COLORADO HISTORICAL SOCIETY
STRATEGIC PLAN
2005 – 2010

Mission Statement   **(Approved by the Board of Directors on November 10, 2004)**

**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.**

Values   **(Approved by the Board of Directors on January 12, 2005)**

Respect
    Recognize the contributions of the diverse people who create Colorado history.
Authenticity
    Encourage authenticity in interpreting and presenting Colorado history.
Integrity
    Demonstrate integrity in our relationships with the community.
Service
    Serve individuals and communities throughout Colorado.
Excellence
    Achieve excellence in preservation, scholarship, and stewardship.

To accomplish our mission and to be the premier resource for Colorado history we will:

- Stimulate lifelong education.

- Engage our audiences through entertaining and interactive programming and exhibitions.

- Make collections accessible.

- Respond to our audiences.

- Make the Society the best possible place to work.

- Ensure accountability.

- Be entrepreneurial.

- Build community through partnerships.

- Increase and diversify funding sources.

Operational Missions (OMs) and Strategic Platforms (SPs)

(Revised and Approved by the Board of Directors on February 12, 2005)

► **Bulleted OMs and SPs are priorities for FY06 as identified by the Board of Directors and the Division Directors.**

STEWARDSHIP
► **OM1 :**   **Improve physical care, intellectual control of, and public access to our collections.**
- ► SP1:   Increase storage and improve efficiency of existing storage.
- SP2:   Improve environmental controls in existing facilities.
- ► SP3:   Maintain NAGPRA consultation program.
- ► SP4:   Improve Inventory Control of 2-D and 3-D collections.
- ► SP5:   Eliminate backlog of uncatalogued and under-catalogued collections.
- ► SP6:   Improve access to collections through the internet through digitization of collections and other means.

► **OM2:**   **Establish the financial and operational means to protect, maintain, and provide public access to the Society's regional museums and properties.**
- SP1:   Improve management at regional museums.
- SP2:   Facilities Stewardship.
- SP3:   Increase regional museum operational and maintenance budget to include increases in programming FTEs.

► **OM3:**   **Maintain the excellence and continuing relevance of our collections by providing the financial means to augment the collections.**
- ► SP1:   Develop acquisitions endowment to address Collection Plan priorities.
- SP2:   Integrate Regional Museums into the Collection Plan.

ARCHAEOLOGY and HISTORIC PRESERVATION
► **OM1:**   **Creatively engage Coloradans and their guests in partnerships to discover, preserve, and take pride in our architectural, archaeological, and other historic places by providing statewide leadership and support to our partners in archaeology and historic preservation.**
- ► SP1:   Continue the practice of periodic public review of the goals articulated in *Colorado Preservation 2005.*
- SP2:   Educate people about the importance of preserving Colorado's heritage: *Colorado Preservation 2005*, Goal C.
- SP3:   Emphasize local participation, decision-making, and responsibility in the preservation and protection of the full spectrum of Colorado's cultural heritage, buildings, places, objects, and traditions: *Colorado Preservation 2005*, Goal A.
- SP4:   Encourage all Colorado's cultural and ethnic groups to participate in preserving Colorado's cultural heritage: *Colorado Preservation 2005*, Goal B.
- SP5:   Work to increase local, state and national grant programs and other financial incentives to preservation: *Colorado Preservation 2005*, Goal E.
- ► SP6:   Encourage and support responsible heritage tourism as a means of knowing and preserving Colorado's cultural heritage: *Colorado Preservation 2005*, Goal G.

SP7: Create and explore opportunities to maintain the long-term benefits of the State Historical Fund: *Colorado Preservation 2005*, Goal E.

► SP8: Protect and preserve Colorado's significant historic and prehistoric resources, including buildings, structures, sites, objects, and districts: *Colorado Preservation 2005*, Goal F.

► SP9: Maintain and expand a comprehensive cultural resources inventory and database that is of the highest quality, usefulness, and accessibility: *Colorado Preservation 2005*, Goal D.

SP10: Use SHF to support these goals as possible and appropriate.

EDUCATION and INTERPRETATION

► **OM1:** **Colorado History Museum exhibitions and their associated programs will provide dynamic interpretation of Colorado and western history to increased audience visitation by 25% over five years.**

► SP1: Choice of topics and implementation of the exhibit program will be informed by an integrated program of market research, formative, and summative evaluation.

► SP2: The Society will maintain a temporary exhibit program and a program to update and create core exhibits at the Colorado History Museum and the Regional Museums.

► SP3: Expand CHS web site to include virtual exhibits that enhance and complement the society's exhibition program. Include costs in exhibit budgets.

SP4: Design, produce, and maintain new exhibits for regional museums.

► SP5: Develop a Society-wide interpretation plan to include interpretation plans for regional museums and CHM. Include educational programs, exhibits, publications, website, and other appropriate vehicles in the plans.

SP6: Broaden scope of interpretation at regional museums.

SP7: Develop & expand public education programming and outreach at regional museums.

SP8: Develop special history and heritage events at regional museums.

► **OM2:** **Offer new initiatives in publications and programming.**

SP1: Study cost savings and revenue generation through changes in materials and advertising in *Colorado Heritage* and implement as determined.

► SP2: Explore new publications. Decisions to be informed by market research, public demand, and interpretive plans.

SP3: Explore lecture series ideas for CHM and regional museums.

OM3: **While continuing to provide current levels of service in the interim, increase service to elementary children and families.**

SP1: Expand and develop web site and its historical content for children and families.

SP2: Develop and implement plan for networking statewide with other agencies to expand tours and treks program.

SP3: Develop plan for continuation and/or expansion of Old Stories/ New Voices program for underserved youth.

SP4: Continue to produce activity books for children and families for each of the regional museums, Providing regional museums with effective educational tools to target their specific audiences.

SP5: Continue to upgrade elementary school programs offered at each of the regional museums; offer assistance when requested; and offer resources they may not have.

SP6: Develop interactive museum theatre pieces for the galleries.

SP7: Develop historical roadside history guide for traveling families based on RIP marker research and text.

MARKETING

► **OM1:** **Create a brand identity for the Society that reinforces who we are and what we do as developed through our mission statement, legislative directive and users.**

SP1: Develop Branding Guidelines for CHS.

SP2: Redesign the CHS website to make it more dynamic to attract and expand our audience, market our products, promote and provide access to collections, exhibitions, and publications, involve and educate the public.

► **OM2:** **Increase visitation to CHS properties by 20% annually by emphasizing innovative products, programs, and exhibits, combined with aggressive marketing.**

SP1: Develop a Society wide Visitor Studies Program to provide the tools necessary to understand and evaluate:
1) visitor (and potential visitor) numbers, profile and mix
2) visitor perceptions, needs, preferences, and use patterns
3) products and services, mix, and values
4) demographic issues

SP2: Develop individual marketing and PR campaigns for Society products, programs, regional museums, and services to target audiences, using media and cross-promotional partnerships.

LEADERSHIP

► **OM1:** **Establish baseline statistics on the use of Society programs.**

SP1: Coordinate research efforts throughout the Society to ensure needed information is being gathered, and that efforts are not being duplicated.

SP2: Establish a useful set of measures for evaluating programs, setting priorities, and making decisions about the best application of resources.

► **OM2:** **CHS will operate in an entrepreneurial environment to accomplish our mission. Such an environment will promote appropriate risk taking, creativity, independence, accountability, and other relevant factors.**

► SP1: Annual unit budgets will include program revenue projections as well as expenditure projections.

SP2: Proposed new programs, projects, and implementation decisions will be accompanied by a business plan that includes revenue and expense projections, funding sources, and cost/benefit analysis.

► SP3: Provide incentives, recognition and discussion of successful entrepreneurial programs/projects; best practices identified.

► SP4: Provide business training for program staff.

SP5: Develop and implement business plans for regional museums, which include revenue generation.

OM3: **The success of CHS depends upon a staff, Board, and volunteers who are well trained, engaged in Colorado history and in our mission. To achieve this, CHS will provide a supportive and energizing work environment, with meaningful professional development and career enhancement opportunities.**

SP1: Determine staff professional development needs and address ways to meet those needs.

SP2: Conduct annual Board evaluation.

SP3: Hold Board meetings at regional museums.

SP4: Include program content information in Board meeting agendas.

SP5: Recognize outstanding staff and team performance.

SP6: Maintain a salary scale competitive with other similar institutions in the region.

SP7: Provide new Board member orientation and Board training.

SP8: Provide targeted recruitment and training of volunteers.

SP9: Provide recognition and volunteer enrichment for volunteers.

OM4: **The composition of the staff and Board will reflect the breadth of the community we serve.**

SP1: Maintain information on composition of staff, volunteers, and Board and update information annually.

SP2: Maintain and implement CHS Diversity Plan incorporating state policies.

SP3: Maintain internship program with a minority development component.

SP4: Use regional museums and their Friends groups to solicit prospective Board members. Use Board and advisory groups to submit names of potential candidates.

SP5: Appoint citizen member of Nominating Committee from minority or out-state groups.

SP6: Recruit volunteers from an expanded demographic group.

OM5: **CHS will ensure open and effective communication at all levels of the Society and with all constituencies.**

SP1: Identify internal and external constituencies and what kind of information each desires; emphasize that all staff must assume responsibility for communications across all lines.

SP2: Based on platform above, identify and implement vehicles and procedures to ensure effective communication and creative thought across divisions.

SP3: Provide opportunities for informal staff social interactions.

SP4: Provide appropriate new staff orientation and staff exit interviews.

SP5: Maintain communication with Friends groups and community groups and other important constituents.

SP6: Maintain communications with legislators, Governor's office, and Judicial and other governmental agencies.

SP7: CHS will promote positive community relations through proactive engagement.

OM6: **The Society will operate under Articles of Incorporation, Bylaws, committees, and policies that are congruent with Society needs.**

SP1: Review the Articles and Bylaws at least once every five years and revise these documents as necessary.

SP2: Review and revise Board committee structure and their missions as needed.

SP3: Review and revise Board policies periodically.

REVENUE GENERATION

► **OM1:**   **Increase general membership by 5% annually.**
    ► SP1:   Develop lower-priced membership category to sell on-site at CHS locations.
       SP2:   Develop new membership categories targeted toward specific groups.
       SP3:   Develop presence at off-site events.
    ► SP4:   Acquire new members through targeted direct mail campaigns.
    ► SP5:   Continue communication with lapsed members.
    ► SP6:   Offer incentives for members to upgrade their current membership.
       SP7:   Enhance the value of CHS memberships.
    ► SP8:   Sell memberships online through CHS website.

► **OM2:**   **CHS will use Information Technology to accomplish its mission.**
       SP1:   Form an IT subcommittee of the Board to develop and oversee an IT strategy in order to leverage State IT resources.
    ► SP2:   Develop an E-Commerce strategy for services.
       SP3:   Increase Society technology IQ and be an easier place to work.

OM3:   **Increase corporate membership by 25% annually.**
    ► SP1:   Acquire new corporate members through prospecting and follow up activities.
    ► SP2:   Conduct retention activities for corporate members.

OM4:   **Aggressively increase the amount of gifts and donations by 20% annually. The success of an annual campaign depends on programs that are audience oriented.**
       SP1:   Retain current donors (non major donors).
       SP2:   Cultivate new non major donors.
       SP3:   Create a website that provides interactive involvement with donors.
       SP4:   Initiate an "Adopt an Artifact" program.

OM5:   **Aggressively increase the amount of grants by 20% annually. A successful grants program depends on programs that have a demonstrated appeal/value to the general public based on visitor research.**
       SP1:   Identify private foundations whose guidelines indicate an interest in program to be funded.
       SP2:   Identify government funding sources for CHS programs.
       SP3:   Establish funding priorities that meet the operational missions.

