



HISTORY *Colorado*

FY 2013-14 Budget Request
Department Description

August 1, 2012

Organizational Chart

Background Information

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.*). The agency is defined in statute as an educational institution under the Department of Higher Education. Since its establishment in 1879, the organization has assembled a superb collection of artifacts, photographs, manuscripts, research records, museums, and historic sites that we use today to meet the challenge of educating Colorado citizens about their history. Our resources include a world-class collection, talented and caring staff, and exhibitions, programs, and services that we share with Colorado residents, tourists, students, teachers, and researchers.

History Colorado serves the general public, promotes preservation and lifelong learning, builds community, and is a generator of economic stimulus through its preservation work and grants program. The State's historical collection, flagship museum, system of regional museums, Office of Archaeology and Historic Preservation, educational programs, exhibitions, Stephen H. Hart Library and Research Center, publications, and the State Historical Fund grants program provide an array of services throughout the state. With the passage of SB08-206 and the 2009 issuance of Certificates of Participation, History Colorado received funds for the construction of a new State history museum, which opened to the public on April 28, 2012. This new facility, located at 1200 Broadway in Denver, houses the Office of the President, Museum Operations, the Finance, Facilities and Regional Museums Division, the Office of Archaeology and Historic Preservation, and the State Historical Fund under one roof and enables the institution to strengthen both its stewardship and educational programs to serve all Coloradans.

The Office of the President is responsible for the overall administration of the agency and for implementing the strategic plan and other policies established by the Board of Directors. It addresses priority resource management issues based on state, federal and local policies. The office manages all personnel issues through the department of Human Resources, and serves as liaison to the Board of Directors.

- **The Development Division** supports History Colorado by cultivating, maintaining, and strengthening relationships with donors and by promoting philanthropy to maximize resources. This division is responsible for raising philanthropic support for the *Make History Colorado Capital Campaign* and the annual fund. This division supports the overall mission of History Colorado by cultivating, maintaining, and strengthening relationships and partnerships with donors, foundations and corporations by promoting philanthropy to maximize resources. It oversees fundraising for all regional sites across the state of Colorado.

Museum Operations houses the Divisions of Collections & Library Services, Exhibits & Interpretation, Education & Public Programs, and Marketing and Communications, and oversees the planning, development and delivery of programs, exhibitions, systems, and services for the new building.

- **The Collections & Library Division** comprises four curatorial units (Books & Manuscripts, Decorative & Fine Arts, Material Culture, and Photography & Film) that collect, preserve, and interpret the artifacts, archival materials, and stories of Colorado's past. In addition, the Collections Management and Registration unit manages the physical care, documentation, and legal records relating to the collection. The Stephen H. Hart Library and Research Center serves as the public portal to History Colorado's collection.
- **The Exhibits & Interpretation Division** comprises Exhibition Development, Design & Production, and the Office of the State Historian. The Division is charged with developing and maintaining effective and engaging exhibits, conducting formative and summative audience evaluation, and providing design, fabrication and installation services for the organization.
- **The Education & Public Programs Division** provides educational programs for History Colorado's audiences, including school children, 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 Division develops and delivers outreach programs through live facilitated experiences, on-line programs, and special place-based learning programs for at-risk youth. The Division also provides professional development opportunities and classroom resources for educators throughout the state. The Volunteer Office is managed by this Division as well. There are currently 811 volunteers, who have contributed approximately 45,000 hours in FY12.
- **The Division of Marketing and Communications** is responsible for brand development and management, membership, communications, and the guest services operations and other income generating programs of History Colorado. Through the development and execution of strategic marketing, internal and external communications, and public affairs efforts, this Division works to increase awareness of and support for the programs, services, and products of History Colorado. The division conducts market research and works closely with the education and interpretative services divisions to include this information as part of the program planning process. It is also in charge of website development and management, as well as the digital communications and printed publications unit. This Division manages all aspects of the guest services program, overseeing admissions, facility rentals, retail sales, and café services for the History Colorado Center.

Finance, Facilities and Regional Museums consists of Administrative Services and the Facilities and Regional Museums Division. This office provides the financial, business operational support and statewide perspective of the agency.

- **The Administrative Services Division (Finance)** is responsible for the overall financial support of the agency through the management of accounts, budget preparation and execution, payroll processing, procurement, contracting, application of State Fiscal Rules, legal requirements, and audits, as well as interfacing with information technology in accordance with the stated objectives of the strategic plan and State rules and procedures.

- **The Facilities & Regional Museums Division** is responsible for business operations, historic preservation, stewardship, land management, controlled maintenance and capital construction fund management, community relations, risk management, and physical security of regional properties throughout the state. This division manages security and maintenance of the History Colorado Center and oversees railroad operations in partnership with the vendor at the Georgetown Loop Railroad®. The division serves as the liaison between the State and the Cumbres & Toltec Scenic Railroad Commission for all operational budgets, including controlled maintenance and capital construction work.

The Office of Archaeology & Historic Preservation (OAH) 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 **Cultural Resources Information Management** unit provides current and accurate information for planning, research, and educational purposes. This includes information on sites, projects, procedures, and a variety of archaeological and architectural topics.
- The **Intergovernmental Services** unit 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.
- The **Office of the State Archaeologist** encourages study of the state's archaeological resources through a variety of means including educational programs, permits for archaeological and paleontological work on state lands, and coordination of response to discoveries of unmarked human graves.
- The **Preservation Planning** unit 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. These properties contribute to an understanding of the historical and cultural foundations of the nation.

The State Historical Fund (SHF) was created by Colorado voters through the passage of the 1990 constitutional amendment legalizing limited stakes gaming in Black Hawk, Central City, and Cripple Creek. The amendment decreed that nearly 28% of the state tax revenue generated by gaming activity would be used for historic preservation efforts around the state. Subsequent legislation placed these funds under the guidance of the Society, which administers the SHF program in collaboration with its Office of Archaeology and Historic Preservation. In 1993 the SHF awarded its first grants and, since then, hundreds of Colorado's treasures have been saved for future generations. There are four work units within the SHF program.

- The **Public Outreach** unit 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.
- The **Preservation Projects** unit oversees the performance of all funded projects by reviewing plans and specifications for compliance with the applicable Secretary of Interior Standards, providing on-site advice and guidance, and negotiating changes to scopes of work and budgets as necessary.
- The **Contracts** unit oversees the issuance of grant award contracts, conducts reviews and audits, and handles contract amendments and due diligence.
- The **Grants Administration** unit provides office management and reception services and provides support services to the grant application and award process.

Prior Year Legislation

HB 1008 – General Assembly and Public Input Regarding Proposed Agency Rules and Fees - Rep. Acree and Sen. Jahn – This bill makes changes to the rule-making process for state government agencies by requiring state agencies to establish a group of interested persons to seek input about proposed rules, specifies that an agency shall notify the General Assembly within ten days of proposing a rule or approving an emergency rule that increases fees or fines, mandates annual submission of a department’s regulatory agenda to the applicable legislative committee of reference, and requires a department to post the regulatory agenda on its website.

HB 1009 – Federal Funds Transparency Act - Rep. Gerou and Sen. Lambert – This law amends current law concerning the annual reporting of federal grant information to the Controller by October 1st of each year by requiring the inclusion of additional information such as the purpose for which the funds were used, the percentage of funds used for administrative expenses, the total amount of all federal funds received by the agency, and a summary of any obligations imposed on the state as a result of accepting the federal funds.

HB 1070 – Harmonize Government Ethics Statutes and Constitution – Rep. Peniston and Sen. Hodge – This law amends current law concerning the reporting of gifts and honoraria, lobbyist disclosure, and statutory rules of conduct for government officials and employees by expanding the definition of “public office;” clarifying the circumstances under which reimbursement may be claimed for travel and lodging, sets the gift limit at \$53, and ties the annual inflation adjustment of the gift limit to Article XXIX.

HB 1108 – Department of Transportation Urban Logo Signs – Rep. Kagan and Sen. Scheffel – This law allows the Department of Transportation to post directional signs for tourist attractions, including historical sites, as well as advertising signs for food, lodging and fuel in urban areas on interstate highways.

HB 1263 – Reduce Barriers to Employment Criminal Records – Rep. Levy and Sen. Steadman – This law prohibits state agencies that solicit job applications from stating that a person with a criminal record may not apply unless a specific crime statutorily prevents that person from having that job. It prevents an agency from conducting a background check on a prospective employee until after a conditional employment offer has been made and excludes certain agencies that hire public safety personnel from the bill.

HB 1288 – Administration of IT Projects in State Government – Rep. Murray and Sen. Bacon – This law requires the Governor’s Office of Information Technology to develop a comprehensive risk assessment that will apply to all new IT projects in order to assess risk level and determine whether the project should be classified as a major IT project. It requires a state agency to consult with and obtain OIT’s approval on any major technology project undertaken.

HB 1318 – Guidelines for Controlled Maintenance Funding – Rep. Brown and Sen. Schwartz – This CDC bill codifies existing practice concerning eligibility for controlled maintenance funding of state-owned, general-funded facilities and other state-owned facilities. The legislation allows the state architect to use funds in the emergency controlled maintenance account for emergency controlled maintenance funding and specifies reporting requirements of such expenditures by the State Architect to the Capital Development Committee.

HB 1321 and HCR 1001 – State Personnel System Reform – The General Assembly adopted a referred constitutional measure (House Concurrent Resolution 1001) that will be on the November ballot for voters to approve constitutional changes affecting classified employees in the State Personnel System. Changes that will be considered include increasing the number of persons on a hiring list, merit pay adjustments, bumping rights, temporary employment, the testing process, and the lay-off process. The General Assembly approved the companion bill (HB 12-1321) that implements the constitutional changes, if approved by the voters.

HB 1335 – FY 2012-13 Long Bill – This bill contains the History Colorado appropriation for FY 2012-13 that includes the Decision Item approved by the JBC for 3.5 FTE and \$1,087,137 CF associated with the opening of the History Colorado Center in April 2012.

SB 26 – Agency Rules with State Mandates on a Local Government – Sen. Cadman and Rep. Vaad – This new law prohibits a state agency from promulgating a rule that creates a state mandate on a local government unless certain statutory criteria are followed. Exceptions to the prohibition include those required by federal law, court orders, actions taken by the State Board of Education, etc. Effective January 1, 2014, a state agency proposing a rule must provide information to OSPB that describes the purpose of the rule, the agency’s consultation with affected local governments, and the agency’s reasoning supporting the need to promulgate the rule containing the state mandate.

SB 96 – Office of Information Technology Amend Contracts – Sen. Lambert and Rep. Levy – This JBC bill allows OIT to review existing IT contracts and negotiate contract amendments if all contractors agree to the amendments; the original contract was awarded in compliance with the procurement code and not as a sole source or emergency procurement; federal or other funding sources are not jeopardized; and the amendment establishes a standard for a specific information technology resource to which all state agencies will adhere, unless OIT grants a waiver.

SB 111 – Full-Time Equivalent Employees Department Reporting – Sen. Hodge and Rep. Levy – This law modifies personnel-related reporting requirements for state agencies by eliminating the requirement that state agencies reconcile authorized positions with the number of payroll warrants issued on a monthly basis, requires higher education institutions to report authorized FTE, and requires the Department of Personnel to prepare an annual report with consolidated information for all state agencies by October 1st of each year.

SB 115 – Limited Gaming Tax Requirements – Sen. Steadman and Rep. Becker - This JBC bill requires the Limited Gaming Commission to consider the impact of rules changes affecting the limited gaming tax rate on recipients.

SB 146 – Limit Acceptance Benefits Reward Official Action – Sen. Hodge and Rep. Peniston – This bill amends current law concerning the statutory conduct of public officials, including employees of state and local governments. It adds to the list of ethical principles a provision discouraging public officials or public employees from assisting or enabling family members from obtaining employment, a gift of substantial value, and or an economic benefit tantamount to a gift of substantial value. It prohibits public officials or employees from accepting goods or services for personal benefit from a person under contract to a local government unless the circumstances related to the acceptance of the goods or services indicates a fair and legitimate transaction.

SB 152 – Procedures for Filing Reports with the General Assembly – Sen. Cadman and Rep. Ferrandino - This law modifies the procedures for filing reports with the General Assembly by requiring reporting entities to file one electronic copy with the Joint Legislative Library, along with information containing the URL internet address of the report if the report is available on the internet. The agency must also file four hard copies with the State Librarian.

