are local life practices, like farming, irrigation, and water conservation, which improve the quality of life and provide sustaining benefit to the economy and local inhabitants.

Objectives for Goal 2

1. Support community efforts to maintain and continue **traditional life practices**, including farming, food preparation, irrigation, and water conservation.
2. Support **preservation of cultural resources**, including the artifacts, structures, *camposantos* (cemeteries), and sites of local importance to the history of the local culture that would otherwise not rise to the level of protection by other entities.
3. Encourage and support area communities and individuals to cultivate community interest and involvement in **documenting stories and histories**, and in **preserving local arts, traditions** and celebrations.

Actions to Achieve Objectives of Goal 2

The actions to sustain traditions, heritage and culture are focused and implemented at the local community level. NRGNHA, Inc. can provide direct support in the form of grants, and sustaining support by brokering opportunities among different organizations and individuals, such as farmers and artisans, to produce and market products, or by seeking supporting funding and endorsing policy support for preservation efforts. Key partners are Northern New Mexico College, farm support organizations and communities, non-profit organizations engaged in preservation and restoration work, and local and tribal governments through their community development programs.



Deer Dancers

Objective 1: Support Efforts on Traditional Life Practices

- Provide grant funding for community projects:
 - Plaza de Española Visitor Center signage
 - Española Valley Farmers Market
 - Pinto Bean Museum, Edgewood
 - La Sala de Galisteo restoration
 - San Ildefonso Pueblo – traditional farming revitalization

- La Tierra Montessori School of the Arts and Sciences – El Agua es la Vida irrigation project
- Tres Semillas Foundation – Youth heritage garden project
- Assist communities in retaining genetic variety crops traditionally grown.
- Promote opportunities such as farmers’ markets to sell local food products that are produced using traditional agricultural practices, such as *acequia* irrigation, organic, or open-pollinated heirloom varieties.
- Identify high-impact, traditional agricultural projects and help local food producers/markets establish competitive advantages to sell.

Objective 2: Support Preservation of Cultural Resources

- Provide grant funding for local resources:
 - Pinto Bean Museum - funding of enclosure for machinery
 - Acequia Agua Fria – recording of acequia history/practices
- Establish funding program for funding small cultural projects and village/ small community cultural preservation
- Support Chimayó community planning effort and implementation of Chimayó community plan.
- Provide assistance to communities to facilitate the establishment of their own priorities to support heritage preservation and pair them with funding opportunities.
- Provide technical and financial support for historic preservation projects, including stabilizing, rehabilitating, and restoring historic structures.

Objective 3: Support Community Documentation of Stories, Histories, and Local Traditions

- Support projects and other programs that document stories associated with the Heritage Area.
- Collaborate with other organizations that curate and share historical and cultural information, including Historical Records Advisory Board and State Records Center.
- Promote and/or offer financial assistance to organizers of cultural events that celebrate traditional arts, music, dance, and language.
- Establish outreach program with communities to establish appropriate visitor experiences that communicate the culture and traditions.
 - Chimayó weaving
 - “High Road to Taos” communities
 - Old Spanish Trail – *La Vereda Vieja* mural project funding.
- Provide technical and financial support for cultural demonstration projects and cultural event planning.

Actions already completed or underway to further this goal include community planning support provided to the Village of Chimayó, as well as, our partnership with Northern New Mexico College to promote the protection of traditional Río Grande style weaving. Other funded projects include facility restoration of La Sala in Galisteo, San Miguel Mission in Santa Fe, and Martínez Hacienda in Taos.

GOAL 3: INVOLVE YOUTH

Time is the greatest destroyer of cultural memory. As generations age and pass on, and as new cultural influences are imposed on the population, the ways of being change. Not only is there a fading reference to the historical record, there is also a displacement of values.

Is it good for Native American or Pueblo youth to remember and continue practices of family and ancestors as a defining attribute of self? Or is definition tied to access to a particular commercial product? Is it acceptable that Spanish and native languages are forgotten among the youth, or that use of these languages in schools or in the marketplace is forbidden?

This goal emphasizes preservation of the culture through education of our youth. Education includes hands-on participation in applied learning of life skills, and learning of oral traditions, language, arts and crafts, and history.



Crop field

Objectives for Goal 3

1. Support and create opportunities for local youth to learn, appreciate and continue traditional practices, through programs that involve multi-generational mentoring and explicit discussion of traditions and cultural practices.
2. Create opportunities for hands-on experiential learning in non-traditional settings, particularly those that borrow from traditional forms of teaching, to affect a deeper understanding of traditional practices in areas of interest:
 - Farming
 - Arts and Crafts
 - Structures
 - Language
 - Traditions and History
3. Involve youth in internship programs and efforts that build upon their particular technological skills or teach new methods, such as, film production.

Actions to Achieve Objectives of Goal 3

Objective 1: Traditional Practices

- Provide grants funding for programs that target youth education on traditional practices.
- Support efforts by tribal governments to preserve native traditions through tribal youth programs and storytelling: Puyé Cliffs hiking and language mentoring.

