

NEW MEXICO TRUE

New Mexico Tourism Department
Annual Tribal Report
Fiscal Year 2025

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I. EXECUTIVE SUMMARY

Tourism plays a critical role in supporting the economic vitality of urban, rural, and tribal communities across New Mexico. It diversifies our state's economy, creates entrepreneurial opportunities, helps attract and retain talent, and builds national brand awareness. The New Mexico Tourism Department (NMTD) recognizes the unique role that tribal communities play in defining and enriching the New Mexico True brand. Our nationally recognized marketing strategy is built around the promise of an "Adventure Steeped in Culture." This promise is delivered through strategic brand impressions and reinforced by tourism infrastructure that provides quality amenities, attractions, and access throughout the state.

NMTD marketing campaigns rooted in the cultural heritage and stories of tribal nations aim to present these communities as not only tourism destinations but are also living expressions of the culture and spirit that set New Mexico apart. Research has shown that exposure to New Mexico True advertising not only enhances perceptions of New Mexico as a travel destination but is a powerful economic driver for communities across New Mexico. For tribal communities, this visibility translates into expanded opportunities for cultural preservation, economic development, and intergenerational entrepreneurship. Investing in tribal tourism is a key pillar of New Mexico Tourism Department's strategy.

In Fiscal Year 2025, the New Mexico Legislature and Governor Michelle Lujan Grisham allocated \$17.9 million to NMTD to support national advertising efforts and community-based tourism development. This includes \$13.5 million for national marketing and \$4.4 million specifically designated for partner programs—many of which directly support tribal tourism initiatives.

NMTD continues to provide funding for tribal-led tourism projects, infrastructure improvements, and promotional efforts that elevate Indigenous voices and experiences. These investments ensure that tribal communities are active partners in shaping New Mexico's tourism narrative and securing long-term cultural and economic resilience.

With the Tribal Tourism Development Officer position actively staffed again in FY25, NMTD renewed its focus on government-to-government engagement with New Mexico's 23 sovereign Nations, Pueblos, and Tribes. Through consultation, outreach, and culturally informed relationship-building, this work broadened awareness of NMTD grant opportunities and encouraged greater tribal participation across department programs. As a result, 12 Tribal partners received funding through four key NMTD grant programs—underscoring the importance of dedicated tribal engagement in advancing inclusive tourism development across the state.

New Mexico is more than a destination—it is a place where Indigenous cultures continue to thrive, where stories are shared with respect, and where tourism provides a path toward shared prosperity.

Specifically, one of the Department's notable achievements in FY25 was featuring Native American and Indigenous culture as the central subject in some of NMTD's national marketing campaigns. As a prominent fixture of the agency's national advertising campaign, NMTD featured the story of champion hoop dancer ShanDien LaRance from Ohkay Owingeh, New Mexico, as well as James Beard award-nominated chef in the Navajo Nation, Justin Pioche.

Another accomplishment in FY25 involved tribal participation in NMTD programs. Tribal governments and non-profit organizations were awarded \$114,692 through our cooperative advertising grant program in FY24. NMTD will continue to engage with tribal communities on opportunities to leverage this program.

Additionally, tribal and indigenous culture was strategically featured in NMTD's Earned Media Program. Roughly half of all secured coverage that mentioned native and indigenous culture came in "top tier" publication, highlighting the interest from writers and editors from premier travel publications in covering New Mexico's indigenous culture. NMTD also has a dedicated special section on our website to Native American Culture in New Mexico featuring cultural guides, a listing of all Native American Communities, history, art, culture and events.

Section II of this report provides an overview of the New Mexico Tourism Department, its organizational structure and extended network. Section III outlines programs designed to encourage inclusive participation and support tribal tourism economies throughout the state. Section IV provides essential contacts within the Department and final section of this report reviews relevant mandates and statutes.

II. AGENCY OVERVIEW & BACKGROUND

A. Mission Statement

To grow New Mexico's economy through tourism.

B. Agency Overview

Since the launch of the New Mexico True brand in 2011, New Mexico has achieved record-breaking visitation levels, driving more visitors who are spending more dollars than ever before. There has been \$7.5 billion per year in visitor spending on average over the last five years through 2023. In 2023, New Mexico saw \$41.8 million in total trips, representing an increase of 1.2% over the prior year and 9.4% more than 2019. Visitor spending generated over \$811 million in state and local tax revenue and sustained a total of 93,244 jobs. The total economic impact of tourism in New Mexico in 2023 was \$11.6 billion, with a record-breaking \$8.6 billion in direct visitor spending.

C. Agency Organization

There are six divisions in the Department:

- Communications
- Administrative Services
- Research
- Marketing
 - Marketing Excellence Bureau – statutorily created in the Marketing Division, effective July 2024
- Tourism Development
- New Mexico Magazine

There are currently 59 FTE positions in the Tourism Department. Key members of the leadership team include:

- Lancing Adams, Acting Cabinet Secretary
- Novela Salazar, General Counsel
- Jey Bernal, Tribal Tourism Development Officer
- Cody Johnson, Communications Director
- Victoria Gregg, Research Director
- Erin Ladd, Marketing Director
- Edward Graves, CEO, New Mexico Magazine
- Francine Hopper, Marketing of Excellence Bureau Coordinator

The New Mexico State Fair is administratively attached to the Tourism Department.

Tourism Commission

The Tourism Commission is statutorily tied to the Department and exists to advise the Department on planning and policy matters. The Tourism Commission consists of seven members appointed by the Governor who shall be qualified electors of the State of New Mexico, no more than four of whom, at the time of their appointment, shall be members of the same political party and at least one of whom shall be a Native American (***currently one member is Native American from Acoma Pueblo***). Members shall be appointed by the Governor and confirmed by the Senate. Two members shall be appointed from each of the three congressional districts. One member shall be appointed from the state at large. The Tourism Commission also approves members for the Clean and Beautiful Advisory Committee. Meetings are held quarterly and are open to the public.

New Mexico Clean and Beautiful Advisory Committee

The New Mexico Clean and Beautiful Advisory Committee is statutorily tied to the Department, consisting of seven to eleven members appointed by the Tourism Commission. Members appointed to the committee are knowledgeable in the areas of beautification, blight reduction,

litter eradication, waste diversion and modification of human behavior patterns. One member of the committee is appointed from each of the six tourism regions with an additional one to five members appointed from the state at large.