Hot Issues

Wildfire Response, Mitigation and Emergency Planning – The many large wildfires of 2012 have tested the state’s emergency resources in a manner not seen since the 2002 fire season. Using the lessons learned from earlier emergencies, the Office of Archaeology and Historic Preservation (OAHP) was able to quickly engage many of the appropriate federal and state agencies to alert them where significant cultural and historic resources were within several of the threatened areas. As the mitigation of these burned areas now is beginning, OAHP is partnering with the responsible agencies in advancing efforts to stabilize these areas, as well as assessing how to prepare for and limit the destructiveness of future wildfires. We will be working with Colorado’s Cultural &

Historic Resources Task Force, the state's Office of Emergency Management, and key federal agencies to build a more effective and efficient network for emergency response over this next year. There are some questions we are already working to answer. Do we have sufficient survey data to identify key cultural and historic resources within all the "red zones" in our state? How do we quickly send data to the appropriate authorities so they can know how to protect potentially threatened libraries, museums, and other historic and cultural resources of a community? We need this ability so that historic cultural centers are protected for the future life of our communities, as well as to ensure the resources of heritage tourism that play an increasing role in our state's economy.

History Colorado Center – On April 28, 2012, the History Colorado Center opened the first phase of core exhibits to the public, and by the close of FY 12, History Colorado had served more than 33,000 visitors. In November 2012, we will complete the *Colorado Stories* exhibit with the opening of *Denver A-Z*, a light-hearted look at the eclectic capitol city. In November 2013, we plan to open the second phase of the exhibits program. *Living West: Natural Systems and Human Choices* looks at the interaction between people and environment over Colorado's long history. Our original plans called for the opening of Phase III in 2014 with an exhibit about the myth, the lore, and the larger-than-life people who have defined Colorado's character. However, the complex subject matter combined with the limited resources of a very lean staff have forced us to re-evaluate the schedule. Staff is now reviewing a list of possible traveling exhibits for calendar years 2013-15 to buy additional time for the development and design of the Phase III exhibit while ensuring a changing marquee to boost attendance and encourage repeat visitation.

The Collections Division has just received a grant from the Institute for Museum and Library Services that will support a review and assessment of collections materials currently stored in an inadequate support facility in Pueblo. Once that assessment is complete, History Colorado will be in a position to determine which materials should be relocated to a Denver storage facility and which materials might be deaccessioned.

The Education and Public Programs Division has been testing field trip programs with school and camp groups throughout the summer, in anticipation of hosting our first field trips in September 2012. Programs designed specifically for 3rd and 4th graders align with content standards, while self-guided programs support high school civics and geography curricula, as well as home-schoolers. Because budget cutbacks often deplete funds available for field trip transportation, History Colorado will be carefully monitoring school field trip numbers, working closely with districts to encourage school visitation and working with Development staff to build a bus endowment, particularly for schools serving low-income students. In addition, History Colorado continues to build online programming through partnerships, most notably Rocky Mountain PBS. With the expansion of broadband access throughout the state, digital content promises to extend History Colorado's reach into remote rural schools where social studies content is particularly needed.

Regional Museums – Each History Colorado museum or historic site stands as one of the largest tourist draws in its respective community. Through the current economic downturn, maintaining current levels of operations is paramount to these cornerstones of tourism in smaller communities around the state. Bringing this status to the consciousness of local economic development teams to

show how History Colorado can support local markets by promoting heritage tourism, Colorado brand identity, and historic preservation initiatives is a high priority. There are a number of issues impacting regional museums and historic sites statewide. At the Fort Garland Museum in the San Luis Valley, energy projects have become an issue. The overall impact on the cultural landscape and view shed is a concern that needs to be addressed through the public process. The other issue is the development of a newly formed National Heritage Area in the valley. This provides tremendous opportunity for attracting and retaining visitors to enhance the heritage tourist market locally. At the Healy House Museum and Dexter Cabin in Leadville, ongoing work continues with the EPA to address the environmental impact of historic mines. Historic mine tailings are a significant cultural landscape feature and their preservation is vital to the community in interpreting its mining past, defining community identity and boosting community pride. The expansion of US 85 is an ongoing concern and will impact the Fort Vasquez Museum, which is located in the middle of the north and south lanes just south of Platteville. Access to the property must be improved to reduce the threat of vehicular and pedestrian accidents and damage to the property. At the Ute Indian Museum in Montrose, ongoing community growth and loss of open space, ranches and agricultural land is a concern. The property is rapidly being engulfed in commercial strip mall development. The recent economic downturn has provided some relief. The Pueblo community is impacted greatly by the down economy, as fewer families are able to afford recreational and educational activities. County schools have reduced and shortened school days, providing an opportunity for the agency to help address the local need to keep students engaged in programs offered by regional facilities, such as Song of Pueblo and Afternoon in the Past. At the Georgetown Loop Railroad® the business operation has provided some economic stability to the community. The local economy is showing a decrease in tax income but revenue remains strong at this location. The ongoing evaluation and potential expansion of I-70 remains an issue. Weekend highway congestion also impacts business operations, and the continuing work on the Twin Tunnels poses a threat to the local economy and railroad. The Trinidad History Museum is working to erect highway signage on I-25 specific to the museum. The agency's objective is to use state highway signs to direct the general public to regional museums, identifying them as State Monuments, since there is presently inconsistent use of these signs to direct the general public. CDOT will be integrating State Monument signage within their signage program. The wildfire news coverage this summer has had a statewide impact on heritage tourism, with a significant decline in tourist visitors and earned revenue.

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 their planned actions' potential effects 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 3,400 projects annually. Projects receiving federal permits or federal funding, property. And/or personnel are subject to Section 106 review, and this includes American Recovery and Reinvestment Act (ARRA) projects. 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 Dome restoration project.

Technology – Technology use will increase both for ongoing operations and as an integral part of the education, collections, and exhibition programs for the new facility. The consolidation of technology services under the Governor’s Office of Information Technology has been completed and issues concerning direct oversight of specific services related to museum and agency services are under ongoing review. History Colorado continues to address technology that will involve visitors in virtual tours that stimulate actual visits, enhance research, and influence educational choices. Improvements in technology will play a role in the future of museums and history education delivery. The cost of these initiatives needs ongoing evaluation to insure that they are sustainable and cost effective. There is a need to improve databases and their access, web sites, museum collection review, and marketing through technology. The stability of vendor services and software is being evaluated. In the next year the Office of Archaeology and Historic Preservation (OAHP) will convert their historic property database to formats that better enable integration of Geographic Information System (GIS) information. This will allow the delivery of site maps, photos, and data via the internet through a single query. Additionally, legacy site records are being scanned to allow internet access to paper records accumulated before our computer database was brought on line. We have developed a roadmap for future improvements, which will significantly increase service levels for digital visitors and researchers. Our goal is to build a database system that will allow the secure delivery and receipt of all forms of digital site data over the next two years. History Colorado’s digital media “suite”—websites, social media platforms, and e-newsletters—is an essential part of a communication strategy that supports and is integrated with marketing/PR, interpretation, education, publications, and preservation programs. Its components engage and inform new and existing audiences, drive museum attendance, build membership, and promote brand identity. Effectiveness will be measured by website visits, social media reach (followers, engagement), and e-news subscribers. Upgrades to the regional museum system are needed to improve business and avoid down days that reduce productivity. Ongoing equipment and backbone system updates must be planned for and budgeted.

Heritage Tourism – While museum visitation nationally is trending down, heritage tourism is maintaining strong visitation. Tourists who visit historic places stay longer, and History Colorado actively works with Visit Denver to host international tour operators and travel agents interested in bringing international visitors to Denver and the History Colorado Center. History Colorado’s activity is notable in many ways through its regional museums that interest heritage tourists, provide an authentic sensory experience, and benefit the communities in which they are located. The Georgetown Loop Railroad®, one of Colorado’s most popular heritage tourism sites, demonstrates this increased demand in visitation. The results of the FY11-12 year indicate that the agency has seen a mixed return in revenue for its regional museums, where there has been a 3.8% decrease in admission revenue, a 29.9% increase in rental income, and a 2.4% decrease in gift shop sales. With the recent economic downturn, the general public is cautious but willing to support fun, exciting and enlightening experiences and spend money on worthy causes. Fewer people are traveling nationally and that is reflected in the admission revenue. Further, the millions in State Historical Fund dollars invested in preservation projects throughout the State assist greatly in keeping and adding facilities of interest to attract heritage tourists while creating jobs in local economies. Heritage tourists also tend to buy related publications and the Society is meeting this need with bi-monthly newsletters, quarterly magazine publications and regularly published special interest journals.

Native American Graves Protection and Repatriation Act (NAGPRA) – Continued compliance activities increase expenses in these areas, but our successful completion of consultations has established History Colorado as a national leader in NAGPRA activities, which increases the level of trust and confidence between the State and Native nations. This raises the level of communication, increases the speed in dealing with burial discoveries and other topical matters, and produces a stronger relationship with the American Indians in Colorado, yielding improved presentations on and access to information regarding the American Indian tribes.

Workload Indicators	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Estimate
Visitation and participation in History Colorado, -museums, sites, and public programs.	217,882	\$250,000 ¹	390,000	425,000
Visits to the History Colorado Website. In 2011 History Colorado switched from Web Trends to Google Analytics as our reporting tool. Google Analytics does not count hits by search engines and other automated web crawlers as “visits,” these were accounting for two thirds of our previously reported use numbers and did not effectively represent user engagement.	744,920	359,512	500,000	544,000
Social media engagement. Facebook, Twitter, e-newsletter, subscribers and followers	N.A.	8,147	14,000	17,000
Design, test, prepare, and implement museum exhibitions.	4 @ 17,000 sq. ft.		3 @ 18,500 sq. ft.	
Annual Contributions or Contributed Support Raised for Programs.	\$233,727	\$314,000	\$400,000	\$500,000
Donations from Membership.	\$289,676	\$606,660	\$525,000	\$515,000
Commitments to the Capital Campaign (cash gifts and pledges made during that fiscal Does not include interest earned or payments to pledges).	\$5,355,080	\$6,061,974	Under review	Under review
State Historical Fund Preservation Grant Applications Received.	139 for \$12,436,863	185 for \$13,960,477	200 for \$15,000,000	220 for \$16,000,000
State Historical Fund Preservation Grants Funded By Year.	97 for \$6,904,608	111 for \$7,342,491	120 for \$7,500,000	150 for \$8,000,000
State Historical Fund Preservation Grant Projects – Currently Active.	322 for \$34,830,131	281 for \$25,867,092	300 for \$28,000,000	320 for \$30,000,000
Information Management technical advice requests (and site file searches).	4,195 (152,588)	3,913 (134,290)	4,000 (140,000)	4,500 (150,000)
Number of archaeology and paleontology permits issued.	109	108	110	110
Number of site forms and survey documents processed for archaeological and historic sites.	13,940	13,866	14,500	15,000
Number of Certified Local Governments.	49	50	51	51

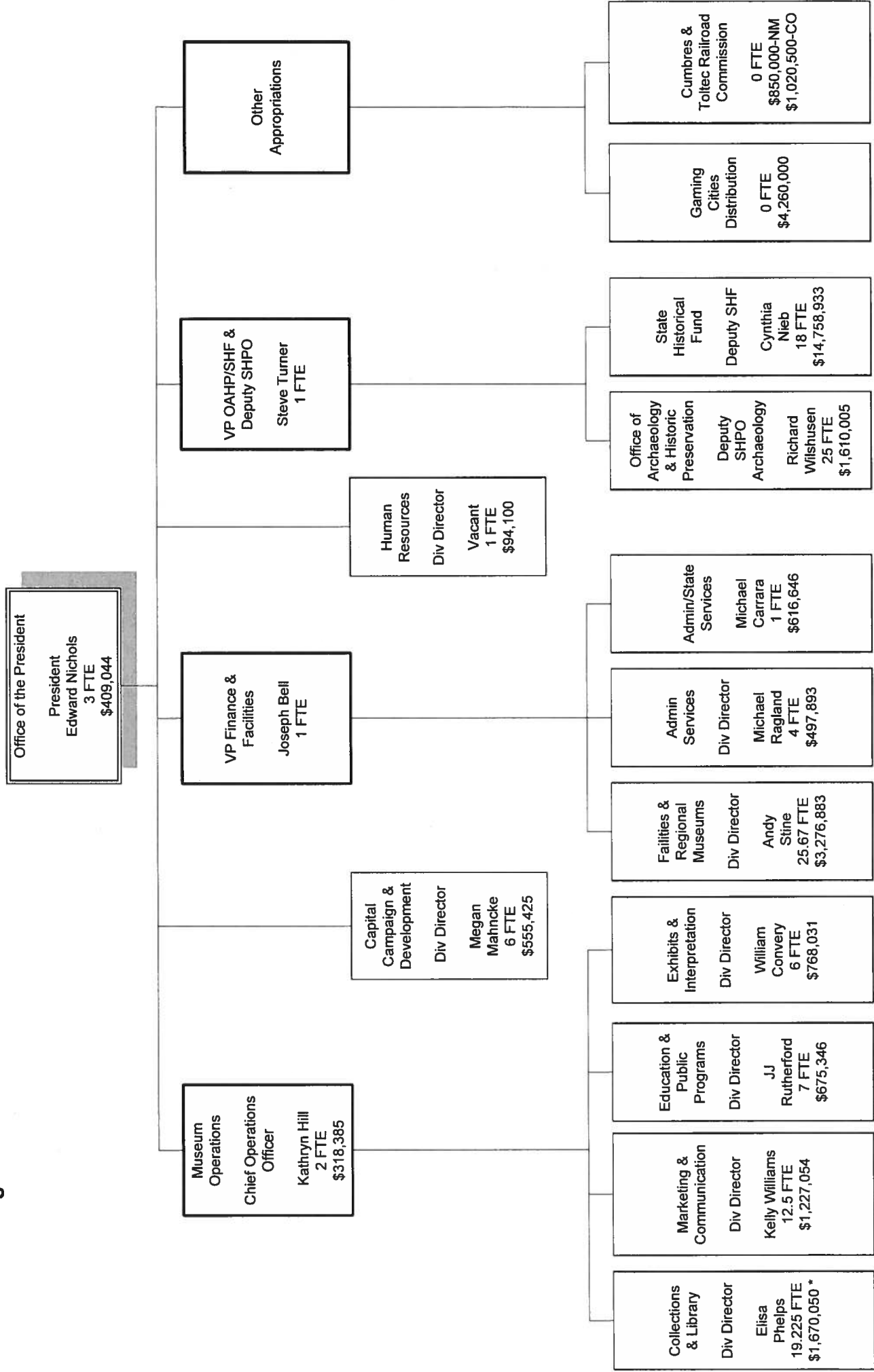
Workload Indicators	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Estimate
Use of Library and Curatorial resources through public inquiries and library patron visits (library reopened on a limited basis 1/2012, with full public access 5/2012). For FY11-12 the measure will be public inquiries, the use of library research services and the available collection resources. Most collections will be in storage or being installed in the new building through 4/2012. ²	29,596	Footnote 2	25,000	
Collections documented through cataloguing, inventory, and location data updates.	41,873		20,000	
Consultations with American Indian Tribes in fulfillment of NAGPRA responsibilities.	90		40	
Capital Construction Projects.	\$41,811,893	\$36,550,495	\$8,600,000	5,000,000