OM6:   **Enhance CHS endowment.**
       SP1:   Create a subcommittee of development to establish policies and priorities for endowment/work with CHF.
       SP2:   Develop materials and a marketing strategy to promote the endowment.

OM7:   **Society activities that address statutory mandates or the education, preservation, and stewardship goals will be state supported. Revenue generating activities will be profitable.**
       SP1:   CHS will review and revise budget appropriation categories as appropriate.

OM8: **Increase Bancroft Society by 20% annually.**

SP1: Increase awareness of the financial needs of the CHS. Increase revenues for exhibits and public programs that will increase donations to CHS by 20% annually.

► SP2: Encourage donors to renew their commitment to the exhibits and public programs: Italians in Denver, Temporary Exhibits, Family Histories.

► SP3: Continue the campaign to find funding for the *Confluence of Cultures* exhibit.

► SP4: Increase funding for the map exhibit when placed in its permanent location.

► SP5: Create a restricted fund that will enhance the Roadside Interpretation Program.

► SP6: Create a sponsorship program for the Georgetown Railroad.

► SP7: Become involved in the development of an active and interactive website.

OM9: **Increase Colorado History Museum rental revenue 10% annually by joint rental efforts in the Denver area and facility improvements; increase Grant-Humphreys Mansion rental revenue by 5%.**

SP1: Combine local efforts between Denver properties to maximize rental potential and client support.

SP2: Offer CHM and GHM renters adequate and useful rental supplies and spaces in order to attract a wide variety of events.

IMPLEMENTATION MATRIX

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
► **STEWARDSHIP Operational Mission #1: Improve physical care, intellectual control of, and public access to our collections.**							
►**STEWARDSHIP OM1 SP1: Increase storage and improve efficiency of existing storage.**	Assess current use of 1300 Broadway Facility and Lowry MSC	Internal	Identification of underused, limited, insecure, and environmentally compromised spaces	Annual approp.	CRS 24-80-202, 205, 210	Collections and Library Division Staff, Director	Spring 2005
	Determine space needs based on planned and historic growth and Society collection plan	Internal	Implementation of Collection Plan including deaccessioning program	Annual approp.	CRS 24-80-202, 205, 210	Curatorial & Collections Staff, Collections & Library Director	Summer 2005
	Identify modifications that can be made to current storage areas	Internal	Phased plan for improvement and modification of storage and work areas for 1300 Broadway & Lowry	Annual approp.	CRS 24-80-202, 205, 210	Curatorial and Collections Staff, Collections & Library Director, Facilities	Summer 2005
	Solicit modification cost bids and develop phased plan for improvement	Internal	Cost estimates received	Annual approp.	State procurement rules	Collections & Library Director, Facilities Director	Fall 2005
	Seek funding	Donors and funding agencies	Grant deadlines determined and grants submitted	IMLS, NEA and other grants	CRS 24-80-207	Develop., Curatorial & Collections Staff , Collections & Library Director	Fall 2005 and ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
STEWARDSHIP OM1 SP2: Improve environmental controls in existing facilities.	Identify environmental needs for collections	Staff, Collections	Environmental Assessment completed	Annual Approp.	CRS 24-80-202	Facilities Director, Collections & Library Director	2006
►**STEWARDSHIP OM1 SP3: Maintain NAGPRA consultation program.**	Artifact collections, inadvertent discoveries of human remains	Internal and Native tribes	Consultations planned, research accomplished; repatriations, re-interments	Federal grants and Annual approp.	25USC3001	Curator of Material Culture, NAGPRA Liaison, State Archaeologist	2005 and ongoing
►**STEWARDSHIP OM1 SP4: Improve Inventory Control of 2-D and 3-D collections.**	Prepare and implement a plan for annual inventory of a percentage of collections	Staff, Collections, and Risk Management	Annual inventory assigned percentage completed	Annual Approp.	CRS 24-80-202	Collections Manager	2005 and ongoing annually
	Develop phased plan for inventory of on-site and regional museum collections and spot checks for 2-D collections	Internal	Completion and implementation of Collections Management and Conservation Plan; inventory 10% of collection annually	Annual approp.	CRS 24-80-210	Collections Staff, Regional Directors, Collections & Library Director	Finish plan draft January 2005; Imple-ment. Ongoing
	Implement bar coding; develop plan with timeline and costs	Internal	Plan, timeline costs established; Funds acquired; Implementation begun	Annual approp for plan; New funds needed to implement	CRS 24-80-210	Collections manager, Registr**ar**	Plan 2006, Imple-ment 2008
►**STEWARDSHIP OM1 SP5: Eliminate backlog of uncatalogued and under-catalogued collections.**	Identify documentation gaps for regional museums and (4) curatorial areas	Internal & External (patrons, researchers)	Information compiled and available for each collection and regional museum	Annual approp.	CRS 24-80-210	Curatorial and Collections Staff, Regional Directors, Collections & Library Director	June 2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Develop a plan for standardization and revision of Argus lexicon (3-D and photography collections)	Internal	Standardized Argus lexicon for CHS collections	Annual approp.	CRS 24-80-210	Curatorial, Collections & Library Staff and Director	August 2005
	Develop project timeline and progress measures for documentation of uncatalogued collections	Internal	Timeline with progress measures for completion of documentation backlog	Annual approp.	CRS 24-80-210	Curatorial & Collections Staff, Collections & Library Director	June 2005
	Secure grant funding for project implementation	Internal	Grants received for specific projects	NEH, IMLS, NHPRC Grants, Other sources?	CRS 24-80-210	Collections & Library Director, Develop., Curatorial & Collections Staff	2005 and ongoing
►STEWARDSHIP OM1 SP6: Improve access to collections through the internet through digitization of collections and other means.	Identify areas of greatest public interest to determine project use and revenue potential	Internal & external researchers	Development of digitization priority list	Annual approp.	CRS 24-80-210	Curatorial and Library Staff, Marketing	August 2005
	Provide Internet access to regional museum collections	Internet researchers	Improved internet access; number of researchers	New funds needed	CHR 24-80-210	Collectiions and IT	2006 and Ongoing
	Assess status and client use of current digitization and cataloguing projects	Internal and external researchers	Status report; identification of steps needed to complete each project to online readiness	Annual approp.	CRS 24-80-210	Curatorial & Collections Staff, Library, Photo Studio, IT	Status report finished Dec. 2004; needs list finished March 2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Develop integrated overall plan including timeline and progress measures for digitization and online access to targeted collections.	Internal	Integrated Digitization plan	Annual approp.	CRS 24-80-210	Curatorial & Collections Staff, Library, Photo Studio, IT	June 2005
	Secure funding for development and project implementation of overall digitization plan for Society Collections	Internal & External Donors	Funding sources identified; deadlines determined; grant proposals submitted and received; implementation of plan	IMLS, NEH, NHPRC grants	CRS 24-80-202.5, 207	Develop., Collections & Library Director, Curatorial & Collections staff	2005 and ongoing
	Launch online access to targeted collections	Researchers	Public access to collections on Web; Ability of regional museums to access collections images & data	Annual approp.	CRS 24-80-210	IT	2005

► **STEWARDSHIP Operational Mission #2: Establish the financial and operational means to protect, maintain, and provide public access to the Society's regional museums and properties.**

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
STEWARDSHIP OM2 SP1: Improve management at regional museums.	Update disaster plans for all regional museums	Internal	Disaster planning for all regional facilities completed to AAM accreditation standard	Annual approp.	CRS 24-80-202, 210	Collections Management, Regional Directors	12/2005 for all facilities
	Develop timeline for inventory of collections at regional museums	Internal	Implementation of plan	Annual approp.	CRS 24-80-210	Collections Manager, Regional Directors, Director of Collections & Library	Inventory finished by 12/06; maintain annually

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
STEWARDSHIP OM2 SP2: Facilities Stewardship.	Roadside Interpretation Program	Travelers	Maintenance plan developed and implemented	Hall Fund and annual approp.	CRS 24-80-501	Chief Historian, RIP Director, Facilities Director	2005 and annual
	Develop pride of ownership; Five year controlled maintenance and capital construction plan	State Buildings, Legislature, OSPB, CCHE	Annual state funding request	Annual approp.; CC, CM and matching grants	CRS 12-47-1201	Facilities Director	In progress
	Update existing facility audits	Internal	Updated audit data	FF, CFE, CM, CC	CRS 23-1-105	Facilities Director	FY06
	Conduct environmental assessments	Internal	Annual inspection	Annual approp.	CRS 24-30-1301	Facilities Director	Ongoing
	Ensure code and ADA compliance at properties; Create virtual tours	General public	Trinidad DVD, Healy House DVD	New funds needed	ADA Act	Facilities Director, Regional directors	FY06
	Enhance security standards in accordance with facility audit; Key control	Internal	Security oversight	FF, CFE, CM, CC	CRS 24-80-202	Facilities Director	Ongoing
	Safety, directional, and informational signage	General public	Signage installed	Annual approp.	CRS 24-80-202	Facilities Director	Ongoing
	Develop emergency plans to include Homeland Security issues	General public	Emergency plans in place and updated	Annual approp.	CRS 24-80-202	Facilities Director	FY06
	Equipment and technology upgrades	General public	Cameras and software installed & operational	New funds needed	CRS 24-80-202	Facilities Director	Ongoing
	Implement routine maintenance; develop a maintenance schedule	General public	Model schedule completed; schedules in place for all sites	Annual approp.	CRS 24-80-501	Facilities Director	FY06
	Develop a schedule for equipment repair and service	Staff and general public	Model schedule	Annual approp.	CRS 24-80-501	Facilities Director	FY06

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Update and implement planning documents; master and program planning	CCHE, Legislature, general public	Master plans in place and updated for all sites	Annual approp., new funds	CRS 23-1-106	Facilities Director	FY05
	Solicit community input and support	Local communities	Community meetings		CRS 24-80-502	Facilities Director	Ongoing
	Meet Secretary of the Interior's Standards	General public	Preservation of sites; 5 year CC and CM plans	Annual approp., CM, CC, CFE, FF	CRS 24-80.1-108; ADA legislation; National Register Act, State Register Act, State Monument Act; Byways, NPS guidelines	Facilities Director	Ongoing
►STEWARDSHIP OM2 SP3: Increase regional museum operational and maintenance budget to include increases in programming FTEs.	Maintain project list; prepare job descriptions	Staff	Increased FTE and funding	Annual approp.	CRS 24-80-204, 501	Admin. And Finance	FY06

► STEWARDSHIP Operational Mission #3: Maintain the excellence and continuing relevance of our collections by providing the financial means to augment the collections.							
►STEWARDSHIP OM3 SP1: Develop acquisitions endowment to address Collection Plan priorities.	Identify targeted collection needs based on Collection Plan and determine costs	Researchers	List and cost estimates prepared; implement collection plan	TBD	CRS 24-80-202	Curatorial Staff, Development	Sept. 2005
STEWARDSHIP OM3 SP2: Integrate Regional Museums into the Collection Plan.	Integrate inventory into Argus	Staff and Collections	Argus inventory update	Annual Appropriation	CRS 24-80-202	Regional Directors, Collections Manager, and Curators	2006

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Internet access to collections	Internet researchers	Improved internet access; number of researchers	New funds needed	CRS 24-80-202	Collections and IT	2006 and Ongoing
	Acquire appropriate collections for regional museums	Staff and Board	Collection acquisition	Endow-ment funds needed	CRS 24-80-202, 206	Curators	2005 and ongoing as funds permit

► **ARCHAEOLOGY and HISTORIC PRESERVATION Operational Mission #1: Creatively engage Coloradans and their guests in partnerships to discover, preserve, and take pride in our architectural, archaeological, and other historic places by providing statewide leadership and support to our partners in archaeology and historic preservation.**