Objective 2: Experiential Learning

Farming

- Provide continuing funding for farming and demonstration projects:
 - ¡Sostenga! NNMC Farming projects
 - Ganados del Valle farm in Los Ojos
 - San Ildefonso Pueblo Farm Project.
- Support efforts by local farmers markets to demonstrate and guide traditional farming activities and products:
 - Española Farmers Market grants
 - Los Ojos farm project
 - Embudo Valley Community Center: Food, agriculture education project

Arts and Crafts

- Promote mentoring programs or co-op work programs where youth can learn a traditional craft such as embroidery, weaving, pottery, carving, or jewelry-making:
 - Partners in Education – music/art
 - Site Steward Foundation – pottery
 - Partner promotion of arts events:
- Support Spanish market artists
- Support Northern NM Regional Arts Center – Santo Niño Festival of the Arts
- Partner with NNMC to preserve Río Grande style weaving

Structures

- Provide grants for organizations preserving historic structures or archaeological sites, and providing educational mentoring:
 - Cornerstones – adobe-making, San Miguel Mission
 - Mesa Prieta Petroglyphs – recording/preservation

- La Sala de Galisteo – community center restoration
- Pinto Bean Museum –historic bean processing equipment enclosure
- Partner with education institutions to teach the importance of preserving historic structures, landscapes, and traditional life ways.

Language

- Provide grants for organizations offering preservation and instruction in heritage languages:
 - Santa Clara Pueblo – Tewa verbs documentation.
 - Santa Clara Pueblo – Puyé Cliffs archaeology, plants education in Tewa
- Support school curricula or after-school programs that teach regional Spanish and native languages.

Traditions and History

- Provide funding and support for projects documenting traditions, historical records/events:
 - Española Valley High School – Cultural Heritage videos project
 - Mesa Prieta Petroglyph project – recording and documentation of Native/Hispanic rock art
 - Site Steward Foundation – documentation of historic and archaeological resources in NHA

Objective 3: Enhanced Technological Training

- Establish intern programs to involve youth in development of website and other media offerings including film/stories.

In general, programs for educating youth will find the Heritage Area working as a partner with schools, colleges, tribes, and non-profit organizations. The Heritage Area will provide intern programs, individual mentors and guides from the community. Youth programs can also be initiated in the home, with parents sharing life skills such as hunting, fishing, farming, livestock breeding and care, irrigation, crafts such as weaving, arts, and language.

Early Action projects showcase the Heritage Area's commitment to involving youth.

The Heritage Area has provided funding for farming programs in the Española Farmers Market, with San Ildefonso Pueblo for traditional farming practices, with the Tres Semillas Foundation in Abiquiu to fund a youth garden, and with La Tierra Montessori School of the Arts and Sciences to study use of water and irrigation.

Current projects, in addition to farming programs, include heritage video productions at Española High School; a Puyé Cliffs hiking and learning program; traditional arts, food and agriculture education at Embudo Valley Library and Community Center; and the Santa Fe Youth Symphony youth mariachi program.

We have also funded youth internship projects for Santa Clara Pueblo, for the Mesa Prieta Petroglyph research and documentation project, for adobe classes with Cornerstones Foundation, and for Site Steward training and video on traditional pottery making.



Site Steward Foundation pottery classes

GOAL 4: CREATE PARTNERSHIPS

The principal recognition embodied in the objectives and strategies that are adopted by the NRGNHA managing organization is that implementation of the principles of the National Heritage Area legislation can only be achieved through strong partnerships. The Heritage Area is 10,000 square miles in area, and much of it is only sparsely populated, because it is public or tribal land or privately owned estates.

There are already museums and cultural centers, such as Rancho de las Golondrinas, the Poeh Cultural Center, and Ghost Ranch, which provide interpretive exhibits open to the public. Other organizations such as *Misión Convento* in Española and State museums and facilities such as the History Museum and the Palace of the Governors, provide historical reference and exhibits. Similarly, the State Records and Archives Division provides access to historical reference material.

This goal emphasizes the need for the Heritage Area to partner with these and other organizations to carry out our mission and objectives.

Objectives for Goal 4

1. Form partnerships with non-profits, local governments, service organizations and other groups to further the goals of the NRGNHA.
2. Establish a partnership with educational institutions to develop programs and curricula supporting culture and heritage.
3. Establish community/ business support groups to promote and reach program goals associated with areas of interest.
4. Establish working relationships between and among NRGNHA and various pueblos and tribal governments and communities to promote and support goals of native cultures in the heritage area.
5. Leverage federal funds made available to the NRGNHA so that the Heritage Area can develop financial supporters to further its goals.

All of the Heritage Area programs will focus on the preservation and presentation of the historical, cultural, and traditional resources of the Heritage Area. We believe establishing organizational partnerships, such as our Gateway Partnerships will expand our reach and anchor our work in the communities. These partnerships in particular address the introduction to the physical borders of the Heritage Area, and may also introduce visitors to the arts, history, or other heritage offerings presented by the partner organizations.

Actions to Achieve Objectives of Goal 4

Objective 1: Partnerships with Non-Profits

- Develop a comprehensive public outreach plan and set actions to implement it.
- Collaborate with existing organizations and museums to create and distribute Heritage Area information.
- Conduct periodic symposiums to reach out to directors, staff, board members, local foundations and supporters of other heritage areas to discuss projects and strategies.

Objective 2: Partnerships with Educational Institutions

- Partner with NNMC to establish heritage certification programs that preserve cultural identity and heritage practices and products.
- Create Educational Council including public and private institutions of higher education, secondary schools, and elementary schools to plan and promote educational programming.

Objective 3: Community/Business Support Groups

- Collaborate with and support community planning efforts like Chimayó
- Organize and host public meetings to distribute program information, to identify areas of community interest, and to establish development goals.
- Foster partnerships that can identify new markets, form organizations, develop infrastructure, and provide technical assistance needed to sustain agriculture as an economically viable way of life in the Heritage area.