In FY25, the Tourism Commission appointed 7 returning and 4 new members to New Mexico Clean and Beautiful Advisory Committee. Currently, one member on the committee is from the Navajo Nation and another member works with Santa Ana Pueblo. The Committee is tasked with reporting on all projects and activities funded by the department through allocations from the litter control and beautification fund and investigating the feasibility of a statewide community appearance index for the evaluation of highway litter.

Route 66 Coordination Group

The Route 66 Centennial Coordination Group was established for the State of New Mexico by Michelle Lujan Grisham's Executive Order 2023-131. Administratively attached to NMTD, the Group consists of 12 members (*currently one member is Native American*) tasked with obtaining input from Route 66 communities on the proper activities and projects to honor the Mother Road. Nine Native American Nations, Tribes, or Pueblos are located along Route 66 in New Mexico, demonstrating the importance of tribal participation in sharing the story of the Mother Road.

The Coordination Group has held 5 stakeholder meetings, hosted the United States Route 66 Centennial Commission's Preserving the Legacy: Mother Road Consortium Summit, endorsed community submitted projects for certification by the U.S. Route 66 Centennial Commission and continues to encourage the commemoration of Route 66 centennial events in the State. In support of the Coordination Group, NMTD developed a grant program to deploy funds appropriated, "to enhance and increase Route 66 related tourism." In FY25 1.5MM was provided to support communities along Route 66 as they prepared for the Centennial directly through marketing and promotions, infrastructure and special events.

Industry at Large: New Mexico's tourism industry is as robust and diverse as its tourism assets. Our tourism industry is linked to the idea of people who provide goods and services to those who travel greater than 50 miles for leisure or business purposes. The tourism industry in New Mexico is closely aligned with the hospitality and service industries, including hotels, restaurants, retail and transit, but also includes people and communities who design and offer tourism experiences that contribute to the tourism economy. Experience development sectors can include event production, local governments who manage public spaces, cultural assets and attractions and all of our incredible Destination Marketing Organizations who continuously strive to market New Mexico and their communities as the primary destination for domestic and international travelers.

D. Agency Specific Tribal Collaboration/Consultation Policy:

In addition to STCA (NMSA 1978, § 11-18-4.C(1)) the Tourism Department adopted the State-Tribal Consultation, Collaboration and Communication Policy on March 17, 2025, attached hereto as *Exhibit A*.

Pursuant to NMSA 1978, § 11-18-4.C(4), a certification by the state personnel office is attached hereto as *Exhibit B*.

All employees are required to sign an Acknowledgment of NMTD Policies and further required to take the State Tribal Collaboration Act Cultural Competency Training as part of their onboarding, currently 25 of NMTD's FTEs have completed this training. As we continue our work with tribal communities across the state, it is vital NMTD we approach engagement with New Mexico's Nations, Tribes and Pueblos with a genuine commitment to relationship building. As we undertake this outreach, the department has asked all staff to take the State Tribal Collaboration Act Cultural Competency Training or seek additional training in FY26, to include NMTD's contracted vendors.

III. CURRENT AND PLANNED PROGRAMS AND SERVICES FOR NATIVE COMMUNITIES

With the Tribal Tourism Development Officer position actively staffed again in FY25, NMTD was able to renew and expand its commitment to meaningful tribal engagement through dedicated outreach, consultation, and technical assistance. This work supports the goals of the State Tribal Collaboration Act (STCA) and is focused on strengthening relationships, increasing program access, and advancing tribal-led tourism development across New Mexico's 23 sovereign Tribal Nations, Pueblos, and Tribes.

In FY25, these efforts included direct outreach to tribal governments and tourism stakeholders, participation in government-to-government events, and support for grant readiness. Key activities included serving as a panelist at both the Navajo Nation Tourism Conference and the Navajo Nation Economic Summit, delivering a presentation to the All Pueblo Council of Governors, and participating in learning tours to Ohkay Owingeh and Zuni in collaboration with the Indian Affairs Department. The role also represented NMTD at Go International with the American Indian Alaska Native Tourism Association (AIANTA), helping connect tribal destinations with domestic and international travel trade audiences.

Through these relationship-building efforts, tribal partners received targeted information and individualized guidance on engaging with NMTD's programs. As a result, 12 Tribal partners received funding across four of the department's core grant programs in FY25. Five participated in the Cooperative Marketing Grant Program, three received funding through the Clean & Beautiful Grant, three were awarded grants through the Tourism Event Growth & Sustainability Program, and one engaged in the Destination Forward initiative.

Beyond grant support, this work contributed to internal collaboration across divisions to promote respectful representation and expand access to statewide tourism opportunities. This included contributions to the development of the *Original Creators* platform—an initiative that elevates Indigenous creators and storytellers and promotes authentic cultural tourism throughout the state.

Looking ahead to FY26, Tribal Tourism Development efforts will continue to focus on expanding awareness of NMTD programs within tribal communities, providing technical assistance to support applications, and working in partnership with tribal leadership to strengthen tourism infrastructure, storytelling, and business development. These efforts remain essential to building long-term, community-driven tourism that reflects the culture, values, and voices of tribal New Mexico.

Increased Tribal Participation in NMTD Programs (ALL DIVISIONS)

NMTD has a variety of programs to support the development and promotion of tourism in communities. These programs include a Cooperative Marketing Grant Program, New Mexico True Certified Program, Destination Forward Grant Program, New Mexico Clean & Beautiful Grant Program, Route 66 Centennial Grant Program and Tourism Event Growth & Sustainability Program. Our goal is to increase tribal participation in these programs in FY26 in order to promote marketing, events, and infrastructure in Tribal communities.

Below, you can find a small collection of photos taken through NMTD programming that features some of our tribal partners.

- <https://www.dropbox.com/scl/fo/cnhsorj5g6jrnabavagdf/AKUWMW-T6wFqQWhPbSHsxY?rlkey=a4fkgx89jjruwl14lvxz5pek&dl=0>

MARKETING DIVISION

National Consumer Marketing:

Consumer marketing across strategic domestic target markets frequently features Native and Indigenous living legends that highlight both the adventure, and the culture visitors can find in tribal lands across the state. In FY25, the summer 2024 campaign featured Shandien LaRance's hoop dancing in select placements in airports and in streaming environments through the summer and fall months. Beginning in November 2024, the domestic advertising campaigns featured the food of Justin Pioche — a James Beard award-nominated chef from the Navajo Nation.