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
►**ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP1: Continue the practice of periodic public review of the goals articulated in *Colorado Preservation 2005.***	Update the statewide historic preservation plan, *Colorado Preservation 2005* using a process that includes public participation	Grant applicants, nonprofits, local governments	*Colorado Preservation 2010* completed and distributed	SHF "base" funding, SHF internal grant, federal Historic Preserv. Fund (HPF)	16 USC 470a(b)(1)(C); (b)(3)(C)	Preservation Planning Unit (PPU)	7/2005
	Annually update OAHP and SHF work plans using the statewide historic preservation plan as a guide	OAHP/SHF staff	Updates completed and distributed	HPF, SHF base, SHF admin	16 USC 470a(b)(1)(C)	OAHP Unit Heads & Division Directors	Annually

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP2: Educate people about the importance of preserving Colorado's heritage: *Colorado Preservation 2005*, **Goal C.**	Develop innovative programming for Archaeology and Historic Preservation Month	Local organizations and general public	Events sponsored by the Colorado Interagency Anti-Vandalism Task Force	SHF internal grant	16 USC 470a(b)(3)(G)	Deputy State Historic Preservation Officers (DSHPOs), Office of the State Archaeologist (OSAC), Contract person	Annually
	Incorporate education about archaeology and historic preservation in exhibits, publications, programs	Individual preservation-ists and general public	Online *Directory of Colorado State Register Properties* updated and enhanced	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	Annually
	Incorporate education about archaeology and historic preservation in exhibits, publications, programs	Individual preservation-ists and general public	Online *Guide to Colorado Architects* expanded	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	Ongoing
	Incorporate education about archaeology and historic preservation in exhibits, publications, programs	Individual preservation-ists and general public	Specialty directories to State and National Register properties developed, updated and enhanced	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	Ongoing
	Incorporate education about archaeology and historic preservation in exhibits, publications, programs	Individual preservation-ists and general public	*Guide to Colorado Architecture* updated and expanded	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	12/2005
	Incorporate education about archaeology and historic preservation in exhibits, publications, programs	Individual preservation-ists and general public	Update *A Profile of Colorado's Cultural Resources*	SHF base, HPF	16 USC 470a(b)(3)(G)	OSAC, IMU	12-31-2008

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Incorporate education about archaeology and historic preservation in exhibits, publications, programs	Individual preservation-ists and general public	Contribute articles on preservation-related issues to CHS publications	SHF base, SHF admin, HPF	16 USC 470a(b)(3)(G)	State Historical Fund Public Outreach Unit (SHFPOU), PPU	Monthly
	Incorporate education about archaeology and historic preservation in exhibits, publications, programs	Individual preservation-ists and general public	Maintain and expand the OAHP Educational Materials collection	SHF base, HPF	16 USC 470a(b)(3)(G)	Information Management Unit (IMU)	Semi-annual in *CO. History NOW*; ongoing on Web
	Provide outreach through workshops, publications, lectures on preservation issues	Local governments, schools, avocational archeologists, non-profits, government. agencies; historic preservation commissions	Minimum of 150 presentations	SHF base, SHF admin, HPF	16 USC 470a(b)(3)(G)	IMU, Office of the State Archaeologist (OSAC); PPU; SHFPOU, Intergovern-mental Services Unit (ISU)	Ongoing
	Develop and conduct a half-day National and State Register nomination preparation class	Owners of historic properties, historic preservation commission members, historical societies, private contractors	Class given; number of people attending	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	Feb. 2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Produce and present public programs related to historic resources, contexts and designation	Owners of historic properties, historic preservation commission members, historical societies, private contractors	Programs developed and presented; number of people attending	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	Ongoing
	Publish regular issues of *Camera and Clipboard* survey newsletter	Individual preservation-ists, private contractors	Newsletter published and distributed	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	Ongoing
	Provide guidance and technical oversight on SHF-funded projects	Private contractors, public entities, non-profit organizations	Number of projects carried out	SHF admin	CRS 12-47.1-1201(3)	State Historical Fund Technical Unit (SHFTU)	Ongoing
	Fund the development and publication of information on the economic benefits of historic preservation	Local governments, businesses, property owners	Publication updated and distributed	SHF grant	16 USC 470a(b)(3)(G) CRS 12-47.1-1201(1)(d)	SHF	2005
	Emphasize the critical nature of local preservation efforts in preserving Colorado's cultural heritage	Legislature, citizens	SHF Annual Report; lobbying	SHF admin; OAHP and CHS Admin.	16 USC 470a(b)(3)(G)	SHFPOU	Annually
	Expand youth participation in preservation projects statewide (possible link to CLGs)	School groups	Archaeology and Historic Preservation Month events scheduled to involve youthful participants; number of participants	SHF internal grant	16 USC 470a(b)(3)(G)	Deputy State Historic Preservation Officer for Archaeology (DSHPOA)	2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Investigate potential of developing online preservation activities	Individuals, school classes	Maintain and expand educational features and links on the website	SHF base	16 USC 470a(b)(3)(G)	IMU	2005
	Develop a training program in architectural survey methods	Individual preservation-ists, local governments	Program implemented	SHF base	16 USC 470a(b)(1)(C); (b)(3)(A); (b)(3)(G)	PPU	1/2006
	Continue the Program for Avocational Archaeological Certification (PAAC) summer training survey	Avocational archaeologists	Training survey done; number of participants	SHF base, HPF	16 USC 470a(b)(1)(C); (b)(3)(A); (b)(3)(G); CRS 24-80-405(1)(d); (2)	OSAC	Ongoing
	Provide and enhance PAAC training courses	Avocational archaeologists	90 classes held; participation promoted; number of participants	SHF base, HPF	16 USC 470a(b)(1)(C); (b)(3)(G)	OSAC	Ongoing
	Provide workshops for Certified Local Governments and commissions	Local governments	2 workshops held; 8 CLGs evaluated	SHF base, HPF	16 USC 470a(b)(3)(E), (G)	ISU	Annually
	Provide information about preservation methods to potential tax credit applicants	Property owners	Meet w/ 9 tax credit Applicants	SHF base, HPF	16 USC 470a(b)(3)(D), (G)	ISU	Annually
	Provide public outreach for preservation ethics, methodology, and techniques	History, archaeology, and preservation organizations	Informational columns contributed to *Colorado History NOW*	SHF, HPF	16 USC 470a(b)(3)(G)	PPU, SHFPOU	Ongoing
	Provide public outreach for preservation ethics, methodology, and techniques	History, archaeology, and preservation organizations	Participation in professional and avocational training opportunities; participate in CPI conference	SHF, HPF	16 USC 470a(b)(3)(G)	OAHP/SHF	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Provide training for Section 106 applicants	Federal employees, federal grantees and permittees	Present at 3 meetings or workshops	SHF base, HPF	16 USC 470a(b)(3)(E), (F), (G), (I)	ISU	Annually
	Recognize exemplary preservation efforts through award programs	Property owners, project proponents	Information on awards appears in the media	SHF admin	16 USC 470a(b)(3)(G)	Deputy State Historic Preservation Officer for History (DSHPOH), SHFPOU	Annually
	Recognize exemplary preservation efforts through award programs	Property owners, project proponents	Award events are successful	SHF admin	16 USC 470a(b)(3)(G)	DSHPOH, SHFPOU	Annually
	Help businesses, individuals, and private organizations promote their historic preservation projects	Project proponents; government agencies	Media coverage	SHF admin	16 USC 470a(b)(3)(G)	SHFPOU	Ongoing
	Help businesses, individuals, and private organizations promote their historic preservation projects	Active preservation-ists	Participate in CPI conference	SHFadmin, SHF base, SHF grants	16 USC 470a(b)(3)(G)	OAHP/SHF	Ongoing
	Help people become more aware of, better understand, and more effectively support historic preservation	Grant applicants, local governments, nonprofits	Engage the public in statewide preservation planning process	SHF base, HPF	16 USC 470a(b)(3)(G)	PPU	2005
	Encourage archaeological research and publication	Avocational archaeologists	Through participation in CAS	SHF base, HPF	16 USC 470a(b)(3)(G) CRS 24-80-405(1)(i), (2)	OSAC	Ongoing annually

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP3: Emphasize local participation, decision-making, and responsibility in the preservation and protection of the full spectrum of Colorado's cultural heritage, buildings, places, objects, and traditions: *Colorado Preservation 2005*, **Goal A.**	Assist local governments to become Certified Local Governments (CLG)	Local historic preservation commissions	1 per year	SHF base, HPF	16 USC 470a(b)(1)(C), (3)(E), (3)(H)	ISU	Annually
	Increase awareness of preservation's benefits among potential funders and grantees	Potential preservation project funders	Attendance and participation in Philanthropy Days events, joint grant workshops	SHF admin	CRS 12-47.1-1201(3)	SHFPOU	Annually
	Encourage CLGs to apply for federal pass-through grants	Certified local governments	12% of federal grant obligated for CLGs	HPF	16 USC 470a(b)(3)(D), (H) 16 USC 470c(c)	ISU	Annually
	Provide additional SHF support for the federal CLG program	Certified local governments	Support provided	SHF internal grant	16 USC 470a(b)(3)(H) CRS 12-47.1-1201(1)(a), (c), (d)	ISU, SHF	Annually
	Inform interested parties when properties are listed on the State and National Registers	Local historic preservation commissions, historical societies, and local government planning offices	Notifications made	SHF base, HPF	16 USC 470a(b)(1)(C)	PPU	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Promote the availability of preservation information to Coloradans at the local level	Individuals, historical societies, and local government planning offices	Internet site maintained, publications made available for distribution, COMPASS and GIS made available to local governments on an as-needed basis	SHF base, SHF admin, HPF, SHF internal grant, federal contracts	16 USC 470a(b)(3)(G)	IMU	Ongoing
	Seek and incorporate local comments and concerns related to historic preservation in all levels of decision-making	Individuals	Solicit public input for SHF grant applications	SHF base	16 USC 470a(b)(1)(C) CRS 12-47.1-1201ff	SHF	May and Nov., annually
	Seek and incorporate local comments and concerns related to historic preservation in all levels of decision-making	Certified Local Governments	Support CLG participation in Section 106 project reviews	SHF base, HPF	16 USC 470a(b)(3)(F)	ISU	Ongoing
	Encourage local businesses, organizations, institutions, and governments to actively support historic preservation goals	Local organizations	Local groups support AHP month	SHF internal grant	16 USC 470a(b)(3)(G)	DSHPOA	Annually
	Improve existing, local historic preservation ordinances and codes and develop new ones	Local governments	One new CLG developed	SHF base, HPF	16 USC 470a(b)(3)(F), (H)	ISU	Annually
	Urge all historic preservation partners to plan their actions	Partner organizations	Collaborate with CAS, Nat'l. Trust, and CPI in planning strategies	SHF base, HPF	16 USC 470a(b)(3)(F), (G)	State Historic Preservation Officer (SHPO), DSHPOs	Ongoing annually

