

# FY 2018-19 Performance Plan



HISTORY *Colorado*

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All images from the collections of History Colorado unless otherwise noted

## Letter from Executive Director

Thank you for your interest in History Colorado's Performance Plan. Every year History Colorado works to build a stronger connection to the people that we serve and to expand our reach to underrepresented communities. The Board of Directors, along with the Leadership team and staff, continue to strengthen our foundation and develop better exhibits and programs for our audiences that utilize our collections and better resonate with the people of Colorado. Our community museums have become centers for community revitalization and continue to strengthen our commitment to serve all of Colorado. Our preservation programs are continuously working to be the best State Historic Preservation Office in the country. With the reauthorization of the State Historic Preservation Tax Credit, we will now be able to work to strengthen preservation efforts in our rural communities. Our State Historical Fund grants continue to help communities across Colorado preserve their historic resources. There is much to accomplish, through public interest and hands-on community involvement that will help allow us to develop and expand programs throughout the footprint of History Colorado. Partnerships created between local communities and staff at a History Colorado property instill pride and enthusiasm within respective communities for shared history, promoting historic preservation, and creating success stories.

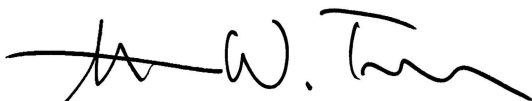
History Colorado has seven significant programs that are grouped into three main support groups that serve our audiences in different ways, but all are dedicated to enriching more lives through the stories of Colorado's history that allow people multiple avenues to explore their curiosity of our past. Due to the breadth of our work, this plan does not outline every program area's goals but instead looks at four major priority areas that encompass all that we do.

Every year we work to improve our processes and better connect with our staff and our audiences. This year was no exception. In this year's performance planning process, we are building off of the work we did last year. During FY18 the Board of Directors worked with our team to create an updated Mission, vision and values. We also begin to draft guiding principles that will help us define success and guide us in creating SMART goals that everyone feels that they can accomplish. In the upcoming year, we will continue to work with our staff and a special Advisory Board, that will be created in FY2019, to help us develop a new Strategic Plan for the organization that will guide us over the next five years. The key to our success is to have our staff and community partners working with us to build a better future for History Colorado. The following is our FY 19 Major Function areas and the Strategic Policy Initiatives to support them:

1. Increase Service
  - a. Increase Engagement
  - b. Increase Reach
2. Improve Customer Experience
  - a. Modernize technology that improves customer services
3. Become Financially Stable
  - a. Grow revenue in all programs by \$2.5 million in 5 years
4. Maintain an Engaged and Supported Workforce

Thank you all again for taking the time to read this plan; I welcome feedback from readers internal and external to History Colorado.

Sincerely,



Steve W. Turner, AIA  
Executive Director  
State Historic Preservation Officer

## Overview

Established in 1879, the Colorado State Historical Society, (History Colorado), is an agency under the Colorado Department of Higher Education, an “institution of higher education” in the State of Colorado, and also a 501(c)(3) nonprofit 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 Colorado citizens (CRS 24-80-201 et seq).

Through a diverse offering of programs, and venues described in this Performance Plan, History Colorado’s statewide activities support tourism, historic preservation, archaeology, education, and research related to Colorado’s past. Coloradans and people across the country benefit from unique opportunities to interact with Colorado history through its network of museums, tours, and programs. Outreach programs throughout Colorado which provide education, learning skills, research, and historic preservation stimulate community involvement, revitalization, and economic development. Through its administration of State Historical Fund grants, History Colorado has awarded over \$298 million in competitive grants to all 64 counties, resulting in more than \$1.2 billion impact on Colorado’s economy.

With an extensive collection of artifacts, photographs, motion pictures, and sound, History Colorado is in the unique position to connect its audience with Colorado’s history and will continue to expand its audience reach through digitization and a more customized online experience. The agency is committed to providing an inspirational journey into the future by understanding and benefitting from the past.

At History Colorado we strive to be a place of belonging for all Coloradans and to serve as a platform for community connection. We’re committed to Colorado’s diverse communities through new engagement programs such as “[We Are Colorado](#)”, and we know we’re succeeding when more voices, perspectives, and experiences are part of History Colorado.