All of our New Mexico True campaigns feature :30 commercial spots that run in non-skippable streaming environments. Shorter cutdowns of our commercial product also run in digital placements in airports, as well as on social media. Together, the Hoop Dancer campaign delivered 245.8 million impressions in summer and fall 2024, while the Pioche Food Group

campaign contributed an additional 32.4 million impressions in winter 2024–25, further amplifying the reach and resonance of Native storytelling across channels.

Cooperative Marketing Program:

Through the Cooperative Marketing Grant Program, one of the New Mexico Tourism Department’s longest running and most popular programs, we partner with eligible entities who believe in our mission, align with our philosophies, and strive to improve the quality of life in their communities. Through Tourism Marketing, NMTD makes a promise of “Adventure Steeped in Culture” with quality brand impressions.

In FY25 NMTD continued the 2:1 cooperative dollar match with \$3.8 million in funding and an 8% increase in active partners from FY24. In the program, NMTD worked with returning tribal entities such as the Navajo Nation and the Acoma Haak’u Foundation as well as first time participants such as IAIA Museum of Contemporary Native Arts (MoCNA). These campaigns, self-selected by the organizations and guided in partnership with NMTD included digital advertising, custom-created digital content, and print advertising.

New Mexico True Certified:

New Mexico True Certified brings national attention to the care, quality and craftsmanship of products that are authentically New Mexican. The program has approved 482 partners, which include everything from Native arts to green chile, home décor and personal care items. Select New Mexico business partners leverage the power of New Mexico True and integrate the brand logo to amplify their own marketing messages and increase product recognition and sales. “Buy Local” is our rallying cry. New Mexico True Certified gives locals a constructive way to support their neighbors while visitors benefit by gaining access to local products. This special section of our website, which can be found [here](#), features partner stories through written word and videos, spotlights visitor experience offerings, promotes seasonal iterations of an online catalog, and directs people to physical retail locations where they can purchase merchandise. Six percent of business partners are either owned by, represent, or sell the work of Native artists and artisans — including Flux Tufa Works, Koo-Weh Cookies, Larry Sisneros Jewelry, Bow and Arrow Brewing, Bilasaana, and many more. We welcome greater Native representation and encourage interested parties to [apply here](#).

Marketing Excellence Bureau (The Marketing Center of Excellence)

The Marketing Center of Excellence is tasked with supporting executive agencies in developing robust, high-impact campaigns by providing marketing expertise, resources and technical assistance. In FY25 the Center launched the statewide, interagency anti-litter campaign, [Breaking Bad Habits](#). The bureau continues to support strategy alignment and implement protocols for standardized reporting of communication and marketing effectiveness, serve as a centralized collection of marketing-focused expertise, knowledge and resources, and assist with the identification and development of new marketing strategies to enhance marketing and messaging efforts.

COMMUNICATIONS DIVISION

The core function of the Communications Division for the New Mexico Tourism Department is to secure third-party endorsements through travel media that present New Mexico as an ideal destination for leisure travel. The Communications Division accomplishes this mission by pitching stories and narratives to travel writers and editors that highlight New Mexico's cultural heritage, art, cuisine, landscapes and more. The team shares these narratives by developing and nurturing authentic, personal relationships with writers and editors, making connections at media missions and marketplaces, and deploying creative care packages and discovery kits. The Communications Division also interfaces with content creators that focus on travel, which complements our strategy with travel writers and editors. Each time the Communications Division decides to work with a travel writer or content creator interested in Native and Indigenous culture, the team ensures it works with the agency's Tribal Liaison so that inbound writers and content creators are briefed on proper etiquette when visiting a tribal community.

In FY25, the Communications Division accomplished the following through the Earned Media Program:

- 40 secured coverage that mention a Native/Indigenous community, amenity, experience or business.
- 48 percent of the secured coverage that mentions a Native/Indigenous community, amenity, experience or business met the department's standard of top-tier media.
- In total, secured coverage that highlighted Native/Indigenous culture resulted in \$16.7 million in advertising value equivalence (AVE).

Media Highlights

This [feature article](#) in TIME highlights the reopening of Kasha-Katuwe Tent Rocks National Monument for the publication's inclusion of the site on its list of World's Greatest Places of 2025. It was important for the publication to be aware of the crowd control measures put in place, which was highlighted in the article.

Located in this [article](#) from National Geographic highlights the top 25 ways to visit the U.S. in 2025 are three separate references to New Mexico, two of which focus on the state's Native

and Indigenous heritage. Zuni Pueblo was specifically highlighted as an option for providing culturally sensitive tours with Native American guides. Also included in the article is a featurette on Santa Fe's Indigenous food truck scene, which calls attention to two specific Native chefs and their business.

In another National Geographic [article](#), New Mexico's wine history and heritage takes center stage. The writer acknowledges the influence of the Native and Indigenous peoples of the land on centuries of winemaking in the area of New Mexico.

National Geographic also published a print article that dove in deeper on the subject of Santa Fe's Indigenous food truck scene that was included in the previously mentioned list of 25 ways to visit the U.S. The article highlights the owners of Good as Feast, Chef Raymond Narajo, and the Indigenous cooking workshop at the Santa Fe School of Cooking.

In the April/May 2025 print issue of Wanderlust Magazine (one of the premier travel magazines in the United Kingdom), the Communications Division helped connect a New Mexico-based Indigenous writer with the publication for a story about Gathering of Nations. This placement was especially valuable because it aligned with our efforts to expand our marketing and promotion efforts to the UK market.

Travel Trade

In addition to the work of boosting the profile of New Mexico's Native and Indigenous culture through the Earned Media Program, the Communications Division is also responsible for promoting New Mexico – including the state's Native and Indigenous culture – through travel trade.

The travel trade program was revitalized back in 2023. Since then, the Tourism Department has hired a full-time staff member to build and administer the statewide travel trade program. We have engaged with the American Indian Alaska Native Tourism Association for the purposes of collaborating on travel trade, and the Tourism Department intends to engage with AIANTA on a quarterly basis moving forward.

Over the course of FY25, the Communications Division hosted over 600 meetings and appointments with travel trade professionals. Native and Indigenous culture and experiences were routinely discussed with travel buyers from around the world, as travel trade professionals recognize New Mexico's Native and Indigenous culture distinguishes the state from its peers.

TOURISM DEVELOPMENT DIVISION

Visitor Information Centers:

New Mexico's four highway Visitor Information Centers serve more than half a million travelers annually. Maintained and operated by the New Mexico Tourism Department, they provide New

Mexico True travel and tourism information. Visitor Information Center staff are knowledgeable members of the hospitality industry who assist travelers and work with the state's tourism industry to promote destinations, events and activities in New Mexico. Our Visitor Information Center Staff participate in calls and visits related to tribal visitor information, events and programs frequently.

