



**Performance Plan
Fiscal Year 2016-17**

History Colorado Performance Plan Fiscal Year 2016-17

Introduction

History Colorado is invested throughout Colorado, showcasing our past, connecting and revitalizing communities today, and preserving Colorado's heritage for future generations. To us, Colorado history is more than just a story of yesterday. Communities, cultures and our way of life today are all built upon the foundations and lessons of our past.

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



Our Purpose

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

To accomplish our purpose, History Colorado will achieve four primary goals in FY 2016-17:

1. Present inspiring exhibits and programs, with increased access to collections to better connect with our audiences;
2. Strengthen our community museums;
3. Strengthen the services History Colorado provides through our preservation programs; and
4. Engage with our staff to build a better History Colorado.

Our Vision Statement

We connect with Coloradans and enrich Colorado communities, statewide, through exhibits, educational resources and programs; historic preservation initiatives; and stewardship of Colorado's history.

Our Goals

We present inspiring exhibits and programs that connect with our audiences; connect local communities with their history and heritage; preserve and interpret the heritage of Colorado for current and future generations; provide resources and funding to interpret and preserve Colorado's past.

Our Assets include:

- A talented and caring staff dedicated to the success of our mission and vision.
- Community museums and historic properties located throughout the state.
- A state-of-the-art facility at the History Colorado Center in Denver that connects Coloradans, tourists, students, teachers, and researchers with exhibits, programs, services and lifelong learning.
- A world-class historical collection of artifacts, photographs, manuscripts, archival materials.
- Digital collections accessible on the internet.
- A public research library at the History Colorado Center.
- A network of historic sites, landmarks, and state monuments.
- Services dedicated to archeology and historic preservation.
- A nationally renowned historic preservation grants program (the "State Historical Fund") that provides funding in communities to preserve Colorado's heritage.
- Financial resources that Colorado taxpayers constitutionally provided from public gaming tax revenue.
- Community partners, members, and individual donors who support us.
- Our relations with educational organizations, Native American tribes, and local communities who share our passion for Colorado history.
- Amazing historic properties like the Georgetown Loop Railroad and Lebanon Silver Mine that connect people from all over the world with Colorado's past.



History Colorado provides an array of services for the public benefit, generates economic stimulus, and revitalizes local communities throughout the State. This is achieved through its network of community museums; relevant educational programs and exhibits; publications, research library and online learning resources; the Office of Archaeology and Historic Preservation; and administration of the State Historical Fund grants program.

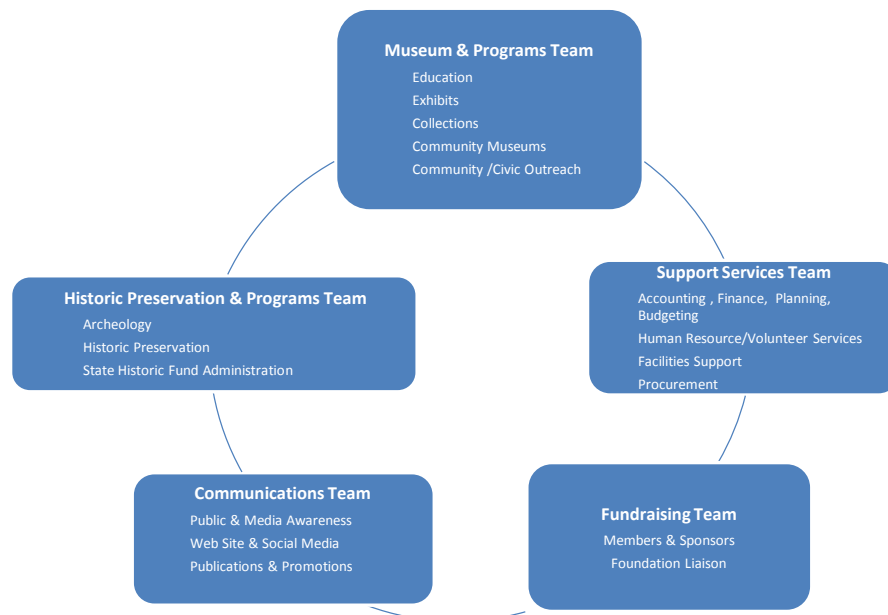


History Colorado Department Description

In Fiscal Year, 2015-16, History Colorado implemented several transformational steps within its organizational structure, which flattened the organization and restructured its governance.