- Create Business/Community Council to define and promote economic and community development efforts within areas of interest.

Objective 4: Pueblo/Tribal Partnerships

- Compile Tribal Implementation Plan defining areas of mutual interest and benefit.
- Identify areas of common interest with individual pueblos/tribes and methods of approaching implementation.
- Support for Ohkay Owingeh First Capital Cultural Center website
- Support for Santa Clara Puyé Cliffs youth hiking program
- Define and craft partnering accords with Pueblo/Tribal governments to implement initiatives.
- Collaborate with pueblo/tribal governments to promote cultural activities and programs that are open to the public.
- Develop and implement plans for sharing resources to support tribal implementation efforts.

Objective 5: Leverage Federal Funds

- Establish plan and scheme for cultivating and generating matching and support funding for the NRGNHA program initiatives.
- Establish Cultural Heritage Exchange – for local government program funding
- Establish Cultural Heritage Exchange – for tribal governments shared funding
- Pursue private funding initiatives
- Use grants program to target leveraging financial resources available to possible grantees – matching funds and community support.

- Implement private/foundation fund raising efforts to generate operating and matching grant funds.
- Establish fund sharing arrangements with local governments and other entities to support NRGNHA operations.
- Define and submit grant applications to fund program efforts, and to support systems, equipment, and facility improvement.
- Partner with local funding agencies and other foundations to identify areas of shared goals and to assess priorities for collaborating support of funding for grant applicants.

The many partnerships already formed in the Heritage Area are showcased in [Table 1 at the end of Chapter 5](#).



Poeh Cultural Center

GOAL 5: CONSERVE RESOURCES AND OUTDOOR SPACES

The Northern Río Grande National Heritage Area is a naturally beautiful and awe-inspiring place. Its natural resources and landscapes have sustained the physical existence and artistic spirit of its people and its visitors for centuries. The area is also filled with the physical record of man's existence and subsistence within its boundaries.

The incursion of the population over time has left a mixed record of conservation and exploitation. On one hand the ancient ruins of Ancestral Puebloans have been preserved by actions of the National Park Service in the preserves of Pecos, Puyé, and Bandelier. And there are laudable examples of non-profit organizations such as the Vecinos del Río, which preserves the site and petroglyphs on Mesa Prieta, and the Cornerstones Foundation, which preserves historic churches in Pueblo and Hispanic communities.



Stories on rock

On the other hand, exploitation by commercial interests destroyed the forests of Tierra Amarilla, and the tailings of mining ventures or other mineral extractions have ravaged the landscape.

This goal, as it addresses the natural environment and the artifacts of the culture to preserve and retain the beauty and heritage of the Heritage Area, meets the requirement of the congressional legislation that calls for this management plan to “**provide recommendations for the conservation**” of the resources of the Heritage Area [P.L. 109-338, Section 205(a)(3)(A)], as well as, the management entity’s duty to assist local and tribal governments and non-profit organizations

in “**the restoration of historic structures related to the heritage area.**” [P.L. 109-338, Section 205(c)(3)(D)].

Objectives for Goal 5

1. Support efforts to maintain, preserve, and restore natural resources and environmental conditions that are integral to the infrastructure and cultural heritage of the heritage area.
2. Help communities protect the environment while also providing opportunities for recreation.
3. Work with organizations that help preserve and interpret historic cultural assets, such as petroglyphs, archaeological sites, historic trails, and natural habitats.
4. Help communities protect outdoor spaces such as *plazas*, churches, kivas and other pueblo structures and facilities, other architectural and community assets, including *acequias*, vistas, and landscapes, that preserve the historic nature and cultural essence of local regions and communities.

The Heritage Area, primarily through its grants program, is already meeting this goal. For example, the Heritage Area has funded parts of restoration projects for San Miguel Mission, La Sala de Galisteo Community Center, and the Acequia Agua Fria, as well as providing funding for preservation and recordation work on Mesa Prieta Petroglyphs.

Actions to Achieve Objectives of Goal 5

Objective 1: Natural Resources and Environment

- Support conservation-based projects that tackle environmental issues affecting water quality and protection of open space and wildlife.
 - Río Grande del Norte National Monument
 - La Bajada Mesa escarpment
 - Mesa Prieta Petroglyphs Conservancy
- Provide support and coordinate financial assistance to promote open space conservation, trail development, and habitat restoration

Objective 2: Community Environment and Recreation

- Technical support to Village of Chimayó on community plan development.
- Work with public land managers to evaluate management plans for the conservation of recreational areas.
- Assist communities to identify and address recreational opportunities.

Objective 3: Historic Cultural Assets

- Grant funding provided to Mesa Prieta Petroglyphs Project.
- Support and promote open space conservation, trail development, and habitat restoration.
- Partner with conservancy organizations, such as, the Trust for Public Lands, to gain public support for land conservation
- Coordinate planning and development with local governments to establish trails, conservancies, and landscape preservation.