The staff and Board of Directors at History Colorado are pleased to present this Performance Plan for the FY, 2018-19 under the direction and guidance of the Office of State Planning and Budgeting and the provisions of the State Measurement for Accountable, Responsive and Transparent Government (SMART) Act.

## Mission

History Colorado creates a better future for Colorado by inspiring wonder in our past.

## Vision

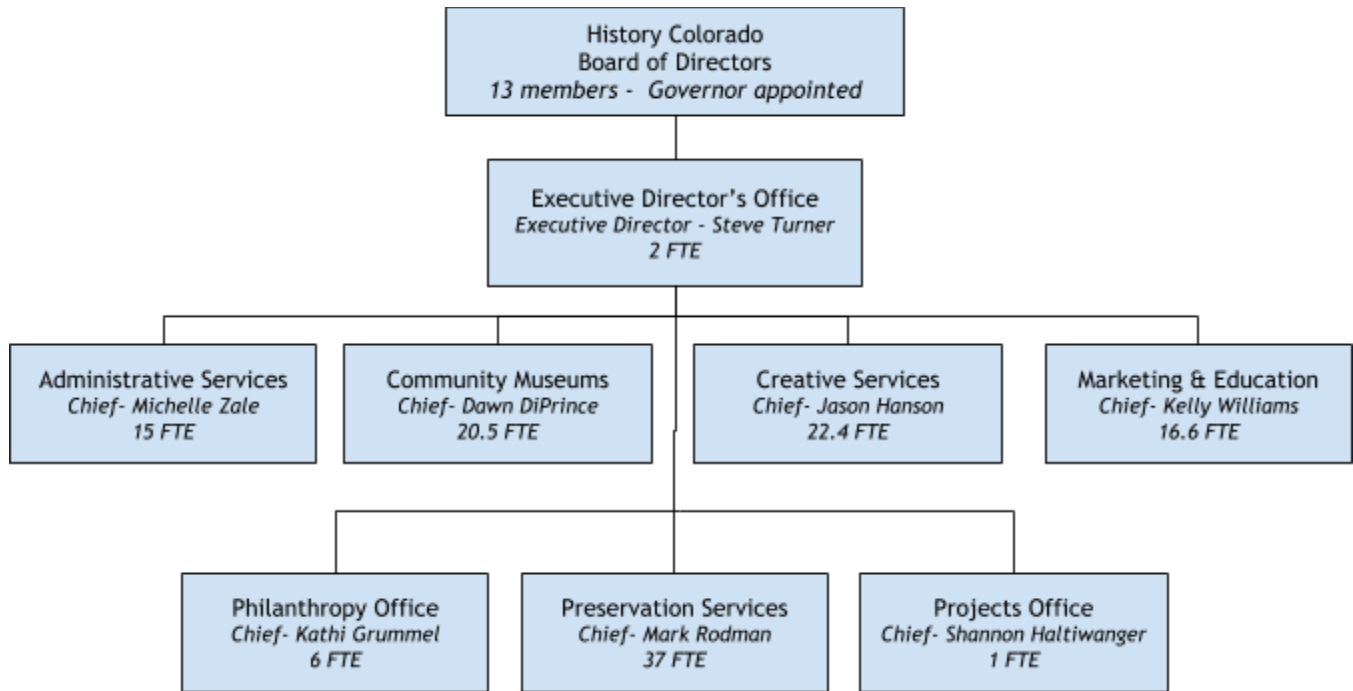
We are Colorado! We share powerful stories, honor treasured memories, and create vibrant communities. We are the trusted leaders in helping people understand what it means to be a Coloradan.

## Values

We value:

- The preservation of authentic stories, memories, artifacts, and places
- New perspectives and experiences that connect people to the Rocky Mountain West
- Curiosity and discovery
- Critical thinking and inquiry
- Inclusion and community
- Hospitality and service
- Nimbleness and innovation
- Collaboration and cooperation
- Financial stability
- Excellence in everything we do
- A willingness to experiment without fear of failure