1 Projected visitation and use number for FY12. Final visitation reporting not complete for FY12 as of 7/25/12.

2 For FY 2011-12 general public inquiries will be handled by an automated phone system.

History Colorado The Colorado Historical Society

Organizational Chart



131.41 FTE \$30,383,545 incl POTS \$1,370,750
\$1,020,500 GF \$28,435,949 CF \$927,096 FF

* Include sponsored pgms

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 2

	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
FY 2010-11 Actual Expenditures						
(9) State Historical Society (A) Cumbres & Toltec Railroad Commission	\$180,000	0.0	\$180,000	\$0	\$0	\$0
(9) State Historical Society (B) Sponsored Programs	\$238,383	3.0	\$0	\$0	\$0	\$238,383
(9) State Historical Society (C) Auxiliary Programs	\$909,544	8.7	\$0	\$909,544	\$0	\$0
(9) State Historical Society (D) Gaming Revenue	\$28,045,730	104.5	\$0	\$27,147,202	\$0	\$898,528
FY 2010-11 Total Actual Expenditures	\$29,373,657	116.2	\$180,000	\$28,056,746	\$0	\$1,136,911
FY 2011-12 Actual Expenditures						
(9) State Historical Society (A) Cumbres & Toltec Railroad Commission	\$202,500	0.0	\$202,500	\$0	\$0	\$0
(9) State Historical Society (B) Sponsored Programs	\$62,451	1.2	\$0	\$20,000	\$0	\$42,451
(9) State Historical Society (C) Auxiliary Programs	\$1,119,502	11.8	\$0	\$1,119,502	\$0	\$0
(9) State Historical Society (D) Gaming Revenue	\$28,568,313	107.2	\$0	\$27,789,907	\$0	\$778,406
FY 2011-12 Total Actual Expenditures	\$29,952,766	120.2	\$202,500	\$28,929,409	\$0	\$820,857
FY 2012-13 Appropriation						
(9) State Historical Society (A) Cumbres & Toltec Railroad Commission	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
(9) State Historical Society (B) Sponsored Programs	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
(9) State Historical Society (C) Auxiliary Programs	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
(9) State Historical Society (D) Gaming Revenue	\$27,355,510	113.4	\$0	\$26,658,414	\$0	\$697,096
FY 2012-13 Total Appropriation	\$31,233,545	131.4	\$1,020,500	\$29,285,949	\$0	\$927,096
FY 2013-14 Request						
(9) State Historical Society (A) Cumbres & Toltec Railroad Commission	\$2,145,000	0.0	\$1,295,000	\$850,000	\$0	\$0
(9) State Historical Society (B) Sponsored Programs	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
(9) State Historical Society (C) Auxiliary Programs	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
(9) State Historical Society (D) Gaming Revenue	\$28,035,510	113.4	\$0	\$27,338,414	\$0	\$697,096
FY 2013-14 Total Request	\$32,188,045	131.4	\$1,295,000	\$29,965,949	\$0	\$927,096

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(A) Cumbres & Toltec Railroad Commission	Total Funds	FTE	General Fund	(New Mexico) Cash Funds	Reappropriated Funds	Federal Funds
Long Bill Line Item 1						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$202,500	0.0	\$202,500	\$0	\$0	\$0
Final FY 2010-11 Appropriation	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY11 Allocated Pots	\$0	0.0	\$0	\$0	\$0	\$0
FY11 Total Available Spending Authority	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY11 Expenditures	\$180,000	0.0	\$180,000	\$0	\$0	\$0
FY 2010-11 Reversion \ (Overexpenditure)	\$22,500	0.0	\$22,500	\$0	\$0	\$0
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$202,500	0.0	\$202,500	\$0	\$0	\$0
Final FY 2011-12 Appropriation	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY12 Total Available Spending Authority	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY12 Expenditures	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY 2011-12 Reversion \ (Overexpenditure)	\$0	0.0	\$0	\$0	\$0	\$0
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2012-13 Total Appropriation	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY13 Personal Services allocation	\$0	0.0	\$0	\$0	\$0	\$0
FY13 Operating allocation	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2013-14 Base Request	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
HC-1 Decision Item	\$274,500	0.0	\$274,500	\$0	\$0	\$0
FY 2013-14 Total Request	\$2,145,000	0.0	\$1,295,000	\$850,000	\$0	\$0
FY14 Personal Services allocation	\$0	0.0	\$0	\$0	\$0	\$0
FY14 Operating allocation	\$2,145,000	0.0	\$1,295,000	\$850,000	\$0	\$0

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(A) Cumbres & Toltec Railroad Commission	Total Funds	FTE	General Fund	(New Mexico) Cash Funds	Reappropriated Funds	Federal Funds
Division Total						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$202,500	0.0	\$202,500	\$0	\$0	\$0
Final FY 2010-11 Appropriation	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY11 Total Available Spending Authority	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY11 Expenditures	\$180,000	0.0	\$180,000	\$0	\$0	\$0
FY 2010-11 Reversion \ (Overexpenditure)	\$22,500	0.0	\$22,500	\$0	\$0	\$0
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$202,500	0.0	\$202,500	\$0	\$0	\$0
Final FY 2011-12 Appropriation	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY12 Total Available Spending Authority	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY12 Expenditures	\$202,500	0.0	\$202,500	\$0	\$0	\$0
FY 2011-12 Reversion \ (Overexpenditure)	\$0	0.0	\$0	\$0	\$0	\$0
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2012-13 Total Appropriation	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY13 Personal Services allocation	\$0	0.0	\$0	\$0	\$0	\$0
FY13 Operating allocation	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2013-14 Base Request	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
HC-1 Decision Item	\$274,500	0.0	\$274,500	\$0	\$0	\$0
FY 2013-14 Total Request	\$2,145,000	0.0	\$1,295,000	\$850,000	\$0	\$0
FY14 Personal Services allocation	\$0	0.0	\$0	\$0	\$0	\$0
FY14 Operating allocation	\$2,145,000	0.0	\$1,295,000	\$850,000	\$0	\$0

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(A) Cumbres & Toltec Railroad Commission	Total Funds	FTE	General Fund	(New Mexico) Cash Funds	Reappropriated Funds	Federal Funds
(9) State Historical Society						
FY 2012-13 Total Appropriation	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2013-14 Base Request	\$1,870,500	0.0	\$1,020,500	\$850,000	\$0	\$0
FY 2013-14 Total Request	\$2,145,000	0.0	\$1,295,000	\$850,000	\$0	\$0
Percentage Change FY 2012-13 to FY 2013-14	14.68%	#DIV/0!	0.00%	0.00%	#DIV/0!	#DIV/0!

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(B) Sponsored Programs	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Long Bill Line Item 1						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
Final FY 2010-11 Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY11 Total Available Spending Authority	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY11 Expenditures	\$238,383	3.0	\$0	\$0	\$0	\$238,383
FY 2010-11 Reversion \ (Overexpenditure)	\$11,617	0.5	\$0	\$20,000	\$0	(\$8,383)
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
Final FY 2011-12 Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY12 Total Available Spending Authority	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY12 Expenditures	\$62,451	1.2	\$0	\$20,000	\$0	\$42,451
FY 2011-12 Reversion \ (Overexpenditure)	\$187,549	2.3	\$0	\$0	\$0	\$187,549
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2012-13 Total Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY13 Personal Services allocation	\$220,843	3.5	\$0	\$0	\$0	\$220,843
FY13 Operating allocation	\$29,157	0.0	\$0	\$20,000	\$0	\$9,157
FY 2013-14 Request						
Final FY 2013-14 Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2013-14 Base Request	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2013-14 Total Request	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY14 Personal Services allocation	\$220,843	3.5	\$0	\$0	\$0	\$220,843
FY14 Operating allocation	\$29,157	0.0	\$0	\$20,000	\$0	\$9,157

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(B) Sponsored Programs	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Division Total						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
Final FY 2010-11 Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY11 Total Available Spending Authority	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY11 Expenditures	\$238,383	3.0	\$0	\$0	\$0	\$238,383
FY 2010-11 Reversion \ (Overexpenditure)	\$11,617	0.5	\$0	\$20,000	\$0	(\$8,383)
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
Final FY 2011-12 Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY12 Total Available Spending Authority	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY12 Expenditures	\$62,451	1.2	\$0	\$20,000	\$0	\$42,451
FY 2011-12 Reversion \ (Overexpenditure)	\$187,549	2.3	\$0	\$0	\$0	\$187,549
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2012-13 Total Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY13 Personal Services allocation	\$220,843	3.5	\$0	\$0	\$0	\$220,843
FY13 Operating allocation	\$29,157	0.0	\$0	\$20,000	\$0	\$9,157
FY 2013-14 Request						
Final FY 2013-14 Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2013-14 Base Request	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2013-14 Total Request	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY14 Personal Services allocation	\$220,843	3.5	\$0	\$0	\$0	\$220,843
FY14 Operating allocation	\$29,157	0.0	\$0	\$20,000	\$0	\$9,157

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(B) Sponsored Programs	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
(9) State Historical Society						
FY 2012-13 Total Appropriation	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2013-14 Base Request	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
FY 2013-14 Total Request	\$250,000	3.5	\$0	\$20,000	\$0	\$230,000
Percentage Change FY 2012-13 to FY 2013-14	0.00%	0.00%	0.00%	0.00%	#DIV/0!	0.00%

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(C) Auxiliary Programs	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Long Bill Line Item 1						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$1,551,313	14.5	\$0	\$1,551,313	\$0	\$0
SB10-146 PERA 2.5% Annualization	\$10,866	0.0	\$0	\$10,866	\$0	\$0
Final FY 2010-11 Appropriation	\$1,562,179	14.5	\$0	\$1,562,179	\$0	\$0
FY11 Total Available Spending Authority	\$1,562,179	14.5	\$0	\$1,562,179	\$0	\$0
FY11 Expenditures	\$909,544	8.7	\$0	\$909,544	\$0	\$0
FY 2010-11 Reversion \ (Overexpenditure)	\$652,635	5.8	\$0	\$652,635	\$0	\$0
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$1,553,672	14.5	\$0	\$1,553,672	\$0	\$0
Final FY 2011-12 Appropriation	\$1,553,672	14.5	\$0	\$1,553,672	\$0	\$0
FY12 Total Available Spending Authority	\$1,553,672	14.5	\$0	\$1,553,672	\$0	\$0
FY12 Expenditures	\$1,119,502	11.8	\$0	\$1,119,502	\$0	\$0
FY 2011-12 Reversion \ (Overexpenditure)	\$434,170	2.7	\$0	\$434,170	\$0	\$0
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2012-13 Total Appropriation	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY13 Personal Services allocation	\$1,144,765	14.5	\$0	\$1,144,765	\$0	\$0
FY13 Operating allocation	\$612,770	0.0	\$0	\$612,770	\$0	\$0
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2013-14 Base Request	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2013-14 Total Request	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY14 Personal Services allocation	\$1,144,765	14.5	\$0	\$1,144,765	\$0	\$0
FY14 Operating allocation	\$612,770	0.0	\$0	\$612,770	\$0	\$0