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP4: Encourage all Colorado's cultural and ethnic groups to participate in preserving Colorado's cultural heritage: *Colorado Preservation 2005*, **Goal B.**	Administer the state archaeology permit program to ensure maximum participation of Indian tribes and the Colorado Commission of Indian Affairs	CCIA, tribes	Provide timely notification of burial discoveries and opportunities to participate in field management	SHF base, HPF, NAGPRA grants	CRS 24-80-405, 1302, 1303	OSAC	Ongoing
	Include in historic preservation planning efforts the advisory boards, organizations, and councils that represent each of Colorado's cultural and ethnic groups	Advisory groups	Participation by representatives of cultural and ethnic groups in the development of *Colorado Preservation 2010*	SHF base, HPF	16 USC 470a(b)(1)(C), (b)(3)(G)	PPU	2005
	Learn more about Colorado's diverse people and foster mutual respect	Tribes	Participate in NAGPRA consultations	NAGPRA grants, SHF base, fundraising, SHF internal grant?	16 USC 470a(b)(3)(E) CRS 24-80-405(1)(a)	OSAC	Ongoing
	Reach out to partner with all people who form part of Colorado's heritage	Diverse groups	SHF grants program	SHF admin.	CRS 12-47.1-1201ff	SHFPOU	Ongoing
	Communicate the benefits of historic preservation with cultural and ethnic groups	Diverse groups	SHF grants program	SHF admin.	16 USC 470a(b)(3)(G) CRS 12-47.1-1201(1)(d)	SHFPOU	Ongoing
	Survey, designate, and protect historic and archaeological resources significant to cultural and ethnic groups	Diverse groups; land-managing agencies	Planning for Sand Creek Massacre National Historic Site	SHF base, HPF, SHF grants	16 USC 470a(b)(3)(A), (B) CRS 24-80-405(1)(d) CRS24-80.1-101ff	DSHPOs	2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Survey, designate, and protect historic and archaeological resources significant to cultural and ethnic groups	Diverse groups; land-managing agencies	Such resources surveyed and nominated	SHF base, HPF, SHF grants	16 USC 470a(b)(3)(A), (B) CRS 24-80-405(1)(d) CRS24-80.1-101ff	PPU	Ongoing
ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP5: Work to increase local, state and national grant programs and other financial incentives to preservation: *Colorado Preservation 2005*, **Goal E.**	Promote existing historic preservation grant programs	Potential grant applicants	OAHP website link to Save America's Treasures program	SHF base	16 USC 470a(b)(3)(G) CRS 24-80.1-101(c), (d)	IMU	2005
	Promote existing historic preservation grant programs	Potential grant applicants	Maintain SHF grant materials online	SHF base, SHF admin	16 USC 470a(b)(3)(G) CRS 24-80.1-101(c), (d)	IMU, SHFPOU	Ongoing
	Offer and promote financial incentives that encourage preservation and rehabilitation of historic resources	Property owners	State and federal tax incentive projects	SHF base, HPF	CRS 39-22-514ff IRC §47	ISU	Ongoing
	Inform and assist people with fund raising, grant writing, and grant administration for historic preservation projects	Grant applicants	Advice provided to SHF grant applicants and recipients	SHF admin.	16 USC 470a(b)(3)(G) CRS 12-47.1-1201	State Historical Fund Contracts Unit (SHFCU), SHFPOU	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
▶**ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP6: Encourage and support responsible heritage tourism as a means of knowing and preserving Colorado's cultural heritage:** *Colorado Preservation 2005*, **Goal G.**	Through active participation in AHP Month activities, continue to provide the public with information about activities which encourage heritage tourism throughout the state	Citizens, local organizations and governments	Events calendar published and press releases issued	SHF internal grant, US Bureau of Reclama-tion grant, CAS, NPS, BLM, CDOT, CPI, Colorado Council of Profes-sional Archae-ologists, Colorado Cemetery Association	16 USC 470a(b)(3)(G) 16 USC 470a(b)(3)(G)	DSHPOA	Ongoing
	Advocate cultural tourism through a variety of professional venues	Colorado Tourism Board, National Trust	Participation in state tourism conference	SHF	16 USC 470a(b)(3)(G)	SHFPOU	Annually
	Advocate cultural tourism through a variety of professional venues	Colorado Tourism Board, National Trust	Support the development of a statewide heritage tourism plan	SHF	16 USC 470a(b)(3)(G)	DSHPOH, SHF	2005
	Balance promotion, interpretation, and conservation of cultural resources, e.g. through the Preserve America program	Historic property managers, commissions	Interpretive materials have a conservation message included	SHF education and planning grants	16 USC 470a(b)(3)(G)	OAHP/SHF	Ongoing
	Balance promotion, interpretation, and conservation of cultural resources, e.g. through the Preserve America program	Historic property managers, commissions	Local and statewide heritage resource plans address this issue	SHF education and planning grants	16 USC 470a(b)(3)(F)	OAHP/SHF	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Communicate how preserving cultural resources enhances tourism and economic development	Legislature, Colorado Tourism Board, CHF	Educate state legislature on this topic	SHF admin, SHF grants	16 USC 470a(b)(3)(G)	SHPO, DSHPOs	Ongoing
	Communicate how preserving cultural resources enhances tourism and economic development	Legislature, Colorado Tourism Board, CHF	Support the collection and distribution of information on the economic impacts of heritage tourism	SHF grants	16 USC 470a(b)(3)(G) CRS 12-47.1-1201(1)(d)	SHF	2005
	Assist local governments, public agencies, businesses, and individuals in developing heritage tourism in desired areas	Local governments, nonprofits	Projects supporting heritage tourism funded	SHF grants	16 USC 470a(b)(3)(G)	SHF	Ongoing
	Improve interpretation of historic and prehistoric sites	Visitors	Markers revised, new interpretive devices funded/installed	Local funds; SHF base, SHF grants	16 USC 470a(b)(3)(G)	RIP/Regional Museum Directors /OAHP/SHF	Ongoing
	Identify and protect cultural resources that are tourist destinations	Visitors, Colorado Tourism Board	Identification and protection are addressed by the statewide tourism plan	SHF grants	16 USC 470a(b)(3)(G)	OAHP/SHF	Ongoing
ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP7: Create and explore opportunities to maintain the long-term benefits of the State Historical Fund: *Colorado Preservation 2005*, Goal E.	Continue considering the use of endowments	CHS Board	Discussion by the Archaeology and Historic Preservation Committee of the CHS Board	SHF grants	CRS 12-47.1-1201	DSHPOH	2005
	Support protective mechanisms such as easements	Property owners	Easements conveyed	SHF grants	CRS 12-47.1-1201	SHF	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Support a revolving loan program	Property owners	Revolving loans conveyed	SHF grants	CRS 12-47.1-1201	DSHPOH, SHF	Ongoing
►ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP8: Protect and preserve Colorado's significant historic and prehistoric resources, including buildings, structures, sites, objects, and districts: *Colorado Preservation 2005*, Goal F.	Create partnerships that encourage the preservation of Colorado's cultural resources.	Federal and state agencies	Formulate Memoranda of Understanding (MOUs) for this purpose	HPF	16 USC 470a(b)(3)(I), (4)	ISU, DSHPOs	Ongoing
	Support the identification and nomination of properties to the State or National Registers, including resources from the recent past.	Citizens, local governments, nonprofits	Surveys completed, nominations submitted	HPF, SHF base, SHF grants	16 USC 470a(b)(3)(B) CRS 24-80.1-101f	PPU	Ongoing
	Implement existing preservation laws effectively, increase their scope and expand them to all parts of Colorado.	Citizens	Assure staff training in state and federal preservation law, including the National Historic Preservation Act	HPF, SHF base	16 USC 470a(b)(3)(D), (I)	OAHP/SHF	Ongoing
	Curb vandalism of historic and archaeological sites.	Citizens and visitors	Continue to work with the Anti-Vandalism Task Force	HPF, SHF grants, SHF admin, federal agencies, nonprofits	16 USC 470a(b)(3)(C) CRS 24-80-405(2)	OSAC, SHF	Ongoing
	Implement a plan for curating artifacts collected from state lands	CHS board, archeologists, public, students	Implementation in progress	Fees to be determined	CRS 24-80-405(1)(h)	OSAC	2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
►ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP9: Maintain and expand a comprehensive cultural resources inventory and database that is of the highest quality, usefulness, and accessibility: *Colorado Preservation 2005*, Goal D.	Identify users' needs, compare to information available, and make improvements when and where possible.	Consultants, government agencies, students	User surveys completed	HPF, SHF	16 USC 470a(b)(3)(G)	IMU	Ongoing
	Collect cultural resource information (forms, documents, drawings, images, maps*)*.	Consultants, government agencies, students, grantees	Receive approximately 9,000 forms and 850 documents annually.	HPF, SHF base, SHF grants	16 USC 470a(b)(3)(E), (G)	IMU	Annual
	Review, correct, and process cultural resource information.	Consultants, government agencies, students, grantees	Including both incoming and legacy materials, process approximately 12,000 forms and 3,000 documents annually.	HPF, SHF base, SHF internal grants, federal grants	16 USC 470a(b)(3)(E), (G)	IMU	Annual
	Provide cultural resource information as requested and as appropriate	Consultants, government agencies, project proponents, planners	Provide 1,400 file searches and 3,000 additional requests for information annually.	HPF, SHF base, SHF internal grants, federal grants	16 USC 470a(b)(3)(E), (G)	IMU	Ongoing
	Provide cultural resource information as requested and as appropriate	Consultants, government agencies, project proponents, planners	Apply Dissemination of Information policy and maintain appropriate paperwork.	HPF, SHF base, SHF internal grants, federal grants	16 USC 470a(b)(3)(E), (G)	IMU	Ongoing
	Use technology to capture, disseminate, and preserve cultural resource information.	Consultants, government agencies	Maintain, improve and expand Compass, the online database.	HPF, SHF base	16 USC 470a(b)(3)(E), (G)	IMU	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Use technology to capture, disseminate, and preserve cultural resource information.	Consultants, government agencies	Link additional images to Compass as available.	HPF, SHF base	16 USC 470a(b)(3)(E), (G)	IMU	Ongoing
	Use technology to capture, disseminate, and preserve cultural resource information.	Consultants, government agencies	Expand the Colorado GIS Program and provide GIS links to Compass	HPF, SHF base, SHF internal grants, federal grants	16 USC 470a(b)(3)(E), (G)	IMU	Ongoing
ARCHAEOLOGY and HISTORIC PRESERVATION OM1 SP10: Use SHF to support these goals as possible and appropriate.	Provide targeted and/or noncompetitive funding opportunities for Board and public priorities	Property owners, nonprofits, local governments	Provide noncompetitive funding for emergencies threatening historically designated buildings or structures.	SHF grants	12-47.1-1201(1)(a), (b)	SHF	Ongoing
	Provide targeted and/or noncompetitive funding opportunities for Board and public priorities	Property owners, nonprofits, local governments	Provide noncompetitive funding for the preparation of historic structure assessments.	SHF grants	12-47.1-1201(1)(a), (c)	SHF	Ongoing
	Provide targeted and/or noncompetitive funding opportunities for Board and public priorities	Property owners, nonprofits, local governments	Provide noncompetitive funding for the assessment of archaeological sites.	SHF grants	12-47.1-1201(1)(a), (c)	SHF, OSAC	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
► **EDUCATION and INTERPRETATION Operational Mission #1: Colorado History Museum exhibitions and their associated programs will provide dynamic interpretation of Colorado and western history to increased audience visitation by 25% over five years.**							
►**EDUCATION and INTERPRETATION OM1 SP1: Choice of topics and implementation of the exhibit program will be informed by an integrated program of market research, formative, and summative evaluation.**	Exhibit committee will work with Marketing to develop exhibits and their schedules based on market research and evaluation	School children, families, Baby boomers	Statistical data and development of exhibit schedule	Grants and annual approp.	CRS 24-80-210	Staff Exhibits Committee, Director of Interpretive Services	Ongoing
►**EDUCATION and INTERPRETATION OM1 SP2: The Society will maintain a temporary exhibit program and a program to update and create core exhibits at the Colorado History Museum and the regional museums.**	Exhibit committee will work with Marketing to develop exhibits and their schedules based on market research and evaluation	School children, families, Baby boomers	*Confluence of Cultures; La Gente; Italians of Denver; Outdoor Recreation; Denver 150th Anniversary;* For temporary exhibits, determination two years in advance	Corporate and private foundations and grants	CRS 24-80-210	Project directors and exhibit teams, working with Development and Marketing	May 2006 2007 2/2007 2008 2009
►**EDUCATION and INTERPRETATION OM1 SP3: Expand CHS web site to include virtual exhibits that enhance and complement the society's exhibition program. Include costs in exhibit budgets.**	Staff development with outside consultants (tribal, educators, geographers) Example programs: 1) *Ancient Voices* 2) *Colorado TimeScape* 3) *Confluence of Cultures* 4) *La Gente*	General public, School children, Web users	Product and website hits on selected virtual exhibits	Grants	CRS 24-80-210	Coord. of Educational Materials, exhibit teams, web team	June 2005
EDUCATION and INTERPRETATION OM1 SP4: Design, produce, and maintain new exhibits for regional museums.	Exhibit needs assessment, maintenance, security, environmental controls, ADA and code compliance	Staff, collections, Board, and general public	Exhibit plan	Annual appropriation FF, CFE, CM, CC	CRS 24-80-210, 501	Design & Production, Regional Museum Directors, Education	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
►**EDUCATION and INTERPRETATION OM1 SP5: Develop a Society-wide interpretation plan to include interpretation plans for regional museums and CHM. Include educational programs, exhibits, publications, website, and other appropriate vehicles in the plans.**	Interpretation Plans	General Public	New or updated interpretive plans	Annual Appropriation	CRS 24-80-210, 501	Regional Museum Directors, Education, Interpretive Services Director, Collections & Library Director	Determine annual schedule
EDUCATION and INTERPRETATION OM1 SP6: Broaden scope of interpretation at regional museums.	Public programming at regional properties	General Public	Determine specific tasks; Inclusive interpretation	Annual Appropriation	CRS 24-80-210, 501	Regional Museum Directors	Determine annual schedule Ongoing
EDUCATION and INTERPRETATION OM1 SP7: Develop & expand public education programming and outreach at regional museums.	Schools, YMCA/YWCA, 4-H, Boy Scouts/Girl Scouts, Other museums, Senior centers, Elder Hostels, Gifted/talented programs, Local labs, After school programs, Weekend programs, Summer camp	General public, families, children, seniors	Develop a model Program Plan for each site	Annual Appropriation	CRS 24-80-201	Regional Museum Directors	Specific schedule to be deter-mined; ongoing
EDUCATION and INTERPRETATION OM1 SP8: Develop special history and heritage events at regional museums.	Coordinate events with heritage tourism partners: festivals, cultural landscape education, archaeology education, cultural heritage education, interpretation of place	Local community, school districts, general public	Special Events/Programs	Annual Approp.; special funding or seed money may be needed	CRS 24-80-201, 501	Regional Directors	Specific schedule to be deter-mined; Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
► **EDUCATION and INTERPRETATION Operational Mission #2: Offer new initiatives in publications and programming.**							
EDUCATION and INTERPRETATION OM2 SP1: Study cost savings and revenue generation through changes in materials and advertising in *Colorado Heritage* and implement as determined.	Explore cost/benefit of changes to publications (e.g., cost savings compared to possible diminished value of product for members)	CHS members	Reduced costs	N/A	CRS 24-80	Director of Publications	March 2005
►**EDUCATION and INTERPRETATION OM2 SP2: Explore new publications. Decisions to be informed by market research, public demand, and interpretive plans.**	Develop MIRP; possible topics include Colorado timeline and another Jackson/Fielder book	General readers and visitors to CHM	Book revenues	Grants; venture capital funds	CRS 24-80-210	Director of Publications, Coord. of Educational Materials, Publications staff	Jan 2009
EDUCATION and INTERPRETATION OM2 SP3: Explore lecture series ideas for CHM and regional museums.	MIRP and focus group study to determine public interest	CHS members; general public; local audiences at regional museums	Attendance and evaluations	N/A	CRS 24-80-210	Public Programs Coordinator, Regional Museum Directors	Jan 2009
EDUCATION and INTERPRETATION Operational Mission #3: While continuing to provide current levels of service in the interim, increase service to elementary children and families.							
EDUCATION and INTERPRETATION OM3 SP1: Expand and develop web site and its historical content for children and families.	●Development of web site plan ●Decision by new IT Committee ●Proposal to Finance and Audit Committee ●Implementation	General public; All ages; Web users	All tasks completed and increased use of CHS website by target date	New funds needed; costs to be determined	CRS 24-80-210	Web team, IT Committee	Oct 2004 – plan done June 2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
EDUCATION and INTERPRETATION OM3 SP2: Develop and implement plan for networking statewide with other agencies to expand tours and treks program.	Work with CTO and CHS marketing to define, find, and market to new customers in western U.S.	Look for new markets, school-age youth, baby-boomers	Increased number of tours offered; Increased number of participants	Annual approp.; self funded	CRS 24-80-210	Tour Director	July 2005
EDUCATION and INTERPRETATION OM3 SP3: Develop plan for continuation and/or expansion of Old Stories/ New Voices program for underserved youth.	Write curriculum and market plan for CHS, UNMLA, Pittsburgh, THS, private groups	School-age, underserved, 9–12 years; paying customers, school groups, scouts, history groups, reenactors	Number of children participating; evaluations; amount of revenue generated; program expansion	Currently NEH, SHF, other grants, paying customers; introduce private fees	CRS 24-80-210	Tour Director, Fort Garland Museum Director, Camp Coordinator	Jan 2005
EDUCATION and INTERPRETATION OM3 SP4: Continue to produce activity books for children and families for each of the regional museums, Providing regional museums with effective educational tools to target their specific audiences.	Determine and prioritize activity books for El Pueblo, Fort Garland, Fort Vasquez, Georgetown, Healy House, Ute Indian Museum (not necessarily one a year); distribute free copies to local educators, market the books to the public; increase CHS offerings to general public; and bring educational materials to a broad audience	School groups, members, families, and children	Activity books completed	SHF grants Other?	CRS 24-80-210	Coord. of Educational Materials	March 2005 for Ute Indian Museum - in design