## Organizational Chart and Financial Breakdown



FY 2018-19 Operating Expense Budget (as per Long Bill; HB18-1322)	
Central Administration	\$1,187,208
Facilities	\$1,482,010
History Colorado Center	\$4,611,859
Community Museum	\$2,912,910
Archaeology & Historic Preservation	\$1,552,190
State Historical Fund Administration	\$1,703,303
State Historical Fund Preservation Grants	\$8,250,000
State Historical Fund Gaming Cities Distribution	\$5,300,000
Certificate of Participation - HCC	\$3,021,860
<b>Total</b>	<b>\$30,021,340</b>

Total Projected Revenue Breakdown (as per Long Bill; HB18-1322)	
Federal Funding	\$975,344
Earned Revenue - History Colorado Center	\$3,537,464
Earned Revenue - Community Museums	\$847,000
Earned Revenue - Office of Archaeology & Historic Preservation	\$60,000
General Funds – Community Museums	\$1,425,710
Museum and Preservation Operations Account of the State Historical Fund	\$7,825,236
Preservation Grant Program Account of the State Historical Fund	\$15,253,303
OAHP Portion of Preservation Tax Credit from Gov. Office Economic Development Programs	\$97,283
<b>Total Revenue</b>	<b>\$30,021,340</b>

Additional funding is also provided for other expenses that is not directly attributed to these major functions. Some examples are controlled maintenance at History Colorado regional properties, allocated common policy expenses such as insurance and technology, and off-budget funds generated from philanthropic development.

## Agency Description

History Colorado in FY 2018-19 comprises 120.5 FTE (Full time equivalents) and nearly 600 unpaid staff (volunteers) across seven divisions who are dedicated to preserving the stories, places and material culture that document the State's history for the benefit of Colorado citizens (CRS 24-80-201 et seq.). Staff are located across nine museums and historic sites to serve their communities and surrounding region through exhibits, education, partnerships, and programs.

Sites include:

- Center for Colorado Women's History at the Byers-Evans House, Denver
- El Pueblo History Museum, Pueblo
- Fort Garland Museum and Cultural Center, Costilla County
- Fort Vasquez, Platteville
- Grant-Humphreys Mansion, Denver
- Healy House and Dexter Cabin, Leadville
- History Colorado Center, Denver
- Trinidad History Museum, Trinidad
- Ute Indian Museum, Montrose

These museums and sites serve their communities and surrounding region through exhibits, education, partnerships, and programs. For over 138 years defined in statute as an educational institution under the Department of Higher Education, every program area is dedicated to educational growth and understanding of what it means to protect and promote Colorado diverse history.

This work is done across History Colorado's operational programs and include the following public facing aspects:

- Museums and exhibits located throughout the state
- Educational programs and events ranging from K-12 students to the adult learning activity
- Direct community outreach programs
- Public access to a vast array of collection resources
- Stewardship of archaeological resources (identifying, documenting, and protecting)
- Archaeology learning program and certification
- Access to historic sites and survey location information
- Access and documentation of historic sites with national and state significance
- Consultative services that assess the impact on historic properties and/or cultural resources prior to federal and state funding, licensing, or permitting activity
- Administration of Federal and State tax credits for rehabilitation of historic buildings
- Administration of the State Historical Fund, one of the largest programs in the nation that awards grants to public entities and nonprofit organizations for the purposes protecting, restoring, and documenting archaeological and historical sites and providing education thereon throughout Colorado



## Major Function Description

This section provides a brief overview of those primary functions or agency divisions that support strategic performance initiatives in this performance plan.

### Museum Experience



#### Program areas that play a key role in museum experience:

- Creative Services (exhibits, interpretation, curatorial, collections, and library)
- Community Museums
- Marketing, Communications, Guest Services, and Education

#### Museum experience primary customers

- History Buffs
- Researchers and Scholars
- Families with small children
- Elementary and Secondary Students
- Tourists



History Colorado has a statutory obligation C.R.S. § 12.47.1-1201 (2016)(5)(a)(I)(A) says "The state historical society, which was founded in 1879, has a unique role as the state educational institution charged with collecting, preserving, and interpreting the history of Colorado and the west."<sup>1</sup> Creating an engaging experiences at History Colorado properties includes educational exhibits, programs and services that inspire and engage people in the diverse history of Colorado.