NMTD's Manuelito Visitor Information Center partner with the Manuelito (Kin Hozhoni) Chapter of the Navajo Nation for another successful summer in FY25. The Manuelito Chapter and NMTD's Manuelito VIC create the Community job partnership for Native Youth in challenging activities and meaning experiences in the workforce environment. These activities may include academic, artistic, and athletic performances to encourage and prepare for the whole and healthy lives capable of contributing to and caring for members of their family, community, tribe and nation through traditional teaching and values. The Community Job Partnership has worked effectively for Native Youth in the community for close to 13 years.

Destination Forward Grant (DFG):

The purpose of the Destination Forward Grant Program is to support the development and implementation of tourism infrastructure projects throughout New Mexico. The Destination Forward Grant (DFG) is a competitive grant that supports the long-term destination development and rejuvenation of community-based, sustainable tourism infrastructure projects across New Mexico. It is critical that the state focus on improving tourism-related assets by investing infrastructure that our visitors and residents enjoy. The DFG helps to empower New Mexican communities to become viable, welcoming, and high-quality destinations, as well as to enhance existing destinations, for tourism.

After a successful implementation of the Destination Forward Grant Program in FY24, TD continues to dedicate support to tourism infrastructure projects throughout the state of New Mexico. Unfortunately, TD received only one application from a tribal entity for the DFG in FY25. As a result, TD attempted to focus its outreach efforts on expanding tribal partners and establishing better lines of communication with nations, pueblos and tribes. The Department is now fortunate enough to announce its continued partnership with Picuris Pueblo and welcome new partner Jemez Community Development Corporation – Jemez Adventure Park in FY26.

Picuris Pueblo was a recipient of the Rural Pathway Tourism grant in FY23. The Rural Pathway Program (RPP) began in FY22 as a tourism incubator and infrastructure grant program. RPP has since been become the Destination Forward Grant Program, strictly focused on tourism infrastructure projects. Building off the RPP grant from FY23, Picuris will continue renovations to the Pueblo's Museum and Interpretive Center.

New Mexico Clean and Beautiful:

The purpose of the New Mexico "Litter Control and Beautification Act, "NMSA 1978, § 67-16-1 et seq., is to accomplish litter control by granting authority to the Department to eliminate

litter from the state of the maximum practical extent. The Department's Clean and Beautiful Grant Program funds throughout the state to fulfill program goals and objectives that promote citizen engagement, further beautification and waste diversion efforts keeping New Mexico a clean and beautiful place to live, work and play.

The Clean and Beautiful grant program funds projects and initiatives that contribute to the below established goals:

- Litter Eradication
- Improve Recycling
- Beautify Communities
- Empower Youth

In Fiscal Year 2025, \$1 million in grant funds were awarded to 67 communities throughout New Mexico, including Pueblo of Pojoaque. At 71 partners for Fiscal Year 2026 with \$1.25 million in grant funding, this is a record increase for the Clean and Beautiful Program. NMTD is pleased to announce that the Pueblos of Acoma, Pojoaque, and Santo Domingo are partners in FY26.

Tourism Event Growth & Sustainability (TEGS):

The TEGS program provides technical assistance, marketing, and sponsorship to qualified tourism events within New Mexico to support their growth and sustainability. We aim to help events drive out-of-state visitation, drive in-state travel resulting in overnight stays, and provide an experience aligned with the New Mexico True brand promise.

TEGS offers three options for support:

- **ACCELERATOR** – Builds and improves events to prepare them for sponsorship. Technical assistance offering recommendations for improvement may include an Online Discoverability audit assessing the event's web and social presence, as well as an onsite audit assessing on-the-ground operations. Upon successful completion of the audit process, the event may receive up to \$5,000 in reimbursement-based funding to execute approved deliverables.
- **TEGS COOPERATIVE MARKETING** - Secures marketing and advertising for events through a 2:1 matching investment marketing program. Awarded events select from a media menu up to an award amount of \$10,000.
- **SPONSORSHIP** – Provides up to \$50,000 in sponsorship from NMTD, based on event size, and provides the opportunity to co-brand event with New Mexico True.

Through the TEGS Program, NMTD continued its work with tribal partners including the Lightning Boy Foundation, Indian Pueblo Cultural Center, Authentic Native Arts Association, Inc., Gathering of Nations, and Southwestern Association for Indian Arts in FY26.

Route 66 Centennial Grant Program

The Route 66 Centennial grant program aims to provide communities along historic Route 66 support for programs related to consumer experiences, events, and infrastructure and destination enhancements. An overarching goal is to ensure that New Mexico Route 66 projects dovetail effectively with the National Route 66 Commission to provide consistency with national goals while still tailoring efforts to local communities. Gathering of Nations, the largest pow-wow in the United States and North America, held annually was a Route 66 Centennial Grant Recipient FY 25.

NEW MEXICO MAGAZINE

The award-winning magazine, in partnership with the New Mexico Tourism Department and founded in 1923, *New Mexico Magazine* reigns as the longest-tenured state magazine in the United States, while ranking as the third-largest state-owned publication in circulation. At *New Mexico Magazine*, we work diligently to bring respectful attention to New Mexico's cultural heritage. We do not devote an issue to Native culture but strive to integrate it into every issue. Part of that coverage included a special 8-page pull-out featuring the Gallup Inter-Tribal Indian Ceremonial in our August issue. We have also found numerous other ways to cover we found numerous ways to cover Indigenous people and communities over the past fiscal year:

Native Indigenous Stories – New Mexico Magazine

July 2024

- Dig Deep into Zuni Farming Traditions,
<https://www.newmexicomagazine.org/blog/post/zuni-gardening-traditions>
- Five Things to Do This Weekend: Desert Storries @ IPCC,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-july-19-21/>
- Five Things to Do This Weekend: Taos Powwow,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-july-12-14/>

August 2024

- Gallup Inter-Tribal Indian Ceremonial,
<https://www.newmexicomagazine.org/blog/post/datebook-august-2024>
- Michael Naranjo's Visionary Touch,
[Michael Naranjo's 80th Birthday Exhibition at Nedra Matteucci Galleries in Santa Fe](https://www.newmexicomagazine.org/blog/post/michael-naranjo-80th-birthday-exhibition-at-nedra-matteucci-galleries-in-santa-fe)