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
EDUCATION and INTERPRETATION OM3 SP5: Continue to upgrade elementary school programs offered at each of the regional museums; offer assistance when requested; and offer resources they may not have.	Purchase hands-on artifacts for teaching purposes and offer resources for El Pueblo, Trinidad, Fort Garland, Ute Indian Museum, Georgetown, Healy House	School groups	Programs completed and implemented; number of students participating	SHF grants; Other?	CRS 24-80-210	Director (IS), Coord. of Educational Materials, School & Youth Programs Coordinator	April 2005 for Ute Indian Museum and others as pro-jected – in pro-gress
EDUCATION and INTERPRETATION OM3 SP6: Develop interactive museum theatre pieces for the galleries.	Interactive programs for *Ancient Voices, Colorado TimeScape, Confluence of Cultures,* and other ongoing exhibits	School groups; general public	Increased attendance at CHM; Visitor evaluations	Exhibition budgets; other funding; grants	CRS 24-80-210	School & Youth Programs Coordinator	Jan 28, 2005 for *Ancient Voices*
EDUCATION and INTERPRETATION OM3 SP7: Develop historical roadside history guide for traveling families based on RIP marker research and text	Coordination between RIP, publications, research, and PR/marketing as needed	Local historical societies (esp. in sign locations); tourists (in-state and out-of-state); students; outdoor enthusiasts	Production of book	Grants	CRS 24-80	Chief Historian, Director of Publications, Roadside Interpretation staff	MIRP Aug 2005; Book July 2007
► **MARKETING Operational Mission #1: Create a brand identity for the Society that reinforces who we are and what we do as developed through our mission statement, legislative directive and users.**							
MARKETING OM1 SP1: Develop Branding Guidelines for CHS.	Develop brand positioning statement for CHS	Visitors, educators, donors and other museum professionals	Ensuring consistent brand behaviors and experiences Society wide; improved public recognition and awareness of CHS	Annual approp. MARK budget	CRS 24-80	Director of Marketing	2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Select CHS logo	General public	Identify a group of individuals from visitor study to participate in focus group to evaluate logo choices. Results from focus group will be used to guide selection of logo by CHS.	Annual approp. MARK Budget	CRS 24-80	Director of Marketing	Focus Group, Nov 2004 Currently have several logos that will be tested
	Develop branding standards manual	Internal use and general public	Provide the Society with guidelines for using the branding elements, such as logo, type font, and color pallet in a consistent manner through all communications; Enhance public awareness and recognition of CHS	Annual approp. Marketing Budget; Possibly agency *pro-bono* work	CRS 24-80	Director of Marketing	Finished June 2005 Re-searched other Historical Societies and educa-tional institu-tions' branding standards

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
MARKETING OM1 SP2: Redesign the CHS website to make it more dynamic to attract and expand our audience reach, market our products, promote and provide access to collections, exhibitions, and publications, involve and educate the public.	CHS website; E-commerce; Virtual exhibits; Collections access; Marketing; Publications; Education programs	Internet users, members, researchers, general public.	Evaluate current website; develop proposal for expanding and enriching the CHS website. 1) Assess department needs & recommendations 2) Develop goals for redesign of site 3) Assess technological and state system barriers	New funds needed; amount TBD	CRS 24-80	Board Web/IT Committee, Chair of IT Committee, Chair; CHS web team	Develop Web Report, Sep 2004. Review of plan with Chair of IT Comm. October 2004. Web report complete, initial meeting held 10-19-04.
	Develop business plan for redesign for website	Internal	Assess the cost/benefit for the proposed changes and develop a budget.	Division funded & revenue generation on the site	CRS 24-80	Board IT Committee, Chair of IT Committee, Chief Financial Officer	2005
	Review State guidelines and technological needs for redesign of website; implement plan	Internal	Develop a realistic plan for the website redevelopment that is supportable by our internal and State systems.	New funds needed; amount TBD	CRS 24-80	Director of Marketing, Chair of IT Committee, CFO	Met with State Treasury and IT depts.

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
► MARKETING Operational Mission #2: Increase Visitation to CHS properties by 20% annually by emphasizing innovative products, programs, and exhibits, combined with aggressive marketing.							
MARKETING OM2 SP1: Develop a Society wide Visitor Studies Program to provide the tools necessary to understand and evaluate: 1) visitor (and potential visitor) numbers, profile and mix 2) visitor perceptions, needs, preferences, and use patterns 3) products and services, mix, and values 4) demographic issues	Colorado History Museum visitor survey	Identify and target specific demographic groups	Set a Benchmark 1) Characteristics of current visitor base 2) Evaluate experiences 3) Evaluate mission accomplishment 4) Identify on-site revenue opportunities 5) Measure advertising success	Annual approp. Marketing Budget 401-MARK-603	CRS 24-80	Director of Marketing	On-site interviews conducted by local inter-viewing firm Oct 2004, analysis presented Nov 2004, Study questions currently being developed for review by appro-priate CHS staff.

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Regional museum visitor survey	Tourists and local residents	Set a Benchmark 1) Characteristics of current visitor base 2) Evaluate experiences 3) Evaluate mission accomplishment 4) Identify on-site revenue opportunities 5) Measure advertising success	Annual approp. Marketing Budget 401-MARK-603	CRS 24-80-501	Director of Marketing	Self adminis-tered study prepared for execution by regional properties May/June 2005, analysis presented Aug 2005. Study questions to be developed and reviewed by appro-priate CHS staff Mar 2005.

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Colorado Historical Society membership survey	Members and corporate members	1) Evaluate benefits 2) Assess barriers to joining/renewal 3) Characteristics of current member base 4) Identify new member base	CHS Membership Budget	CRS 24-80	Director of Membership	Telephone survey in Oct/Nov with analysis presented Nov 2004. Study questions being developed for review by appropriate CHS staff.
	Colorado History Museum local market attitude and usage study	General public	1) Determine likely audiences 2) Assess barriers to visiting 3) Assess position in market 4) Identify opportunities	CHS General Marketing Budget 401-MARK-603	CRS 24-80	Director of Marketing	Study questions developed and reviewed by appropriate CHS staff by March 2005.