The routine introduction of new exhibits and engaging programs are critical to audience engagement, museum attendance, and membership interest. History Colorado exhibits and programs serve families, schools, groups, and individuals of all ages. History Colorado has developed an aggressive 5-year plan for all museums' exhibit development, with a commitment to develop its museum exhibits,

including several new exhibits, in-house, from large-scale marquee exhibits to current exhibit enhancements. Their themes will focus specifically on Colorado's diverse history and will feature artifacts from the state's collections.

The vision of the agency's education and public programs is to increase access to the organization's resources and programs so that more adults, families, and students identify with Colorado's story. Throughout the state, the goal of the education programs is to reach more students and connect them to diverse, relevant, meaningful stories that reflect multiple cultural contributions to Colorado's history. Signature education programs are currently serving children on the autism spectrum, audiences with memory loss and their caregivers, senior centers, recent immigrants and refugees, and preschoolers. Public programs will comprise of revenue-generating programs of excellence that drive membership and museum attendance and highlight the breadth of Colorado history. The guest services staff and volunteers will continue to work to deliver personal connection and outreach to ensure that visits to the exhibits and programs are meaningful.

Colorado Statute C.R.S. § 24-80-210 states that "Collections of a scientific or historical nature shall be properly classed and cataloged and shall be at all reasonable hours open for public inspection and examination..." Management and care of the collection is a resource intensive enterprise, and it is incumbent on staff to insure collection resources are accessible to the broadest possible audience. The Stephen Hart Library, open to the public free of charge, is a primary access point to the collection for both onsite and remote researchers. History Colorado continues to add collection information to online databases through grant-funded initiatives and provides direct access to resources through a variety of collection-based programs including behind-the-scenes tours, public reference inquiries, and image reproduction services.

<sup>1</sup> See also C.R.S. § 24-80-202 and § 24-80-210

## Heritage Services



### Program areas that play a key role in Heritage Service:

- Office of Archaeology and Historic Preservation (OAHP)
- State Historical Fund (SHF)

### Heritage Services primary customers

- Historic preservationists
- Archaeologists
- Historic building and home owners
- K-12 and university students
- Nonprofits and agencies working with Federal and State agencies
- Developers
- Land use surveyors
- Local governments
- Federal and State agencies
- Legislators
- Congressional delegation



The Office of Archaeology and Historic Preservation fulfills Federal mandates and State statutory responsibilities assigned to the State Archaeologist and the State Historic Preservation Officer. The division safeguards extensive archaeological and historic properties site records and assists with the stewardship of Colorado's historic built environment while, providing access to these resources for researchers, archaeologists, historic preservationists and educators. This program works to creatively engage Coloradans to discover, preserve, and take pride in the state's architectural and archaeological treasures through statewide, community-centered educational programs. For example, OAHP organizes Archaeology and Historic Preservation Month, and provides statewide leadership and partnership support in archaeology and historic preservation efforts. OAHP also manages the Centennial Farms and Ranches program that honor the history of families that have owned and operated their farm or ranch for over 100 years.



The State Historical Fund was created by the 1990 constitutional amendment allowing limited gaming in the towns of Cripple Creek, Central City, and Blackhawk. History Colorado is statutorily designated by the General Assembly to administer the State Historical Fund (Limited Gaming Act of 1991 as amended, CRS 12-47.1-1201 and 1202). Through this program, History Colorado oversees a robust competitive grants program, awarding millions of dollars in grants each year to deserving projects and historic properties throughout Colorado. Since 1993, over 4,400 projects received more than \$289 million to support preservation in Colorado. Historic preservation and rehabilitation of historic resources are proven to stimulate economic activity and retain economic vitality in small and large communities. Grants have been awarded in every Colorado county.





## Support Services



### Program areas that play a key role in Support Services

- Facilities
- Accounting and Finance
- Human Services
- Philanthropy & Membership
- Special Projects & Partnerships
- Volunteer program

### Support Services primary customers

- Members
- Volunteers
- Donors
- Legislators
- Staff
- Office of State Planning and Budgeting
- Other State and Federal Agencies
- Partner organizations



The Support Services group works closely with Museum Experience and Heritage Services staff to ensure that their work is supported and streamlined. They also work to develop and manage the overall agency budget (capital and operational), financial reporting, planning, audit, internal controls compliance with state fiscal rules, management policies and best practices in governmental finance, budgeting, and legislative requests and relations. They oversee the project management for capital construction, maintenance and repairs of historic and modern buildings and structures, and controlled maintenance, while working to build partnerships. They also cultivate donors and members, manage a robust volunteer program, and oversee special projects that intersect across all program areas.