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

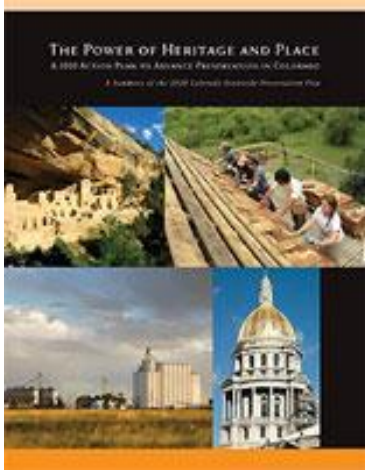
History Colorado's Functional Organization



The structure of History Colorado's management and staff was streamlined in Fiscal Year, 2015-16 to improve efficiencies and reduce overall operating cost, while maintaining History Colorado's commitment to its mission and public benefit.

In June, 2016, History Colorado's Board of Directors selected Steve Turner as the Agency's **Executive Director**. Working collaboratively with the Board, Steve is responsible for the overall vision of the Agency and for the Agency's strategic performance initiatives.

The Historic Preservation and Programs Team is comprised of two divisions; the Office of Archaeology and Historic Preservation (OAHP) and the State Historical Fund (SHF).



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

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

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

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

Preservation Goal for FY 2016-17

Improve our service to the state through our preservation programs, and build on the successes of the existing state preservation programs.

Museum & Programs

History Colorado Community Museums and Historic Sites



History Colorado's community museums include the Byers-Evans House in Denver, Ft. Vasquez Museum in Platteville, Fort Garland Museum, Healy House/Dexter Cabin in Leadville, El Pueblo History Museum, Trinidad History Museum, and Ute Indian Museum in Montrose. Each of the community museums is among the most popular tourist destinations in its area, and each holds a place of esteem among residents in their respective communities.

There are also several historic properties, including the Grant-Humphreys Mansion and its carriage house, Pearce McAllister Cottage, McFarland House, Pike's Stockade, and Georgetown Loop Railroad. Of all regional properties, Grant Humphreys Mansion and Georgetown Loop Railroad generate sufficient revenue to cover operating cost before facility maintenance. Community Museum operations are primarily funded from admissions, rentals and gift shop revenue received. Operations are supplemented from limited gaming operating revenue and limited philanthropic support from their communities.

In FY 2012-13, the Colorado General Assembly authorized the expansion of the Ute Indian Museum, a project which had been on hold for nearly a decade. This project provides History Colorado with an opportunity to re-define the mission, purpose and operation of that facility in consultation with Ute Tribes, community leaders, educators and citizens. Expansion of the physical museum facility is scheduled for completion, August, 2016. The entire project, including exhibits, is targeted for completion by June, 2017; however the museum will be open to the public for its popular retail gift shop and also for hosting events beginning in the fall of 2016.



Traditionally, community museums have improved local economies as a destination stop for tourism. This, alone, is significant, because most community museums are located in rural areas with smaller local economies, and they may depend on tourism. More recently, trends have emerged within educational and cultural institutions where there is also a focused priority shift to the local community, itself. For History Colorado, our strategy is to revitalize the future of local Colorado communities, gaining from lessons of past historical events. By partnering with local organizations and officials, developing local programs, and increasing community engagement, we have piloted local success stories in fiscal years ending 2015 and 2016. Our vision is to develop and implement programs that will expand on these local successes. Implementation of this strategy will result from partnerships that connect local communities and their history with their community museum; instill local pride and enthusiasm by providing education and by learning lessons

from their past; promote historical preservation and community revitalization; and create multiple success stories within local economies. Vital to its success is sustainable funding and related philanthropic support that will enable the community museums to grow unique programs that address an ongoing community needs, provide economic stimulus in communities where economic development is of vital need, and promote education of Colorado history with a directed purpose to residents of underserved communities.

History Colorado's Programming and Facilities groups, headquartered in Denver, serve the needs and local focus of its Community Museums by assisting with program and exhibit development, technologies, maintenance, operations support and planning. When advantageous, the goal is to create efficiency, improve operations, and serve the entire State more effectively.

