



HISTORY *Colorado*

140TH ANNIVERSARY
1879-2019



Table of Contents

Letter from Executive Director	3
Overview	4
Organizational Chart and Financial Breakdown	5
Agency Description	6
Major Function Description	7
Museum Experience	7
Heritage Services	8
Support Services	9
FY 2020 Strategic Policy Initiatives Forecast	10
SPI 1 Strengthen Audiences	10
SPI 2 Improve Customer Experience	12
SPI 3 Become Financially Stable	13
SPI 4 Maximize Service to the State	14
FY 2019 Strategic Policy Initiatives Outcomes	15

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. History Colorado is celebrating its 140th year of service to Colorado. A statewide organization that collects, preserves, and educates about the past and present, we help residents and visitors alike understand what it means to be a Coloradan.

We have spent the last year engaging in a robust, inclusive strategic planning process. We worked with the generous and inspiring guidance of University of Denver chancellor emeritus Dan Ritchie and a statewide advisory group of visionaries and business minds to chart a bold path forward for History Colorado.

History Colorado is celebrating its 140-year anniversary of serving the people of our state. From the earliest days, Colorado's founders recognized the value of preserving our shared history, and they created the state historical society, now History Colorado, close on the heels of achieving statehood. Today we are proud to embody that foresight and carry forward that legacy. Our most recent strategic planning process underscored the integral and unique role that History Colorado performs in this state we are proud to call home.

This is an extraordinary moment for History Colorado to engage entirely new audiences with our mission, vision, and heritage. We reflect and embrace the Colorado lifestyle, economy, youth, political influences, population growth, culture, diversity, physical beauty, rural significance, and empowerment. And we seek to bring meaning to what is the Colorado in each of us.

Governor Jared Polis is committed to moving Colorado boldly forward, ensuring that all residents of our state have the opportunity to flourish while preserving Colorado's unique way of life. History Colorado, too, is dedicated to creating a better future for all of Colorado through our history-inspired work throughout the state.

Our overarching theme is to maximize service to the State with our major goal to engage 1 million people annually by 2025. In this plan you will find our Major Function areas and our strategies to support our major goal:

Engage 1 million people annually by 2025

1. Build Long-Term Sustainability
2. Invest in Rural Prosperity
3. Strengthen Colorado Through Education
4. Share the Diverse Stories of Colorado

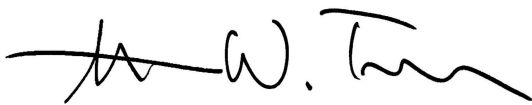
History Colorado encompasses a statewide organization that collects, preserves, and educates about the past and present, and helps citizens and visitors understand what it means to be a Coloradan. The success of this Strategic Plan hinges on History Colorado's ability to work, communicate, and serve as a coordinated and unified institution.

History Colorado, currently, represents itself as many pieces and parts—both internally and externally. The organization can maximize its service to the state of Colorado by working across departments and geographies.

This Performance Plan reflects the important value of a unified organization. Strategies, goals, objectives and tactics are threaded together through each of the strategic priorities — and not broken down by department or location.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Steve W. Turner". The signature is fluid and cursive, with a large initial "S" and "T".