## FY 2019 Strategic Policy Initiatives Forecast

### SPI 1 Improve Service

Impact the audiences we serve by creating new connections within communities that increase revenue and grows visitation. We strive to be a place of belonging for all Coloradans and to serve as a platform for community connection. We know we’re succeeding when more voices, perspectives, and experiences are part of museum life. This is broken in two areas; engagement and reach.

Why is this important?

- Connecting with the agency’s current audience, and targeting new visitors inclined to take part in a History Colorado experience broadens visitation and increases attendance revenue.
- Compelling exhibits and programs for all ages are the primary drivers of museum attendance.
- A broader attendance drives membership.

#### 1a — Increase Engagement

Metric: Increase number of people by 10% attending a History Colorado museums, engaging with digital media, and attending programs.	June 01, 2018 Actual	June 30, 2019 (One-year goal)	June 30,2021 (Three-year goal)
Attendance at the History Colorado Center (Includes all museum attendance, special events and onsite/offsite education programs.)	216,638	265,355	341,007
Attendance at the Community Museums (Includes all museum attendance, special events and onsite/offsite education programs.)	132,057	141,017	167,817

Initiative Description:

The agency’s goal is to better invest in community and public engagement and by doing so, the agency should achieve attendance growth above a baseline level that generates a return on investment. Visitation data shows that the introduction of new exhibits and successful programs increase visitation significantly. Inspiring exhibits and programs are expected to maintain the current audience base and attract audiences that are inclined to visit, but currently don’t.

Specific actions that will connect with History Colorado’s audiences:

- Produce new and inspiring exhibits that have audience appeal
- Introduce new exhibits regularly and deliver them on schedule
- Integrate collections into exhibits and events
- Connect with new programs and expand current popular programs
- Create effective promotion and visibility
- Cross-promote museums, events and programs
- Connect with and tell the stories of the diverse history of Colorado
- Develop and enhance community outreach programs
- Expand knowledge, understanding and appreciation of archaeology by increasing participation in Program for Avocational Archaeological Certification.
- Conduct outreach with members to create a baseline of membership growth that visit a History Colorado site or take part in a program.

**1b — Increase Reach**

Metric	June 01, 2018 Actual	June 30, 2019 (One-year goal)	June 30,2021 (Three-year goal)
Increase number of members and by 5% attending a History Colorado museums, and attending programs.	6,000	6,300	6,975
Increase reach to communities served through in depth neighborhood history projects at each community museum.			
- Number of History Colorado museums conducting neighborhood history projects	1	3	6
- Number of neighborhood history projects per museum per year.	1	2	4
Increase new State Historical Fund Grant applications by 5%	18	19	21
Increase the number of applications for the State Historic Tax Credit by 25% from rural Colorado communities	4	5	8

**Initiative Description:**

History Colorado’s goal is to increase its reach in new markets, communities, and audiences where History Colorado provides service. This includes growing the number of members we have participating in events, visiting the museums and taking part in a History Colorado program. Communities for History Colorado are defined as geographic, demographic, and cultural.

In FY18 History Colorado launched “We Are Colorado” a community engagement initiative of History Colorado based out of the History Colorado Center to connect with underrepresented communities and specifically the Hispanic community for engagement and collecting purposes. In FY 2019, this initiative will connect with the Museum of Memory program that El Pueblo History Museum, which has been working toward similar goals for a few years. History Colorado looks to bridge both programs to all of History Colorado’s museum over the next three years.

The Museum of Memory’s Neighborhood Memory Projects have been run out of El Pueblo History Museum, a community museum of History Colorado. This project highlights the complex expressions of people and place through the bond of community. Workshops explores race, class, gender, religion, labor, and other cultural issues. By preserving oral and written history, we put the unabridged personal feel on a general narrative, which helps engage diverse audiences.

