



**Performance Plan  
Fiscal Year 2016-17  
as of November 1, 2015**

# History Colorado Performance Plan Fiscal Year 2016-17

## Introduction

Established in 1879, the Colorado Historical Society (the “Society” or “History Colorado”) is an agency under the Colorado Department of Higher Education and an “institution of higher education” in the State of Colorado. The Society is also a 501(c)(3) non-profit entity under Federal tax law. History Colorado is the State agency entrusted with preserving the stories, places and material culture that document the State’s history for the benefit of our citizens (CRS 24-80-401 et seq.).

Our resources include:

- A world-class historical collection of artifacts, photographs, manuscripts, archival materials.
- Seven Community Museums located throughout the State.
- Historic sites and State monuments.
- A state-of-the-art facility in the History Colorado Center in Denver featuring museum exhibits, programs, services and lifelong learning for the benefit of Colorado residents, tourists, students, teachers, and researchers.
- Services related to preservation, archeology and history.
- Through the State Historical Fund, a nationally renowned historic preservation grants program that provides grant funding to preserve our State’s heritage.
- Financial support in the form of gaming tax revenues, capital construction and maintenance monies, grant funding, and earned revenues from admissions, donations, memberships, facility rentals and other sources.
- A talented and caring staff dedicated to the success of the Society’s mission.



Through its network of Community Museums, educational programs and exhibitions, its publications and online resources, the Office of Archaeology and Historic Preservation, the Stephen H. Hart Library and Research Center, and State Historical Fund grants program, History Colorado provides an array of services to the public and generates economic stimulus to local communities throughout the State.

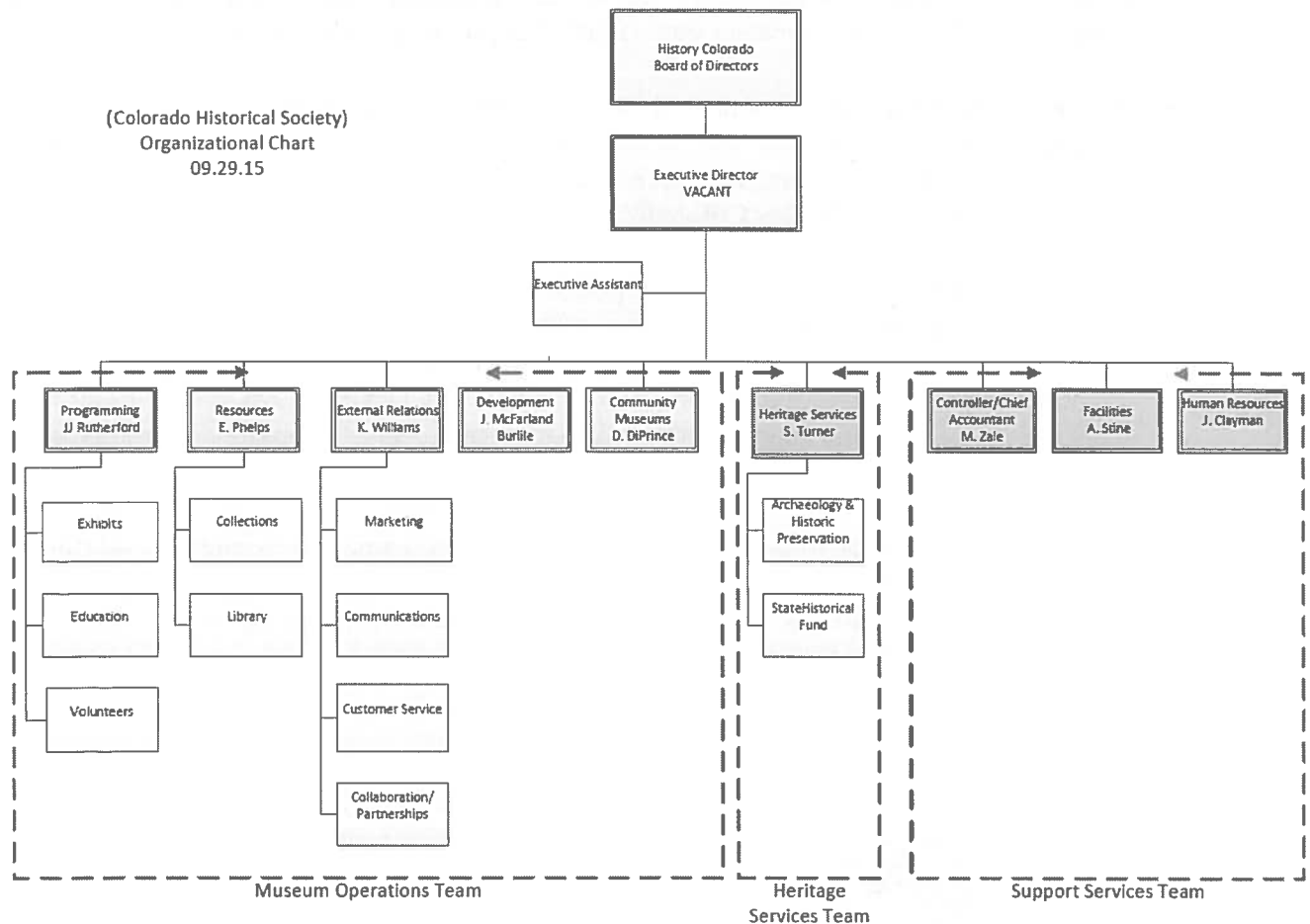
## **History Colorado Mission Statement**

