



# HISTORY Colorado



## FY 2020-21 Performance Plan

# Table of Contents

<b>Table of Contents</b>	<b>2</b>
<b>Letter from Executive Director</b>	<b>4</b>
<b>Our Path Forward</b>	<b>5</b>
<b>Our Path Forward</b>	<b>6</b>
Organizational Chart and Financial Breakdown	7
Agency Description	8
<b>Major Function Description - Unite as One History Colorado</b>	<b>9</b>
<b>Charting the path forward</b>	<b>12</b>
Engage 1 million people annually by 2025	12
Build Long-Term Sustainability	12
Invest in Rural Prosperity	12
Strengthen Colorado Through Education	12
Share the Diverse Stories of Colorado	12
<b>FY 2021 Strategic Policy Initiatives Forecast: Maximize Service to the State</b>	<b>13</b>
#1 Wildly Important Goal — Engage One Million people Annually by 2025	13
Agency Business Priorities for FY 2020-21	14
<b>FY 2020 Strategic Policy Initiatives Outcomes</b>	<b>17</b>

## 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

## Letter from Executive Director

Thank you for your interest in History Colorado's Performance Plan. History Colorado turns 141 years old this summer. As we collectively endure this historic pandemic, I'm especially mindful of the incredible legacy of our organization. History Colorado has been around long enough to survive a number of unprecedented moments and global calamities, such as the Panic of 1893, the 1918 epidemic, two World Wars, and the Great Depression. (Interestingly, History Colorado was the first state historical society to apply for federal assistance that provided jobs for unemployed people under the auspices of the New Deal.)

As I reflect on our organizational history and the history of Colorado, I can't help but be inspired by the resilience of our predecessors in times of struggle. I'm happy to report that we carry on this tradition. Despite these uncertain times, History Colorado is fortified by a strong team—from our persistent and dedicated Board of Directors to our passionate and nimble staff. We're collectively working hard to ensure that History Colorado remains a mission-centered cultural cornerstone that will serve our state for many more decades to come.

At History Colorado, we know that the study and understanding of history is necessary to humanity. Civic engagement, museums, and cultural experiences are important ingredients for a functioning society. These elements are even more consequential in times of crisis.

We are living in a moment of crisis that includes both a turbulent public-health crisis and a volatile economy. This Business Plan envisions how History Colorado will operate within this context over the next two years with a commitment to: 1) protecting the sustainability of our 141-year-old organization; 2) serving the people of Colorado; and 3) fulfilling our important mission and work.

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

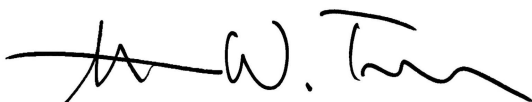
History Colorado encompasses a statewide organization that collects, preserves, and educates about the past and present, and helps citizens and visitors understand what it means to be a Coloradan. The success of this Strategic Plan hinges on History Colorado's ability to work, communicate, and serve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

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, 2020-21 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.

On March 14, 2020, we made the difficult decision to shutter our museums and cancel our in-person programs, school tours, and events. As we author this business plan, these operations remain closed. Casinos that provide 78 percent of our operating revenue also remain closed.

These have been stark and uncertain months, but there has been a notable success for History Colorado during this time too. For the next three years, we need to learn from and build upon these successes.

### Communication and Connection

We communicated more with each other and with key stakeholders. Our communication found strength in the continuity of message and purpose. The Board and staff leadership communicated with conviction around budgetary and statutory issues and needs. History Colorado staff developed new cohesive and wildly successful communication channels that fostered regular connections with our audiences.

### Digital

We immediately leaned on tools for telecollaboration and pivoted programs to digital spaces. We invented and experimented without fear using digital tools to deliver new and existing products and programs to our communities and audiences.

### One History Colorado

Working from home immediately erased long-standing barriers created by geography and departments. Prior to this crisis, we had been working on a cross-departmental collaboration. Meetings with all participants on Google Hangouts was an equalizer. The desperation of the moment empowered staff to collaborate directly without unnecessary layers of permissions and overthinking.