Objective 4: Outdoor Spaces

- Provide preservation grants for historic structures:
 - San Miguel Mission, Santa Fe
 - La Sala de Galisteo – community center
 - Pinto Bean Museum
 - Village of Agua Fria Historic Acequia – documentation of history
- Sponsor and support community planning efforts:
 - Chimayó
 - Española
 - Tierra Amarilla
 - Questa
- Establish partnership agreements to support projects that assess the condition of important buildings, such as churches, and important structures, such as acequia systems.
 - Cornerstones Foundation
 - NM Historic Preservation Alliance
 - NM Acequia Association
- Facilitate the creation of groups to support education and interpretation of natural history and the conservation of Heritage Area natural resources.
- Participate in local government public planning processes to support trails, recreational uses and/or open space, and to preserve historic land uses.

GOAL 6: PROMOTE ECONOMIC DEVELOPMENT/HERITAGE TOURISM

There is continuing tension about the desirability of “economic development” and its effects on the local environment and preservation of culture. The term has become a code word for exploitation and loss, and resistance to development has created conflict and many discussions on

policy. In particular, there is concern about the exploitation of scarce resources such as water and arable land. Concern also centers on the effect of development on lifestyles and traditional livelihoods, as well as on the destruction of the environment by widespread housing and commercial development and extractive industries.

The other side of the discussion considers the need for economic participation, particularly in the face of the levels of poverty evident within the Heritage Area. Isolation and lack of certain resources limit the availability of employment and economic sustenance for business.

There is recognition of new trends in tourism that may be tapped to bring new visitors to the Area and to permit development of business that is friendly to the culture and to the environment.



Santuario de Chimayo

A key strategy of the Heritage Area centers on creation of a center of information that may be accessed by visitors and potential tourists to the Heritage Area. This will be a means to stimulate interest in the history of the area and in the activities that may be available.

Objectives for Goal 6

1. Establish the technological framework to permit assembly and sharing of information on Heritage Area resources and attractions.
2. Establish capability to gather and distribute information on areas of interest, historical material and information, events and activities within travel corridors, and within communities.
3. Establish partnerships with businesses and organizations providing tourist experiences and educational programs oriented toward promotion of heritage area history and culture.
4. Support community efforts to enhance economic viability by maintaining and showcasing traditional practices such as farming, food preparation, the arts, and celebrations.

Visitor promotion occurs principally within the City of Santa Fe and the Town of Taos and within ad campaigns of galleries and tourism businesses. Little is available to generate interest in the rural and non-urban areas of the Heritage Area; yet this is where the authentic experiences desired by tourists may be found.

Actions to Achieve Objectives of Goal 6

Objective 1: Establish Technological Framework for Tourism Promotion

- Develop Website to present history, events, and activities.
- Establish linkages to State, Tribal and local government data centers and to information provided by other

pertinent non-profit organizations to permit active access to Heritage Area information for residents and tourists.

- Create data network to collect and present Heritage Area information, including use of multi-media and social network sites.

Objective 2: Establish Capability to Gather/Distribute Information

- Provide funding for documentation of northern NM history and to create content on community profiles.
- Develop models for capture of historic and familial information for inclusion in Heritage Area network, including videos, photos, oral recordings, and other materials pertinent to personal and community histories.
- Develop educational information on protocols for admission to or avoidance of sacred spaces, such as churches, kivas, *moradas*, *descansos*, and other pueblo and community facilities not open for general public admission

Objective 3: Heritage Tourism Partnerships

- Participate in Region V Tourism activities and with Santa Fe and Taos tourism promotion organizations.
- Establish partnerships to promote heritage tourism at community levels:
 - Site Steward Foundation – brochures and educational videos
 - Partner with Ghost Ranch Museum to promote tourism activity
 - Partner in Cultural Corridor initiatives.
- Provide funding and establish partnerships with cultural organizations to collaborate on

presentation of historic and cultural information and to stimulate heritage tourism:

- El Museo Cultural
- Santa Fe Youth Symphony
- Chimayó Cultural Center
- Taos Historic Museums
- Old Spanish Trail Association
- NM Historic Preservation Division, Department of Cultural Affairs
- Ghost Ranch Museum
- Rancho de las Golondrinas
- Establish and provide funding support for organizations promoting cultural heritage arts and activities.
- Develop and promote tourist routes that highlight key destinations in the Heritage Area, and identify and support projects that market a hands-on experience for visitors.

Objective 4: Community Economic Viability

- Provide grants to communities supporting traditional festivals/events:
 - Española Valley Farmers Market – construction of horno; “Cooking up Traditions” festivals
 - Millicent Rogers Museum, Taos – funding for Community Day events, Folk Life Festival
 - Española Valley Wine & Arts Festival sponsorship funds
 - Río Arriba County Fair, Old Abiquiú Rodeo – sponsorship of bull riding (youth competition)
 - Northern NM Regional Arts Center – Santo Niño Arts Festival
- Promote businesses that sell local artwork created by traditional methods or that provide tours of educational programs on the significance of the natural and cultural resources in the Heritage Area.

- Promote opportunities such as farmers' markets to sell local food products that are produced using traditional agricultural practices such as acequia irrigation, organic, or open-pollinated heirloom varieties.
- Organize community meetings to identify needs, concerns, and opportunities for heritage tourism and economic development.
- Promote and/or offer financial assistance to organizers of cultural events that celebrate traditional arts, music, dance, and language.
- Support projects that help communities identify new land-use projects.

The Board sees opportunity to support community efforts, and to create programs that complement educational offerings and business activities, as well as, to support promotional efforts of the State, Tribal, and local governments. We are engaged with the State in promoting Historic Los Luceros in Alcalde and will work with the Mesa Prieta organization to support educational tours and site conservation.