*History Colorado inspires generations to find wonder and meaning in our past and to engage in creating a better Colorado.*

## **History Colorado Vision Statement**

*History Colorado’s vision is to serve Coloradans and enrich Colorado communities Statewide by providing education; promoting preservation and stewardship of its history; connecting places, people and their stories with audiences in meaningful ways; and providing long-term sustainability of its operations through smart planning, sound business practices and a diversified financial structure.*

## Department Description and Agency Structure



The position of **Executive Director** is responsible for the overall administration of the Agency and for implementing the strategic plan and other policies established by the Board of Directors. The Executive Director addresses priority resource management issues based on State, Federal and local policies and serves as liaison to the Board of Directors.

The **Museum Operations Team** is comprised of the following departmental groups working in very close collaboration with one another:

- **Programming** is comprised of exhibits, education, and volunteers. This group is charged with developing and maintaining effective and engaging exhibits, conducting formative and summative audience evaluation, and providing exhibit design, fabrication and installation services for the Agency. The group provides educational programs for History Colorado's audiences, including schoolchildren, educators, Colorado residents, and tourists. Education programs take place at History Colorado properties throughout the State. In partnership with the Colorado Department of Education, institutions of higher education, school districts and social studies education organizations, the programming group develops and delivers outreach

programs through live facilitated experiences, on-line programs, and special place-based learning programs for at-risk youth. The Programming group also provides professional development opportunities, classroom resources for educators throughout the State, and coordinates History Colorado's volunteer force, comprised of 423 volunteers contributing approximately 33,900 hours in FY 2014-15 (a monetary equivalent of approximately \$850,000).

- **The Resources Group** is comprised of collections and library services and is responsible for History Colorado's vast collection of historic artifacts and the operation and maintenance of the Stephen H. Hart Library and Research Center. The Library and Research Center serves as the major public portal to History Colorado's collection.
- **External Relations** is responsible for public awareness and communications, including brand development, public research, website management and development, public and media relations, publications, membership, guest services, partnerships and collaborative programs. Through these programs, and working closely with the Development group, External Relations works to increase public support and participation in History Colorado's programs, services, and products.
- **Development** engages in activities that cultivate, maintain, and strengthen relationships with individuals and organizations that provide donations and other philanthropic support to the Society and its constituents. Donations and endowments to History Colorado support funding for its museums and other historic locations, exhibit development, educational programs, community outreach and other specific purposes that may be provided by the Agency.
- The **Community Museums** group provides management and oversight of History Colorado's museum facilities and programs at locations other than the History Colorado Center in Denver. This includes program management, public awareness and promotion, administration of events and rentals, merchandising and oversight of the physical facilities. Community properties extend to most areas of the State, including several Denver-metro locations in addition to the History Colorado Center, Pueblo, Trinidad, Fort Garland, Leadville, Montrose and the Platteville area.

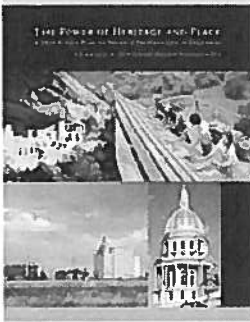


- **Heritage Services** is comprised of two groups:

**Office of Archaeology and Historic Preservation (OAHP)**

documents, studies, and protects Colorado's historic places, fulfilling statutory responsibilities assigned to the State Archaeologist and the State Historic Preservation Officer, in order to heighten awareness and raise public appreciation for these cultural resources. Through publications, data searches, and websites, the group provides current and accurate information for planning, research, and educational purposes, including information on sites, projects, procedures, and a variety of archaeological and architectural topics. The group consults with Federal and State agencies regarding the effects of their actions on historic properties, reviews rehabilitation tax credit projects, instructs and certifies local preservation commissions, and administers the annual Historic Preservation Fund Federal grant to the State Historic Preservation Officer. OAHP also oversees the development of the statewide historic preservation plan articulating 5-year goals for





the preservation community, the survey and identification of Historic Sites, and the designation of such sites to the State Register of Historic Properties and the National Register of Historic Places. The State Archaeologist encourages study of the State’s archaeological resources through various methods including educational programs such as the Program for Avocational Archaeology Certification (PAAC), permits for archaeological and paleontological work on State lands, and coordination of responses to discoveries of unmarked human graves.