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(C) Auxiliary Programs	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Division Total						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$1,551,313	14.5	\$0	\$1,551,313	\$0	\$0
Final FY 2010-11 Appropriation	\$1,551,313	14.5	\$0	\$1,551,313	\$0	\$0
FY11 Total Available Spending Authority	\$1,551,313	14.5	\$0	\$1,551,313	\$0	\$0
FY11 Expenditures	\$909,544	8.7	\$0	\$909,544	\$0	\$0
FY 2010-11 Reversion \ (Overexpenditure)	\$652,635	5.8	\$0	\$652,635	\$0	\$0
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$1,553,672	14.5	\$0	\$1,553,672	\$0	\$0
Final FY 2011-12 Appropriation	\$1,553,672	14.5	\$0	\$1,553,672	\$0	\$0
FY12 Total Available Spending Authority	\$1,553,672	14.5	\$0	\$1,553,672	\$0	\$0
FY12 Expenditures	\$1,119,502	11.8	\$0	\$1,119,502	\$0	\$0
FY 2011-12 Reversion \ (Overexpenditure)	\$434,170	2.7	\$0	\$434,170	\$0	\$0
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2012-13 Total Appropriation	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY13 Personal Services allocation	\$1,144,765	14.5	\$0	\$1,144,765	\$0	\$0
FY13 Operating allocation	\$612,770	0.0	\$0	\$612,770	\$0	\$0
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2013-14 Base Request	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2013-14 Total Request	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY14 Personal Services allocation	\$1,144,765	14.5	\$0	\$1,144,765	\$0	\$0
FY14 Operating allocation	\$612,770	0.0	\$0	\$612,770	\$0	\$0

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(C) Auxiliary Programs	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
(9) State Historical Society						
FY 2012-13 Total Appropriation	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2013-14 Base Request	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
FY 2013-14 Total Request	\$1,757,535	14.5	\$0	\$1,757,535	\$0	\$0
Percentage Change FY 2012-13 to FY 2013-14	0.00%	0.00%	0.00%	0.00%	#DIV/0!	#DIV/0!

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(D) Gaming Revenue	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Long Bill Line Item 1 - Gaming Cities Distribution						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$5,272,879	0.0	\$0	\$5,272,879	\$0	\$0
Final FY 2010-11 Appropriation	\$5,272,879	0.0	\$0	\$5,272,879	\$0	\$0
FY11 Total Available Spending Authority	\$5,272,879	0.0	\$0	\$5,272,879	\$0	\$0
FY11 Expenditures	\$4,973,472	0.0	\$0	\$4,973,472	\$0	\$0
FY 2010-11 Reversion \ (Overexpenditure)	\$299,407	0.0	\$0	\$299,407	\$0	\$0
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$5,417,211	0.0	\$0	\$5,417,211	\$0	\$0
Final FY 2011-12 Appropriation	\$5,417,211	0.0	\$0	\$5,417,211	\$0	\$0
FY12 Total Available Spending Authority	\$5,417,211	0.0	\$0	\$5,417,211	\$0	\$0
FY12 Expenditures	\$4,839,002	0.0	\$0	\$4,839,002	\$0	\$0
FY 2011-12 Reversion \ (Overexpenditure)	\$578,209	0.0	\$0	\$578,209	\$0	\$0
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$4,260,000	0.0	\$0	\$4,260,000	\$0	\$0
FY 2012-13 Total Appropriation	\$4,260,000	0.0	\$0	\$4,260,000	\$0	\$0
FY13 Personal Services allocation	\$0	0.0	\$0	\$0	\$0	\$0
FY13 Operating allocation	\$4,260,000	0.0	\$0	\$4,260,000	\$0	\$0
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$4,260,000	0.0	\$0	\$4,260,000	\$0	\$0
FY 2013-14 Base Request	\$4,260,000	0.0	\$0	\$4,260,000	\$0	\$0
Estimated Increase to Gaming Cities	\$680,000	0.0	\$0	\$680,000	\$0	\$0
FY 2013-14 Total Request	\$4,940,000	0.0	\$0	\$4,940,000	\$0	\$0
FY14 Personal Services allocation	\$0	0.0	\$0	\$0	\$0	\$0
FY14 Operating allocation	\$4,940,000	0.0	\$0	\$4,940,000	\$0	\$0

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(D) Gaming Revenue	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
LB Line Item 2 - Statewide Preservation Grant Program						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$14,387,302	18.0	\$0	\$14,387,302	\$0	\$0
Final FY 2010-11 Appropriation	\$14,387,302	18.0	\$0	\$14,387,302	\$0	\$0
FY11 Total Available Spending Authority	\$14,387,302	18.0	\$0	\$14,387,302	\$0	\$0
FY11 Expenditures	\$15,691,593	17.3	\$0	\$15,691,593	\$0	\$0
FY 2010-11 Reversion \ (Overexpenditure)	(\$1,304,291)	0.7	\$0	(\$1,304,291)	\$0	\$0
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$14,758,933	18.0	\$0	\$14,758,933	\$0	\$0
Special Bill PERA 2.5% (S.B. 11-076)	(\$20,991)	0.0	\$0	(\$20,991)	\$0	\$0
Final FY 2011-12 Appropriation	\$14,737,942	18.0	\$0	\$14,737,942	\$0	\$0
FY12 Total Available Spending Authority	\$14,737,942	18.0	\$0	\$14,737,942	\$0	\$0
FY12 Expenditures	\$15,597,326	17.3	\$0	\$15,597,326	\$0	\$0
FY 2011-12 Reversion \ (Overexpenditure)	(\$859,384)	0.7	\$0	(\$859,384)	\$0	\$0
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$14,758,933	18.0	\$0	\$14,758,933	\$0	\$0
FY 2012-13 Total Appropriation	\$14,758,933	18.0	\$0	\$14,758,933	\$0	\$0
FY13 Personal Services allocation	\$1,051,113	18.0	\$0	\$1,051,113	\$0	\$0
FY13 Operating allocation	\$13,707,820	0.0	\$0	\$13,707,820	\$0	\$0
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$14,758,933	18.0	\$0	\$14,758,933	\$0	\$0
FY 2013-14 Base Request	\$14,758,933	18.0	\$0	\$14,758,933	\$0	\$0
FY 2013-14 Total Request	\$14,758,933	18.0	\$0	\$14,758,933	\$0	\$0
FY14 Personal Services allocation	\$1,051,113	18.0	\$0	\$1,051,113	\$0	\$0
FY14 Operating allocation	\$13,707,820	0.0	\$0	\$13,707,820	\$0	\$0

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(D) Gaming Revenue	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
LB Line 3 - Society Museum & Preservation Operations						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$6,762,023	89.9	\$0	\$6,069,627	\$0	\$692,396
S.B. 10-146 PERA 2.5% annualization	\$117,238	0.0	\$0	\$104,053	\$0	\$13,185
Final FY 2010-11 Appropriation	\$6,879,261	89.9	\$0	\$6,173,680	\$0	\$705,581
FY11 Allocated Pots	\$1,213,759	0.0	\$0	\$1,188,921	\$0	\$24,838
FY11 Total Available Spending Authority	\$8,093,020	89.9	\$0	\$7,362,601	\$0	\$730,419
FY11 Expenditures	\$7,380,665	87.2	\$0	\$6,482,137	\$0	\$898,528
FY 2010-11 Reversion \ (Overexpenditure)	\$712,355	2.7	\$0	\$880,464	\$0	(\$168,109)
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$7,513,118	91.9	\$0	\$6,816,022	\$0	\$697,096
Special Bill PERA 2.5% (S.B. 11-076)	(\$114,740)	0.0	\$0	(\$101,820)	\$0	(\$12,920)
FY12 Allocated Pots	\$1,305,936	0.0	\$0	\$1,269,099	\$0	\$36,837
Final FY 2011-12 Appropriation	\$8,704,314	91.9	\$0	\$7,983,301	\$0	\$721,013
FY12 Total Available Spending Authority	\$8,704,314	91.9	\$0	\$7,983,301	\$0	\$721,013
FY12 Expenditures	\$8,131,985	89.9	\$0	\$7,353,579	\$0	\$778,406
FY 2011-12 Reversion \ (Overexpenditure)	\$572,329	2.0	\$0	\$629,722	\$0	(\$57,393)
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$8,336,577	95.4	\$0	\$7,639,481	\$0	\$697,096
FY 2012-13 Total Appropriation	\$8,336,577	95.4	\$0	\$7,639,481	\$0	\$697,096
FY13 Personal Services allocation	\$5,985,203	95.4	\$0	\$5,301,694	\$0	\$683,509
FY13 Operating allocation	\$2,351,374	0.0	\$0	\$2,337,787	\$0	\$13,587
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$8,336,577	95.4	\$0	\$7,639,481	\$0	\$697,096
FY 2013-14 Base Request	\$8,336,577	95.4	\$0	\$7,639,481	\$0	\$697,096
FY 2013-14 Total Request	\$8,336,577	95.4	\$0	\$7,639,481	\$0	\$697,096
FY14 Personal Services allocation	\$5,985,203	95.4	\$0	\$5,301,694	\$0	\$683,509
FY14 Operating allocation	\$2,351,374	0.0	\$0	\$2,337,787	\$0	\$13,587

DEPARTMENT OF HIGHER EDUCATION - HISTORICAL SOCIETY FY 2013-14

Schedule 3

(9) State Historical Society

(D) Gaming Revenue	Total Funds	FTE	General Fund	Cash Funds	Reappropriated Funds	Federal Funds
Division Total						
FY 2010-11 Actual						
FY 2010-11 Long Bill, H.B. 10-1376	\$26,422,204	107.9	\$0	\$25,729,808	\$0	\$692,396
S.B. 10-146 PERA 2.5% annualization	\$117,238	0.0	\$0	\$104,053	\$0	\$13,185
Final FY 2010-11 Appropriation	\$26,539,442	107.9	\$0	\$25,833,861	\$0	\$705,581
FY11 Allocated Pots	\$1,213,759	0.0	\$0	\$1,188,921	\$0	\$24,838
FY11 Total Available Spending Authority	\$27,753,201	107.9	\$0	\$27,022,782	\$0	\$730,419
FY11 Expenditures	\$28,045,730	104.5	\$0	\$27,147,202	\$0	\$898,528
FY 2010-11 Reversion \ (Overexpenditure)	(\$292,529)	3.4	\$0	(\$124,420)	\$0	(\$168,109)
FY 2011-12 Actual						
FY 2011-12 Long Bill, S.B. 11-209	\$27,689,262	109.9	\$0	\$26,992,166	\$0	\$697,096
Special Bill PERA 2.5% (S.B. 11-076)	(\$135,731)	0.0	\$0	(\$122,811)	\$0	(\$12,920)
Final FY 2011-12 Appropriation	\$27,553,531	109.9	\$0	\$26,869,355	\$0	\$684,176
FY12 Allocated Pots	\$1,305,936	0.0	\$0	\$1,269,099	\$0	\$36,837
FY12 Total Available Spending Authority	\$28,859,467	109.9	\$0	\$28,138,454	\$0	\$721,013
FY12 Expenditures	\$28,568,313	107.2	\$0	\$27,789,907	\$0	\$778,406
FY 2011-12 Reversion \ (Overexpenditure)	\$291,154	2.7	\$0	\$348,547	\$0	(\$57,393)
FY 2012-13 Appropriation						
FY 2012-13 Long Bill Appropriation (H.B. 12-1335)	\$27,355,510	113.4	\$0	\$26,658,414	\$0	\$697,096
FY 2012-13 Total Appropriation	\$27,355,510	113.4	\$0	\$26,658,414	\$0	\$697,096
FY13 Personal Services allocation	\$7,036,316	113.4	\$0	\$6,352,807	\$0	\$683,509
FY13 Operating allocation	\$20,319,194	0.0	\$0	\$20,305,607	\$0	\$13,587
FY 2013-14 Request						
Final FY 2012-13 Appropriation	\$27,355,510	113.4	\$0	\$26,658,414	\$0	\$697,096
FY 2013-14 Base Request	\$27,355,510	113.4	\$0	\$26,658,414	\$0	\$697,096
Estimated Increase to Gaming Cities	\$680,000	0.0	\$0	\$680,000	\$0	\$0
FY 2013-14 Total Request	\$28,035,510	113.4	\$0	\$27,338,414	\$0	\$697,096
FY14 Personal Services allocation	\$7,036,316	18.0	\$0	\$6,352,807	\$0	\$683,509
FY14 Operating allocation	\$20,999,194	0.0	\$0	\$20,985,607	\$0	\$13,587

(9) State Historical Society						
FY 2012-13 Total Appropriation	\$27,355,510	113.4	\$0	\$26,658,414	\$0	\$697,096
FY 2013-14 Base Request	\$27,355,510	113.4	\$0	\$26,658,414	\$0	\$697,096
FY 2013-14 Total Request	\$28,035,510	113.4	\$0	\$27,338,414	\$0	\$697,096
Percentage Change FY 2012-13 to FY 2013-14	2.49%	0.00%	0.00%	2.55%	#DIV/0!	0.00%



HISTORY *Colorado*

Department of Higher Education
History Colorado

FY 2013-14 Budget Request
Strategic Plan

November 1, 2012

Introduction, Statutory Authority and Department Summary

History Colorado, the Colorado Historical Society, is entrusted to care for the State's historical items and places for the benefit of our citizens (CRS 24-80-401 et seq.).