**Specific actions that will increase reach:**

- Build and implement a strategy focused on building a collection that is rich in culturally diverse stories and contemporary Colorado history.
- Providing educational resources to underserved communities.
- Improve State Historical Fund outreach to new and existing audiences in different regions of the state by engaging the local leaders increasing applications from new applicants by 5%.
- Promote economic development in rural Colorado through raising the number of applications for the State Historic Tax Credit by 25% from rural Colorado communities including at least one operating farm or ranch. In FY18 the legislature passed a reauthorization that extended the State Historic Preservation Tax Credit and increase the percentage for rural communities.

## SPI 2 Improve Customer Experience



Create a better experience for History Colorado visitors and streamline and improve internal customer service processes. Better address how the agency best serves its audience through technology.

### 2a — Modernize technology that improves customer services

History Colorado’s goal is to provide responsive and personal portals of engagement in order to compete with other cultural institutions both in Colorado and across the country. History Colorado needs to increase areas of outreach, both online and within the community. In FY2018 History Colorado worked to improve customer online experience with the launch of the new website that is design

Metric: Hit target completion of key projects by end of fiscal year	June 30, 2018 (FY1 8 actual)	June 30, 2019 (One-year goal)	June 30,2021 (Three-year goal)
Launch new POS system	Launch RFP	Community Museums	All of History Colorado
Online Access to Information Management Services		Launch RFP	Launch customer access

#### Strategies/Process to drive achievement of SPI

- Create a customer service experience that streamlines ticket sales.
- Allow customers to access Information Management services (Compass, File Searches, Scans) through online applications.
- Finalize the development of the technology to allow submission of National Historic Preservation Act Section 106 projects through an online project portal.
- Improve wireless connectivity in all buildings to improve visitor experiences.
- Launch a new Point of Sales system that connects the organization's ticket sales, gift shop, membership database, and donor records to all museums and historic sites.
- Create a methodology for a baseline of customer satisfaction (future years will be measured and reported).



### SPI 3 Become Financially Stable

In order to meet the growth needs of the organizations, the agency must increase its revenue and maintain financial stability.

Why is this important?

- Pay future increasing History Colorado Center lease payments (Certificates Of Participation)
- Provide non-classified staff with salary and merit pay increases when they are approved by the General Assembly
- Pay for increasing costs of common policies
- Ensure the future, long-term financial success of the program.

#### 3a — Grow revenue to all programs by \$2.5 million in 5 years

Measure	May 1, 2018 Actual*	June 30, 2019 (One-year goal)	June 30, 2021 (Three-year goal)
Revenue Growth			
Philanthropic Donations (Restricted and Unrestricted)	\$983,476	\$1,300,000	\$1,500,000
Memberships	\$354,666	\$475,000	\$525,000
Other Revenue (Preservation, Facilities, and Historic Sites)	\$184,575	\$340,000	\$400,000
<b>HC Total</b>	<b>\$1,522,717</b>	<b>\$2,115,000</b>	<b>\$2,425,000</b>
History Colorado Center Museum Revenue	\$314,182	\$806,865	\$1,031,013
HCC additional Revenue (EDU, Publication, Library & Collections, Rental, Catering)	\$875,826	\$540,207	\$642,871
<b>HCC Total</b>	<b>\$1,190,008</b>	<b>\$1,347,072</b>	<b>\$1,673,884</b>
Community Museum Paid Admission & Fees	\$117,186	\$191,800	\$255,400
CM Gift Shop Revenue & Rental Income	\$614,115	\$762,672	\$1,008,016
<b>CM Total</b>	<b>\$731,301</b>	<b>\$954,472</b>	<b>\$1,263,416</b>
<b>Organizational Totals</b>	<b>\$3,444,026</b>	<b>\$4,416,544</b>	<b>\$6,393,313</b>

\*This number will change to FY18 Actual once the fiscal year end closes.

Initiative Description:

History Colorado’s goal is to increase total revenue to all programs by \$2.5 million in five years in order to ensure the long-term financial success of the agency and ensure the agency can pay for increased Certificate of Participation payments on the History Colorado Center beginning in FY 2021-22.

#### Strategies/Process to drive achievement of SPI

- Create a Major Gift committee to develop philanthropic on opportunities
- Refine and implement an exhibit schedule that allows rotation and improvements to exhibits
- Develop exhibits, events and programs that will grow revenue and increase audience engagement.