### Strong, nimble and collaborative work culture

The staff has learned that we can create success through strong, nimble, and collaborative work. We have previously worked within an assembly line work culture where we work next to each other but not with each other. This method has allowed us to check things off of our to-do lists but has prevented us from realizing the full potential of our abilities to expand on our mission. In this crisis, we have learned that we can accomplish more, fulfill our mission in a more expansive way, and connect in special ways with our audiences when we work within a collaborative and creative work culture.

### Core Strength

The crisis reminded us that our work and our mission are much larger than museums, exhibits and large events. While those are essential to who we are, there are many other essential ways that we serve Colorado and fulfill our mission. Even while our museums may need to be closed or operate at significantly lower capacities, we can continue to:

- Make Colorado’s history accessible
- Connect people to Colorado and our past to cultivate an informed future
- Serve as the trusted leader in helping people understand what it means to be a Coloradan
- Serve as stewards of Colorado’s historic treasures
- Serve as resources for students, teachers, and families
- Offer a place of belonging for all Coloradans and serve as a platform for community connection

## Our Path Forward

**History Colorado is a 141-year-old organization.**

**We draw strength from this legacy as we make plans for an uncertain future. History Colorado has endured through a number of crises like the one we face today.**

As our business plan imagines new technologies and new ways of engaging audiences, we acknowledge the roots of the organization and the core strength of our conviction in our mission and values.

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

At History Colorado, we believe in making Colorado's history accessible and in creating opportunities that connect people to Colorado and our past to cultivate an informed future. We are Colorado!

We offer access to Colorado's history through cultural and heritage resources like our museums and historic sites statewide, programs for families and adults, stewardship of Colorado's historic treasures, and resources for students and teachers making a positive impact on preschoolers, students in grades K-12, and those in higher education. We provide programs and services related to historic preservation and archaeology as well as access to a vast collection of archives, artifacts, and historical photography.

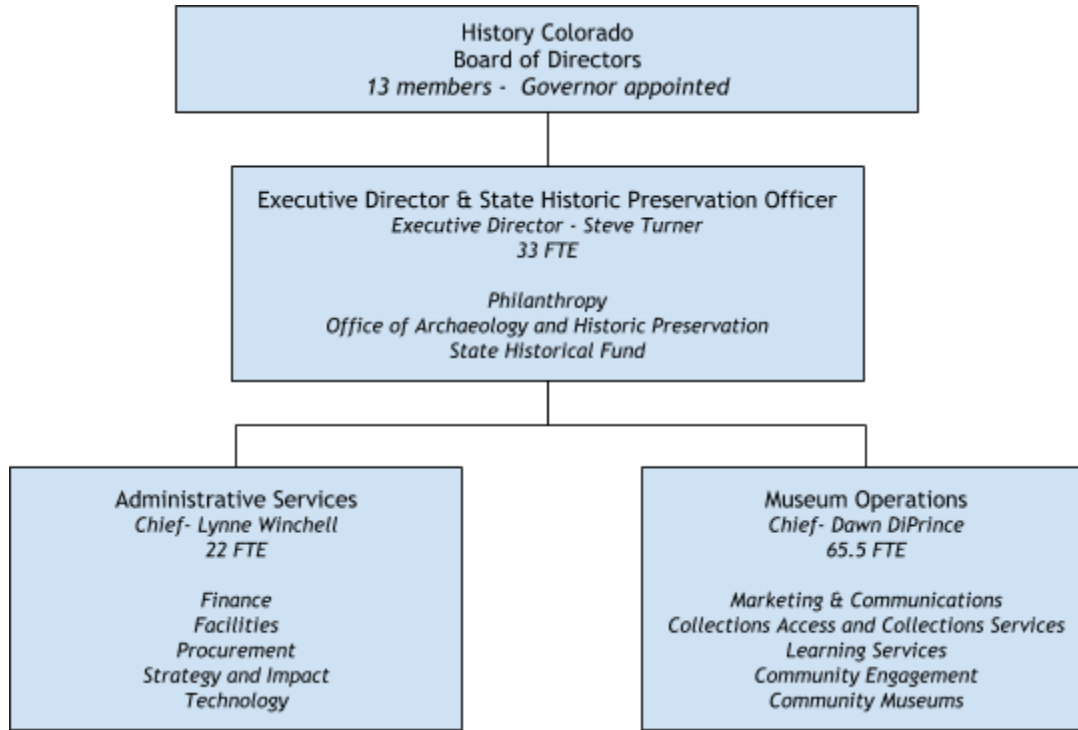
We strive to be a place of belonging for all Coloradans and to serve as a platform for community connection. We're committed to Colorado's diverse communities through programs like [We Are Colorado](#). We know we're making a positive impact when we can make a personal, Colorado connection between one's individual story and Colorado's shared history.