History Colorado engages people in our State's heritage through collecting, preserving, and discovering the past in order to educate and provide perspectives for the future. Since our establishment in 1879, History Colorado has assembled a superb collection of artifacts, photographs, manuscripts, research records and historic sites and museums across the state which are used to educate Colorado citizens and visitors about the state's history and spark public interest in and understanding of the history of Colorado and the West. The new History Colorado Center provides a state of the art building with efficient environmentally-controlled collections storage, ensuring and enhancing the agency's ability to provide excellent stewardship of this incomparable and irreplaceable state resource.

As a state educational institution (CRS 24-80-201), History Colorado contains five main areas: the Office of the President, Museum Operations (MO), Finance, Facilities and Regional Museums Division (FaRM), the Office of Archaeology and Historic Preservation (OAHP), and the State Historical Fund (SHF). The organization ensures historic preservation and archaeological compliance, provides grant programs and public programs, and operates eleven museums and historic sites throughout the state. History Colorado reaches broad and diverse audiences with authentic, memorable and fun educational exhibits, events and programs that range from new, interactive exhibits at Denver's History Colorado Center to train rides through the mountains on the Georgetown Loop Railroad® and house tours at Trinidad's Baca House, Bloom Mansion and heirloom gardens to active private rentals at the Grant-Humphreys Mansion in Denver.

In Denver, the History Colorado Center serves as the agency's flagship and represents a major cultural destination for Colorado families, tourists and school children. Visitors are invited to explore the rich stories of Colorado's past through interactive, immersive exhibits that blend technology, media, objects and text to create memorable experiences. Each exhibit will also serve as a jumping off place for in-depth exploration of how an understanding of the past enriches our understanding of the present and might influence the decisions we make for the future.

Civic engagement is at the heart of History Colorado's statewide mission, and History Colorado's historic sites and museums have become forums for civic, civil discussion about today's issues in the context of the past. Informal programs, comprised of performances, demonstrations and hands-on activities, animate the exhibits and ensure a fresh experience for repeat visitors. By providing on-site field trips, direct community outreach and online resources, History Colorado enriches classroom learning of Colorado history throughout the state.

History Colorado also reaches Coloradans through an active, engaging web site, the award-winning *Colorado Heritage* magazine, our online newsletter, and social media. The Stephen H. Hart Library and Research Center serves as an invaluable research facility for historians and researchers throughout the country. Our professional library and research staff provide online assistance to scholars, researchers and students of all ages.

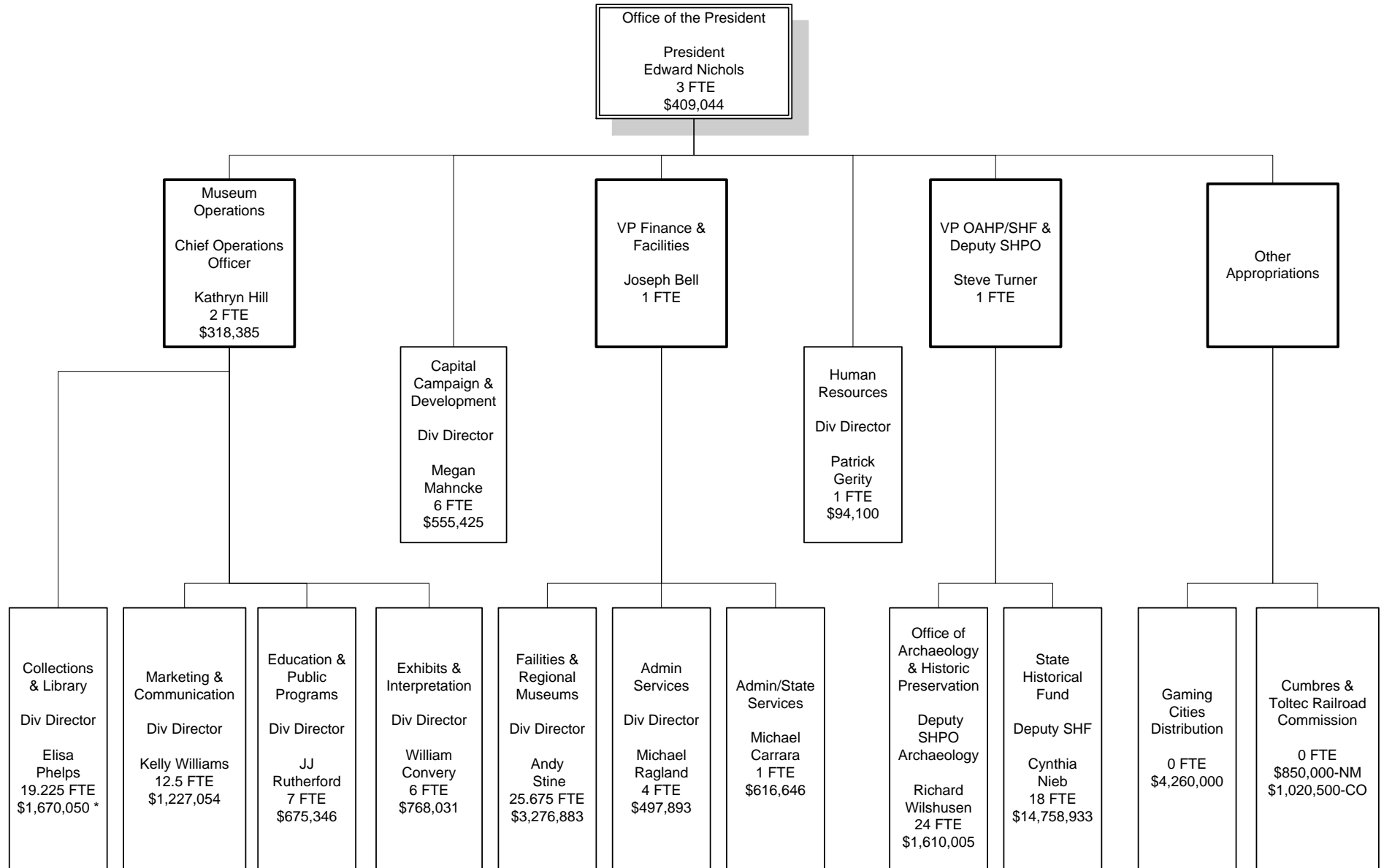
As designated State Monuments (CRS 24-80-501), History Colorado's regional museums are integral to their local economies. Each site provides ongoing support to local markets by promoting heritage tourism, Colorado identity, and educational and historic preservation initiatives. History Colorado's regional museums provide an authentic sensory experience. A good example is the Georgetown Loop Railroad®, one of Colorado's most

popular heritage tourism sites; it supports the local economy while providing an exciting and immersive experience. Further, dollars expended for capital investments in construction and preservation projects assist in creating jobs in local economies. History Colorado historic sites and museums support Main Street in every community they serve through their centers and business enterprise operations.

The Office of Archaeology and Historic Preservation (OAHP) fulfills statutory responsibilities assigned to the State Archaeologist (CRS 24-80-403 through 406) and the State Historic Preservation Officer (SHPO). OAHP maintains and supplements extensive archaeological records and assists in stewardship of Colorado's historical past while making these historical resources accessible to archaeological and historical researchers, preservationists, and government planners. OAHP also creatively engages Coloradans to discover, preserve, and take pride in our state's architectural, archaeological, and other historic places through statewide community-centered educational programs like the Program for Avocational Archaeological Certification, Certified Local Government (CLG) grants, and Archaeology and Historic Preservation Month. This office provides statewide leadership and partnership support in archaeology and historic preservation by assisting local government preservation commissions, managing historical designation and awards programs, providing archaeological permitting and development project review functions (including preservation tax credits), and offering classes and workshops. These efforts help focus the importance of the state's heritage through historic preservation, defining what is unique in communities and celebrating their collective identity.

The State Historical Fund (SHF) was created by the 1990 constitutional amendment allowing limited gaming in the towns of Cripple Creek, Central City, and Black Hawk. History Colorado is statutorily designated by the General Assembly to administer the State Historical Fund (Limited Gaming Act of 1991 as amended, CRS 12-47.1-1201 and 1202). Through the State Historical Fund, History Colorado administers this robust competitive grants program, awarding grants each year to deserving projects and historic properties throughout Colorado. The Constitutional amendment directs that a portion of the gaming tax revenue is used for historic preservation throughout the state. Funds are distributed through a competitive process, and all projects must demonstrate strong public benefit and community support. Grants vary in size, from a few thousand dollars to amounts in excess of \$400,000. SHF assists in a wide variety of preservation projects including restoration and rehabilitation of historic buildings, architectural assessments, archaeological excavations, designation and interpretation of historic places, preservation planning studies, and education and training programs. Since 1993, over 3,700 projects have received more than \$247 million in aggregate to support preservation in Colorado. Historic preservation and restoration of historic resources is proven to stimulate economic activity and retain economic vitality in small and large communities. In 2011, SHF created a special initiative funding category to focus on the issues of sustainability in historic buildings and on economic development in rural communities using historic buildings. We have funded four demonstration projects representing an investment of nearly \$2 million in these areas. Every Colorado county has received at least one State Historical Fund grant.

Organizational Chart History Colorado The Colorado Historical Society



Five Year Mission

As the designated steward of Colorado history, we aspire to engage people in our State's heritage through collecting, preserving, and discovering the past in order to educate and provide perspectives for the future.

Five Year Vision

In five years, History Colorado will serve as a national model 21st century history museum network. We aspire to excite Coloradans about our shared history and to foster active engagement in their communities – an engagement that is inspired and enriched by an understanding of our shared heritage. Through compelling, interactive exhibits, History Colorado museums will offer visitors opportunities to immerse themselves in the stories of Colorado's past and will serve as community hubs for civic, civil discourse about today's most pressing issues in an historical context. In response to the Governor's initiative to expand Colorado history education for school children, History Colorado will build partnerships and create on-site and on-line resources for students and educators to reach every Colorado classroom. Through an array of programs and services, History Colorado will become an integral partner and invaluable resource for historians, archaeologists and preservationists and serve as a national leader in historic preservation. History Colorado will ensure physical and intellectual control over the state's incomparable collection in order to make those resources readily accessible to diverse audiences. Motivated staff will support the growth of the organization through a commitment to public service, sustainability, efficiency, excellence, innovation, diversity and accountability.

The recently updated 2020 State Preservation Plan states that by the Year 2020: (1) The public's definition and understanding of preservation will build on a positive connotation through personal experience and hands-on interaction with local resources, (2) More Coloradans will self-identify as preservationists through the effort to communicate how preservation relates to each individual, and (3) Cultural resources in their many forms—the built environment, landscapes, archaeological sites, collections, archives, language, folkways, dance, and other expressions—will be widely recognized and celebrated by all citizens as a source of pride. History Colorado's Office of Archaeology and Historic Preservation and the State Historical Fund will both play key roles in achieving this vision through preservation education programs, grants, and administration of the State's responsibilities defined under the National Preservation Act.

History Colorado's services will continue to promote historic preservation and lifelong learning, build communities, and support economic development statewide. The new History Colorado Center will enable the institution to strengthen and expand services to all Coloradans. Through effective business planning the agency will grow its enterprise activities and build a sustainable organization. History Colorado will support the state's brand awareness campaign, supporting efforts to increase Colorado's competitiveness as a quality place to live, work and invest, and raise awareness of History Colorado resources through innovative marketing that includes a robust social media presence.