Community Museum Goals for FY 2016-17

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

History Colorado Exhibits

The History Colorado Center offers interactive and experiential exhibits aimed at serving families, schools, groups and individuals of all ages. In April, 2012, the History Colorado Center opened to the public with Phase I of its core exhibits, located primarily on the first and second floors. In 2014, History Colorado opened Phase II of its core exhibits program at the History Colorado Center, featuring *Living West: Natural Systems and Human Choices*. In recent years, History Colorado supplemented its core exhibits, featuring traveling exhibits including *RACE Are We So Different, 1968*, and *Toys*, at its Denver Museum. Using the themes of *1968* and *Toys*, History Colorado gained 1,133 new or rejoined members in FY 2014-15.

In 2015, History Colorado also added *El Movimiento: the Chicano Movement in Colorado* - an exhibit that was developed with community advisers from across the State, and *We Love Rocky Mountain National Park*, in honor of the park's 100th birthday.



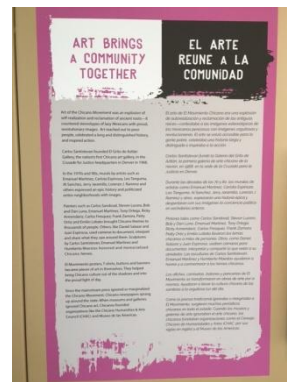
Exhibits at community museums most often focus on and engage their respective communities. For

example, El Pueblo History Museum features *Children of Ludlow*, an exhibit commemorating the hundredth anniversary of the Ludlow Massacre and *The Museum of Memory*, a dedicated space in the museum for the community to share their histories. *El Movimiento* at the El Pueblo History Museum is a collaborative exhibit with CSU Pueblo, Chicano(a) Studies; and at the Ute Indian Museum, exhibit

development is underway in consultation with the three Ute tribes. The expansion of the Ute Museum allows History Colorado to reassess and develop new exhibits on site to serve the community at large.



More recent exhibits at the History Colorado Center include *Searching for Home* a redesign of Bent's Fort at the request of the Native American Tribes, *Who Knew?*, and *Awkward Family Photos*. The themes of future exhibits will spotlight our mission, our collections and artifacts, research, collaborative development with groups of interest, connection to Colorado history, and connectivity with local communities throughout the State. History Colorado utilizes the Center for the American West, CU Boulder, (<http://centerwest.org>), cultural and educational institutions, local communities, and other stakeholders in the planning and development of future exhibits. Accompanied by a change in strategy and focus, look forward to exciting and experiential exhibits to engage audiences in upcoming years!



Exhibits Goals for FY 2016-17

1. Create new metrics and criteria for exhibits, based on connection to Colorado history, scholarly research, and collections
2. Develop and implement projects, in accordance with a new exhibit development process guide, as approved by the Board of Directors, including an exhibits calendar
3. Work with Denver Art Museum on a collaborative exhibit
4. Restart consultations with Cheyenne and Arapaho tribes to redesign the Sand Creek Exhibit
5. Provide professional development opportunities and classroom resources for educators throughout the State.

Education and Public Programs

Education is integral to History Colorado's mission. In partnership with the Colorado Department of Education, institutions of higher education, school districts and social studies education organizations, History Colorado education programs reach Colorado's schoolchildren, educators, residents, and tourists. The Education group is specifically charged with developing and delivering formal and informal programs for all audiences. Delivery includes live facilitated experiences, on-line programs, and special place-based learning programs for at-risk youth.



History Colorado is completing a Federal grant to create online exhibits and digital badges for K12 students, with **25,000** unique visitors accessing these online exhibits. History Colorado serves students across the State through the History Take Out program delivered by our educators and our partners, as well as students through artifact kits used by teachers in their own classrooms.

Over 6,000 people participated in our adult public programs, including programs such as lectures at the History Colorado Center, exploring the State on one of our Tours & Treks, attending a daytime curator talk or even enjoying Colorado's musical heritage featuring Colorado artists at our tiny library concert series.

Education Goals for 2016-17

1. Prioritize and develop new programming with the State Historian, Center for the American West.
2. Finalize the remaining on-line exhibits, badges and analytics for Digital Badges program.