Workload Indicators	FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Estimates	FY 16-17 Estimates
Number of archaeology and paleontology permits issued.	108	120	110	115	115
Number of site forms and survey documents processed for archaeological and Historic Sites.	8,952	8,538	10,098	4,000	4,000
OAHF Public Outreach	86	84	120	120	120
Number of Certified Local Governments.	51	51	52	54	54

**The State Historical Fund (SHF)** was created by Colorado voters through the passage of the 1990 constitutional amendment that legalized limited stakes gaming in Black Hawk, Central City, and Cripple Creek. Under that amendment, Colorado tax revenue generated by gaming activity is used for historic preservation efforts around the State. Subsequent legislation placed these funds under the supervision of History Colorado, which administers the SHF program in collaboration with OAHF. In 1993, the SHF awarded its first grant and, since then, hundreds of Colorado’s treasures have been saved for future generations. The SHF group conducts grant application workshops, provides direct on-site advice and guidance to grant applicants, reviews draft applications, administers the application process, and provides public relations services to grant recipients. Once a grant has been awarded, this group oversees the issuance of award contracts, conducts performance reviews and audits of all funded projects, provides on-site advice and guidance, and negotiates changes to scopes of work and budgets as necessary.

Workload Indicators	FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Estimates	FY 16-17 Estimates
The number of State Historical Fund Grants and dollar amount funded by year	134 for \$6,618,182	139 for \$9,083,188	115 for \$8,596,652	130 for \$8,000,000	150 for \$8,500,000

The **Support Services Team** provides administrative and technical support to the other elements of the organization:

- **Finance & Accounting** is responsible for the overall the preparation and management of accounts, budgets, payroll contracts, inventory, business analysis, and planning. This group works closely with all other teams as stewards of State financial resources and is responsible for compliance with State Fiscal Rules, procedures, legal requirements, and financial audits. Finance and Accounting also interfaces with the Department of Higher Education, the Office of Information Technology, the State Controller’s Office, the Office of State Planning and Budgeting (OSPB) and is the Agency’s legislative liaison with the Capital Development and Joint Budget Committees of the General Assembly.

- **Facilities** provides stewardship for History Colorado’s properties throughout the State, including asset management planning, maintenance, historic preservation, remodeling, stewardship, land management, community coordination and permitting, information technology needs, physical security and risk management services. This group manages the prioritization and utilization of funding for controlled maintenance and capital construction. The Facilities group also oversees railroad business operations, working in partnership with operations partners and officials at Georgetown Loop Railroad® and the Cumbres & Toltec Scenic Railroad.
- **Human Resources** is responsible for coordinating all human resource administration and HR compliance activities throughout the organization, including matters related to the hiring and termination of employees, employee salaries and benefits administration, employee development, compliance with State regulations and policies, and related matters.

**The 2015 Legislation Session – Bills of Specific Interest to History Colorado**

HB 1047 – Internet Sweepstakes Café Simulated Gambling – Representatives Lawrence and Becker and Senators Grantham and Neville – This act states that internet sweepstakes cafes and similar establishments in which simulated gambling devices are used to award prizes to customers do not comply with existing constitutional and statutory requirements for the conduct of licensed gambling activity in Colorado and provides that the conduct of such business is contrary to public policy. Effective Date: March 13, 2015.

HB 1307 – Modify Definition Preserve Historic Structure Tax Credit – Representative Esgar and Senator Steadman – This law amends the term “qualified commercial structure” as the term is used in the “Colorado Job Creation and Main Street Revitalization Act” (the historic preservation tax credit) for qualified costs incurred in preservation of historic structures to mean an income producing or commercial property that otherwise meets the definition of “qualified residential structure” in the tax credit and deletes references in the definition to the Internal Revenue Code. Effective Date: August 5, 2015.

SB 56 – Frequency of Statewide Social Studies Testing – Senator Kerr and Representative Tracy Kraft-Tharp – This law requires the Department of Education to administer the Statewide social studies assessment to students enrolled in a single elementary grade, middle school grade and high school grade as determined by the Department with the stipulation that the social studies test will not be administered to students in 12<sup>th</sup> grade. The Department is required to administer the social studies assessment annually to a representative sample of public schools and the law requires that the social studies assessment be administered at least once every three years in each public school. A school district or charter school may request that the Department administer the social studies assessment test in a public school that is not scheduled. Effective Date: May 20, 2015.

SB 148 – Supplemental Appropriation for the Department of Higher Education – Senator Lambert and Representative Hamner – This law amends the 2014 -15 General Appropriation Act to make adjustments to the Department of Higher Education. It includes a minor adjustment that affects History Colorado via a letternote contained in the Administrative Section of the Department of Higher Education. Effective Date: March 11, 2015.

SB 165- Supplemental Appropriation Capital Construction – Senator Lambert and Representative Hamner – This JBC sponsored legislation amends the capital construction portion of the FY 2014-15 General Appropriation Act (Long Bill). The law amends Footnote 1 of the capital construction section of the FY 2007-2008 and FY 2008-2009 General Appropriation Acts to extend the appropriation funding for construction of the Ute Indian Museum (a History Colorado Community Museum) through June 30, 2017. Effective Date: March 11, 2015.