- Exploring Indian Market and Beyond,
<https://www.newmexicomagazine.org/blog/post/santa-fe-indian-market-events/?preview=true&guid=8a3182f7-31c4-4cf3-a927-fc620c4683a3>
- The Sky's the Limit at Acoma Pueblo,
<https://www.newmexicomagazine.org/blog/post/acoma-pueblo-sky-city/>
- Take an Immersive Culture Tour,
<https://www.newmexicomagazine.org/blog/post/new-mexico-cultural-tours/>
- Venture into the Bisti Badlands,
<https://www.newmexicomagazine.org/blog/post/bisti-badlands-navajo-tours-usa/>
- Try These Four Essential Art Tours,
<https://www.newmexicomagazine.org/blog/post/new-mexico-art-experiences/>
- Time Travel with Historical Tours,
<https://www.newmexicomagazine.org/blog/post/new-mexico-history-tours/>
- Five Things to Do This Weekend: IAIA,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-august-16-18/>
- Five Things to Do This Weekend: Indian Market +,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-august-16-18/>
- Five Things to Do This Weekend: Pueblo Revolt at SF Playhouse,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-august-16-18/>
- Five Things to Do This Weekend: Hunter: Selections from the Personal Collections of Tony Abeyta,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-august-9-11/>
- Five Things to Do This Weekend: Gallup Inter-Tribal Indian Ceremonial,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-august-2-4/>

September 2024

- Chip Thomas Honors the People with Art, [Jetsonorama Honors Diné People in Albuquerque Museum Exhibition](#)
- Uncover Farmington's Arts Scene, <https://www.newmexicomagazine.org/blog/post/farmington-arts-culture-scene/>
- New Mexico Sets Western Style Trends, <https://www.newmexicomagazine.org/blog/post/new-mexico-western-fashion/>
- Modernize Your Western Fit, <https://www.newmexicomagazine.org/blog/post/western-wear-accessories/>
- Dante Biss-Grayson Shows His Range, <https://www.newmexicomagazine.org/blog/post/indigenous-designer-dante-biss-grayson/?preview=true&guid=92762da7-1be3-4f2e-8d09-b3aceecd5def>
- Native Designers Redefine Western Chic, <https://www.newmexicomagazine.org/blog/post/carrie-wood-loren-aragon-fashion/>
- Five Things to Do This Weekend: Digital Spirit Dancers: Inter-Tribal Holographic Installation, <https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-september-13-15/>
- Five Things to Do This Weekend: Totah Festival, <https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-august-30-september-2/>

October 2024

- Five Things to Do This Weekend: Broken Boxes: A Decade of Art, Action, and Dialogue, <https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-november-1-3/>
- Five Things to Do This Weekend: Crownpoint Rug Auction, <https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-november-1-3/>
- Five Things to Do This Weekend: Fiesta of Cultures, <https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-october-18-20/>
- Five Things to Do This Weekend: Fall Fiesta,

<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-october-11-13/>

- Five Things to Do This Weekend: IPCC,
<https://www.newmexicomagazine.org/blog/post/five-things-to-do-this-weekend-october-11-13/>

November 2024

- Meet Ashley Browning: The Producer,
<https://www.newmexicomagazine.org/blog/post/ashley-browning-native-culture-art-film/?preview=true&guid=a2a00116-1fef-4562-ac11-416fc7a00c8e>
- Meet Jojo Jackson: The One to Watch,
[Meet Jojo Jackson: The One to Watch](#)
- Meet Angelique Midthunder,
<https://www.newmexicomagazine.org/blog/post/new-mexico-film-angelique-midthunder/>
- Camel Rock Studios Sets The Stage,
[Indigenous-Owned Camel Rock Studios Transforms New Mexico's Film Scene](#)
- Star Wars Meets Indigenous Art,
[Reclaim Designs Fuses Indigenous Culture with Star Wars Mythology](#)
- Native Lab Amplifies Indigenous Voices,
[Indigenous Voices Script New Narratives at Sundance Institute's Native Lab](#)
- Doubling Down At New Mexico's Casinos,
[Explore New Mexico's Casino Resorts for a Blend of Culture, Adventure, and Relaxation](#)
- Meet Gary Farmer: The Independent Voice,
[Meet Gary Farmer: A Legend in Indigenous Cinema](#)
- Lights, Camera, New Mexico,
[Dive in to New Mexico's Thriving Film Industry](#)

- Blue Corn State of Mind,
<https://www.newmexicomagazine.org/blog/post/new-mexico-blue-corn/>
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State-Tribal Consultation, Collaboration and Communication Policy

Section I. Background

- A. In 2003, the Governor of the State of New Mexico and 21 of the 22 Indian Tribes, Nations and Pueblos of New Mexico adopted the 2003 Statement of Policy and Process (Statement), to "establish and promote a relationship of cooperation, coordination, open communication and good will, and [to] work in good faith to amicably and fairly resolve issueB and differences." The Statement directs State agencies to interact with the Tribal governments and provides that such interaction "shall be based on a government-to- government relationship" aimed at furthering the purposes of meaningful government-to- government consultation.
- B. In 2005, Governor Bill Richardson issued Executive Order 2005-004 mandating that the Executive State agencies adopt pilot tribal consultation plans with the input of the 22 New Mexico Tribes.
- C. In 2007, Governor Bill Richardson issued the Goals of the "Promoting and Growing New Mexico, Performance and Accountability Contract". This document identified the process New Mexico is taking toward competitiveness in the regional, national and global economies. This process includes attracting high-skill wage industries, cutting taxes, investing in innovation, providing access to capital and investing infrastructure. The four goals for promoting and growing New Mexico include:
 - a. Goal 1.Improve New Mexico's Economic Base and Expand Targeted Industries
 - b. Goal 2.Strategically Invest in the Workforce and Infrastructure to Support Economic Growth
 - c. Goal 3. Expand Domestic and International Tourism

- d. Goal 4. Develop and Promote Media Arts and Cultural Assets
- D. Several Executive Agencies were identified as the lead agencies to accomplish the Promoting and Growing New Mexico initiative. These agencies are: Department of Cultural Affairs, Department of Transportation, Tourism Department, Department of Workforce Solutions, Economic Development Department, and the State Investment Council.
- E. On March 19, 2009, Governor Bill Richardson signed SB 196, the State Tribal Collaboration Act (hereinafter "STCA") into law. The STCA reflects a statutory commitment of the state to work with Tribes on a government-to-government basis. The STCA establishes in state statute the intergovernmental relationship through several interdependent components and provides a consistent approach through which the State and Tribes can work to better collaborate and communicate on issues of mutual concern.
- F. In Fall 2009, the Agencies charged with the Promote and Grow New Mexico initiative met with representatives from the Tribes to develop an overarching Policy that, pursuant to the STCA:
 - a. Promotes effective collaboration and communication between the Agency and Tribes;
 - b. Promotes positive government-to-government relations between the State and Tribes;
 - c. Promotes cultural competence in providing effective services to American Indians/Alaska Natives; and
 - d. Establishes a method for notifying employees of the Agency of the provisions of the STC and the Policy that the Agency adopts.
 - e. The Policy meets the intent of the STCA and defines the Agency's commitment to collaborate and communicate with Tribes.