We are in discussion with the Ghost Ranch organization to support tourism and educational activity in that sector of the Heritage Area and with Northern New Mexico College to support arts promotion tours at the El Rito Campus. We are also exploring community development with Española and Río Arriba County

Inquiries have been received from teacher organizations seeking tour information and guidance. We are seeking to promote local enterprises that can support such tours.

STAFFING AND ORGANIZATIONAL FRAMEWORK

The Northern Rio Grande National Heritage Area mission is to sustain the communities, heritages, languages, cultures, traditions, and environment of Northern New Mexico through education, partnerships, and interpretation. The management entity, NRGNHA Inc., is governed by a board of directors, which is organized to achieve this mission and the supporting objectives and strategies.

The Board comprises volunteer members from the community, with equal representation from each of the counties, and representatives of state, tribal, and local governments. It is accountable for the organizational policies and fiscal affairs of NRGNHA Inc. and establishes priorities for its operations. Because it is broadly representative of Heritage Area constituencies, the Board is ideally situated to bring to the fore and pursue opportunities for partnerships, funding and collaboration.

BOARD COMMITTEES

The Board, which meets quarterly, has created four standing committees to facilitate the work of the Heritage Area. Each Board member is expected to serve on at least one committee. Through work of the committees, Board members actively engage with a cross-section of the community in sustaining and celebrating history, culture, and heritage.

- **Fundraising Committee:** Develops the fundraising strategies in support of the business plan, including identifying of

matching fund opportunities for federal funds to support community-based projects and ongoing programs. This committee works in collaboration with partners in the public, private, and non-profit sectors to plan and implement outreach events that can support fundraising efforts.

- Nominating/Partnerships Committee: Functions to identify and recruit potential board members to ensure a broad range of skills and community representation on the Board. Its function has been expanded to promote development of organizational and community partnerships that will enhance the work of the Heritage Area.
- Grant-Request Review Committee: Charged with developing the grants program and conducting the formal review of grant applications. Committee recommendations on funding are forwarded to the full Board for approval. The committee reviews and evaluates applications based on the goals and objectives of the Heritage Area and follows up on the use of the grant funds and the attainment of funding objectives.
- Communications Committee: Creates information standards and plans for consistent communication through website, media, promotions, and educational materials. Develops materials to support fundraising, outreach, and educational promotion.

An Executive Committee, composed of the Board president, vice president, secretary, and treasurer, and the chairs of the four standing committees, oversees the business of NRGNHA Inc. between full board meetings and provides a focal point for integrating direction and policy that emerges from activities of staff and the standing committees.

The Board president may appoint additional ad-hoc committees to attend to short-term affairs of the board or for collaborative community events, such as seasonal fiestas, arts festivals, community celebrations, or tribal events. These committees may reach out to community groups, providing short-term support and sponsorships.

STAFF FUNCTIONS

The Heritage Area program is administered by an executive director who serves as a non-voting member of the Board and functions under its authority. The director is supported by office staff to manage grants and business functions. Staffing plans call for support by outreach coordinators, who will serve as roving community organizers to ensure the management entity remains current on community interests and needs.

Outreach activities are coordinated with the director and with Board members and committee representatives to encourage local leaders to promote Heritage Area initiatives. Outreach coordinators will maintain contact with key stakeholders in each county to identify projects or issues that may be supported by the Heritage Area.

COMMUNICATION

The Heritage Area also functions as a *vehicle for communication* and convener of various groups and interests within the Heritage Area, including tribes, local and state governments, and communities. The Northern Rio Grande NHA functions as a clearinghouse of information and resources, a go-between to bring interested parties together, and a project organizer when appropriate.

In the short run, the mechanisms used by the Heritage Area to disseminate information include its website, newsletter, external publications, annual public meeting, and publicity generated by public projects. Recent public outreach efforts include use of the documentary, *Land Water People Time*, which was funded through our grants program. The film is being shown in staged community screenings that include recognition of grantees and public officials in each of the counties.

Future communications and promotional efforts are being designed to make use of expanded web capability with linkages to sites of the State Historian and other governmental entities, and to research familial, community and historical records for public information and education, as well as, visual materials supporting expanded tourism, site promotion, and other economic development.

TOWARD SUSTAINABILITY

Throughout this management plan, the Northern Rio Grande NHA has emphasized the necessity and importance of building collaborative partnerships to leverage financial and human resources and to capture the ground-level passion and commitment that are key to developing and sustaining the Heritage Area.

Public Law 109-338, which created the Northern Rio Grande National Heritage Area, limits federal funding assistance to 15 years from the date the Heritage Area was designated (2006), or 2021. It also authorized a total appropriation of \$10 million, not to exceed \$1 million in any fiscal year. The authorizing legislation and the governing cooperative agreement require the Heritage Area to match federal funding with non-federal funds on a one-to-one basis. It is expected that the Heritage Area will evolve toward financial independence from federal government support.

FUNDING HISTORY

The overall relationship between the Northern Rio Grande NHA and the National Park Service is specified in a cooperative agreement signed by both parties. The term of the current agreement is for 10 years, ending in 2022. Each fiscal year, the NPS and NRGNHA enter into a task agreement that specifies responsibilities, total grant funding, and fund matching requirements.

Table 2: Funding History

Fiscal Year	Federal Funding	Non-Federal Match
2006	0	0
2007	\$20,000	*0
2008	\$147,660	\$147,660
2009	\$148,000	\$148,000
2010	\$150,000	\$153,722
2011	\$147,000	\$147,000
2012	\$147,000	**\$147,000
Totals	\$759,660	\$743,382

*Match was not required for start-up funds in FY2007.