SB 225 – State Historical Society Governance – Senators Holbert and Neville and Representatives Ryden and Saine – This Legislative Audit Committee sponsored legislation changes the appointment process for the selection of board members for the Colorado Historical Society from a board of directors elected by the Historical Society members to a nine member board appointed by the Governor with Senate confirmation. The Governor appoints five members and the board in place prior to July 1, 2015, selects four members and submits their names to the Governor for approval. Members appointed to the board have the authority to act on behalf of the board prior to Senate confirmation and the board members serve three year terms with staggered terms for the initial appointments. The law creates a directors council to advise the board. Council members are elected by members of the Historical Society and the board establishes the number of council members and their terms. Effective Date: May 5, 2015.

SB 236 – Reorganize State Historical Society Funds – Senator Grantham and Representative Rankin – This JBC sponsored legislation creates two subaccounts in the State Historical Fund that consists of limited gaming funds to track revenues and expenditures in the majority share (50.1%) used to provide historic preservation grants and the minority share (49.9%) used to further History Colorado’s mission as an educational institution to collect, preserve and interpret history, including capital construction and controlled maintenance costs related to its properties. The majority share is renamed the Preservation Grant Program and funds are continuously appropriated to History Colorado and are used to administer the Preservation Grants Program, subject to annual appropriation. The minority share revenue is deposited into a new Museum and Preservation Operations Account, subject to annual appropriation and used for ongoing museum operating expenses. The law requires some non-gaming revenues such as admission fees, donations and store sales to be deposited into a separate cash fund called the Enterprise Services Cash Fund, subject to annual appropriation. This fund is exempted from the existing statutory limit on cash funds. Effective Date: July 1, 2015.

SB 250 – Capital Construction Transfer Bill – Sen. Lambert and Rep. Hamner – This act authorizes the transfer of funds from the general fund to the capital construction fund to pay for capital construction projects authorized in the FY 2015-16 Long Bill and includes the transfer of \$1 million from the State Historical Fund to the Capital Construction Fund for historical renovations to the House of Representatives’ Chambers and the State Senate Chambers in FY 2015-16. It also contains an adjustment to the FY 2013-14 Long Bill affecting higher education institutions. Effective Date: May 11, 2015

SB 278 – Allow Dome Restoration Moneys for Capital Restoration – Senator Lambert and Senator Steadman and Representative Hamner – This law amends the FY 2013-14 Long Bill to allow the Department of Personnel to use any unexpended moneys originally appropriated for the Capitol Dome Restoration Project which has been completed to be used for the next planned phase of the Colorado State Capitol Restoration Project. Effective Date: June 5, 2015.

## Issues and Priorities Affecting History Colorado's Performance Plan

### **History Colorado Governance**

Pursuant to SB 15-225 (Legislative Audit Committee), the 28-member board of directors historically elected by the membership of History Colorado was transformed into a nine-member board appointed by the Governor, subject to Senate confirmation. The new governance structure came about as a result of collaboration among the Governor's Office, the Colorado Department of Higher Education (CHDE), the Office of the State Controller, and History Colorado. History Colorado agreed that a modified governance structure would help better align the organization with other agencies within CDHE, as well as with similar historical agencies in other States.

Terms of members of the board are three years, but initial terms are staggered in order to create a classified board (the terms of only three members expire in any given year). The legislation also establishes a Directors Council to advise the board. Members of the Directors Council are to be elected by members of the Society. The board establishes the number of members of the Directors Council and their terms.

### **Fiscal Sustainability**

During the third quarter of Fiscal Year 2014-15, the History Colorado Board created an *ad hoc* committee (the "Solutions Task Force") with the goal of bringing agency expenditures into better alignment with its revenues within a short but reasonable timeframe. The Task Force requested that History Colorado leadership analyze and make recommendations to improve net financial operations of at least \$3.0 million over the next two fiscal years (FY 2015-16 and FY 2016-17) through a combination of expense reduction and revenue enhancement. This goal would allow the organization to stop drawing down reserves to cover regular operating expenses no later than July 1, 2017. Leadership was instructed to examine all possibilities except cuts to the budgets of the Community Museums.

### Performance Goals – Fiscal Sustainability

1. Achieve approximately \$3.0 million in annualized financial improvement through a combination of expense reductions and revenue enhancements over a two-year period (i.e., by the end of FY 2016-17). Implement a monthly process to review revenue and expense budgets with all program teams. Work closely with all program teams to manage expense and grow enterprise revenue.

### **Exhibits**

The History Colorado Center offers interactive and experiential exhibits aimed at serving families, schools, groups and individuals, providing an array of programs, demonstrations and performances for audiences of all ages. Exhibits play an integral role with sustained visitation to the Colorado History Center and to Community Museums. In April 2012, the History Colorado Center opened to the public with Phase I of its core exhibits, located primarily on the first and second floors. In 2014, History Colorado opened Phase II of its core exhibits program at the History Colorado Center, featuring *Living West: Natural Systems and Human Choices*. In addition, History Colorado brought two traveling exhibits, *RACE* and *1968* to the Center. In September 2014 *RACE: Are We So Different* opened with over 500 community partners and History Colorado members present. Over 39,000 people visited the exhibit and the Center before it closed in January 2015. In February 2015, History Colorado



opened *1968* as well as *El Movimiento: the Chicano Movement in Colorado* which was put together with community advisers from across the State. Before *1968* closed in May 2015, over 60,200 people visited the exhibit. In March 2015, History Colorado introduced a new addition to the Colorado Stories exhibit with *We Love Rocky Mountain National Park* in honor of the park's 100th birthday. In addition, the traveling exhibit *Toys* opened in June. Using the themes of *1968* and *Toys*, History Colorado gained 1,133 new or rejoined members in FY 2014-15.