Section II. Purpose

Through this Policy, the Agency will seek to foster and facilitate positive government-to government relations between the Agency and the federally recognized Indian Nations, Tribes or Pueblos located wholly or partially within the boundaries of New Mexico, hereinafter referred to as "Tribes". The purpose of the Policy is to develop, improve, or maintain partnerships with Tribes by using agreed-upon processes when the Agency develops, changes or implements policies, programs or services that directly affect Tribes.

Section III. Principles

- A. Confidentiality - The Agency will protect and exhibit a high degree of respect and sensitivity regarding confidential information provided by Tribal Governments and staff, and shall ensure confidentiality to the extent provided by State and Federal law.
- B. Recognize and Respect Sovereignty - The State and Tribes are sovereign governments. The recognition and respect of sovereignty is the basis for government-to-government relations and this Policy. Sovereignty must be respected and recognized in government-to- government consultation and collaboration between the Agency and Tribes. The Agency recognizes and acknowledges the trust responsibility of the Federal Government to federally-recognized Tribes.

- C. Government-to-Government Relations - The Agency recognizes the importance of collaboration, communication and cooperation with Tribes. The Agency further recognizes that Agency policies, programs and/or services may directly or indirectly affect Tribes. Accordingly, the Agency recognizes the value of dialogue between Tribes and the Agency with specific regard to those policies, programs and/or services.
- D. Efficiently Addressing Tribal Issues and Concerns - The Agency recognizes the value of Tribes' input regarding Agency policies, programs and/or services. Thus, it is important that Tribes' interests are reviewed and considered by the Agency in its policy, program and/or service development process.
- E. Collaboration and Mutual Resolution - The Agency recognizes that good faith, mutual respect, and trust are fundamental to meaningful collaboration and communication policies. As they arise, the Agency shall strive to address and mutually resolve concerns with impacted Tribes.
- F. Communication and Positive Relations -The Agency shall strive to promote positive government-to-government relations with Tribes by: (1) interacting with Tribes in a spirit of mutual respect; (2) seeking to understand the varying Tribes' perspectives; (3) facilitating communication, understanding and appropriate dispute resolution with Tribes; and (4) working through the government-to-government process towards a shared vision in areas of mutual interest.
- G. Informal Communication - The Agency recognizes that formal consultation may not be required in all situations or interactions. The Agency may seek to communicate with and/or respond to Tribes outside the consultation process. These communications do not negate the authority of the Agency and Tribes to pursue formal consultation.
- H. Economic Development Access - Providing the opportunity for economic development is a real need in the Native American communities and these communities often do not have the capacity to address this unmet need. Therefore, the Agency will inform the tribes of opportunities related to Economic Development and will provide resources and assistance to enhance the development of the tribal communities. For example, Infrastructure related to Transportation, Water and Wastewater, Solid Waste Systems, etc.

Section IV. Protocol

When working with tribal governments it is important to understand the unique relationship between American Indians and the United States government. It is a political relationship- not race based. Under both federal and common law, Native American tribes are sovereign governments with recognized powers of self-government. The status of tribes as governments means that tribes possess the inherent right to develop their own forms of government, to determine their own citizenship and to make their own laws, civil and criminal, and to be governed by them in their own judicial systems. New Mexico is home to 22 federally recognized Indian Nations, Tribes and Pueblos-each with its own history, culture, and language. Thus, it is important not to assume that one tribe or one leader speaks for all.

The Agency recognizes the unique sovereign status of the 22 Indian Nations, Tribes and Pueblos within the state. To promote effective communication and collaboration between the Agency and Tribes relating

to this Policy, the Agency shall endeavor to understand the protocols for interacting with each Indian Nation, Tribe or Pueblo. As protocol relationships are developed, they will be incorporated herein as attachments.

Section V. Definitions

A. The following definitions shall apply to this Policy:

1. American Indian/Alaska Native - Pursuant the STCA, this means:
 - i. Individuals who are members of any federally recognized Indian tribe, nation or pueblo;
 - ii. Individuals who would meet the definition of "Indian" pursuant to 18 USC 1153; or
 - iii. Individuals who have been deemed eligible for services and programs provided to American Indians and Alaska Natives by the United States public health service, the bureau of Indian affairs or other federal programs.
2. Collaboration - Collaboration is a recursive process in which two or more parties work together to achieve a common set of goals. Collaboration may occur between the Agency and Tribes, their respective agencies or departments, and may involve Indian organizations, if needed. Collaboration is the timely communication and joint effort that lays the groundwork for mutually beneficial relations, including identifying issues and problems, generating improvements and solutions, and providing follow-up as needed.
3. Communication - Verbal, electronic or written exchange of information between the Agency and Tribes.
4. Consensus - Consensus serves as a decision-making method for reaching agreement through a participatory process that:
 - i. involves the Agency and Tribes through their official representatives; (b) actively solicits input and participation by the Agency and Tribes; and (c) encourages cooperation in reaching agreement on the best possible decision for those affected.
 - ii. The Agency shall endeavor to conduct deliberations with Tribes in good faith and in accordance with the processes outlined in this Policy. Within this process it is understood that consensus, while a goal, may not always be achieved.
5. Consultation - Consultation operates as an enhanced form of communication that emphasizes trust and respect. It is a shared responsibility that allows an open and free exchange of information and opinion among parties that, in turn, may lead to mutual understanding and comprehension. Consultation with Tribes is uniquely a government-to-government process with two main goals:
 - i. to reach consensus in decision-making; and
 - ii. whether or not consensus is reached, to afford any party the opportunity to issue a dissenting opinion for the record, and more importantly to have honored each other's sovereignty.