**Figure shows proposed match amount for FY2012.

Table 2 illustrates funding history since the congressional authorization of Northern Rio Grande National Heritage Area in 2006 and the amount of non-federal match provided each fiscal year. Federal amounts are shown in the fiscal year appropriated. Non-federal match includes in-kind contributions and cash donations provided by NRGNHA.

Under the congressional legislation, Northern Rio Grande NHA is required to match federal funds with non-federal dollars by a ratio of one to one. The Northern Rio Grande NHA methodology for raising non-federal match is to leverage federal funds through partnerships and projects to stimulate non-federal match contributions (both in-kind and cash). Leveraging federal funds already has enabled the Heritage Area to generate an excess of non-federal match that is greater than the requirement established by the congressional legislation.

Until FY2012, the one-to-one non-federal match was met entirely from in-kind sources without the need for cash contributions. In the earliest years of the Heritage Area, the first Executive Director donated the entire value of his services, permitting the Northern Rio Grande NHA to easily match federal funds.

In 2009, the Northern Rio Grande NHA established a historic preservation grant program that generates considerable match for the federal share. Match generated from grant-funded projects generally exceeds the amount of the grant itself. However, our goal is to diversify the Heritage Area's sources of match by encouraging and increasing cash match contributions. This method will aid in establishing a sustainable revenue and partnership model.

The Northern Rio Grande National Heritage Area has generated other sources of revenue through private grants and donations, which have allowed it to create a non-federal cash reserve. The Heritage Area presently maintains a cash reserve that could sustain the program without federal support for approximately six months. Since the cash reserve has not been applied toward Heritage Area match requirements, it is available to be used for a wide variety of purposes because it is not subject to federal rules for allowable costs. For example, the cash reserve can pay for auxiliary expenses such as promotional materials, incidental expenses, and food and beverages to support Heritage Area events.

The Northern Rio Grande NHA intends to maintain this cash surplus cushion and to meet non-federal match requirements

through new rounds of fundraising and partnership development. By focusing on increasing our cash match contributions, the Heritage Area can maintain reliable reserves of non-federal funding to support an anticipated increase in federal funding.

We anticipate that, once this Management Plan is approved, our federal allocation of funding will increase to around \$300,000 or \$400,000. The increased funding level allows us to expand our historic preservation grant program, which has served as the greatest catalyst for our matching share.

By continuing to leverage federal funds, by expanding our grant program, and by sustaining a modest cash reserve, the Heritage Area can successfully increase its annual sources of cash match to prevent a non-federal match shortfall.

NEW FUNDING FORMULA

The National Heritage Area Program Office of the National Park Service is engaged in updating the current funding process for federal assistance to heritage areas. The new funding formula calls for allocating funds based on a tiered approach and institutes performance and reporting measurements expected to be implemented in Fiscal Year 2014.

With submission and acceptance of this management plan, the Northern Rio Grande NHA is poised to begin participation in an increased funding level. The Heritage Area will develop a Financial Resource Development Plan to identify fundraising strategies and tasks.

In anticipation of the new Funding Formula, the Heritage Area has projected a funding strategy that would support a proposed Tier 2 level of NPS funding with a maximum of \$400,000 per year. The funding strategy is based on a program budget with primary functions and components of Northern Rio Grande NHA operations and projects (see [Table 3](#)).

Table 3: Financial Strategy and Match

Function	Federal \$	In-Kind Match \$	Cash Match \$
NRG Staff & Operations	\$50,000	\$45,000	\$70,000
Outreach to Cities/Counties/Communities	\$50,000	\$25,000	\$50,000
Technical Support	\$0	\$0	\$20,000
Marketing and Supplies	\$0	\$80,000	\$60,000
Subtotal for Operations	\$100,000	\$150,000	\$200,000
Preservation Grants	\$300,000	\$450,000	\$0
Heritage Projects	\$0	\$75,000	\$75,000
Subtotal for Grants/ Projects	\$300,000	\$525,000	\$75,000
Total Costs	\$400,000	\$675,000	\$275,000

We project that federal funding will not cover the estimated increase in operation and project costs for the Northern Rio Grande NHA. Therefore, the Heritage Area will make up the difference by supplying more non-federal match.

The Heritage Area will function primarily as a grant-making organization to support community-generated projects and programs that enhance heritage conservation. Heritage Area grants will leverage the most non-federal dollars, and

we project it will generate sufficient excess match revenues to sustain the Heritage Area cash reserve.

FUNDING REQUIREMENTS

The calculation of match for grants and projects is based on a ratio of 1:1.5, meaning for each dollar of grant funding awarded, \$1.50 of non-federal match will be provided by the recipient. This ratio conservatively matches the Northern Rio Grande NHA's experience with its grant program over the past three years, allowing for a modest projection of excess match. In balancing the award of future grants, the Heritage Area will need to identify projects that have non-federal sources of funding to satisfy the match ratio established by the Heritage Area. Northern Rio Grande National Heritage Area also will continue to establish partnerships that can provide in-kind support from donated services.