El Pueblo History Museum hosted: *Changing America: The Emancipation Proclamation, 1863 and the March on Washington, 1963* for 6 weeks beginning in March 2015. This traveling exhibit was created by the Smithsonian's National Museum of African American History and Culture and the National Museum of American History. In September 2013, El Pueblo History Museum opened *Children of Ludlow*, an exhibit commemorating the hundredth anniversary of the Ludlow Massacre. El Pueblo also features a prototype exhibit called *The Museum of Memory*, a dedicated space in the museum for the community to share their histories.



The Ute Indian Museum exhibit development is underway in consultation with the three Ute tribes. The expansion of the museum allows the Agency to reassess and develop new exhibits on site to serve the community at large with an anticipated opening date in November 2016.

#### Performance Goals – Exhibits:

1. Develop and implement a decision methodology for new exhibit selection that includes both process and metrics for effective decision-making. Consideration should include economic and non-economic factors, target audiences, age groups, membership impact and educational benefit.
2. Assess the efficacy of current exhibits.

#### **Education and Public Programs**



Education is at the heart of History Colorado's mission, and all of our exhibits, programs and services support educational goals. The Education group is specifically charged with developing and delivering formal and informal programs for audiences from cradle to grave, and for students and educators, Statewide.

During the 2014-15 school year, History Colorado hosted more than 43,600 students on field trips, including many middle and high school students visiting *RACE* and *1968*. In addition, there was a large number of first time school visits from middle and high school students with a high percentage of Latino students coming to visit *El Movimiento: the Chicano Movement in Colorado*. History Colorado has a donor-supported bus fund that financially assisted 28 schools in bringing over 2,200 students to the History Colorado Center and El Pueblo Museum.

History Colorado is in the second year of a Federal grant to create online exhibits and digital badges for K12 students, with 25,000 unique visitors exploring the three online exhibits that were completed in the 2014-15 school year. History Colorado served 16,336 students across the State through the History Take Out program delivered by our educators and our partners, as well as 12,338 students through artifact kits used by teachers in their own classrooms.

Over 6,000 people participated in our adult public programs, including lectures at the History Colorado Center, exploring the State on one of our Tours & Treks or attending a daytime curator talk or an evening civic dialogue.

### Performance Goals – Education:

1. Review educational programs for relevance and cost/benefit.
2. Continue with creating the remaining on-line exhibits, badges and analytics for Digital Badging program.
3. Enhance the net operating results for existing educational programs.

### **Civic Engagement**

Planned as a center to attract and promote civic engagement, the History Colorado Center has also become a forum for civic leaders, policy-makers, educators and citizens to participate in relevant and important issues. Toward that end, History Colorado hosts lectures, develops school programs, and serves as a venue for outside organizations to convene and discuss issues of concern to Coloradans today. Civic engagement is at the heart of building community, shared learning, active participation, and collaboration to build a better future. It is synergetic with History Colorado’s strategic commitment to lifelong learning and service to the general public of Colorado.



### **Resources**



Resources, comprised of History Colorado’s collections and library, is responsible for the stewardship of approximately 15 million historic items and the operation of the Stephen H. Hart Library and Research Center. Activities include collecting, preserving, and interpreting the artifacts, archival materials, and visual images of Colorado’s past; managing the physical care, documentation, and legal records relating to the collection; and providing digitization and image reproduction services for the organization and the public. As the major public portal to History Colorado’s collection, the Library and Research Center provides reference services and physical access to collection resources.

Collections do not automatically have value simply because they exist. Their value comes from audience engagement with them through exhibits and programs, as research tools and design inspiration, as educational resources, and as sources of information and entertainment.

Few State history museums have done active collecting of post-World War II materials. Given that the ephemera of the late 20<sup>th</sup> and early 21<sup>st</sup> century are found on YouTube, Facebook, Twitter, and web sites, a 21<sup>st</sup> century collection will increasingly comprise digital materials from oral histories to visual images. Making informed decisions about what to collect and how to preserve those collections and developing the infrastructure to support digital collections for both access and preservation needs are areas that the Resources group will focus on in FY 2016-17. The curatorial team is developing and

implementing a comprehensive collections plan that describes a useful and manageable collection and prescribes ways to make the collection broadly accessible to the public.

#### Performance Goals – Resources:

1. Complete the consolidation of all offsite collection storage into a single Denver facility, including updating all associated documentation.
2. Insure that History Colorado stewards a collection that holds meaning for History Colorado audiences; that the stories it embodies are captured, documented, and made accessible to the public through a variety of means; and that collecting activities focus on building the collection for future generations.
3. Insure that State resources are being deployed efficiently and effectively through deaccession and disposition of collections that do not support History Colorado's mission and goals.