6. Cultural Competence - Refers to an ability to interact effectively with people of different cultures. Cultural competence comprises four components:
 - i. awareness of one's own cultural worldview;
 - ii. appreciation of cultural differences;
 - iii. knowledge of different cultural practices and worldviews; and
 - iv. honing cross-cultural skills. Developing cultural competence improves one's ability to understand, communicate with, and effectively interact with people across cultures.
7. Culturally Relevant- Describes a condition where programs or services are provided according to the clients' cultural backgrounds.
8. Environmental resources - Environmental media listed in the Environment Improvement Act, NMSA, 1978, Section 74-1-1 et seq.
9. Government-to-Government - Describes the relationship between the State, Tribes and the Federal government.
10. Indian Organizations -Organizations, predominantly operated by American Indians/Alaska Natives, that represent or provide services to American Indians and/or Alaska Natives living on and/or off tribal lands and/or in urban areas.
11. Internal Agency Operation Exemption - Refers to certain internal agency operations and processes not subject to this Policy. The Agency has the authority and discretion to determine what internal operations and processes are exempt from this Policy.
12. Internal Tribal Government Operations Exemption - Refers to certain internal tribal government operations not subject to this Policy. Each Tribe has the authority and discretion to determine what internal operations and processes are exempt from this Policy.
13. Linguistic Competency - Refers to one's capacity to communicate effectively and convey information in a manner that is easily understood by culturally diverse audiences.
14. Participation - Describes an ongoing activity that allows interested parties to engage one another through negotiation, compromise and problem solving to reach a desired outcome.
15. Tribal Advisory Body - A duly appointed group of individuals established and organized to provide advice and recommendations on matters relative to Agency policies, programs and services.
16. Tribal Government - The governing structure of a sovereign, federally recognized government of an Indian Nation, Tribe, or Pueblo, within the United States.
17. Tribal Implications - Refers to State legislation, regulations and other policy statements or actions that have substantial direct effects on American Indians/Alaska Natives, Tribes, or on the relationship between the State and Tribes.
18. State Agency Tribal Liaison - Refers to an individual designated by the Agency, who reports directly to the Office of the Secretary or to the Head of the Agency, to:
 - i. Assist with developing and ensuring the implementation of this Policy;

- ii. Serve as a contact person responsible for maintaining ongoing communication between the Agency and affected Tribes; and
 - iii. Ensure that training is provided to staff of the Agency as set forth in Subsection B of Section 4 of the STCA.
- 19. Tribal Officials - Elected or duly appointed officials of Tribes or authorized intertribal organizations.
- 20. Tribes - Means any federally recognized Indian Nation, Tribe or Pueblo located wholly or partially within the boundaries of the State of New Mexico.
- 21. Work Groups - Formal advisory bodies and task forces established through joint effort by the Agency and Tribes. Work Groups can be established to address or develop more technical aspects of policies or programs separate or in conjunction with the formal consultation process. Work groups shall, to the extent possible, consist of members from the Agency and participating Tribes.

Section VI. General Provisions

- A. Collaboration and Communication – To promote effective collaboration and communication between the Agency and Tribes relating to this Policy, and to promote cultural competence, the Agency will utilize, as appropriate: Tribal Liaisons, Tribal Advisory Bodies, Work Groups and Informal Communication.
 - 1. The Role of Tribal Liaisons.
 - i. To promote State-Tribe interactions, enhance communication and resolve potential issues concerning the delivery of Agency services to Americans Indians/Alaska Natives, Tribal Liaisons will work with Tribal Officials and Agency staff and their programs to develop policies or implement program changes.
 - ii. Tribal Liaisons communicate with Tribal Officials through both formal and informal methods of communication to assess:
 - a. Issues or areas of tribal interest relating to the Agency's policies, programs and/or services; and
 - b. Tribal interest in pursuing collaborative or cooperative opportunities with the Agency; and
 - c. The Agency's promotion of cultural competence in its development or maintenance of policies, programs and/or services.
 - 2. The Role of Tribal Advisory Bodies. The Agency may solicit advice and recommendations from duly appointed advisory organizations or committees to collaborate with Tribes in matters of policy development prior to engaging in consultation, as contained in this Policy. The Agency may convene such advisory organizations/committees to provide advice and recommendations on departmental policies, programs and/or service matters that have tribal impacts. Input derived from such activities is not defined as this Policy's consultation process.

3. The Role of Work Groups. The Agency Head, in consultation with recognized Tribal officials, may appoint an agency-tribal work group to develop recommendations and provide input on Agency policies, programs and/or services as they might impact Tribes and American Indians/Alaska Natives. The Agency or the Work Group may develop procedures for the organization and implementation of work group functions. (e.g., the sample set of procedures at Attachment A)
4. Informal Communication.
 - i. Informal Communication with Tribes. The Agency recognizes that consultation meetings may not be required in all situations or interactions involving State-Tribal relations. The Agency recognizes that Tribal Officials may communicate with appropriate Agency employees outside the consultation process, including with Tribal Liaisons and Program Managers, in order to ensure programs and services are delivered to their constituents. While less formal mechanisms of communication may be more effective at times, this does not negate the Agency's or the Tribe's ability to pursue formal consultation on a particular issue or policy.
 - ii. Informal Communication with Indian Organizations. The State-Tribal relationship is based on a government-to-government relationship. However, Indian organizations, such as those representing or providing services to urban and/or off-reservation American Indians/Alaska Natives, serve to benefit and assist the State, as well. Through this Policy, the Agency recognizes that it may solicit recommendations or otherwise collaborate and communicate with these organizations.
5. Consultation. Consultation shall be between the Cabinet Secretary/Agency Head and Tribal Officials or their delegated representatives who possess authority to negotiate on their behalf.
 - i. Applicability - Tribal consultation is most effective and meaningful when conducted before taking action that impacts Tribes and American Indians/Alaska Natives. The Agency acknowledges that a best case scenario may not always exist, and that the Agency and Tribes may not have sufficient time or resources to fully consult on a relevant issue. If a process appropriate for consultation has not already begun. Through this Policy, the Agency seeks to initiate consultation as soon as possible thereafter. (Refer to applicable "Protocol" agreement)
 - ii. Focus -The principle focus for government-to-government consultation is with Tribes through their Tribal Officials. Nothing herein shall restrict or prohibit the ability or willingness of Tribal Officials and the Agency Head to meet directly on matters that require direct consultation. The Agency recognizes that the principle of intergovernmental collaboration, communication and cooperation is a first step in government-to-government consultation, and is in accordance with the STCA.
 - iii. Areas of Consultation -The Agency, through reviewing proposed plans, policies, rules, or other pending and proposed programmatic actions, recognizes the need

to assess whether such actions may impact American Indians/Alaska Natives and/or Tribes, as well as whether consultation should be implemented prior to making its decision or implementing its action. To such ends, the Agency strives to notify relevant Tribal Officials and pursue government-to-government consultation, provided that Tribal Officials also have the discretion to decide whether to pursue and/or engage in the consultation process.