## SPI 4 Maintain an Engaged and Supported Workforce

Creating a culture of engagement, investment, and accountability gives employees the tools and support they need. We also want to create an environment where staff can thrive in their career and have a chance to be innovative and creative.

### 4a — Increase Employee Engagement

Metric: Percent Favorable Response	FY 2018 Goal	June 30, 2019 (One-year goal)	June 30,2021 (Three-year goal)
Number of staff that take the employee engagement survey	76%	Confirm action plan sign off from all programs and creating a way to better track employee engagement quarterly	Conduct new survey

In FY 2017-18, the leadership team began work with the board and staff to develop a new five-year plan for the organization that includes working build on the foundation from the ground up to refresh the mission, vision, core values, and strategic initiatives of the organization. History Colorado has collaborated with staff to learn more about the areas of improvement that included better communications, working more collaboratively, provided additional training opportunities and allowing staff to feel connected to the whole organization and not just their program area.

#### Strategies/processes to drive achievement of SPI

- Develop a process for all staff to participate in the development of the organization's strategic direction.
- Invest in employees through essential skills courses in communications, team building and resiliency.
- Create a “think tank” for staff to share ideas and develop enterprise revenue ideas.
- Obtain a Service Enterprise Certification to help leverage paid and unpaid staff and their skills across all levels of the organization.
- Creating an effective community outreach plan at any institution starts with strengthening internal capacity to meet the needs of diverse communities.

#### Metrics to measure progress towards SPI goals

The following measures will be used to manage the progress towards improving employee engagement.

- Number of staff attending monthly all agency meetings.
- Participation by staff in the “think tank” and submitting proposals for ideas to improve enterprise revenue for the organization.
- Number of staff participating in organization events.

## FY 2018 Strategic Policy Initiatives Outcomes

For FY 2018, History Colorado tracked four strategic policy initiatives (SPIs), all of which are carried into the FY 2019 performance plan and some will be modified as we work to finalize Strategic Plan. The charts below indicate progress toward the SPI metrics for FY2018 as of June 1, 2018. Full-year data for each FY 2017 strategic policy initiative will be available in mid-July 2018.

### SPI 1 – Improve Service

**Process - Impact the audiences we serve by creating new connections within communities that increase revenue and grows visitation. This is broken in two areas, engagement and reach.**

Measure	FY15	FY 16	FY17	June 1, 2018	FY18 Goal
Increase Engagement					
Total attendance at the History Colorado Center (Includes all museum attendance, special events, and onsite/offsite education programs.)	215,180	203,821	218,192	217,012	240,137
Total attendance at the Community Museums (Includes all museum attendance, special events, and onsite/offsite education programs.)	62,990	84,871	116,016	132,057	127,617
Total History Colorado Attendance	278,170	288,692	334,208	349,069	367,754

Total engagement broken out in this measure is new for FY 2018 with the performance plan that was completed in mid Q2. In the past these numbers were kept by three different program areas. FY15 and FY16 numbers for the History Colorado Center do not include offsite education programs.

#### Additional Engagement goals

In FY 2018 History Colorado established a new position, Director of Outreach who has been evaluating how to extend the reach of History Colorado to new communities and create a community engagement program. A new metric has been developed based on this evaluation and is listed in the FY 2019 update. History Colorado’s community engagement program aims to create a sense of belonging for all Coloradans and serve as a platform for community connection through the sharing of powerful stories and honoring of treasured memories.

The State Historical Fund and the State Historic Preservation Tax Credit program worked this year to create a baseline as they revamped their approach to serve more communities and focused on more rural communities that may not have fully taken advantage of the program in the past.

### SPI 2 – Improve Customer Experience

**Process -Create a better experience for History Colorado visitors and streamline and improve internal customer service processes. Better address how the agency best serves its audience through technology.**

Measure	FY 2018 Actual	1-Year Goal	3-Year Goal
<b>Modernize technology that improves customer services</b>			
Launch new POS system	Reviewing RFP	Community Museums	All of HC
Online Access to Information Management Services	Working with OIT to determine best path forward	Launch customer access	Create target growth

History Colorado in FY 2018 worked to improve processes that focused areas of outreach both online and within the community to increase the quality of the customer’s experience both online and within the community. A new website was launched to help visitors feel more connected to all of History Colorado and have an easier, more design responsive experience regardless of what device they are using. History Colorado also worked closely with the Office of Information Technology to chart better paths forward for online customer access with a point of sales system, access to the collection

databases, and improving wireless connectivity in all buildings for both staff and visitors. At the close of FY 2018, these projects are beginning taking off and are projected to have significant movement in FY 2019.