The Collections Team documents the people, places, and stories of Colorado’s past and present to inspire generations to find meaning in the past and establish connections to their own stories. The collection comprises approximately 15 million items including archival materials, artifacts, and visual images.



Fourth Floor Collections Storage is home to History Colorado's collection of artifacts including archaeology and textiles.

History Colorado collections are governed by Senate Bill 03-193, C.R.S. 12-47.1-1201 includes the following language: “*The State Historical Society has a unique role as the State Educational Institution charged with collecting, preserving, and interpreting the History of Colorado and the West.*” C.R.S. § 24-80-210 further states that “*Collections of a scientific or historical nature shall be properly classed and catalogued and shall be at all reasonable hours open for public inspection and examination...*”. Free public access to

all the collection is provided at the History Colorado Center through the Stephen H. Hart Library and Research Center.

The focus of the Collections team is in three primary goal areas: Audience Engagement, Stewardship, and Preserving Colorado’s History (Sustainability). Collections and Library Division staff lead these activities and initiatives, providing excellent stewardship of a meaningful, accessible, and a sustainable collection that will serve audiences for generations to come.

Collections and Library Goals for FY 2016-17

Audience Engagement

The value of collections comes from audience engagement with them through exhibits and programs, as research tools and design inspiration, as educational resources, and as sources of information and entertainment. We work to insure that the collection we steward holds value for our audiences and reflects both the past and the present so future generations will continue to find meaning in the people, places, and stories of Colorado’s history.

Extending to Communities

Access is dependent upon knowing what we have, knowing where it is, and making sure that the public is aware we have it so they can access and use it. We provide online access to catalogue data and digital collections, promote active use of collection items and information, and take collections and programs out of storage and into the museum and local communities.

Preserving Colorado’s History

Thoughtful allocation of staff and fiscal resources is a key to collections sustainability. Activities include consolidating all offsite collections storage into a single, efficient, and accessible storage facility; implementing a plan for collection acquisitions that responds to institutional goals and fits within the capacity of the institution to provide long term care; and deaccessioning collection items that do not fulfill the institutional mission and goals as defined in law (C.R.S. § 24-80-202).

Communications provides public outreach through public relations and media engagement, website management, publications and promotions throughout the year. Guest services staffing at the History Colorado Center is a personal connection with our museum guests. Communications staff work closely with the fundraising team to increase public participation in History Colorado’s programs, services, events and products, and their support for History Colorado’s mission.

With effective promotions, History Colorado's communications contribute to developing a meaningful engagement with our audiences, connecting them with exciting, experiential and accessible programs, and creating promotional partnerships to extend our mission. With effective data analytics, History Colorado will build a visitation baseline, enabling us to better understand attendance and audience trends, and improving our planning of future exhibits and programs.

The communications team is actively engaged in promoting and communicating History Colorado's mission by expanding and enhancing our use of a digital and mobile environment. This includes active use of social media, and a major redesign to historycolorado.org. Work is underway to improve website and public outreach with updated technologies that connect a virtual audience with History Colorado programs and resources. Promotions will also expand to include collaboration and cross-marketing, which is intended to effectively attract a greater audience, and at a lower cost. Communications works closely with other cultural attractions, government offices and outside entities to increase its reach to the community.

The goals of the website redesign initiative are:

Infrastructure improvement and support - major upgrade needed to CMS platform to avoid exposing the History Colorado site to vulnerabilities and provide for the farthest horizon of product viability by implementing the most state-of-the-art option available

Revenue generation - with mobile readiness and faster load times, the new site will allow for more traffic which will ultimately translate to increased use of the HC facilities

Customer service improvement - supporting all of the various audiences that visit the site and their respective purposes in unique ways and with appropriate flows

Content quality - providing the ability to manage manual effort by leveraging relational database capabilities rather than static HTML information as well as managed permissions to enable more staff to upload content with appropriate approval processes in place for final publishing.

During FY 2016-17, Communications will redesign History Colorado's publications. This will allow audiences to connect to the cultures, places and stories of Colorado's past; increase member benefit and value; promote museum and program attendance; and expand History Colorado's reach to a wider audience. The objectives of redesign will improve public reach and accessibility to content, increase awareness of community museum offerings and their connection with local communities, provide more diversified content, grow partner opportunities.