History Colorado Goals

1. Excite audiences about Colorado history through compelling learning experiences for audiences of all ages

Unless we understand our past, we cannot understand our present and we impair our ability to make informed decisions for the future. It is through the study of history that we transmit the values we share as a community and develop a sense of civic pride. It is through the study of history in schools that we learn what it means to be a citizen. Too often, however, history is perceived as dull, and social studies education in classrooms has become limited at best. If school children study Colorado history at all, it is typically delivered in a single unit in 3rd or 4th grade, and classroom resources in Colorado history are scarce. History Colorado has an opportunity to excite our citizens about the state's stories of the past, to strengthen their ties to this state, and to ensure that high quality Colorado history programs and resources are available to every classroom in the state. History Colorado's collections of books, manuscripts, photographs and objects represent the state's richest resource in the study of Colorado history, for researchers and scholars, but also for curious citizens, amateur historians, students and genealogists. Toward that end, we will:

- *Develop exhibits and programs that attract and engage diverse audiences in all of our facilities.*
- *Promote the Governor's Colorado History initiative by developing and delivering on-site and online resources for students and educators statewide.*
- *Extend access to History Colorado's incomparable collections to broad audiences.*

2. Build a Better Colorado Through Economic Development and Community Enrichment

History Colorado works to improve the quality of life in Colorado through programs and services we provide for a variety of constituencies. For many years, the Office of Archaeology and Historic Preservation has worked with communities throughout the state, performing critical services and providing resources aimed at preserving our collective heritage and building communities. When we began planning the new History Colorado Center, we imagined that it would become a place where the community gathered to engage in civil, productive discussion about today's issues, informed by an understanding of the past. We designed physical spaces within the building to accommodate that kind of activity. Shortly before we opened, the History Colorado Center hosted *Education Nation*, NBC's annual three-day forum on education reform in America, as well as the kick-off event for the Governor's TBD initiative. Since then, History Colorado has served as host and venue for organizations such as the League of Women Voters, Civic Canopy, Facing History and Ourselves, and the Technical Advisory Group on state education funding, led by Senator Johnston. Rocky Mountain PBS broadcast the 2012 Presidential Debate in the History Colorado Center atrium, which was followed by a taping of Rocky Mountain PBS's *Colorado State of Mind* and a thoughtful town hall discussion. Middle and high school students gathered at the History Colorado Center to engage in a national youth summit, sponsored by the Smithsonian Institution and the National Endowment for the Humanities, which centered on the Dust Bowl and its implications on environmental decisions we face today. History Colorado is both responsive to the community in providing venues for civic engagement, and intentional about convening important community discussions. Both OAHP and History Colorado historic sites and museums offer continuing education programs for adults.

History Colorado's State Historical Fund (SHF) supports preservation projects in all four corners of the state. This program not only protects our irreplaceable history but creates economic development and new jobs - approximately 32 new jobs are generated for every \$1 million spent on preservation. In addition to the SHF, History Colorado administers the Federal and State Preservation Tax Credit program which helps make reuse of historic structures economically feasible. In communities as diverse as Denver, Silverton and Greeley, developers have used preservation tax credits to restore buildings that provide space for creative industries to flourish.

Approximately 60 percent of travel and tourism spending in Colorado occurs outside of metro Denver. History Colorado regional museums and historic sites contribute not only to defining the identity of the nine communities in which History Colorado operates, but also provide each local economy a significant tourist destination. In 2011, the average household income for Colorado was \$56,456 while History Colorado properties serve communities with an average household income of \$41,715. Colorado's average of people living below the poverty level that year was 12.2% while History Colorado properties serve communities averaging 18.3% below poverty level. History Colorado's historic sites and museums provide vital support in the delivery of outreach and educational, historic preservation, and interpretive products. Even in the face of the economic downturn and reduced visitation to museums nationwide, History Colorado's museums and sites in total experienced stable visitation and met and exceeded revenue numbers in admission, rentals and gift shop sales in FY 2011-2012. Ongoing partnerships with local community groups and corporate sponsors are helping build community identity and pride. It is through these small initiatives that grow to help communities statewide market themselves as good places to live, work and invest.

- Maximize the distribution of SHF Grants across to state to encourage economic development activities.
- Develop civic engagement programs around the Race and Living West exhibits and expand civic engagement opportunities in communities in which we have regional museums.
- Grow participation in fee-based adult education.
- Continue to grow visitation and other economic support structures for local communities throughout the state by increasing efficiency of operations at our historic sites and museums.
- Support local economic objectives through historic preservation and heritage tourism.

3. Build a Sustainable Organization

Sustainability – in every sense of the word – is a value History Colorado has embraced from the outset of this transformation, from historic preservation to building design and program planning. In 2009, History Colorado developed a five-year financial plan to ensure that, even after the completion of the capital campaign, we can maintain and grow a dynamic organization.

In FY12-13, the new History Colorado Center is drawing new audiences in numbers unprecedented for our institution, membership has nearly doubled, retail and food services were introduced, and our facility rental and catering programs were greatly expanded. In FY13, at the History Colorado Center, we launched a business intelligence module tied to the point-of-sale system that yields a wealth of demographic information about our audiences, their program use, and spending habits. Since opening day, we have solicited and catalogued comment cards to help us assess visitor satisfaction at the History Colorado Center. An online membership survey provides vital information about the new members we have attracted.

This data will inform both marketing and program planning efforts. In FY13, we also launched a planning process to guide long-term efforts toward building and sustaining profitable facility rental and catering programs.

In FY12, History Colorado brought on a new Director of Development to manage the capital campaign and to build the infrastructure to support a robust fund raising program. This effort has already yielded foundation support and corporate sponsorships the organization has never before received.

The growth of earned revenue at History Colorado's museums and sites statewide remains an important component to the budget of the agency. The potential of increasing earned revenue through admissions, community events, rental of facilities and land, and gift store sales remains an important business strategy that is not only supporting the agency but the communities it serves.

- Raise public awareness of History Colorado.
- Expand existing and develop new earned-income programs that support the work of History Colorado.
- Expand our base of philanthropic support.

Performance Measures

Goal 1. Excite audiences about Colorado history through compelling learning experiences for audiences of all ages

Develop exhibits and programs that attract and engage diverse audiences in all of our facilities. Through exhibitions, environments and real objects, History Colorado museums tell Colorado stories in memorable ways that reach visitors of all ages, backgrounds and learning styles. History Colorado reports visitation numbers annually, but we have measured visitation in a variety of ways over the years. Benchmark visitation projections reflect only paid visitors, free-day visitors, special events visitors and member visits. Visitation is one measure in evaluating the effectiveness of exhibits and programs. However, History Colorado aspires to reach a demographically diverse audience, strengthen our ties to audiences through membership, and measure visitor satisfaction through a variety of qualitative metrics. History Colorado is rolling out the exhibits program at the History Colorado Center in phases. The phased roll out of exhibits began in FY12 and is planned to extend through FY16. Summative evaluation in subsequent years will enable us to assess the effectiveness of exhibits in meeting learning goals.

The regional museums are vital organizations within their communities. Each site operates with minimal staffing, and each has been expected to serve as a tourist destination, to host field trips, to sponsor community events, and to earn income through store sales and rental events. In fact, each regional museum is distinct – the modern El Pueblo History Museum is quite different from our oldest property, the Fort Garland Museum – and each serves communities with distinct needs. The challenges facing Leadville, for example, are not the same as those confronting rural Platteville. We have evaluated the success of regional museums largely on attendance and on earned income, as opposed to new, individualized measures that respond more directly to the needs of their communities. In FY13, History Colorado is launching efforts to study the communities served by El

Pueblo History Museum and Fort Garland Museum, to assess the relevance of traditional programming efforts and to develop plans to test new program ideas. In FY14, we will be in a position to implement those plans and assess their success based on new performance measures that meet our mission – to promote Colorado history, historic preservation and heritage tourism – in ways that address specific audiences, local planning initiatives and meet community economic objectives.

FY13 will be a challenging year for visitation at the Georgetown Loop Railroad®. CDOT is planning a major tunnel expansion project at the Twin Tunnels. The work is schedule to close the highway a number of times during each 24 hour period for blasting and tunnel inspection. The work is scheduled to occur May through October, a vital summer tourism period. It is anticipated that both earned revenue and visitation will be reduced between 15% to 30% dependant on the press coverage and highway disruption to traffic. CDOT highway work, wildfires and gas prices have routinely affected revenue and access to historic properties and sites over the past few years.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Estimate	FY13-14 Forecast
History Colorado Center Visitation: opened to the public April 28, 2012.	Benchmark	n/a	37,800	120,000	137,000
	Actual	n/a	35,736*		
*FY11-12 actual reflects two months of attendance to the new HCC. FY12-13 estimate anticipates a full year of attendance. Visitation numbers include paid visits to the museum, attendance at free days and special events, and member visits.					
Program Assessment Plan to evaluate exhibit phases	Benchmark New measure	n/a	1 assessment plan New Measure	2 assessment plans New Measure	Under analysis
	Actual	n/a	Underway		
Regional Museum Visitation numbers reflect paid visits to the museum, attendance at free days and special events, and member visits.	Benchmark	175,000	175,000	175,000	180,000
	Actual	167,805*	155,380		
*Regional Museum visitation numbers no longer include visitation numbers from Pearce-McAllister Cottage, a property leased to a separate museum, and not managed by History Colorado.					

Strategies: History Colorado has unique opportunities to excite audiences about Colorado history, through compelling exhibits, high quality visit experiences, dynamic programs for school children and through access to our incomparable collections. The History Colorado Center enjoyed a successful inaugural season, but building new, diverse audiences and encouraging repeat visitation requires a changing marquee of exhibits and informal programs that enhance those exhibits. In FY14, we will:

- Host our first major traveling exhibit, *Race: Are we So Different*, an exhibit that explores the politics, science, and culture of race in the United States. This exhibit holds specific appeal for families, students and educators, and demographically and ethnically diverse audiences.
- Launch *Living West: Natural Systems and Human Choices*, our second phase core exhibit that explores the relationship between people and landscape. This exhibit takes visitors on a journey from Mesa Verde six hundred years ago to the Dust Bowl of the 1930s to today's mountains to explore the effects human beings have had on the landscape and the choices people have made in response to environmental challenges.
- Secure sponsorship for informal programs. The museum theater programs we've offered have proven to be particularly popular, and capital campaign funds have enabled us to offer them. As the capital campaign draws to a close, it is important that we develop new, ongoing funding sources for those programs.

We have the opportunity and, arguably, the obligation to serve as a hub of civic engagement statewide – places where the community can gather to explore today's most pressing issues in conversations that are informed by our shared history and hosted in a safe, neutral space. In FY14, we will:

- Exploit the opportunities presented by the year's two new exhibits to host civic, civil discussions of important issues that are relevant to Colorado and Coloradans, particularly around diversity and environment.
- Continue to develop strategic partnerships that encourage civic engagement with civic organizations, State agencies, educational organizations and media that would benefit from both our expertise and facilities.

In FY12-13, we will undertake a concentrated study of two communities served by regional museums – El Pueblo History Museum and Fort Garland Museum – to ensure that our programs were perceived as relevant and valuable and could ultimately be financially sustainable. We spent time developing an understanding of the issues each community faces and particularly of the needs of their schools and students. This research led us to challenge our long-standing assumptions about the primary audiences we ought to be serving in each site and the programming we should be offering, and led us to develop new programmatic plans for each. In FY14, we will:

- Invest capital campaign funds to begin implementation of new programs at Fort Garland Museum and El Pueblo History Museum.
- Raise public awareness of those programs and secure community-based donor support.
- Continue to maintain a schedule of programs and events at each regional museum.
- Strengthen partnerships with community organizations and sponsors to promote visitation.
- Market the regional museums to encourage visitation growth, support local economies and build brand identity.
- Work with CDOT to mitigate impact of highway construction activities statewide.

Performance Evaluation: In FY12, the History Colorado Center opened its doors to the public, offering two core exhibits and an array of informal programs, including museum theater, performances, demonstrations, hands-on activities and festivals. We projected visitation to the new History Colorado Center at just over 3000 per week, based on an April 1, 2012 opening. For a variety of reasons, the opening was postponed until April 28, so our total attendance numbers were slightly below projections but well ahead of the per-week attendance assumption. Over the course of the summer, HCC conducted a First Encounter Visitor Research Study to assess audience composition, look at how various audience segments were using the building, our programs and exhibits, and to gauge visitor satisfaction. Though the full results of that survey were not available until the

second quarter of FY13, preliminary results demonstrated that we were successfully drawing family audiences, our most important targeted audience segment. KM, the vendor that provides café, retail and catering services, conducts a monthly mystery shopper program, and reports from those visits are uniformly excellent. A significant increase in membership further suggests that the launch of the new History Colorado Center was successful. The Smithsonian Institution selected the History Colorado Center as the sole venue outside of Washington, D.C. to host the original Thomas Jefferson Bible. In FY12-13, the History Colorado Center established itself as one of Denver's premiere cultural destinations.

Performance evaluation is more than an activity – it is an ethic and it is ongoing. It is also essential to History Colorado's ability to provide services that are efficient, effective and elegant. Between FY10 and FY11, History Colorado reached out to more than 3,500 Denver metro-area residents across demographic lines to gain an understanding of their knowledge of and interest in Colorado history. This understanding provided the foundation for the inaugural interpretive plan. In FY11, we conducted a specific research program to test ideas in play around the *Living West* exhibit. Post-opening in FY13, we launched a number of efforts to assess the effectiveness of our programs, their success in meeting sustainability goals, and visitor satisfaction. These studies included:

- The First Encounter Visitor Research study to explore who was coming to the History Colorado Center and to gauge the quality of their experience. The results of this study form the baseline against which we can measure success in attracting increasingly diverse audiences and providing high quality experiences for them.
- Comment cards available to visitors at the History Colorado Center: information from these cards is carefully catalogued, and cards that include contact information are sent to the appropriate staff member for response within ten days of receipt.