Other in-kind match shown on the profile schedule is generated from the following proposed sources:

- **Operations:** \$45,000 is estimated to come from donations of facility space. Current rent contributions (\$10,800) come from private business donations. Our goal is to obtain use of a larger facility that will allow space for art exhibits, film screenings, and archival computer access. The donated space will be used in exchange for services, and could include the Los Luceros facility owned by the state. Other sources of donated operational costs will include time, mileage, and expenses provided by NRGNHA staff and board members.
- **Outreach & Community Involvement:** It is estimated that \$25,000 will be generated from public donations of cash and in-kind services. This is consistent with the current level of donations being provided.
- **Marketing:** \$80,000 is the calculated value of marketing and outreach support provided by the state, cities, and counties. Funds will be raised by leveraging marketing services, website use, and printed materials. Our target is to secure \$50,000 in marketing services from state tourism promotion, and the remainder from website connections with Santa Fe County, Santa Fe, and Taos.

The cash match of \$275,000 is estimated to come from the following sources:

The concept of a **Cultural Heritage Exchange** has been developed to encase and promote pooled funding for projects in the heritage area. All of the parties named are stakeholders in the Heritage Area and its associated programs. Most are members of the Board of Directors.

- **Cultural Heritage Exchange (State/Local) – State and Local Governments Funding: \$115,000.** The Cultural Heritage Exchange is a dues-based member collaboration effort, with participating entities providing annual cash contributions to support the NRGNHA grant program. The proposed contributions schedule for state and local governments is based on relative size and financial capacity: (See Table 4a).

Table 4a: State/Local Government

State	\$50,000
Santa Fe Co.	\$25,000
Río Arriba Co.	\$10,000
Taos Co.	\$5,000
Santa Fe	\$10,000
Española	\$5,000
Taos	\$6,000
Questa	\$1,500
Chama	\$2,500
Totals	\$115,000

- Cultural Heritage Exchange (Tribal) – Tribal Governments Funding: **\$60,000**. The proposed Tribal contributions are based on two levels: those operating a casino and those without a casino. Annual funding levels may be adjusted for size and financial capacity: (See [Table 4b](#)).

Table 4b: Tribal Governments

Taos Pueblo	\$7,500
Ohkay Owingeh	\$7,500
Picurís	\$5,000
Santa Clara	\$7,500
San Ildefonso	\$5,000
Nambé	\$5,000
Pojoaque	\$7,500
Tesuque	\$7,500
Jicarilla Apache	\$7,500
Totals	\$60,000

- Private Grants: NRGNHA will seek a target of **\$100,000** in private donations from businesses, individuals, and private foundations. The largest source of funds will come from foundations that share our priorities for program funding.

Northern Rio Grande NHA will continue discussions with the local funding agencies named above to identify common goals to leverage funds for

various programs. In this way, each organization will be able to maximize available funding to match each other's funds to support programs of mutual benefit.

Partnerships with other local non-profit foundations are an important element in enhancing the Heritage Area's grant program and multiplying the funding available to projects and programs of shared interest.

Over time the Heritage Area will also develop heritage programs, including interpretive centers with exhibits and educational programs. The Northern Rio Grande NHA will pursue development of these centers as location and partnership opportunities are identified and cultivated.

FEDERAL FUNDING

National Park Service resources provide the majority of operational funds. The purpose of this plan is to define how those resources will be placed to good use and leveraged for more effective sharing of financing benefits.

Federal funding sources available to the Heritage Area for operations are limited to funds provided by the National Park Service unless funding can be applied to activities that are completely separate from the operation and not funded by the National Park Service.

Project funds for construction projects, for rivers and trails, for economic development, and for community development projects may be available from other federal agencies on a project-

by-project basis. For the moment, the Heritage Area has not pursued these additional sources; however, as the Northern Rio Grande NHA and its partners explore new opportunities for conservation or development, we will investigate availability of funds.

STATE FUNDING

Over the past six years, the Northern Rio Grande NHA has interacted with agencies and officials of the New Mexico State government. It makes sense that state government efforts should meld with those of the Heritage Area because the expectations are similar and the outcomes are easily acceptable to both. The potential for successful partnership with state (and local) governmental agencies increases when the program and outcomes we are promoting become part of the agency's own initiatives.

State agencies whose missions and goals overlap those of the Northern Rio Grande NHA include the New Mexico Tourism Department, the Department of Economic Development, New Mexico State Parks, and the Department of Cultural Affairs, all of which must report measurable progress toward meeting five-year strategic plans and specific goals in annual reports to the state Legislature. Recognizing shared interests, the New Mexico Governor designated a representative of the Department of Cultural Affairs to the NRGNHA Board.

Funds expended by state and local agencies can be leveraged for program or project success through collaboration with the Heritage Area, which can work directly with stakeholders and communities,

something state and local government agencies might not be able to do.

The first hurdle is to educate state agencies about the work and potential benefits from collaboration with the Heritage Area. Secondly, agencies must detect a sense of urgency through law or direction that defines the importance of collaboration. Then, the state Legislature may be persuaded regarding the value of augmenting the Heritage Area's federal funds with state funds for purposes of economic development.

The Northern Rio Grande NHA will propose and pursue two initiatives to make these broad collaborations possible: **Codification of the Federal enabling legislation within State statute** to raise awareness of the existence of the Heritage Area, and development and promotion of the **Cultural Heritage Exchange**, described above, as a means to enable contribution of matching funding by state and local government.

LOCAL FUNDING

The pursuit of local funding collaboration faces the same institutional obstacles as at the state level, plus the added difficulty of more restricted resources. Local funding incorporates the interests of local governments (county and municipal), tribal organizations, and communities. Funding at this level is more often defined as provision of resources, rather than just dollar appropriations.