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

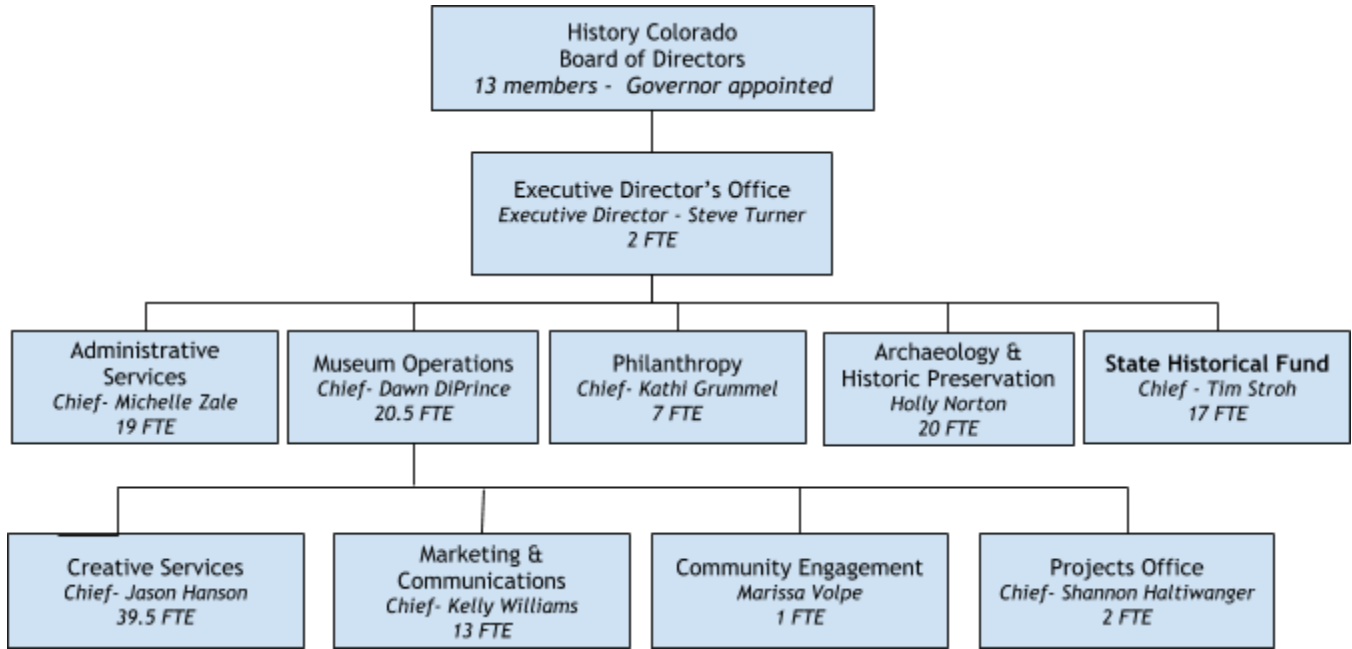
We are Colorado! We share powerful stories, honor treasured memories, and create vibrant communities. We are the trusted leaders in helping people understand what it means to be a Coloradan.

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; SB19-207)	
Central Administration	\$1,212,229
Facilities	\$1,497,666
History Colorado Center	\$4,685,208
Community Museum	\$3,074,751
Archaeology & Historic Preservation	\$1,584,760
State Historical Fund Administration	\$1,727,436
State Historical Fund Preservation Grants	\$8,250,000
State Historical Fund Gaming Cities Distribution	\$5,400,000
Certificate of Participation - HCC	\$3,021,543
Total	\$30,453,493

Total Projected Revenue Breakdown (as per Long Bill; SB19-207)	
Federal Funding	\$980,733
Earned Revenue - History Colorado Center	\$3,537,464
Earned Revenue - Community Museums	\$947,000
Earned Revenue - Office of Archaeology & Historic Preservation	\$60,000
General Funds – Community Museums	\$1,465,198
Museum and Preservation Operations Account of the State Historical Fund	\$7,988,479
Preservation Grant Program Account of the State Historical Fund	\$15,377,436
OAHP Portion of Preservation Tax Credit from Gov. Office Economic Development Programs	\$97,283
Total Revenue	\$30,453,593

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 2019-20 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 - Unite as One History Colorado

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 access and curatorial services)
- 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."¹ Creating engaging experiences at History Colorado properties include 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 ensure 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.

¹ 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 honors 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 2020 Strategic Policy Initiatives Forecast

SPI 1 Engage One Million people Annually by 2025

The big idea of this plan is to literally Double Our Impact! History Colorado is focusing on human-to-human interaction and engagement because it is the best opportunity for the organization to generate a meaningful relationship with audiences and Colorado residents. It is also the best path toward a more financially sustainable organization.

Metric:	June 01, 2019 Actual	June 30, 2020 (One-year goal)	June 30,2023 (Three-year goal)
Engagement across all areas of History Colorado. This includes all of History Colorado’s museums and public sites, Georgetown Loop Railroad, State Historical Fund, Office of Archaeology and historic Preservation and Collections Access and Curatorial Services.	563,750	595,049	745,297

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.

Current data analysis identified these top areas of growth to achieve this impact:

- Increased History Colorado membership
- Increased events and programs in museums and beyond the museum walls
- Increased educational offerings, including 5th day, afterschool programs and summer camps
- Increased engagement around exhibitions

Measurement Framework

To chart success and direction, History Colorado will measure human-to-human engagement towards this million-person metric. This form of engagement has a direct impact on the organization’s sustainability. While this is the main measurable goal for the strategic plan, History Colorado will separately measure digital engagement. History Colorado will foster a culture that regularly reads and responds to the data they collect to continually and nimbly improve.

History Colorado, along with many other cultural institutions, is developing new understandings for how to measure the impact of digital programs and engagement. Over the five years of this strategic plan, the organization will study the impact of some digital programs and their connection to direct human engagement. The three categories for measurement include:

Direct and Human: This includes museum admissions, education programs in and outside the museum, special events, preservation programs, engagement with the permanent collection through research and tours, volunteers, membership, rentals, visits to free exhibits at some community museums, gift shops and other space uses. These are the only types of engagement that will be counted towards this main million-person metric.