Regional Museum visitation was down in FY12 due to extended coverage of wildfires in Colorado that had a significant impact on summer tourism statewide. Also CDOT construction at a number of locations statewide inhibited access to sites at times during the summer months. The anticipated visitation growth from the Denver History Colorado Center was not realized and efforts are underway to build brand recognition with all History Colorado facilities statewide.

Promote the Governor's Colorado History initiative by developing and delivering on-site and online resources for students and educators statewide. Expanding the teaching of Colorado history in classrooms has become a priority of the Governor's Office, and one in which we have an essential role to play. Ensuring that every classroom in Colorado has access to History Colorado resources and materials is the most important goal of our school program. Each of History Colorado's museums and historic sites welcomes school field trips, and we have projected field trip attendance below. However, as school districts throughout the state seek to address budget constraints, funds for field trip transportation are diminishing. In FY13, History Colorado established a small transportation endowment which will enable us to bring a limited number of metro-area students to the History Colorado Center each year. Over the past four years, History Colorado educators have developed a network of community organizations and school districts and have trained teachers and community volunteers to deliver classroom-based programs. In FY13, this program was strengthened by a grant from the Colorado State Library's Library Services and Technology Act (LSTA) to libraries which are increasingly becoming distribution partners for History Colorado materials. Through eNet Colorado, the Colorado Department of Education, and historycolorado.org, History Colorado is disseminating online content to educators and students. In FY13, History Colorado worked with the Governor's Office and the University of Colorado's Center for the American West to articulate a plan for expanding the teaching of Colorado history. We were also able to secure corporate funding to begin implementation. In coming years, History Colorado and its partners will measure the use of web-based educational programs and the effectiveness of them.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Participants in K-12 Education Programming including on-site at the museums, and through facilitated outreach.	Benchmark	New Measure	33,000	62,000	80,000
	Actual	30,457	44,653		
Number of Districts served through online and on-site outreach efforts: 179 districts statewide	Benchmark	New Measure	75	90	95
	Actual	67	78		

Strategies: Because we opened in the fourth quarter of FY12, the History Colorado Center did not offer on-site field trips opportunities for schools, with the exception of a very few groups we invited to pilot programs. However, through Fieldtrip.org, we served more than 44,000 students statewide. We created Fieldtrip.org in 2009, and our goal was and continues to be to ensure that our resources will reach every Colorado classroom, through on-site, in-classroom and online programs. Over the past four years, History Colorado educators have developed a network of community organizations and school districts and have trained teachers and community volunteers to deliver classroom-based programs. In FY13, this program was strengthened by a grant from the LSTA to libraries which are increasingly becoming distribution partners for History Colorado materials. Through eNet Colorado, the Colorado Department of Education, and historycolorado.org, History Colorado is disseminating online content to educators and students. These efforts dovetail with the Governor’s initiative to expand the teaching of Colorado history in classrooms. In FY13, History Colorado worked with the Governor’s Office and the University of Colorado’s Center for the American West to articulate a plan, and we were also able to secure corporate funding to begin implementation. In coming years, History Colorado and its partners will measure the use of web-based educational programs and the effectiveness of them.

Whereas school children in Texas receive instruction in Texas history at virtually every grade level, Colorado students typically receive a single unit of Colorado history in the 3rd or 4th grade. In FY12-13, expanding the teaching of Colorado history became a priority of the Governor’s office and one in which we have a critical role to play. In FY14, we will:

- Test the effectiveness of digital content developed and released in FY13.
- Develop new digital content for elementary, middle and high school students.
- Extend our network of libraries and school districts to ensure broad dissemination of our resources.

Performance Evaluation: Even before we opened to the public, the History Colorado Center began to serve as a hub of civic engagement. In the spring of 2012, NBC broadcast *Education Nation*, its annual nationwide forum on education reform, from the HCC atrium. The Governor launched the TBD initiative at the HCC as well. In partnership with Rocky Mountain PBS, History Colorado televised the first Presidential debate and hosted a bi-partisan panel discussion that was subsequently aired on the program, *Colorado State of Mind*. History Colorado was one of eight museums around the country selected by the Smithsonian Institution to host a National Youth Summit, bringing students around the country together in a web-based conversation on the Dust Bowl. And a number of organizations, including Facing History and Ourselves, the Technical Advisory Group on School Funding, and Civic Canopy routinely hold meetings, debates and work groups at our facility. We have affirmed our belief that the community needs gathering spaces in which to hold these kinds of events, and we are gratified that our spaces meet those needs.

- In FY12, we partnered with the Fort Logan School on a year-long humanities-based program. History Colorado administered pre- and post-program tests, as well as focus groups with participants and educators. The school monitored progress as well and was delighted to credit History Colorado as a factor in vastly improved test scores during the 2011-2012 school year. We will re-use and augment these testing instruments in subsequent programs.
- In FY10, we assembled an Educators’ advisory group, comprised of teachers and administrators from across the state. This group continues to review program ideas and materials, and provides invaluable counsel in the evaluation of classroom resources.

Extend access to History Colorado’s incomparable collections to broad audiences. The relocation to a new facility has enabled History Colorado to inventory, research, and catalogue thousands of objects with the ultimate goal of ensuring that the collections are well-documented and ultimately digitized. One of the most important steps in this process will be to consolidate collections materials housed in various facilities throughout the state, and that will be the focus of our efforts over the next few years. In FY13, History Colorado was awarded a grant from the Institute for Museum and Library Services to inventory materials in the Museum Support Center in Pueblo. By FY14, that inventory will be complete and History Colorado will seek to integrate collection materials into better storage facilities in Denver. In FY14, History Colorado will begin implementation of the digitization plan drafted in FY12 and completed in FY13.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Collection items documented through inventory, cataloging, and digitization to insure physical and intellectual control over collection resources and to provide better public access.	Benchmark	38,000 objects	115,000 objects documented/records updated (FY12 Project: collections moved into 1200 and relocated from Lowry storage)	20,000 (FY13 Project: Inventory of Pueblo storage facility and digital documentation pilot project)	20,000
	Actual	41,873 objects	141,418 (including 20,000 problems solved & 40,000 items inventoried & moved from Lowry)		

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Public use of collections and curatorial resources via onsite research visits and remote (e-mail, phone, mail) inquiries	Benchmark			11,000	12,000
	Actual	29,596 - Includes approximately 20,000 general inquiries handled by library staff. Library closed to public.	10,231 - FY12 general inquiries handled by automated system. Library reopened to public May 2012.		
Consultations with American Indian tribes on collections held by History Colorado in fulfillment of federal NAGPRA responsibilities.	Benchmark		40	40	40
	Actual	90	54		

Strategies: The ongoing inventory and protection of collections are a primary focus for History Colorado. The agency has received a federal grant to evaluate the collection needs at the Museum Support Center in Pueblo. Staff members are inventorying collections stored in the facility. Planning will be undertaken to address statewide collection needs and public access. The overall objective is to well-document the existing collection and consolidates collection material into improved storage facilities. One of the most important steps in this process will be to inventory and evaluate conditions of collections materials housed in various facilities throughout the state, and that will be the focus of our efforts over the next few years toward the ultimate goal of ensuring that the collections are well-documented and ultimately digitized. Digitization will enable us to expand online access to collections.

The Stephen H. Hart Library and Research Center has long been a cherished resource for researchers and scholars nationally and internationally, and knowledgeable staff field requests for assistance both on-site and, increasingly, on-line. Our long-term aim is to expand the use of these resources by students, educators, history buffs, amateur genealogists – virtually anyone who may have an interest in some aspect of Colorado or western history.

History Colorado will continue to actively consult with Native American tribes concerning collections held by the agency in fulfilling federal NAGPRA responsibilities. These consultations are scheduled regularly and help build partnerships and good will. There will be on-going work to repatriate items held by History Colorado and discuss future projects that affect their history and heritage.

Performance Evaluation: The relocation to a new facility has enabled History Colorado to inventory, research, and catalogue thousands of objects; there has been tremendous progress in addressing the needs of the collection. In FY13, History Colorado was awarded a grant from the Institute for Museum and Library Services to inventory materials in the Museum Support Center in Pueblo. By FY14, that inventory will be complete and

History Colorado will seek to integrate collection materials into better storage facilities in the Denver. In FY14, History Colorado will begin implementation of the digitization plan drafted in FY12 and completed in FY13.

Now readily accessible on the main exhibits floor of the History Colorado Center, the Stephen H. Hart Library and Research Center has reached out to a broader audience, serving as the portal between people and History Colorado's collections and curatorial expertise. The opening of the library has helped meet the needs of scholars and researchers. A number of retirements post-opening posed a challenge in managing daily activities and making progress on collections backlog. However, that attrition also enabled us to reorganize curatorial departments in FY13 to better reflect a 21st century vision for collections and collecting activities, focusing on purpose driven collecting and the use of collective expertise, imagination, scholarship, and technology to tap the collection's full potential as an interpretive and educational tool and a resource for understanding Colorado's history.

The HC NAGPRA program completed consultation with appropriate tribes, allowing for the publication of four Notices of Inventory Completion that repatriated 69 individuals and 75 associated funerary objects from both the collection and inadvertent discoveries. Grants to support reburials of repatriated remains in FY13 were awarded from the National Park Service.

Goal 2: To Build a Better Colorado through Economic Development and Community Support

The State Historical Fund's investment in historic preservation directly supports economic and community development throughout the state. Further, History Colorado works with the Governor's Office, the Office of Economic Development, and the Colorado Tourism Office (CTO) to promote heritage tourism opportunities for local, national and international markets. The new History Colorado Center provides the CTO with a new attraction to offer targeted markets, and will house a CTO information kiosk, providing visitors with resources to plan visits to destinations across the state while highlighting History Colorado's historic sites and museums in nine Colorado communities. These regional museums forge strong local partnerships with schools and community organizations and provide programs, meeting spaces and resources for community use. As designated "State Monuments," these are important resources defined by statute and safeguarded by History Colorado for the benefit of the general public. These efforts will result in:

- Investing state resources in historic preservation for maximum return to communities in all four corners of the state.
- Supporting Colorado's economic development programs from the Governor's Office, the Office of Economic Development, the Colorado Tourism Office, and other State agencies, through promoting heritage offerings statewide and, in particular, History Colorado regional museums and the communities they serve.
- Continuing the active historic preservation of regional museums (State Monuments) and other historic properties statewide and demonstrating best practices in historic preservation, cultural landscape restoration, heritage tourism and archaeological research while supporting local economies.
- Supporting Main Street initiatives to build local economies and restore historic resources in Colorado communities.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Total support for the State's economy by distributing SHF grants for building restoration and rehabilitation	Benchmark*	\$8,584,096	8,241,729	7,813,813	\$8,044,369
	Actual	\$6,976,570; \$27,906,280 impact to economy	\$7,342,491; \$29,369,964 impact to economy	\$5,071,080; \$20,284,320 estimated impact to economy	

*SHF Benchmarks represent the total amount available for grants. The Benchmark does not include the amount appropriated for SHF operations, the SHF transfer to gaming communities, or the SHF transfer for the Capitol Dome restoration.

Strategies: Through the State Historical Fund, History Colorado has invested millions of dollars in projects that preserve historic buildings, landscapes and archaeological sites statewide and, even more importantly, strengthen community identity and pride. SHF investments provide a four-to-one return on grant dollars invested, generating jobs and boosting local economies at a critical time in the state's history. *The Economic Power of Heritage and Place*¹, published in 2011, reports that the impact to the state economy is \$4 million for every \$1 million of SHF funding. This ongoing investment in Colorado helps build communities and strengthens the State's identity. History Colorado's programs and services support Colorado's brand identity. The culture and heritage of a place is increasingly being used to promote destinations. These qualities become major drivers to help places become more marketable globally as well as increase their competitiveness as quality destinations.

Performance Evaluation: The lower monetary number represents the decline in the statewide grant program's impact due to the large investment for Gaming Funds into the restoration of the Capital dome. Once the dome project is completed next fiscal year, the availability of funds to support local historic preservation and heritage tourism projects will be restored. The project presently funded has significantly impact on the local economies through the limited projects awarded and ability to help promote local identity and pride in place. The ability of the grant program to preserve and celebrate the sense of place for each community in which a grant project is awarded is tremendous.

Improve the efficiency of services to communities statewide through OAHF. In 2009, History Colorado articulated our big audacious goal: to cultivate the most well-informed, engaged citizenry in the nation who understand Colorado's present in the context of the past and who work together to build a better Colorado. The Office of Archaeology and Historic Preservation performs critical services and provides resources to communities throughout the state aimed at preserving our collective heritage and building communities. Civic engagement and adult education programs are also key initiatives as we aspire to meet the goal of enabling citizens to learn independently and apply their knowledge for a variety of purposes, including community planning. The following tracks the increased public use of research materials. This measure includes Office of Archaeology and Historic Preservation site file searches, technical assistance, project reviews and website use.