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
MARKETING OM2 SP2: Develop individual marketing and PR campaigns for Society products, programs, regional museums, and services to target audiences using media and cross-promotional partnerships.	*Ancient Voices* Marketing & PR Plan *Colorado Timescape* Marketing and PR plan *Oh, You Beautiful Doll* *Confluence of Cultures* Tours and Treks Regional Museums	PR & marketing partners, media, general public, school groups, families	1) 20% increase in paid visitation first year 2) 20% increase in school visits & youth programs first year 3) New audience development, families with children 6-12 years 4) Sponsor/ Partner opportunities 5) Increased revenue through paid audience attendance, school visitation, store sales and third party sponsor tie-ins.	*Ancient Voices* exhibit budget Annual approp. Annual approp. *Confluence of Cultures* budget	CRS 24-80	Director of Marketing with appropriate project directors and regional museum directors	Aug 2004-2005; additional schedule to be determined

► **LEADERSHIP Operational Mission #1: Establish baseline statistics on the use of Society programs.**

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM1 SP1: Coordinate research efforts throughout the Society to ensure needed information is being gathered, and that efforts are not being duplicated.	Develop a visitor services committee	Various	1) Share information internally 2) Coordinate research activities interdepartmentally 3) Promote company wide understanding of audiences 4) Coordinate efforts to reach these people	Annual approp.; grants	CRS 24-80	Director of Marketing in cooperation with various CHS Staff such as Education, Museum store, Regional Museums	1) 2004 (done) 2) 2005 3) 2005 and ongoing 4) 2005 and ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Establish a Society wide visitor services department	Visitors	1) Develop a list of current surveys 2) Set standards for CHS visitor research 3) Develop, coordinate, implement, and evaluate CHS visitor studies on an ongoing basis 4) Develop a better understanding of the visitor needs to guide the development of programs, products and services 5) Improve visitor satisfaction	Annual approp.	CRS 24-80	TBD	2006
	Ancient Voices exhibit evaluation study	CHM visitors	1) Evaluate effectiveness of exhibit to convey message to target audience 2) Evaluate audience appropriateness and appeal 3) Evaluate teaching methods and interactives 4) Evaluate marketing effectiveness 5) Guide development and implementation of Phase II of the exhibit 6) Determine needed changes in exhibit to enhance understanding	*Ancient Voices* & *Confluence of Cultures* Exhibit Budgets	CRS 24-80	Director of Marketing, AV Exhibit Team	May/June 2004

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM1 SP2: Establish a useful set of measures for evaluating programs, setting priorities, and making decisions about the best application of resources.	Set base year at 2000; assemble annual data (2000-2004) on: 1) Membership 2) Visitation (exhibits) 3) Students served 4) Publication sales 5) Revenues 6) Website visitation 7) Expenses 8) Tours, treks, talks	Internal	Statistical information assembled and used in decision making	Annual approp.	CRS 24-80	Marketing	Jan 2005 and annually
	Assemble equivalent comparative data about other institutions (after determining which institutions will best serve, e.g., other regional historical societies or other Denver museums)	Internal	Statistical information assembled and used in decision making	Annual approp.	CRS 24-80	Marketing	Apr 2005
► **LEADERSHIP Operational Mission #2: CHS will operate in an entrepreneurial environment to accomplish our mission. Such an environment will promote appropriate risk taking, creativity, independence, accountability, and other relevant factors.**							
►**LEADERSHIP OM2 SP1: Annual unit budgets will include program revenue projections as well as expenditure projections.**	All units and programs	Internal	All budgets	Annual approp.	CRS 24-80	UH, DD, CFO	2004 done; 2005 and annually

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM2 SP2: Proposed new programs, projects, and implementation decisions will be accompanied by a business plan that includes revenue and expense projections, funding sources, and cost/benefit analysis.	All proposed new programs	Various	All proposed new programs	Annual approp.	CRS 24-80	Program/ project directors, DD, CFO	2005 and ongoing
►LEADERSHIP OM2 SP3: Provide incentives, recognition and discussion of successful entrepreneurial programs/projects; best practices identified.	Staff professional development; staff recognition	Staff	Model identified	Annual approp.; president's discre-tionary fund	CRS 24-80	CFO, President	End of FY05 and annually
►LEADERSHIP OM2 SP4: Provide business training for program staff.	Staff professional development	Staff	Number of staff attending training; improved business sense among staff	Annual approp.	CRS 24-80	Admin	FY06
LEADERSHIP OM2 SP5: Develop and implement business plans for regional museums, which include revenue generation.	Increase local business & Friends support, increase local funding, iIntegrate resources and services, collaborate on heritage tourism efforts	Board and Legislature	Model Business Plan	Annual Approp.	CRS 24-80-209	Regional Museum Directors	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP Operational Mission #3: The success of CHS depends upon a staff, Board, and volunteers who are well trained, engaged in Colorado history and in our mission. To achieve this, CHS will provide a supportive and energizing work environment, with meaningful professional development and career enhancement opportunities.							
LEADERSHIP OM3 SP1: Determine staff professional development needs and address ways to meet those needs..	Identify opportunities for professional development and incorporate these into annual individual work plans; re-institute Colorado Colloquium	Staff	Training sessions implemented and attended; professional development opportunities taken; year-end list developed	Annual operations	CRS 24-80	Admin, DD, supervisors	2005 and ongoing
LEADERSHIP OM3 SP2: Conduct annual Board evaluation.	Board development	Board	Annual evaluation completed and results used to improve performance	Annual operations	Bylaws	Board chair	2005 and annually
LEADERSHIP OM3 SP3: Hold Board meetings at regional museums.	Board development	Board	One meeting per year at regional museum	Annual operations	CRS 24-80	President	Annually
LEADERSHIP OM3 SP4: Include program content information in Board meeting agendas.	Board meetings	Board	4 to 6 presentations annually	Annual operations	CRS 24-80	President	2005 and ongoing
LEADERSHIP OM3 SP5: Recognize outstanding staff and team performance.	Staff development	Staff	Performance recognized	Annual operations	CRS 24-80	Supervisors	2005 and ongoing
	Promote from within as possible.	Staff	Hiring procedures in place; number of staff promoted	Annual operations	CRS 24-80	HR and Supervisors	Ongoing
	Provide performance incentives/rewards	Staff	Incentives and rewards provided	Annual operations	CRS 24-80	Admin, Supervisors	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM3 SP6: Maintain a salary scale competitive with other similar institutions in the region.	Staff development	Staff	Stability or decrease in annual staff turnover	Annual operations and decision items as needed	CRS 24-80	President , CFO, HR	Ongoing
LEADERSHIP OM3 SP7: Provide new Board member orientation and Board training.	Board development	Board	Annual orientation 2 Board education sessions held	Annual operations	CRS 24-80	President	Annually
	Marketing	Develop focused marketing plans	Bimonthly meetings	Annual operations	Board	Marketing Director	Nov 2004
LEADERSHIP OM3 SP8: Provide targeted recruitment and training of volunteers.	Volunteer dept, Outreach & Development	Volunteers and Internal staff	Increased number of volunteers who provide additional support to programs and projects	Annual operations	CRS 24-80	Volunteer dept; Outreach & Development	Ongoing
LEADERSHIP OM3 SP9: Provide recognition and volunteer enrichment for volunteers.	Volunteer dept, Outreach & Development	Volunteers	Stability and longevity of volunteers in volunteer program	Annual operations	CRS 24-80	Volunteer dept; Outreach & Development	Ongoing

LEADERSHIP Operational Mission #4: The composition of the staff and Board will reflect the breadth of the community we serve.

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM4 SP1: Maintain information on composition of staff, volunteers, and Board and update information annually.	Board (BOD) composition review	Internal	Annual statistical information	Annual approp.	CHS Bylaws	Board Nominating Committee	In progress 2004
	Staff composition review	Internal	Annual statistical information	Annual approp.	State is equal opportunity employer	Human Resources (HR) director	Annual begin in 2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Volunteer composition review	Internal	Annual statistical information	Annual approp.		Volunteer coordinator and Regional museum directors	Annual begin in 2005
	Maintain charts of state demographics	Internal	File updated annually	Annual approp.	CRS 24-80	HR director	Done 2004 update 2005 and annually
LEADERSHIP OM4 SP2: Maintain and implement CHS Diversity Plan incorporating state policies.	CHS hiring practices	Minority groups	Plan reviewed and updated every 3 years	Annual approp.	CRS 24-80	HR director	June 2005, 2008, 2011
	CHS hiring practices	Minority groups	Staff diversity reflects community	Annual approp.	CRS 24-80	Div. Dir. (DD) and Unit Heads (UH)	Ongoing
LEADERSHIP OM4 SP3: Maintain internship program with a minority development component.	Clara Brown Internship	Minority groups	Annual internship award	Sacks Foundation	CRS 24-80	Chief Historian	Done 2004 Annually
	Denver Women's Club internship	Minority groups	Internship award when funds are available	Denver Women's Club restricted fund	CRS 24-80	Chief Historian	As funds permit
	Dept. internships	Minority groups	Internship partnerships with UCD and other universities	UCD internship; DPS internships; Annual operations	CRS 24-80	Chief Historian	2004 and ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM4 SP4: Use regional museums and their Friends groups to solicit prospective Board members. Use Board and advisory groups to submit names of potential candidates.	Board development	Eastern plains, Western slope, communities where CHS has regional museums	Eastern plains reps., Regional museum community reps., African Americans, Hispanics, Native Americans	Annual approp.	CRS 24-80	Chair of Nom. Com. & President	May 2005 and annually
LEADERSHIP OM4 SP5: Appoint citizen member of Nominating Committee from minority or out-state groups.	Nominating Committee	Minority and out-state individuals	Every other year	Annual approp.	Bylaws	Board chair	January 2005 and every 2 years
LEADERSHIP OM4 SP6: Recruit volunteers from an expanded demographic group.	CHS volunteer recruitment	Minorities	Increased diversity in volunteers	Annual approp.	CRS 24-80	Vol. Coord., chair CHS vols., REGI directors	2005 and ongoing

LEADERSHIP Operational Mission #5: CHS will ensure open and effective communication at all levels of the Society and with all constituencies.