6. Initiation - Written notification requesting consultation by an Agency or Tribe shall serve to initiate the consultation process. Written notification, at the very least, should:
 - i. Identify the proposed action to be consulted upon.
 - ii. Identify personnel who are authorized to consult on behalf of the Agency or Tribe.
7. Process - The Agency, in order to engage in consultation, may utilize duly-appointed work groups, as set forth in the previous section, or otherwise the Agency Head or a duly-appointed representative may meet directly with Tribal Officials, or set forth other means of consulting with impacted Tribes as the situation warrants.
 - i. Consultation will be between the Agency Head and Tribal Officials or their delegated representatives with authority to negotiate on their behalf.
 - ii. The Agency will make a good faith effort to invite for consultation all perceived impacted Tribes.
8. Limitations on Consultation.
 - i. This Policy will not diminish any administrative or legal remedies otherwise available by law to the Agency or Tribe.
 - ii. The Policy does not prevent the Agency and Tribes from entering into Memoranda of Understanding, Intergovernmental Agreements, Joint Powers Agreements, professional service contracts, or other established administrative procedures and practices mandated by Federal, State or Tribal laws or regulations.
 - iii. The Agency retains the final decision-making authority with respect to actions undertaken by the Agency and within Agency jurisdiction. In no way should this Policy impede the Agency's ability to manage its operations.
 - iv. Consultation with the Tribes is uniquely a government-to-government process with two main goals: (a) to reach consensus in decision-making; and (b) whether or not consensus is reached, to afford any party the opportunity to issue a dissenting opinion for the record, and more importantly to have honored each other's sovereignty.

Section VI. Dissemination of Policy

Upon adoption of this Policy, the Agency shall determine the appropriate method to distribute the Policy to all its employees.

Section VII. Amendments and Review of Policy

The Agency will meet periodically with Tribes to evaluate the effectiveness of this Policy, including the Agency's promotion of cultural competence. This Policy is a working document and may be revised as needed

Section VIII. Effective Date

This Policy shall become effective upon the date signed by the Department Secretary or the Agency Head.

Section IX. Sovereign Immunity

The Policy shall not be construed to waive the sovereign immunity of the State of New Mexico or any Tribe, or to create a right of action by or against the State of New Mexico or a Tribe, or any State or Tribal official, for failing to comply with this Policy

Section XI. Closing Statement/ Signatures

The Tourism Department hereby adopts the State-Tribal Consultation, Collaboration and Communication Policy

Lancing Adams

Lancing Adams

Acting Cabinet Secretary Tourism Department

Date: 3/17/25

ATTACHMENT A

Sample Procedures for State-Tribal Work Groups

DISCLAIMER: The following illustration serves only as sample procedures for State-Tribal Work Groups. The inclusion of this Attachment does not mandate the adoption of these procedures by a work group. Whether these, or alternative procedures, are adopted remains the sole discretion of the Agency Head and/or as duly delegated to the Work Group.

- A. Membership - The Work Group should be composed of members duly appointed by the Agency and as appropriate, participating Tribes, for specified purpose(s) set forth upon the Work Group's conception. Continued membership and replacements to Work Group participants may be subject to protocol developed by the Work Group, or otherwise by the designating authority or authorities.
- B. Operating Responsibility - The Work Group should determine lines of authority, responsibilities, definition of issues, delineation of negotiable and non-negotiable points, and the scope of recommendations it is to disseminate to the Agency and Tribes to review, if such matters have not been established by the delegating authority or authorities.
- C. Meeting Notices - Written notices announcing meetings should identify the purpose or agenda, the Work Group, operating responsibility, time frame and other relevant tasks. All meetings should be open and publicized by the respective Agency and Tribal offices.
- D. Work Group Procedures - The Work Group may establish procedures to govern meetings. Such procedures can include, but are not limited to:
 - 1. Selecting Tribal and Agency co-chairs to serve as representatives and lead coordinators, and to monitor whether the State-Tribal Consultation, Collaboration and Communication Policy is followed;
 - 2. Defining roles and responsibilities of individual Work Group members;
 - 3. Defining the process for decision-making;
 - 4. Drafting and dissemination of final Work Group products;
 - 5. Defining appropriate timelines; and
 - 6. Attending and calling to order Work Group meetings.
- E. Work Group Products - Once the Work Group has created its final draft recommendations, the Work Group should establish a process that serves to facilitate implementation or justify additional consultation. Included in its process, the Work Group should recognize the following:
 - 1. Distribution - The draft recommendation is subjected for review and comment by the Agency, through its Agency Head, Tribal Liaison, and/or other delegated representatives, and participating Tribes, through their Tribal Officials.
 - 2. Comment - The Agency and participating Tribes are encouraged to return comments in a timely fashion to the Work Group, which will then meet to discuss the comments and determine the next course of action. For example:

- i. If the Work Group considers the policy to be substantially complete as written, the Work Group can forward the proposed policy to the Agency and participating Tribes for finalization.
 - ii. If based on the comments, the Work Group determines that the policy should be rewritten, it can reinitiate the consultation process to redraft the policy.
 - iii. If the Agency and participating Tribes accept the policy as is, the Work Group can accomplish the final processing of the policy.
- F. Implementation - Once the collaboration or consultation process is complete and the Agency and Tribes have participated in, or have been provided the opportunity to participate in, the review of the Work Group's draft recommendations, the Work Group may finalize its recommendations. The Work Group co-chairs should distribute the Work Group's final recommendations to the Agency, through its delegated representatives, and participating Tribal Officials. The Work Group should record with its final recommendation any contrary comments, disagreements and/or dissent, and whether its final recommendation be to facilitate implementation or pursue additional consultation.
- G. Evaluation - At the conclusion of the Work Group collaboration or consultation process, Work Group participants should evaluate the work group collaboration or consultation process. This evaluation should be intended to demonstrate and assess cultural competence of the Agency, the Work Group, and/or the process itself. The evaluation should aid in measuring outcomes and making recommendations for improving future work group collaboration or consultation processes. The results should be shared with the Agency, through its delegated representatives, and participating Tribal Officials.