#### **Development and Membership**

In FY 2014-15, the Development team transformed its business strategies, centralized fundraising efforts, and achieved higher and more sustainable levels of financial support for the Agency's programs and properties through its fundraising efforts and membership activity. Critical to the success of these programs is an emphasis on maintaining a long-term fundraising strategy, creating a stable source of revenue, providing excellent stewardship of History Colorado donors and members, and cultivating future donors. In FY 2014-15, the Development team managed over 8,000 memberships and procured over 1000 gifts. Development hosted a successful fundraising event for 347 guests in conjunction with the opening of the *1968* exhibit. Throughout the year, Development works closely with donors to secure endowments, secure planned giving opportunities, and manage bequests.

History Colorado is committed to excellence in membership support. In FY 2014-15, membership levels were expanded, and membership acquisition campaigns were conducted more effectively. Membership events and daytime attendance increased significantly, indicating continued support of History Colorado programs and the benefits of History Colorado membership. Multiple strategies are used to successfully attract and retain members throughout the year.

#### Performance Goals – Development and Membership:

1. Re-assess, define, and attain annual Development goals; grow upper level donor program; complete funding for Ute Indian Museum exhibits, enhance unrestricted donations.
2. Grow membership base; maintain excellence in membership service; use technologies effectively.
3. Design and implement a membership program specifically for Community Museums.
4. Work closely with the Programming team to secure sponsorships for specific exhibits and programs.
5. Improve technologies that support membership goals.

#### **Community Museums and Historic Sites**

History Colorado's collection of Community Museums include the Byers-Evans House (Denver), Ft. Vasquez Museum (Platteville), Fort Garland Museum (Fort Garland), Healy House/Dexter Cabin (Leadville), El Pueblo History Museum (Pueblo), Trinidad History Museum (Trinidad), and Ute Indian Museum (Montrose). In addition, History Colorado owns several other Historic Sites, including the Grant-Humphreys Mansion and carriage house (Denver), Pearce-McAllister Cottage (Denver), McFarland House (Central City), Pike's Stockade (Fort Garland), and Georgetown Loop Railroad (Georgetown). Each of the Community Museums and Historic Sites is among the most popular tourist destinations in its area and each holds a place of esteem among residents in their respective communities; however no museum or site generates enough revenue to cover its expense. Operating funds are spread across all of History Colorado's museums, and as a result, the introduction of new exhibits and programs has remained limited. Of all regional properties, Grant-Humphreys Mansion and Georgetown Loop Railroad generate sufficient revenue to cover operating cost before facility maintenance. The El Pueblo History Museum received a generous endowment in 2015; however, the Community Museums have generally received limited philanthropic support from their communities. The Ute Indian Museum operates a successful retail operation, and innovative programs have been introduced at El Pueblo. Rural and small market properties need to be assessed to determine what strategies can be implemented to strengthen visitation and earned revenue potential.



As part of its commitment to serve the entire State, History Colorado's Programming and Facilities groups are developing integration strategies with the Community Museums. The goal is to improve operating efficiencies and better integrate the Community Museums into History Colorado's program development and planning.

History Colorado seeks to gain the support of civic leaders and educators within each of the museum communities to serve them better. The strategic goal is to maximize the Agency's impact, to develop stronger ties to each community and to forge relationships with community philanthropists by providing an efficient combination of programs and services that both align with our mission, address real community needs, promote history education Statewide, enrich each community and develop a pathway to financial sustainability, where possible.

In FY 2012-13, the General Assembly authorized the expansion of the Ute Indian Museum, a project which has been on hold for nearly a decade. This project provides History Colorado with an opportunity to re-define the mission, purpose and operation of that facility in consultation with the Ute Tribes, community leaders, educators and citizens.

There are a number of issues impacting Community Museums and Historic Sites statewide:

- Development of property adjacent to the Fort Garland History Museum.
- Ongoing work continues with the EPA at the Healy House Museum and Dexter Cabin in Leadville to address the environmental impact of historic mines.
- The expansion of US 85 and its impact on the Fort Vasquez Museum, which is located in the middle of the north and south lanes just south of Platteville.
- Loss of open space at the Ute Indian Museum in Montrose due to ongoing growth in that community.

- Economic conditions in Pueblo and other rural regions of the State. The Pueblo community is impacted greatly by a depressed economy, and fewer families are able to afford recreational and educational activities.
- I-70 expansion that would impact Georgetown.
- Highway signage to Community Museums.

Performance Goals - Community Museums:

1. Increase visitation, attendance and revenue.
2. Improve operating efficiencies.
3. Development new programs; gain improved community, philanthropic, and financial support.