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM5 SP1: Identify internal and external constituencies and what kind of information each desires; emphasize that all staff must assume responsibility for communications across all lines.	Staff, Board, legislative, membership, and public relations communications	Staff	Lists of information desired are developed	Annual approp.	CRS 24-80	Admin, BOD Committees, DD	June 2005
LEADERSHIP OM5 SP2: Based on platform above, identify and implement vehicles and procedures to ensure effective communication and creative thought across divisions.	Staff, Board, legislative, membership, and public relations communications	Staff	Communication vehicles and associated costs developed	Annual approp.	CRS 24-80	DD	June 2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Core value of communications honestly evaluated in annual personnel reviews	Staff	Personnel evaluations appropriately graded	Annual approp. and other sources as identified	CRS 24-80	Supervisors	Ongoing
	Conduct monthly all staff meetings with agenda items submitted by staff	Staff	Meetings held, staff participation	Annual approp.	CRS 24-80	President	Ongoing
	"Outline for New Initiatives" implemented	Staff	Frequency of use by staff	Annual approp.	CRS 24-80	Challenge Team, DD	2004, ongoing
	MIRP implemented	Staff	Frequency of use by staff	Annual approp.	CRS 24-80	Admin	Ongoing
	Meeting minutes shared with staff	Staff	Weekly, monthly dissemination of minutes	Annual approp.	CRS 24-80	Admin, DD, committee liaisons	Ongoing
	Policies and procedures posted electronically on shared drive	Staff	Shared files set up and used	Annual approp.	CRS 24-80	DD, UH	Ongoing
	Division Directors attend meetings of other divisions and Board committees	Staff	Each DD to attend 1 meeting/month of other divisions and committees	Annual approp.	CRS 24-80	DD	ongoing
	Invite unit staffs to Board meetings	Staff	One unit/meeting	Annual approp.	CRS 24-80	Admin	monthly
LEADERSHIP OM5 SP3: Provide opportunities for informal staff social interactions.	Encourage staff attendance at Society functions	Staff	Staff participation	Annual approp.	CRS 24-80	Admin, DD, Membership	Ongoing
	Holiday party	Staff	Staff participation	Annual approp.	CRS 24-80	DD	Annual
	Ice cream social	Staff	Staff participation	Annual approp.	CRS 24-80	DD	Annual
LEADERSHIP OM5 SP4: Provide appropriate new staff orientation and staff exit interviews.	Staff communications	New and terminating staff	Orientations and exit interviews completed	Annual approp.	CRS 24-80	HR	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP OM5 SP5: Maintain communication with Friends groups and community groups and other important constituents.	Trinidad Friends	Friends, community groups, members, Newsletters, e-mail, community meetings	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	TRIN Director, DECO Curator, Facilities Director	Ongoing
	Ft. Garland Friends	San Luis Valley residents	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Facilities Director, FTGA Director	Ongoing
	Ute Museum Friends	Montrose residents	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Facilities Director, UTEM Director	Ongoing
	Georgetown Loop Communications Committee	Clear Creek Country residents	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Facilities Director, GEOR Director	Ongoing
	Colorado Bureau of Indian Affairs	Native American tribes	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Deputy SHPO, NAGPRA coordinator	Ongoing
	CAS	Avocational archaeologists	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Deputy SHPO	Ongoing
	Preservation groups	Various	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Deputy SHPO	Ongoing
	Old Stories, New Voices	At risk kids	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Camp coordinator	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Advisory groups: teachers, African American, Italian, Hispanic, Native American	Teachers, African Americans, Italian Americans, Hispanics, Native Americans	Staff attend functions, provide information regularly	Annual approp.	CRS 24-80	Advisory group liaisons	Ongoing
	Public relations	General public	Press releases	Annual approp.	CRS 24-80	PR director	Ongoing
LEADERSHIP OM5 SP6: Maintain communications with legislators, Governor's office, and Judicial and other governmental agencies.	Admin, Finance, OAHP, Facilities	Legislators and staff: CDC, JBC, Leg. Audit Com, OSPB, Judicial complex, CLGs, federal agencies	Legislative liaison, Staff attend hearings, reports submitted, articles written	Annual approp.	CRS 24-80	President, CFO, deputy SHPOs, FACI Director	Ongoing
LEADERSHIP OM5 SP7: Promote positive community relations through proactive engagement.	Set the standard for regional museums	Board committees	AAM Accreditation	Annual approp, program revenue	CRS 24-80	Facilities Director, Regional Directors	Ongoing
	Proactive community interaction, provide needed resources/goods/services, provide quality service	City/county/ state agencies, local museums, CCHE partners, Ute Tribes, School Districts, Media	Increased participation, funding, PR, etc.	Annual approp, program revenue	CRS 24-80	Facilities Director, Regional Directors	Ongoing
	Maintain advisory groups	African American, Hispanic, Native American, Teachers, Italian Community	Increased use of CHS programs and services by these groups	Annual approp., program revenue	CRS 24-80	Interpretive Services	Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
LEADERSHIP Operational Mission #6: The Society will operate under Articles of Incorporation, Bylaws, committees, and policies that are congruent with Society needs.							
LEADERSHIP OM6 SP1: Review the Articles and Bylaws at least once every five years and revise these documents as necessary.	Board of Directors	Board and CHS members	Review completed; revisions made as needed	Annual operations	Bylaws	Board Chair and President	2005, 2010
LEADERSHIP OM6 SP2: Review and revise Board committee structure and their missions as needed.	Strategic Planning	Board committees and programs they serve	Revisions made	Annual operations	CRS 24-80	Board Chair, President and Division Directors	2005, 2010
LEADERSHIP OM6 SP3: Review and revise Board policies periodically.	Board committees	Programs served by committees	Revisions made	Annual operations	CRS 24-80	Board committee chairs and staff liaisons	Every three years and as needed starting 2005
► REVENUE GENERATION Operational Mission #1: Increase general membership by 5% annually.							
►REVENUE GENERATION OM1 SP1: Develop lower-priced membership category to sell on-site at CHS locations.	$25 membership will allow admission and a 10% discount on store purchases. Will be sold and promoted on-site only at the CHM and the Regionals.	Designed to reach a new audience of people more interested in museum visitation than receiving publications	Number of on-site memberships sold	Membership budget	CRS 24-80	Membership Director	2005; imple-mented

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
REVENUE GENERATION OM1 SP2: Develop new membership categories targeted toward specific groups.	Develop materials to promote program to appropriate markets and market directly to schools	High school teachers, college professors, high school and college students	Number of members in each category	Membership budget	CRS 24-80	Membership Director, Education staff	2005/ 2006
REVENUE GENERATION OM1 SP3: Develop presence at off-site events.	Attend public/community events including historic district HOA meetings, trade shows, etc. to promote membership benefits	Denver community members	Number of events attended & number of members acquired at events	Membership budget	CRS 24-80	Membership Director	Ongoing
►REVENUE GENERATION OM1 SP4: Acquire new members through targeted direct mail campaigns.	Send membership solicitation pieces to targeted lists to acquire new members at a low cost	Reach potential new members in key zip codes throughout the state	Number of members acquired through mailings	Membership budget	CRS 24-80	Membership Director	Ongoing
►REVENUE GENERATION OM1 SP5: Continue communication with lapsed members.	Encourage dropped members to rejoin through mailings and phone calls	Dropped/lapsed members	Number of members who rejoin	Membership budget	CRS 24-80	Membership Director, Database Manager	2005 and ongoing
►REVENUE GENERATION OM1 SP6: Offer incentives for members to upgrade their current membership.	Hold upgrade campaigns and events to move members up the membership ladder	Members	Number of members who upgrade membership	Membership budget	CRS 24-80	Membership Director, DEVE Director	2005-ongoing
REVENUE GENERATION OM1 SP7: Enhance the value of CHS memberships.	Partner with other historic or non-profit organizations to provide discounted benefits to CHS members	Current & potential members	Number of partnerships created	Membership budget	CRS 24-80	Membership Director, Marketing Director	2006 and ongoing
►REVENUE GENERATION OM1 SP8: Sell memberships online through CHS website.	Allow people to purchase & renew memberships directly online	Current and potential members	Number of memberships sold through website	Membership budget	CRS 24-80	Membership Director, Web Team	2007

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
► **REVENUE GENERATION Operational Mission #2: CHS will use Information Technology to accomplish its mission.**							
REVENUE GENERATION OM2 SP1: Form an IT subcommittee of the Board to develop and oversee an IT strategy in order to leverage State IT resources.	IT, all programs Kronos time tracking, server hosting, State Portal and T-Commerce	Agency and the public	Subcommittee formed; mission and agenda set; less effort (time and money) expended on routine tasks; time available for value-added activities	Annual approp.	CRS 24-80	CFO, F&A	2005 ongoing
►REVENUE GENERATION OM2 SP2: Develop an E-Commerce strategy for services.	Membership, Store, Education, Publications, OAHP	Web users	E-Commerce set of products to sell identified	Annual approp.	CRS 24-80	CFO, F&A	2005
REVENUE GENERATION OM2 SP3: Increase Society technology IQ and be an easier place to work.	Develop procedures, prepare documentation, and train staff	Internal	Finance, HR and IT make the Society an efficient workplace – it's easy to pay bills, hire/terminate employees; the IT infrastructure is invisible because everything is working smoothly in the background	Annual approp.	CRS 24-80	Accounting, HR, IT	2005 and ongoing
	Online training	Internal	Plan in place FY05; implementation FY06	Annual approp.	CRS 24-80	HR, CFO, F&A	2005
	Paperless accounting and HR procedures	Internal	Employees know that it is easier to get their jobs done	Annual approp.	CRS 24-80	CFO, HR, Accounting	2006

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
REVENUE GENERATION Operational Mission #3: Increase corporate membership by 25% annually.							
►**REVENUE GENERATION OM3 SP1: Acquire new corporate members through prospecting and follow up activities.**	Prospect for new members through various avenues - trade journals, networking events, referrals, etc.	Companies throughout Denver area	Number of corporate members acquired	Membership budget	CRS 24-80	Membership Director, President, CHS Board members & development committee	Ongoing
►**REVENUE GENERATION OM3 SP2: Conduct retention activities for corporate members.**	Evaluate corporate membership benefits and adjust accordingly.	Current and lapsed corporate members	Number of corporate members retained	Membership budget	CRS 24-80	Membership Director	Ongoing
REVENUE GENERATION Operational Mission #4: Aggressively increase the amount of gifts and donations by 20% annually. The success of an annual campaign depends on programs that are audience orientated.							
REVENUE GENERATION OM4 SP1: Retain current donors (non major donors).	1) Use donor/member research to better understand our research, 2) Provide exceptional Stewardship, 3) Understand what interests each donor, 4) Inform donors of funding needs, 5) Research giving ability of current donors	Donors	Number of donors retained, dollars raised	DEVE annual approp.	CRS 24-80	DEVE Director	Annual ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
REVENUE GENERATION OM4 SP2: Cultivate new non major donors.	1) Use research to understand what will motivate an individual to contribute to CHS 2) Research current users of CHS programs that do not contribute 3) collect program user information form other departments to add to the database	Development, major gifts	Number of donors acquired, amount of $$$ raised	DEVE annual approp.	CRS 24-80	DEVE Director	Annual Ongoing
REVENUE GENERATION OM4 SP3: Create a website that provides interactive involvement with donors.	1) interactive programs that produce conversations, create involvement, strengthen loyalty, and build relationships based on tested direct marketing principals. 2) talk with donors about CHS programs. 3) develop an involvement strategy that facilitates conversations with donors. 4) provide an array of options, making it easy for people to become involved with CHS, participate in its programs, join as members, join as volunteers and contribute	Potential donors and members	Number of donors, dollars	New fund needed	CRS 24-80	Web Team, IT Committee	TBD
	Capture e-mail addresses; send regular, timely and relevant e-histories.	Web users	Increased Web donations, dollars raised	Annual appropriation	CRS 24-80	Development	Ongoing
	Ask website visitors to become offline and online volunteers.	Web users	Number of new volunteers	Annual appropriation	CRS 24-80	Development	TBD
	Create opportunities for online focus groups and benefits testing.	Web users	Focus groups questioned	Annual appropriation	CRS 24-80	Development	TBD

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
	Develop fundraising and marketing strategies that will convert website visitors to donors, such as providing a list of giving opportunities for Web visitors.	Web users	Number of new donors, dollars raised	Annual appropriation	CRS 24-80	Development	
	Invite interactivity on Web so visitors can sign up for events, comment on Web content, and comment on programs of the CHS.	Web users		Annual appropriation	CRS 24-80	Development	
REVENUE GENERATION OM4 SP4: Initiate an "Adopt an Artifact" program.	Use the website to engage individuals in supporting the Society. Create a list of ten objects each week/month to be viewed on the Web. Donors can choose and send a contribution electronically. Certificates with photo and history of the object sent to acknowledge gift	Current and potential donors	Dollars raised	Annual appropriation	CRS 24-80	Development, Collections Management	2005

REVENUE GENERATION Operational Mission #5: Aggressively increase the amount of grants by 20% annually. A successful grants program depends on programs that have a demonstrated appeal/value to the general public based on visitor research.