Discovery: This includes digital engagement that is intentional, active, mission-based, and in-depth, such as podcasts and digital badges. Staff will study if and how these could be effectively measured and categorized as direct or indirect engagement before the next strategic planning effort in five years.

Indirect: This form of digital engagement is important to the overall organizational mission because it drives and supports direct engagement. Over the five years of this strategic plan, staff are encouraged to build a better understanding about how to measure the conversion of various forms of indirect engagement into direct engagement. This includes: web site viewing, social media engagement, database browsing, blog reading, etc.

SPI 2 Build Long-Term Sustainability

The strategic planning process identified the greatest threat to History Colorado’s success: a structural imbalance in History Colorado’s funding and mandated expenses. History Colorado’s has identified several objectives that will be used to measure how we are building long-term sustainability

Objectives	Strategies	Target Date
Ensure the ability to innovate by solving financial imbalance and enhancing capabilities in financial planning and forecasting.	<ul style="list-style-type: none"> a) Work with state to find support for COP payment b) Establish weekly data tracking reports c) Build new P&L structure to enhance forecasting d) Require business plans and ROI justification for any new programs or funding e) Build budget that is inclusive of philanthropy goals f) Investigate Enterprise status for money-making programs 	Start Up: FY2020 Established FY2022
Gain independence from State OIT	<ul style="list-style-type: none"> a) Hire IT solutions engineer b) Find funding to offset startup costs c) Develop policies and protocols for independent system e) Establish deskside solution f) Achieve professional level of IT service at all HC museums f) Build statewide collaboration with CDHE statewide 	Start Up: FY2020 Established FY2023
Nurture and maintain top talent by ensuring living-wage compensation, work culture improvements, and professional development opportunities.	<ul style="list-style-type: none"> a) Analyze compensation goals with data from multiple sectors b) Build multi-year salary strategy to “right-size” compensation c) Dedicate budget numbers to professional development d) Invest in cross-departmental team culture e) Invest in cross-training f) Activate cultivation of talent through fellowships and internships 	Start Up: FY2020 Established FY2024
Launch a comprehensive fundraising strategy	<ul style="list-style-type: none"> a) Develop fundraising priorities and needs based on the Strategic Plan b) Analyze and determine fundraising capacity, public and private resources c) Develop a comprehensive fundraising strategy and timeline 	Start Up: FY2020 Completed: FY2025
Improve data collection and evaluation to ensure data-driven analysis of success, audience, impact, and operational revisions to support forward-thinking movement..	<ul style="list-style-type: none"> a) Build data-driven decision-making culture with weekly data checks b) Build evaluation and impact functions in staff c) Invest in data collection technology: POS, GIS, etc. d) Foster honest assessment of data to better forecast impact and revise plans 	Start Up: FY2020 Established FY2021
Improve stewardship of historic, state-owned facilities	<ul style="list-style-type: none"> a) Hire Director of Facilities b) Restore all adobe structures in system to zero point c) Move all 15 historic buildings from a Facility Condition Index of 85 + d) Work with CDHE on adobe-construction certification programs 	Start Up: FY2020 Established FY2024
Increase gift shop sales across the History Colorado museum network	<ul style="list-style-type: none"> a) Develop gift shop mentorship program with CJ Brafford b) Launch new POS c) Develop plan to maximize HCC gift shop retail opportunities d) Develop system for bulk purchasing for gift shop network 	Start Up: FY2020 Established FY2022
Build a new collections storage facility	<ul style="list-style-type: none"> a) Sell Lowry & North Storage b) Develop Master Plan for storage/research facility c) Raise additional funds d) Develop plan to relocate artifacts to new location e) Construct new building 	Start Up: FY2020 Established FY2025

SPI 3 Invest in Rural Prosperity

History Colorado has a proven record of success in work that revitalizes Colorado communities with both the largest preservation grants program in the country and a robust museum network, which resides mostly in rural Colorado. History Colorado uses storytelling, cultural reclamation, and building preservation to spur investment in communities in ways that spark economic vitality, community connection and hope.

History Colorado’s statewide efforts work to strategically encompass rural Colorado and:

- Exhibit a strong commitment to the importance and value of the entire state of Colorado through our budgeting, staffing, practices, and programs.
- Increase the successful engagement of people, places, and communities so that our programs are the national leader in historic preservation services.
- Build and implement a Rural Heritage Impact Program: a comprehensive program that mobilizes rural communities around their authentic assets of heritage and culture, with community liaison staff located across the state.