¹ Clarion Associates of Colorado, *The Economic Power of Heritage and Place*, October 2011, 10-11.
History Colorado, FY2013-14 Budget Request, Strategic Plan, November 1, 2012, Page 16

HistoryColorado.org was launched in March 2011, at that time we switched reporting tools from Web Trends to Google Analytics. Google Analytics does not count hits by search engines and other automated web crawlers as ‘visits.’ These had accounted for roughly two-thirds of our previously reported use numbers. A more user friendly and dynamic web site has also assisted in better serving the public.

OAHP file searches and public inquiries have increased, but the number of site records examined has decreased, presumably as projects have gotten smaller in their scope in the present economy. Historic preservation project reviews, as called for under federal law, have remained relatively steady. This data provides critical insight into the vital role public land plays in Colorado’s identity and economy. Even as the national economy has faltered, development and use of public lands has continued. These ongoing projects need to consider the potential effects on historic resources. Project reviews include considering the effects of forest reduction projects due to beetle-kill pine, emergency site location data retrieval in the face of an active 2012 wildfire season, helping to protect and defend significant cultural resources, and developing visitor facilities at the Sand Creek Massacre National Historic Site, to name a few. History Colorado anticipates that the database usage and research assistance requests will increase as the agency migrates the present site database system to a Geographic Information System (GIS) enabled software platform over the next year. This results in:

- Helping build a strong State identity through History Colorado programs and services to residents and visitors.
- Updating the primary state archaeological and historic places database for improved public research opportunities.
- Continuing to increase the high level of excellence in service, stewardship, and preservation to Colorado residents.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Dollar Value of Federal Tax Credits	Bench Mark	New Measure	\$3,500,000	\$9,953,803	\$5,000,000
	Actual	\$3,442,938	\$3,622,008		
Dollar Value of State Tax Credits	Bench Mark	New Measure	\$600,000	\$435,436	\$450,000
	Actual	\$584,689	\$759,651		
Number of User Logins to Compass site database system (sites viewed)	Benchmark	New Measure	17,500	16,000	17,500
	Actual	14,319 (142,125)	15,551 (122,441)		
Research Assistance Contacts-- Information Management Staff	Benchmark	New Measure	4,200	4,200	4,500
	Actual	4,195	4,060		
Historic Preservation Project Reviews	Benchmark	New Measure	3,000	3,400	3,400
	Actual	2,966	3,400		
History Colorado Website Visitation	Benchmark	New Measure	300,000	500,000	500,000
	Actual	744,920	HCC.org = 39,925 HC.org = 319,587		

Strategies: History Colorado is working with Colorado Tourism Officer (CTO) and Department of Local Affairs (DOLA) to incent heritage tourism and economic redevelopment activities statewide. Efforts are also underway to maximize the use of Preservation Tax Credits, both federal and state, as an incentive to reuse historic structures, support the growth of the economy and educate the general public of its benefits. History Colorado is partnering with local communities to preserve historic structures as part of an overall community economic development strategy. Efforts are underway to improve the efficiency of services to communities statewide through OAHP by upgrading our electronic database and web-based resources.

Performance Evaluation: Work has been completed to review analysis and develop a plan to upgrade the electronic data base and web based resource for easier public access and improved service delivery. The utilization of the federal and state tax credit program has been a success this past year with numbers exceeding the established benchmarks. The ongoing economic recovery has increased the number of projects reviewed by the Office of Archaeology and Historic Preservation. These projects included energy projects as well as resource identification during this past summer’s wildfire season. There is continual growth of resources accessed through the web to meet general public and business interest.

Develop civic engagement programs around the Race and Living West exhibits and expand civic engagement opportunities in communities in which we have regional museums. In FY14, the History Colorado Center will host its first major, interactive traveling exhibit, *Race: Are We So Different?* This exhibit asks visitors to look at the culture, politics, and science of race through hands-on, thought-provoking experiences targeted to families and school audiences. *Living West*, our second core exhibit, explores the relationship between Coloradans and the environment through three stories: Mesa Verde, the Dust Bowl, and today’s mountains. Both exhibits will launch civic conversations about some of today’s critical issues. History Colorado will begin a process through which it will ask of its partner communities what issues most greatly affect the state and their communities, and how our historic sites and museums can better serve them now and in the future.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Participation in civic engagement	Benchmark	New Measure	New Measure	4	4
	Actual				

Strategies: History Colorado’s strategy to address customer and business needs is to schedule civic conversations and engagements to review pertinent issues affecting each community. By FY14, we plan to have trained staff to conduct many of our own formative studies and evaluations. The formative evaluation studies from Pueblo and the San Luis Valley will be used as pilot programs, and the gathered information will be used to address community and business needs. In future years, this process will help launch additional community needs assessments in additional communities where we have regional properties.

Performance Evaluation: History Colorado has developed a deeper in-house program evaluation expertise. In FY13, we joined a coalition of area museums which, under the direction of the Denver Museum of Nature and Science, has developed a training process. This has helped initiate the building of in-house capabilities among museum participants. This expertise has helped to inform the development of the core exhibits. History Colorado has launched a customer satisfaction survey in the Research Center and Library and the results will be used to improve service delivery.

Grow participation in fee-based adult education. Through lectures, performances, tours and classes, History Colorado has provided continuing education programs for adult learners. History Colorado is expanding opportunities and providing a full array of fee-based programs for adults throughout the state, and will work to ensure that these programs are financially sustainable.

History Colorado’s Program for Avocational Archaeological Certification (PAAC) is an intensive 13 course, multi-year program that trains volunteers to assist in public education, governmental management and public stewardship of archaeological resources in Colorado. The program has trained thousands of Coloradans over its twenty year history. A distance learning option is being added to the program, which will make it much more widely available via the internet.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Participation in continuing education programs including PAAC	Benchmark	New Measure	29,000	29,000	31,000
	Actual	27,254	24,852		

Strategies: Through formal program evaluations, the agency will plan and implement lectures, performances, tours and classes to meet the needs of the general public. Using ongoing feedback, History Colorado will develop programs that educate and engage the public in critical thinking. It is through these efforts that the general public understands the importance of history and our collective past and this helps them become more active stewards of our heritage.

Performance Evaluation: The lower number against bench mark was due the closure of the museum during construction of the New History Colorado Center and moving into the facility in the fall of 2011. This disruption in service reduced the number anticipated in the performance measure.

Goal 3: To Build a Sustainable Organization

In building a strong statewide educational and cultural organization, History Colorado recognizes that our long-term success depends, not only upon the effectiveness of our programs, but also on a strong business plan and a healthy mix of earned and contributed support to leverage the State’s investment. History Colorado will continue to grow earned revenue programs to meet income goals defined in its business plan. We will grow our Membership and pursue marketing efforts to support the phased exhibit schedule. As the capital campaign nears completion, we will work to build an ongoing robust and effective Development program. To maximize the State funding investment and serve the public, the organization will build a cost effective and efficient operation.

Raise public awareness of History Colorado. Recognizing that History Colorado’s marketing budget will remain relatively small, we understand the need to capitalize on partnerships, exploit promotional and public relations opportunities and expand our social media presence.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Social Media Engagement: Facebook, Twitter, e-newsletter, subscribers and followers	Benchmark	n/a	New Measure	14,000	17,000
	Actual	n/a	8,147		

Strategies: History Colorado will be implementing an annual series of programs specifically focused on fostering civic engagement statewide. The development of strategic partnerships with civic organizations, State agencies, educational organizations and media will help us identify issues, build capacity, develop audiences and extend our reach into the communities we serve. We plan to exploit web-based technologies to expand adult education opportunities and secure funding partners to support this initiative.

Performance Evaluation: There has been a great deal of work done in planning and activating social media to meet the agency’s needs and objectives. This is a new measure and comparative data is not available. It is anticipated that as History Colorado uses these forms of communication, greater exposure and name recognition will result.

Expand existing and develop new earned-income programs that support the work of History Colorado and expand philanthropic support. The capital campaign will have achieved its goal in FY14 and Development will shift its focus to raising ongoing annual support for key programs. By FY14, History Colorado will have sufficient operational experience to assess the profitability of current earned income generators, will have launched new programs in regional museums to increase revenue production, and will have explored new, non-traditional earned-income streams that capitalize on this institution’s unique resources and assets.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
History Colorado Center Earned Revenue	Benchmark	n/a	\$1,007,038	\$1,808,597	\$2,000,000
	Actual	n/a	\$731,479		
History Colorado Membership Program	Benchmark	\$279,900	\$517,266	\$467,790	\$516,905
	Actual	\$291,214	\$617,986		

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Contributed Income: Build sustainable philanthropic support. Develop annual support, planned giving and endowment program	Benchmark	\$300,000	\$431,856	\$525,000	\$525,000
	Actual	\$289,539	\$494,821		
Regional Museum Earned Revenue	Benchmark	\$658,131	\$756,739	\$765,500	\$772,000
	Actual	\$669,499	\$760,781		

Strategies: Maximizing earned income streams at the History Colorado Center relies on healthy attendance which in turn relies on robust program plans (outlined in Goal 1), high customer satisfaction and smart marketing. In FY12-13, we implemented several key mechanisms to foster our understanding of the various audiences we attract, the ways they receive information about us, how they use our services and their level of satisfaction with those services. The earned revenue programs we've established to date are typical of museums. We believe we have additional earned revenue opportunities to explore, in, for example, the licensing of objects and photographs from the collections, carpentry and production services from our workshop, consulting to other new museums, and publications for the commercial market. In FY14, we will:

- Mine data from the business intelligence system to achieve greater operational efficiencies and refine marketing efforts.
- Pursue new earned income opportunities in publications, licensing, and special services.
- Continually modify the web site to enhance user-friendliness and expand its capabilities in ticket sales and reservations.
- Explore creative ways to:
 - Implement advertising and promotional campaigns for exhibits.
 - Mine data from the business intelligence system to achieve greater operational efficiencies and refine marketing efforts.
 - Pursue new earned income opportunities in publications, licensing, and special services.
 - Continually modify the web site to enhance user-friendliness and expand its capabilities in ticket sales and reservations.
 - Explore innovative donor recognition and engagement methods.
 - Expand support through online giving.
 - Launch an endowment campaign.
 - Establish a planned giving program.
 - Refine ongoing marketing initiatives statewide.

- In FY13, we will initiate concentrated studies in Pueblo and the San Luis Valley to understand community needs and explore ways our assets and facilities might best meet these needs.

Performance Evaluation: In 2009, History Colorado developed a five-year financial plan to ensure that, even after the completion of the capital campaign, we can maintain and grow a dynamic organization. In FY12, the new History Colorado Center has drawn new audiences in numbers unprecedented for our institution, membership has nearly doubled, retail and food services were introduced, and our facility rental and catering programs were greatly expanded. In FY13, we launched a business intelligence module tied to the point-of-sale system that yields a wealth of demographic information about our audiences, their program use, and spending habits. Since opening day, we have solicited and catalogued comment cards to help us assess visitor satisfaction at the History Colorado Center. An online membership survey provides vital information about the new members we have attracted. These data will inform both marketing and program planning efforts. In FY13, we also launched a user feedback survey and a planning process to guide long-term efforts toward building and sustaining profitable facilities rental and catering programs. In FY12, we also published a children's book on the Civil War which is now sold in museum bookshops and Civil War sites throughout the country.

- Our operations vendor, KM/SSA, administers a monthly mystery shopper program, and written reports are sent to supervisors, managers and executives.
- An on-line survey goes to those who rent our facilities to provide critical information as History Colorado works to improve services and develop strategic marketing programs.
- A sophisticated business intelligence system, connected to the point-of-sale system, provides demographic information about visitors, their use of History Colorado programs, and their spending habits in the store and café. These data inform operations planning, marketing and budgeting.

Earned revenue at the regional museums meets and slightly exceeds the benchmark goal. In the face of lower admission numbers, the visiting public supports the facilities through store sales, community events and private rentals. History Colorado reaches audiences in some of Colorado's neediest communities. The Byers-Evans House and Grant-Humphreys Mansion, El Pueblo History Museum, Healy House and Dexter Cabin, Baca/Bloom House and Santa Fe Trail Museum, Fort Garland, Ute Indian Museum and Fort Vasquez are anchor institutions in Denver, Pueblo, Leadville, Trinidad, Fort Garland, Montrose and Platteville respectively. Each serves as a gathering place supporting and serving local communities and economies. The Georgetown Loop Railroad® continues to be one of Colorado's most popular heritage tourism sites. Each regional museum is a vital attraction that helps to meet Main Street and local Heritage Tourism economic objectives. Rural, small town, urban and neighborhood goals and objectives of Colorado are vital in the operations of the History Colorado museums. History Colorado will continue to advocate for the heritage, cultural identity and economic well being of Colorado through its museums.

We exceeded the benchmark for contributed income. Efforts are continuing to grow a robust philanthropic program that can be relied upon annually to support History Colorado's operations.