Fundraising

Fundraising engages in activities that cultivate, maintain, and strengthen relationships with individuals and organizations that provide donations and philanthropic support to the Society and its mission. Donations and endowments to History Colorado sponsor or supplement funding of museums and other historic locations, exhibit development, educational programs, and community outreach objectives. The goal in membership and development is to create a top-notch fundraising programs, emphasizing both retention and growth strategies.

Over 8,100 individuals and families provide their commitment and support to History Colorado each year as members. To maintain this membership base, History is committed to providing excellence in membership support, frequent member communications, relevant publications, exclusive opportunities to members only, and individual member support. Additionally, the fundraising team engages in annual strategies to reach and engage new members.

Development is committed to achieving higher and more sustainable levels of financial support for History Colorado's mission, programs and properties. Strategies include planned giving societies, bequests, endowments, fundraising events, and programs that cultivate new opportunities. Throughout the year, Development works closely with donors to fund specific programs, secure endowments, planned giving opportunities, and to manage bequests. Critical to the success and growth of development programs is an emphasis on maintaining and cultivating long-term fundraising relationships, and providing excellent stewardship of donated funds.

Fundraising Team Goals for FY 2016-17

Increase unrestricted development revenue

- Expand upper level membership program and increase revenue by \$26,000
 - 10 new member households
 - 6 new member households
 - 4 new member households
 - 1 new member household
- Increase Annual Fund
 - Targeted promotion of Colorado Gives Day starting in mid-October
 - Year-end appeal by October 31 with email follow-up through January 15
 - Promote memorial bench program through regular member publications

Increase membership revenue goal by 10% over the prior fiscal year

- Create series of email solicitations from September – December, 2016 to continue to drive membership through close of Awkward Family Photos
- Increase onsite membership sales by 10% through increase in onsite marketing
- Solicit kids-free visitors for memberships through onsite promotion and follow-up emails; work with marketing to send emails on a weekly basis to all participants
- Member acquisition mailing in early January, 2017
- Follow-up mailed acquisition with email acquisition campaign
- Launch combined email and mail campaign for renewals to increase renewal activity

Increase efficiency by improving data processes

- Complete feasibility study of the ALTRU software application system and other donor/membership/POS systems to determine best and most cost-effective option for History Colorado
- If decision is made to move forward with ALTRU or other system, work to convert system by June 30, 2017. Begin conversion process by January 1, 2016, which will include data conversion, test environment and training of development, membership, guest services, education and marketing staff. Timeline for community museum conversion will be determined

based on success of conversion at History Colorado Center, but recommendation is to wait at least 6 months before converting community museums.

Complete Ute Indian Museum fundraising campaign - \$400,000

- Continue submitting major gift proposals and foundation proposals through November, 2016
- Launch public campaign November, 2016 with focus on Montrose area and Ute Tribes; run campaign through April, 2017 in anticipation of museum opening in June, 2017
- Launch Charter Membership Campaign spring, 2016 and concluding June 30, 2017
- Hold VIP tours and small cultivation events from September, 2016 – May, 2017
- Plan donor opening event for June 9, 2017

Launch Exhibit Fund Campaign

- Determine fundraising goals with executive leadership
- Start donor meetings September, 2016

Central Administration

Under the direction of its Controller, History Colorado support services currently provide finance and accounting, human resource management and facilities management.

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

Finance and Accounting Goals for FY 2016-17

1. Develop and manage to an operating budget that will produce a break-even net financial position or better during FY 2016-17.
2. Work closely with the Department of Higher Education, to achieve efficient operations and build upon "best financial practices" at both departments.
3. Work closely with the Governor's Office, Joint Budget Committee, and Office of the State Controller to maintain best practices in budgeting, appropriations structure, decision item submissions, compliance with State Fiscal Rules, and maintenance of internal controls.
4. Implement financial systems that will integrate with CORE and streamline processing from third party organizations or expedite transitions between regional locations.
5. Coordinate procurement information including processes and procedures into internal accounting procedures documentation.

Human Resources is responsible for coordinating all human resource administration and HR compliance activities throughout the organization, including matters related to the hiring and termination of employees, compensation and benefits administration, employee relations, employee training and development, compliance with Federal and State regulations and policies, and related matters.