Objectives	Strategies	Target Date
Increase access to State Historical Fund to maximize investment in rural communities	a) Complete LEAN to streamline grant process b) Maximize access to SHF with new formats like micro grants, etc. c) Increase dollar amounts of large grant and assessment grant d) Modify the grant timelines and matching requirements to maximize accessibility for small communities e) Improve relationships with match partners who fund in rural Colorado	Start Up: FY2020 Established : FY2022
Develop the Rocky Mountain Center of Preservation that lifts up rural communities with practical preservation training and supports rural and small town museums.	a) Launch the RMCP headquartered in Leadville b) Develop summer camp for preservation and museum practices c) Build affiliates program for museums statewide to create a well-trained network for traveling exhibits/artifacts d) Build preservation certification programs to build a statewide specialized workforce	Start Up: FY2020 Established : FY2022
Build and implement a Rural Heritage Impact Program: a comprehensive program that mobilizes rural communities around authentic assets of heritage and culture with statewide liaison staff.	a) Hire Heritage Impact director and staff b) Build cross- departmental approach to rural development, such as strategies that merge Museum of Memory and preservation	Start Up: FY2021 Established : FY2025
Increase access to compliance process	a) Secure funding from State legislature b) Improve e-106 process c) Build an e-Preservation system that transforms current process timeline from upwards of 5 years to 3 weeks	Start Up: FY2020 Established : FY2021

SPI 4 Strengthen Colorado Through Education

History education has the power to transform lives and strengthen communities. Connection to history is an important thread of self-identity for youth, adults, neighborhoods, and communities. The educational landscape is changing. Many districts across Colorado run four-day weeks, leaving students and their families with needs for the fifth day. Schools and districts prefer a deep educational experiences that resonate with state mandates over one-time field trips for the sake of exposure. With museums and resources across the state, History Colorado is poised to fill vital gaps and impact more students and their families in the coming years.

Objectives	Strategies	Target Date
<p>Increase statewide replication of Hands-On History programs, including fifth-day youth education in communities with four-day school weeks; summer camps; and urban after-school programs in partnership with metro Denver school districts.</p>	<ul style="list-style-type: none"> a) Build a business plan for scale and replication b) Double History Colorado sites where Hands-On History is offered c) Pilot Metro Denver afterschool program d) Implement summer camps, school holiday programs at more History Colorado museums e) Pilot Hands-On History 5th day program in childcare desert communities f) Double Hands-On History across the state 	<p>Start Up: FY2020</p> <p>Year 1: Strategies a-d</p> <p>Year 2: Strategy e</p> <p>Year 4: Strategy f</p>
<p>Harness the power of history, civics, and humanities education by enhancing our formal education programs.</p>	<ul style="list-style-type: none"> a) Strengthen History Colorado field trip and outreach for middle and high school audiences b) Double classroom program participation across the state c) Build new lecture series for new audiences 	<p>Start Up: FY2020</p> <p>Established: FY2024</p>
<p>Implement Colorado history classroom curriculum service, including: easy-to-use programs and learning activities; online support and supplemental resources; professional development to support teachers; and on-site instruction support.</p>	<ul style="list-style-type: none"> a) Build scholar team and educator team to advise on development b) Develop curriculum publication with ready-to-use educational materials c) Build online support system d) Develop teacher professional development programs that support the curriculum e) Build statewide adoption for curriculum 	<p>Start Up: FY2021</p> <p>Established: FY2024</p>

SPI 5 Share Diverse Stories of Colorado

History Colorado strives to be a place of belonging for all Coloradans and to serve as a platform for community connection. To achieve its mission statewide, the organization must ensure that its audiences, its collections and its partners reflect the rich diversity of Colorado. Communities for History Colorado are defined as geographic, demographic, and cultural.

Meaningful engagement means working with members of a community to build trust and understanding and to provide a sense that the institution is part of the community. The investment in this kind of relationship work results in the co-creation of exhibits and programming, the diversification of History Colorado’s permanent collection, and the preservation of places important to a wide range of communities.