Community interests and priorities vary. At the community level, funding resources translate largely into in-kind labor and other support, rather than into funds.

These applied resources are valuable reflections of the grassroots passion and cultural connections of residents and are vital to the achievement of any of the local level projects. A recent example is the community planning effort in the Village of Chimayó.

Local business interests also are important. Small business in communities may range from artisans, artists, or self-employed individuals and specialists, to larger enterprises that employ dozens of workers. Each business is vested in its own success, as well as in the success of the community, so it becomes a valuable partner and resource for community and/or economic development.

The essential element of local level development that is being pursued is bringing together all of the particular interests. This is not simple, but it is expected that initiatives, like the Cultural Heritage Exchange, board representation, and participation in community planning, will lead to measurable accomplishments linked to our strategic and programmatic objectives. Our grants program is coupled with the goals and objectives, permitting a directed application of NHA resources to these local efforts.

OTHER FUNDING RESOURCES

The final piece of our funding strategy is to secure support from organizations such as foundations, non-profits, and corporate sponsors, as well as from individuals. The annual amount targeted from these sources is \$100,000.

Foundations: Funding from foundations is generally secured through cyclical grant

application request periods. The Heritage Area must identify pertinent foundations, find information on their funding cycles, and review their funding priorities. A recent application has been submitted to the McCune Foundation, and exploratory meetings have been held with the LANL Foundation and the Con Alma Foundation. Other New Mexico-based foundations to be contacted are:

- Healy Foundation, which previously provided funding to the NRGNHA
- New Mexico Community Foundation
- Santa Fe Community Foundation
- Taos Community Foundation
- Chamisa Foundation
- Thaw Foundation

National foundations may also be identified and contacted as sources for funding. Key targets include Hispanics in Philanthropy, the National Park Foundation, the World Monuments Fund, and the philanthropic arms of large businesses with locations within the Heritage Area or that include heritage preservation as part of their mission. These include Wal-Mart, Lowe's, Intel, and Pepsi, which make grants for which NRGNHA and Heritage Area community projects could apply.

Nonprofit organizations such as the National Trust for Historic Preservation, National Endowment of the Humanities and the National Endowment for the Arts administer small grant programs that can also be accessed.

As part of its planning efforts, the Fundraising Committee will seek technical support to conduct a fundraising

feasibility study and fundraising plan. The feasibility study will consider available foundation sources and identify individuals who may be prospective donors to the Heritage Area, and a donor recognition plan, which addresses how donors will be recognized.

OPERATING COSTS

Table 5 presents actual operating costs for the Heritage Area in FY 2012, the budget for FY 2013, and projections for FY 2014 to FY 2016. The projections are intended to demonstrate a growth of program spending based on increased NPS grant funding and added revenues from fundraising.

Budget Needs

The level of funding allocated to Grants and Projects can be varied based on level of revenues attained and general progress made by grantees in carrying out the projects. As funding increases, the Heritage Area will entertain and fund larger scale projects, including many that were previously proposed but lacked the funds to bring them to fruition.

Since NRGNHA officially opened its doors in late 2008, much effort has been spent in conducting community meetings and stakeholder workshops to develop priorities for realizing the NRGNHA mission and goals. Community outreach activity will continue with the addition of

new Community Outreach Coordinators beginning at the end of FY 2013. The Coordinators will cultivate community leaders in each of the Heritage Area's three counties to generate ideas and identify potential projects, as well as provide follow-up monitoring of funded projects.

Projected growth in operating costs presumes implementation of facility expansion plans that would provide space for exhibits and demonstrations and implementation of web and video screening and archiving. NRGNHA has pursued several possible sites for new facilities and will continue doing so until an appropriate site is selected.

Fixed Costs

The staff and operational costs of the Northern Rio Grande NHA as an entity totaled about \$102,000 annually in 2009 and 2010, and are projected to continue at generally the same level through 2016. Operational costs include salaries and benefits, office expense, insurance, equipment, accounting, and utilities. Operational costs will increase as full staffing is addressed with increased federal funding after approval of this Management Plan.

Table 5: NRGNHA BUDGET, FY 2012-16 (1 July 2011 – 30 June 2016)

INCOME	FY 12 Actual	FY 13 Budget	FY 14 Estimate	FY 15 Estimate	FY 16 Estimate
National Park Service	\$147,000	\$147,000	\$325,000	\$340,000	\$400,000
Government Grants	0	15,000	25,000	95,000	175,000
Foundation Grants	0	20,000	70,000	75,000	80,000
Business and Individual Donations	4,165	2,000	10,000	15,000	20,000
In-kind Facility Donation	10,800	10,800	20,000	25,000	45,000
INCOME TOTAL	161,965	194,800	450,000	550,000	720,000
EXPENSES					
Staff & Operations Costs	104,991	123,892	145,000	150,000	165,000
Outreach Costs	27,934	12,726	75,000	75,000	100,000
Technical Support	1,009	5,500	10,000	15,000	20,000
Publication & Materials	0	0	10,000	20,000	60,000
Subtotal Operations	133,934	142,118	240,000	260,000	345,000
Project Grants	15,206	42,732	185,000	250,000	300,000
Heritage Projects	0	4,000	25,000	40,000	75,000
Subtotal Project Costs	15,206	46,732	210,000	290,000	375,000
TOTAL EXPENSE	149,140	188,850	450,000	550,000	720,000