The work of volunteers is important to History Colorado's operations. In FY 2015-16 our volunteer force was comprised of 441 people, and they contributed approximately 29,900 volunteer hours (a monetary equivalent of approximately \$560,000.)

Facilities Support provides all aspects of operations, maintenance, and project management to History Colorado's properties throughout the State. The group manages the prioritization and utilization of funding for controlled maintenance and capital construction. They also are responsible to coordinate railroad business operations, working in partnership with partners and officials at Georgetown Loop Railroad® and the Cumbres & Toltec Scenic Railroad.

History Colorado requests capital funding for construction projects, generally prioritized by the preservation needs of History Colorado properties, by program needs or other business priorities. A cost benefit analysis is created to make the case for any appropriation requests to the State Legislature. The Agency requests controlled maintenance funding for the repair or replacement of structures or equipment in existing State-owned, cash funded buildings that are suitable to be used for at least five years. Because History Colorado properties may be over 100 years old, priorities are often based on infrastructure, safety or security needs. History Colorado requests an annual \$700,000 Cash Fund appropriation for controlled maintenance, covering individual projects or an accumulation of projects at any given property with total dollar expenditures between \$10,000 and \$500,000. Stand alone capital construction and controlled maintenance requests are made when costs exceed \$500,000.

FY 2015-16 Accomplishments

- Structural repairs on 2 buildings at Ft Garland.
- Restoration of porch at Grant Humphreys Mansion.
- Phase 2 of Georgetown Loop Fire Mitigation Project.
- Phase 3 of the Georgetown Loop Capitalization Project.
- Ute Indian Museum expansion construction.

FY 2016-17 and 2017-18 Goals

- Complete Code Improvement Project for Bloom Mansion in Trinidad.
- Rebid Lebanon Mine and Safety Egress Project at Georgetown Loop Railroad.
- Complete phase 4 (FY 2017-18) of the Georgetown Loop Capitalization Project.
- Complete expansion of the Ute Indian Museum.
- Complete Lebanon Mill Dam reconstruction at Georgetown Loop RR (through FY 2017-18)
- Complete rehabilitation of Pearce-McAllister Cottage

Facilities Goals for FY 2016-17

1. Work collaboratively with community museum staff to identify and prioritize basic operations, maintenance, upgrades, and site-specific needs for each museum.
2. Develop a plan that would incorporate the concept of flexible space utilization at the History Colorado Center, Community Museums and Historic Properties.

Technology

Technology is an increasingly integral part of History Colorado operations. The implementation of these technologies is in close coordination with contracted vendors and services consolidated under the Governor's Office of Information Technology. History Colorado's daily business needs are also coordinated with that office. They perform ongoing review and provide direct oversight over the Agency's business technology strategies and service agreements. OIT is committed to working closely with History Colorado to improve technologies and processes, and to provide technology solutions that gain efficiencies throughout all History Colorado divisions.

Examples of Leading Technology-based Performance Objectives

- Within the Office of Archaeology and Historic Preservation (OAHP), there are plans to upgrade its historic property database to updated technologies that better interface with its Geographic Information Systems (GIS).
- Community awareness, including websites, social media platforms, and e-newsletters, is an essential part of a business strategy that coordinates the requirements of Communication/PR, Education, and Preservation programs.
- Increase service levels for digital visitors and researchers; implement technologies that will allow the secure delivery and receipt of all forms of digital site data; enable the efficient delivery of site maps, photos, and data via the internet.
- Upgrade technologies in Community Museums to improve business efficiencies and to avoid down time that reduces productivity.

Strategic Policy Initiatives (SPI's) Supporting History Colorado Goals

Present inspiring exhibits, programs, and increase access to collections to better connect with our audiences

- SPI 1 Implement programs for increased public access to collections
- SPI 2 Incorporate more collections into exhibits
- SPI 3 Broaden the audience for our program offerings
- SPI 4 OIT will continue to keep a focus on emerging technologies and attempt to make connections with companies who could have a positive impact on our exhibits. IT will work closely with Exhibits and Fundraising in these conversations for partnership opportunities. Examples include conversations with Google and with Digital Globe.