Objectives	Strategies	Target Date
Connect with diverse audiences through inclusive and new forms of content creation, distribution, and engagement.	<ul style="list-style-type: none"> a) Create traveling exhibits available for 64 counties b) Develop a publications department that builds knowledge and shares diverse stories c) Scale and replicate Museum of Memory to meet growing demand d) Garner 15,000 podcast listeners by 2020 e) Build engagement and co-authorship practices into exhibit and program development 	Start Up: FY2020 Established: FY2025
Create a new collecting plan that prioritizes a responsible, active approach to ensure both inclusiveness and the ability to tell relevant, contemporary stories.	<ul style="list-style-type: none"> a) Develop cross- departmental oral history team b) Hire additional curatorial staff, including: Curators of Oral History, LGBTQ History and Latino/ Chicano/Hispano History c) Build sound studio at HCC for oral history collecting, podcast recording, etc. d) Expand access to the collection through personal history products and programs e) Double in-person engagement with the collection from 7,400 to 15,000 f) Increase digital engagement with the collection by 25 percent, from 119,000 to 150,000 	Start Up: FY2020 Established: FY2025
Expand the racial/ethnic diversity of History Colorado staff	<ul style="list-style-type: none"> a) Expand the ethnic/racial diversity of History Colorado workforce from 25% to 33% b) Build educational partnerships and programs such as paid internships to develop the pipeline for students of color to gain experience in the varied aspects of our work c) Increase diversity of volunteers base by recruitment by 6% d) Prioritize postings and recruitment fairs that are geared toward hiring communities of color 	Start Up: FY2020 Established: FY 2025

FY 2019 Strategic Policy Initiatives Outcomes

For FY 2019, History Colorado tracked four strategic policy initiatives (SPIs), all of which are carried into the FY 2020 performance plan and some will be modified as we work to finalize the Strategic Plan. The charts below indicate progress toward the SPI metrics for FY2019 as of June 1, 2019. Full-year data for each FY 2019 strategic policy initiative will be available in mid-July 2019.

SPI 1 – Improve Service

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

Measure	FY15	FY 16	FY17(base line)	FY18	FY19	FY19 Goal
Increase Engagement						
Total attendance at the History Colorado Center (Includes all museum attendance, special events, and onsite/offsite education programs.)	215,180	226,103	248,481	235,145	233,435	265,355
Total attendance at the Community Museums (Includes all museum attendance, special events, and onsite/offsite education programs.)	80,717	104,182	115,750	145,572	135,066	141,017
New and renewed Membership	7,512	6,570	6,038	6,418	6,014	n/a
Volunteers	4249	459	594	670	716	n/a
Georgetown Loop Attendance			158,185	169,263	184,804	175,000
Total History Colorado Attendance	307,658	337,314	529,048	557,068	560,035	581,372

FY15 and FY16 numbers for the History Colorado Center do not include all offsite education programs.

Additional Engagement goals

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.

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 2019 Actual	1-Year Goal	3-Year Goal
Modernize technology that improves customer services			
Launch new POS system	selected a vendor and working through contract	Community Museums	All of HC
Online Access to Information Management Services	Received money from the Joint Technology Committee to fund project.	Launch customer access	Create target growth

History Colorado in FY 2019 continued 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. History Colorado continued to strengthen the relationship 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.

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	FY17*	FY 18	FY 19	June 1, 2019	FY20 Goals
Revenue Growth					
Philanthropic Donations (Restricted and Unrestricted)	\$1,290,921	\$1,649,189	\$1,300,000	\$1,842,953	\$1,326,000
Memberships	\$496,391	\$585,117	\$600,000	\$457,762	\$612,000
Other Revenue (Preservation, Facilities, and Historic Sites)	\$228,352	\$278,508	\$342,500	\$115,396	\$349,350
HC Total	\$2,015,663	\$2,512,814	\$2,242,500	\$2,416,112	\$2,287,350
History Colorado Center Paid Admission & Fees	\$521,332	\$516,500	\$615,850	\$531,275	\$628,167
HCC additional Revenue (EDU, Publication, Library & Collections, Rental, Catering)	\$1,171,662	\$1,379,100	\$1,364,040	\$1,226,826	\$1,391,321
HCC Total	\$1,692,993	\$1,895,600	\$1,979,890	\$1,758,102	\$2,019,488
Community Museum Paid Admission & Fees	\$135,097	\$195,173	\$191,800	\$166,998	\$195,636
CM Gift Shop Revenue & Rental Income	\$581,406	\$901,356	\$762,672	\$777,903	\$777,925
CM Total	\$716,502	\$1,096,530	\$954,472	\$944,902	\$973,561
Organizational Totals	\$4,425,159	\$5,504,944	\$5,176,862	\$5,119,115	\$5,713,432

** 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.

During FY 2019, plans were continued to be refined to meet these goals. While some areas are not on track to meet their goals, the overall goal is on track to be met.

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 careers and have a chance to be innovative and creative.

Measure	FY 15 Actual	FY18 Actual	FY19 Goal
Increase Employee Engagement			
Number of staff that take the employee engagement survey	31%	75%	Expand ways to improve employee engagement

In FY 2019, 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 to 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. This goal was also altered mid-year and is reflected in the goals for FY 2020.