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
REVENUE GENERATION OM5 SP1: Identify private foundations whose guidelines indicate an interest in program to be funded.	All departments contribute to priority projects; create multi layered plan for each program to reach the maximum number of individuals	Internal	Number of grants received	Annual appropriation	CRS 24-80	DEVE Director, DEVE Officer	2005 and ongoing
REVENUE GENERATION OM5 SP2: Identify government funding sources for CHS programs.	Fully develop programs to meet the requirement s of government funding	Internal	Number of grants received	Annual appropriation	CRS 24-80	DEVE Director, DEVE Officer	Annual Ongoing

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
REVENUE GENERATION OM5 SP3: Establish funding priorities that meet the operational missions.	Create programs that meet the operational mission of "increasing attendance by emphasizing innovative products/programs/ exhibits"	Internal	Number of successful grants	Annual appropriation	CRS 24-80	DEVE Director, DEVE Officer	Annual ongoing
REVENUE GENERATION Operational Mission #6: Enhance CHS endowment.							
REVENUE GENERATION OM6 SP1: Create a subcommittee of development to establish policies and priorities for endowment/work with CHF.		Potential donors, planned giving	Committee developed	Annual appropriation	CRS 24-80	Development Committee, President, DEVE Director	Annual ongoing
		Donors	List developed	Annual appropriation	CRS 24-80	Development Committee, DDs, President	Annual ongoing
REVENUE GENERATION OM6 SP2: Develop materials and a marketing strategy to promote the endowment.			Materials developed	Annual appropriation	CRS 24-80	DEVE Director	Annual ongoing
			Money raised	Annual appropriation	CRS 24-80	DEVE Director	TBD
REVENUE GENERATION Operational Mission #7: Society activities that address statutory mandates or the education, preservation, and stewardship goals will be state supported. Revenue generating activities will be profitable.							
REVENUE GENERATION OM7 SP1: CHS will review and revise budget appropriation categories as appropriate.	Budget preparation	OSPB, JBC, Board	Revisions made as needed	Society operations and Auxiliary programs	CRS 24-80	Admin, CFO, F&A	May 2005 and annual review

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
REVENUE GENERATION Operational Mission #8: Increase Bancroft Society by 20% annually.							
REVENUE GENERATION OM8 SP1: Increase awareness of the financial needs of the CHS. Increase revenues for exhibits and public programs that will increase donations to CHS by 20% annually.	●Lexis Nexis Subscription ●Extend our outreach to more people throughout the state. ●Provide outstanding customer service and donor benefits. ●Create innovative programs to support the mission of the CHS.	●Increase our research for potential donors in our data base and other sources ●Enhance our communication with present donors. ●Continue our History Salon ●Continue the behind the scenes tours	Set a Benchmark ●Success of appeal ●Increase in donor participation ●Success in donor gift increase ●Success in donor gift renewal	Annual approp., unrestricted donations	CRS 24-80	Major Gifts Officer and Research Manager	Continu-ously, Current
►REVENUE GENERATION OM8 SP2: Encourage donors to renew their commitment to the exhibits and public programs: Italians in Denver, Temporary Exhibits, Family Histories.	●Send out renewal Letters in a timely manner ●Encourage donors to pledge a larger gift for a longer period of time.	Current and potential donors who indicate interest in the exhibit and program topics	●Donors renew their sponsorship of the Bancroft Society. ●Donors increase their level of giving.	Annual approp.	CRS 24-80	Major Gifts Officer and Research Manager	Continu-ously; Current
►REVENUE GENERATION OM8 SP3: Continue the campaign to find funding for the *Confluence of Cultures* exhibit.	●Fulfill donors benefits ●Provide donor acknowledgments and donor recognition. ●Continue to research for potential donors. ●Solicit funding	Potential donors – groups TBD	Increased revenue for *Confluence of Cultures*	Annual approp.	CRS 24-80	Major Gifts Officer and Research Manager	Continu-ously; Current

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
►**REVENUE GENERATION OM8 SP4: Increase funding for the map exhibit when placed in its permanent location.**	●Provide donor acknowledgments and donor recognition. ●Send letters to previous map donors to announce the new permanent location. ●Introduce prospective donors to the map exhibit.	Potential donors – groups TBD	Increase revenue that will provide a maintenance fund and support new laser programs for the map.	Annual approp	CRS 24-80	Major Gifts Officer, Research Manager, Publications Director	2007
►**REVENUE GENERATION OM8 SP5: Create a restricted fund that will enhance the Roadside Interpretation Program.**	●Provide donor acknowledgments and donor recognition programs. ●Target segments of the community that will sponsor historic markers along the state park trails. ●Place web links on all appropriate websites that target this segment. ●Target individuals, clubs, organizations and corporations that may sponsor historic markers.	●Extend our reach by researching people that may not visit the museum but will sponsor historic markers along the trails.	Increase funding and awareness for the CHS	Annual approp., unrestricted funds	CRS 24-80	Major Gifts Officer, Research Manager, Chief Historian, Roadside Interpretation Program staff.	2005-06

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
►**REVENUE GENERATION OM8 SP6: Create a sponsorship program for the Georgetown Railroad.**	●Divide sponsorship opportunities into sponsored items i.e.; engine, track, seats, whistle, etc ●Target segments of the community that are interested in Railroads. ●Target individuals, clubs, organizations and corporations that may sponsor segments of the Georgetown railroad. ●Create partnerships with other websites for sponsorship links – i.e.: RR clubs and organizations, train and hobby shops.	●Bring awareness to people outside of the Denver area of the CHS. ●Develop relationships with people outside of the Denver area. ●Improve relationships with Georgetown	Increased sponsorship dollars	Annual approp., unrestricted funds	CRS 24-80	Major Gifts Officer and Research Manager	2005-06
REVENUE GENERATION OM8 SP7: Become involved in the development of an active and interactive website.	Website Provide an online giving program. Build partnership links to other segments of the community.	Improve our website to include chat rooms, better research capability for patrons and more interaction with the CHS personnel.	Website enhanced	Annual approp., unrestricted funds	CRS 24-80	Database Manager?	2005

Strategic Platform	Program Development & Delivery	Customer & Audience Development	Key Service Measures	Funding Source & Resources Needed	Statutory Authority & Governance	Responsible Parties	Target Date and Status
REVENUE GENERATION Operational Mission #9: Increase Colorado History Museum rental revenue 10% annually by joint rental efforts in the Denver area and facility improvements; increase Grant-Humphreys Mansion rental revenue by 5%.							
REVENUE GENERATION OM9 SP1: Combine local efforts between Denver properties to maximize rental potential and client support.	Create cross promotional pieces for the Society's rental spaces	Wedding groups; business party groups; organizations; government agencies	1) Create a joint rental's brochure for local Denver properties and Statewide sites 2) Survey rental clients after each event and offer a future rental discount on any location to encourage the use of all sites 3) Share advertising efforts in local meeting planner guides and bridal magazines 4) Rental revenue increased	CHM Rentals and GHM Budgets & Additional Revenue	CRS 24-80	Rental staff at CHM and GHM	June 2005
REVENUE GENERATION OM9 SP2: Offer CHM and GHM renters adequate and useful rental supplies and spaces in order to attract a wide variety of events.	Improve on-site equipment and rental spaces at CHM	Wedding and party groups; business organizations; government agencies	1) Offer enough tables and chairs to accommodate the CHM capacity for dinners 2) Add pictures/art to rental spaces 3) Replace dirty/broken equipment such as easels, tables and lobby furniture	CHM and GHM rental budgets and revenues	CRS 24-80	Rental staff at CHM and GHM	Presented to the Challenge Team in March 2004; funds allocated December 2004

GLOSSARY OF ABBREVIATIONS

AAM	American Association of Museums
ADA	Americans with Disabilities Act
AHP(C)	Archaeology & Historic Preservation (Committee)
APRA	Association of Professional Researchers for Advancement
AV	Audiovisual
BEH	Byers-Evans House
BLM	Bureau of Land Management
BOD	Board of Directors
CAC	Capitol Building Advisory Committee (oversees capitol art collection and use of public spaces in the Capitol)
CAS	Colorado Archaeology Society
CC	Capital Construction
CCHE	Colorado Commission on Higher Education
CCIA	Colorado Commission of Indian Affairs
CDC	Capital Development Committee (legislative)
CDOT	Colorado Department of Transportation
CFE	Cash Funds Exempt
CFO	Chief Financial Officer
CHF	Colorado Historical Foundation
CHM	Colorado History Museum
CHS	Colorado Historical Society
CLG	Certified Local Government
CM	Controlled Maintenance
COFRS	Colorado Financial Reporting System
CPI	Colorado Preservation, Inc.
CPRA	Colorado Professional Researchers for Advancement
CRS	Colorado Revised Statutes
CTO	Colorado Tourism Office
CTRR	Cumbres & Toltec Railroad
DD	Division Director(s)
DECO	Decorative & Fine Arts
DEVE	Development
DMNS	Denver Museum of Nature & Science
DNR	Department of Natural Resources
DPS	Denver Public Schools
DOVIA	Directors of Volunteers in Agencies
DRCOG	Denver Regional Council of Governments
DSHPO	Deputy State Historic Preservation Officer
DSHPOA	Deputy State Historic Preservation Officer for Archaeology
DSHPOH	Deputy State Historic Preservation Officer for History
F&A(C)	Finance & Audit (Committee)
FACI	Facilities Services
FF	Federal Funds
FTE	Full Time Equivalent
FTGA	Fort Garland
FYE	Fiscal Year End
GEOR	Georgetown Loop Historic Mining & Railroad Park
GGCC	General Government Computer Center
GHM	Grant-Humphreys Mansion
GIS	Geographical Information System
HDI	Historic Denver, Inc.
HOA	Home Owners Association
HPF	Historic Preservation Fund

HR	Human Resources
IMLS	Institute for Library and Museum Services (federal granting agency)
IMU	Information Management Unit
IT	Information Technology
ISU	Intergovernmental Services Unit
JBC	Joint Budget Committee
LSTA	Library Services and Technology Act
MARK	Marketing Department
MIRP	Mission, Input, Resources, Potential
MOU	Memorandum (memoranda) of Understanding
MSC	Museum Support Center
MSCP	Museum Support Center- Pueblo
N/A	Not Applicable
NAGPRA	Native American Graves Protection and Repatriation Act
NEA	National Endowment for the Arts
NEH	National Endowment for the Humanities
NHPRC	National Historical Publications and Records Commission
NPS	National Park Service
NSCDA	National Society of Colonial Dames of America
OAHP	Office of Archaeology & Historic Preservation
OSAC	Office of the State Archaeologist
OSPB	Office of State Planning & Budgeting
PAAC	Program for Avocational Archaeological Certification
PMAC	Pearce-McAllister Cottage
POTS	(Pots?) no one really knows- apparently only stands for "pot of money"
PPU	Preservation Planning Unit
PR	Public Relations
REGI	Regional Museums
RFI	Request for Information
RFP	Request for Proposals
RIP	Roadside Interpretation Program
RR	Railroad
SHF	State Historic Fund
SHFAC	State Historical Fund Advisory Committee
SHFCU	State Historical Fund Contracts Unit
SHFPOU	State Historical Fund Public Outreach Unit
SHFRC	State Historical Fund Review Committee
SHFTU	State Historical Fund Technical Unit
SHPO	State Historic Preservation Officer
SPO	State Personnel Office
TBD	To Be Determined
THS	Texas Historical Society
TRIN	Trinidad History Museum
UH	Unit Head(s)
UNMLA	University of New Mexico at Las Animas
USC	United States Code
UTEM	Ute Indian Museum