### SPI 3 – Become Financially Stable

**Process - In order to meet the growth needs of the organizations, the agency must increase its revenue and maintain financial stability.**

Measure	FY15**	FY16	FY17*	May 1, 2018	FY18 Goals
<b>Revenue Growth</b>					
Philanthropic Donations (Restricted and Unrestricted)	\$899,247	\$547,910	\$1,290,921	\$1,234,061	\$1,200,000
Memberships		\$173,119	\$496,391	\$484,095	\$450,000
Other Revenue (Preservation, Facilities, and Historic Sites)	\$360,866	\$307,257	\$228,352	\$194,351	\$310,000
<b>HC Total</b>	<b>\$1,260,113</b>	<b>\$1,028,286</b>	<b>\$2,015,663</b>	<b>\$1,912,507</b>	<b>\$1,960,000</b>
History Colorado Center Paid Admission & Fees		\$604,331	\$521,332	\$394,380	\$694,850
HCC additional Revenue (EDU, Publication, Library & Collections, Rental, Catering)		\$1,169,823	\$1,171,662	\$1,106,592	\$1,169,875
<b>HCC Total</b>	<b>\$1,875,217</b>	<b>\$1,774,154</b>	<b>\$1,692,993</b>	<b>\$1,500,971</b>	<b>\$1,864,725</b>
Community Museum Paid Admission & Fees		\$116,856	\$135,097	\$142,089	\$160,000
CM Gift Shop Revenue & Rental Income		\$454,864	\$581,406	\$714,320	\$640,000
<b>CM Total</b>	<b>\$613,234</b>	<b>\$571,720</b>	<b>\$716,502</b>	<b>\$856,409</b>	<b>\$800,000</b>
<b>Organizational Totals</b>	<b>\$3,748,564</b>	<b>\$3,374,160</b>	<b>\$4,425,159</b>	<b>\$4,269,887</b>	<b>\$4,624,725</b>

\*\* FY15 numbers for the P&L the Philanthropic Donations and Membership were combined and HCC and Community Museums combined Admissions with other revenue

\* Beginning in FY17 Philanthropic donations were classified as restricted and unrestricted.

For FY 2018, History Colorado set up a rate of growth that would increase total earned revenue to all programs by \$2.5 million in five years. During FY 2018, plans were put into place to meet these goals. It was not until mid-year that many of these plans started to pay off. While the overall projected actuals may not be on track to meet the year-end goal, since January revenue has increased over the previous fiscal year, with some areas meeting or exceeding their shorter term goals.

### SPI 4 – Maintain an Engaged and Supported Workforce

**Process - Creating a culture of engagement, investment, and accountability gives employees the tools and support they need. We also want to create an environment where staff can thrive in their career and have a chance to be innovative and creative.**

Measure	FY 2015 Actual	June 1, 2017 Actual	FY18 Goal
<b>Increase Employee Engagement</b>			
Number of staff that take the employee engagement survey	31%	75%	80%

History Colorado had four major strategies to reach this goal, the first of which was to have a greater majority of the staff take the Employee Engagement Survey. After the survey was conducted, a series of open discussion meetings were conducted to dive further into the details of the survey and chart a path forward to better engage all staff, both paid and unpaid. Toward the end of FY 2017, a new process was created to share more agency news and information with staff and this was continued into FY 2018, with staff receiving the same weekly updates as the Board. Also, members of the



leadership team held meetings where all staff could take part in discussions to review the employee engagement results and prioritized items needing improvements.

In FY 2018, History Colorado began pursuing agency certification through Service Enterprise to open volunteer opportunities throughout all levels of the organization and reach the agency's goal of having staff (both paid and unpaid) feel empowered and connected in the future of History Colorado. A Service Enterprise is an organization that leverages volunteers and their skills across all levels of the organization to successfully deliver on its social mission. The Service Enterprise approach is the equivalent of a best practices business plan for volunteer involvement.