FY 2014-15	Byers-Evans House	El Pueblo Museum	Fort Garland	Fort Vasquez	Healy House	Trinidad History Museum	Ute Indian Museum
Visitors	12,980	34,206	8,431	4,433	4,085	4,513	8,323
Total Revenue	\$46,641	\$66,954	\$61,451	\$31,781	\$14,531	\$13,306	\$125,492

**External Relations – Marketing**

History Colorado’s base marketing effort is focused on developing meaningful ties to our audiences and reinforcing our brand as a provider of exciting, experiential and accessible exhibits and programs for families. With the use of data analytics, the Agency can look closely at the ways in which visitors use our programs and services at the History Colorado Center. To supplement data analysis, History Colorado has expanded its History Buff program to target participants who are enrolled based on their interests and needs. The History Buff program is a free loyalty program to those who enroll and provide basic contact information.

Unlike “base building,” marketing that is exhibit-specific enhances the base, increases admissions and contributes to building membership. Exhibit-specific marketing creates word of mouth “buzz” and awareness among a broader audience. Marketing for “blockbuster” type exhibits may run from 15% to 25% of the total exhibit cost.

The marketing plan is focused on the ongoing awareness of the experience at History Colorado Center and its phased rollout of core exhibits, traveling exhibits, and History Colorado programs. Additionally, the History Colorado Center works closely with the Colorado Tourism Office, the Governor’s Office, and Visit Denver to encourage statewide visitation and exploration. Marketing works closely with Community Museums staff to structure awareness programs that are relevant to each individual Community Museum, consistent with their respective strategic business plans. Community Museums also benefit from base marketing awareness, cross marketing at the History Colorado Center, and through the historycolorado.org web site.

Usage Indicators	FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Estimates	FY16-17 Estimates
Visitation and participation in History Colorado museums, sites, and public programs.	378,176	426,340	468,144	421,330	429,756
Visits to the History Colorado Website. History Colorado uses Google Analytics as our reporting tool. Google Analytics does not count hits by search engines and other automated web crawlers as "visits", which more effectively represents user engagement.	512,900	472,353	583,084	615,816	648,548
Social media engagement. Facebook, Twitter, e-newsletter, subscribers and followers	25,471	37,173	43,162	63,000	80,000

### Facilities: Maintenance and Capital Improvements:

History Colorado requests capital funding for construction projects driven by program or business needs or to affect cost savings or revenue generation. A cost benefit analysis is created to make the case for an appropriation request to the Legislature. The Agency requests Controlled Maintenance funding for the repair or replacement of existing State-owned, general-funded buildings suitable for use for at least five years, and replacement and repair of fixed equipment necessary for operation of such facilities when such work is not funded in the Agency's operating budget. Priorities are determined solely on infrastructure, safety and security needs. Stand-alone Capital Construction and Controlled Maintenance requests are made when costs exceed \$500,000. History Colorado has established an annual \$700,000 Cash Funded appropriation for the Community Museums, covering individual projects or an accumulation of projects at any given property with total dollar amounts more than \$10,000 but less than \$500,000 at any property or group of properties. Project priorities are decided through a planning process that requires regular meetings between History Colorado project managers and site specific program managers (or museum directors). The Facilities director makes recommendations on priority for the Agency and submits such recommendations to History Colorado leadership (including Board of Directors, if applicable) for final approval.

#### FY 2014-15 Accomplishments:

- Completed Phase 3 of Georgetown Loop Fire Mitigation Project
- Completed draft strategic plan for Georgetown Loop Railroad
- Completed approximately \$700,000 worth of minor maintenance projects driven by programmatic needs at Community Museums and Historic Sites and other properties statewide
- Completed phase 2 of the Georgetown Loop Capitalization Project
- Completed design for the Ute Indian Museum expansion

#### FY 2015-16 Goals

- Complete Strategic Plan for Georgetown Loop Railroad
- Complete Strategic Plan for Grant-Humphreys Mansion
- Complete structural repairs on 2 buildings at Ft Garland
- Complete restoration of porch at Grant Humphreys Mansion
- Begin Phase 1 of Georgetown Loop Forest Health Project
- Complete phase 3 of the Georgetown Loop Capitalization Project
- Begin construction on Ute Indian Museum expansion

- Finalize plan B business concept and design of Pearce-McAllister Cottage rehabilitation

**FY 2016-17 Goals**

- Complete Code Improvement Project for Bloom Mansion in Trinidad
- Complete business plan and funding request for interior rehabilitation of Bloom Mansion
- Complete Lebanon Mine and Safety Egress Project at Georgetown Loop Railroad
- Kickoff ADA Accessibility and Cosmetic Restoration projects at Grant-Humphreys Mansion
- Complete phase 4 of the Georgetown Loop Capitalization Project
- Complete expansion of the Ute Indian Museum
- Complete Lebanon Mill Dam reconstruction at Georgetown Loop Railroad
- Complete rehabilitation of Pearce-McAllister Cottage

**State Historic Preservation Office (SHPO)** – The SHPO is the principal advocate for historic preservation in the State. One statutory responsibility of the SHPO is to consult with Federal agencies regarding the potential effect from their planned actions on historic places so that development is balanced with due regard for our heritage. Following the procedures implementing Section 106 of the National Historic Preservation Act, the SHPO’s staff reviews approximately 3,400 projects annually. Projects receiving Federal permits or Federal funding, property and/or personnel are subject to Section 106 review. Several ongoing and major areas of impact will include transportation corridors (including Interstates 25 and 70), the training facilities at Ft. Carson and Piñon Canyon, petroleum exploration and drilling, wildfire mitigation efforts, and energy corridors. SHPO staff members effectively promote archaeological site preservation and the sensitive use of green technologies in historic building rehabilitation. At the present time, the SHPO is actively participating in the Capitol restoration project.