Strengthen our community museums

- SPI 1 Strengthen operations, technologies, and structures
- SPI 2 Develop a long-term revenue sustainability program
- SPI 3 Implement community engagement programs at community museums
- SPI 4 Evaluate community outcomes; reassess priorities
- SPI 5 IT will assist with a community museum request to strengthen the technology infrastructure at all community museums. IT will work with the director of community museums to determine what level of connectivity is necessary and the implementation cost at each museum.

Strengthen the services History Colorado provides through our Preservation Programs

- SPI 1 Define the meaning of Public Benefit for SHF grant funding through public meetings held during Fiscal Year 2016-17
- SPI 2 Increase the number of SHF grant applications received in rural or underserved counties
- SPI 3 Coordinate SHF deliverables to better meet the needs of OAHF’s regulatory and information gathering demands by creating standards for electronic technology
- SPI 4 OIT will focus on analyzing an electronic Section 106 (e-106) program that will expedite reviews of projects and improve in-house project management and tracking

Engaging staff to build a better History Colorado

- SPI 1 Communicate strategic vision to all staff
- SPI 2 Initiate S.M.A.R.T. goal program with metrics that tie to strategic vision
- SPI 3 Encourage employee development to obtain SMART goal performance measures
- SPI 4 Establish a variable compensation program tied to performance

Metrics

Indicators	FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Estimates	FY16-17 Estimates
Visitation					
Visitation and participation at the History Colorado museums, sites, and public programs.	378,176	426,340	468,144	421,330	429,756
Visits to the History Colorado Website. (History Colorado uses Google Analytics as our reporting tool. Google Analytics does not count hits by search engines and other automated web crawlers as “visits”, which more effectively represents user engagement.)	512,900	472,353	583,084	615,816	648,548
Social media engagement. Facebook, Twitter, e-newsletter, subscribers and followers	25,471	37,173	43,162	63,000	80,000
Preservation					
Number of archaeology and paleontology permits issued.	108	120	110	121	120
Number of site forms and survey documents processed for archaeological and Historic Sites.	8,952	8,538	10,098	4,577	4,500
Number of Certified Local Governments.	51	51	52	54	58
Community Museums					
Visitation and participation at the History Colorado Community Museums *	104,480	95,084	80,627	108,245	120,000
Fundraising					
Members		6,659	8,032	7,735	7,735
New Members		1,249	2,453	1,282	1,410
Development Donors		1,234	970	725	800
Education					
School Group Field Trips	602	604	746	631	700
Number of Participants	32,697	35,466	42,939	38,502	40,000
Trunk Kits (Education)		191	202	250	250
# of Trunk Participants		12,580	12,338	14,700	14,700

Indicators	FY12-13 Actual	FY13-14 Actual	FY14-15 Actual	FY15-16 Estimates	FY16-17 Estimates
Teacher Professional Development Programs	24	27	44	31	30
Teacher Professional Development Participants	1,741	1,362	4,863	2,218	2,200

Collections

Library Outreach By Patron Type (%)	Percentages				
Academic/Teacher	4.96	3.98	3.71		
Adult	49.02	46.78	47.67		
College+ Student	5.91	4.06	4.65		
Creative/Author	11.10	11.50	9.41		
Donor		0.22	0.25		
Genealogist	8.56	7.04	5.89		
HS Student	0.35	0.36	0.11		
Journalist	1.42	2.88	1.81		
Journalist/Media			1.69		
K-8 Student	1.22	2.05	0.84		
Librarian	3.71	2.88	3.82		
Museum Professional	0.07	1.57	1.83		
Professional	0.16	4.51	4.08		
Publisher	7.78	2.31	2.34		
Staff/ Other	5.55	9.86	11.90		
Library Community Outreach Classes	873	887	1,127	1,588	1,600
Library/Curation: Visits and Public Inquiries	15,361	12,225	9,100	9,859	10,500
Collections Documented/Cataloged	55,962	24,404	15,500	18,500	18,000

* Community Museum Visitation by Museum

	Byers-Evans House	El Pueblo Museum	Fort Garland	Fort Vasquez	Healy House	Trinidad History Museum	Ute Indian Museum
Visitors: 2014-15	13,799	35,625	8,352	4,416	3,099	4,720	8,459
Visitors: 2015-16	11,439	61,956	10,514	4,450	1,507	7,586	1,916*

*Under Construction