Workload Indicators	FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Estimates	FY 16-17 Estimates
Number of SHF Grants Funded by Year	134 For \$6,618,182	141 For \$9,116,438	115 for \$8,596,652	130 for \$8,000,000	150 For \$8,500,000

**Technology** – The role of technology is an increasingly integral part of History Colorado operations in all teams. The implementation of these technologies is in close coordination with contracted vendors and services consolidated under the Governor’s Office of Information Technology. History Colorado’s daily business needs are also coordinated with that office. They perform ongoing review and provide direct oversight over the Agency’s business technology strategies and service agreements.

**Leading Technology-based Performance Issues**

- Within the Office of Archaeology and Historic Preservation (OAHP), there are plans to upgrade its historic property database to updated technologies that better interface with its Geographic Information Systems (GIS).
- History Colorado’s digital media “suite,” consisting of websites, social media platforms, and e-newsletters, is an essential part of a business strategy that coordinates the communication requirements of marketing/PR, interpretation, education, publications, and preservation programs.
- Increase service levels for digital visitors and researchers; implement a database system that will allow the secure delivery and receipt of all forms of digital site data; enable the efficient delivery of site maps, photos, and data via the internet.

- Upgrade technologies in Community Museums to improve business efficiencies and to avoid down time that reduces productivity.

Workload Indicators	FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Estimates	FY 16-17 Estimates
Information Management technical advice requests (and site file searches)	6,009 (149,875)	6,412 (120,628)	5,665 (120,372)	4,000 (130,000)	4,000 (130,000)



**Summary of Workload Indicators**

<b>Workload Indicators</b>	<b>FY12-13 Actual</b>	<b>FY13-14 Actual</b>	<b>FY14-15 Actual</b>	<b>FY15-16 Estimates</b>	<b>FY16-17 Estimates</b>
<b>Visitation and participation in History Colorado museums, sites, and public programs.</b>	378,176	426,340	468,144	421,330	429,756
<b>Visits to the History Colorado Website.</b> History Colorado uses Google Analytics as our reporting tool. Google Analytics does not count hits by search engines and other automated web crawlers as "visits," which more effectively represents user engagement.	512,900	472,353	583,084	615,816	648,548
<b>Social media engagement.</b> Facebook, Twitter, e-newsletter, subscribers and followers	25,471	37,173	48,162	63,000	80,000
<b>Annual Contributions or Contributed Support Raised for Programs.</b>	\$390,216	\$443,378	\$708,639	\$665,000	\$700,000
<b>Donations from Membership.</b>	\$534,109	\$553,442	\$612,503	\$560,000	\$575,000
<b>Commitments to the Capital Campaign</b> (Cash gifts and pledges made during that fiscal year; does not include interest earned or payments to pledges).	\$3,883,507	\$3,400,000	\$1,782,523	\$524,000	\$439,167
<b>Number of SHF Preservation Grants Funded by Year</b>	134 For \$6,618,182	141 For \$9,116,438	115 for \$8,596,652	130 for \$8,000,000	150 For \$8,500,000
<b>State Historical Fund Preservation Grant Projects – Currently Active.</b>	134 For \$6,618,182	139 For \$9,083,188	105 For \$8,347,603	18 For \$7,280,000	136 For \$7,735,000
<b>Information Management technical advice requests (and site file searches).</b>	6,009 (149,875)	6,412 (120,628)	5,665 (120,372)	4,000 (130,000)	4,000 (130,000)
<b>Number of archaeology and paleontology permits issued.</b>	108	120	110	115	115
<b>Number of site forms and survey documents processed for archaeological and historic sites.</b>	8,952	8,538	10,098	4000	4,000
<b>Number of Certified Local Governments.</b>	51	51	52	54	54
<b>OAHP Public Outreach (Presentations, Workshops, Lectures)</b>	86	84	120	120	120
<b>Capital Construction Projects</b>	\$6,031,353	\$10,658,067	\$ 6,538,452	\$5,135,861	\$2,501,785

<b>Workload Indicators</b>	<b>FY12-13 Actual</b>	<b>FY13-14 Actual</b>	<b>FY14-15 Actual</b>	<b>FY15-16 Estimates</b>	<b>FY16-17 Estimates</b>
<b>Collections Documented through cataloguing, inventory, and location data updates</b>	33,138	55,962	24,404 (including 98.5 linear feet of archival materials)	15,500	18,500
<b>Use of Library and Curatorial resources through public inquiries and library patron visits.</b>	16,620	15,361	12,225	9,100	9,100
<b>Consultation with American Indian Tribes in fulfillment of NAGPRA responsibilities</b>	62	84	88	65	65