### Strategic Plan

Everything we do, even in the face of crisis, will continue to be anchored in our strategic plan, as well as our mission and vision. We are establishing new methods to measure and understand our WIG (wildly important goal) of connecting with 1 million people annually by 2025.



## Organizational Chart and Financial Breakdown



FY 2020-21 Operating Expense Budget (as per Long Bill; HB20-1360)	
Central Administration	\$1,248,802
Facilities	\$1,515,065
History Colorado Center	\$4,462,264
Community Museum	\$2,927,525
Archaeology & Historic Preservation	\$1,616,731
State Historical Fund Administration	\$2,088,878
State Historical Fund Preservation Grants	\$8,250,000
State Historical Fund Gaming Cities Distribution	\$5,400,000
Certificate of Participation - HCC	\$3,021,605
<b>Total</b>	<b>\$30,530,870</b>

Total Projected Revenue Breakdown (as per Long Bill; HB20-1360)	
Federal Funding	\$982,373
Earned Revenue - History Colorado Center	\$3,284,244
Earned Revenue - Community Museums	\$1,127,734
Earned Revenue - Office of Archaeology & Historic Preservation	\$60,000
General Funds	\$2,061,706
Museum and Preservation Operations Account of the State Historical Fund	\$7,178,652
Preservation Grant Program Account of the State Historical Fund	\$15,738,878
OAHP Portion of Preservation Tax Credit from Gov. Office Economic Development Programs	\$97,283
<b>Total Revenue</b>	<b>\$30,530,870</b>

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

## Agency Description

History Colorado in FY 2020-21 comprises 120.5 FTE (Full-time equivalents) and nearly 800 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 is 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 141 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's diverse history.

This work is done across History Colorado's operational programs and includes 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."<sup>1</sup> 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 developing 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 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.

<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 honors the history of families that have owned and operated their farm or ranch for over 100 years.

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.

The State Historical Fund was created by the 1990 constitutional amendment allowing limited gaming in the

## 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.



## Charting the path forward

In History Colorado’s five year strategic plan four key areas were identified to focus on in order to reach our wildly important engagement goal to engage 1 million people annually by 2025.

### Engage 1 million people annually by 2025

<p><b>Build Long-Term Sustainability</b></p> <p>Ensure the ability to innovate by solving financial imbalance and enhancing capabilities in financial planning and forecasting.</p> <p>Maximize impact of all programs, collections sharing and preservation activities by being one unified History Colorado.</p> <p>Nurture and maintain top talent by ensuring living-wage compensation, work culture improvements, and professional development opportunities.</p> <p>Improve data collection and evaluation to ensure data-driven analysis of success, audience, impact, and operational revisions.</p>	<p><b>Invest in Rural Prosperity</b></p> <p>Exhibit a strong commitment to the importance and value of the entire state of Colorado through our budgeting, staffing, practices, and programs.</p> <p>Increase the successful engagement of people, places, and communities so that our programs are the national leader in historic preservation services.</p> <p>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.</p>
<p><b>Strengthen Colorado Through Education</b></p> <p>Harness the power of history, civics, and humanities education by enhancing our formal education programs.</p> <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> <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>	<p><b>Share the Diverse Stories of Colorado</b></p> <p>Connect with diverse audiences through new forms of content creation, distribution, and engagement.</p> <p>Maximize engagement and expand reach through compelling and relevant exhibits.</p> <p>Create a new collecting plan that prioritizes a responsible, active approach to ensure both inclusiveness and the ability to tell relevant, contemporary stories.</p> <p>Develop a long-term solution for improved and expanded collection storage.</p> <p>Maximize impact with confidence and a grandness of scope.</p>



## FY 2021 Strategic Policy Initiatives Forecast: Maximize Service to the State

### #1 Wildly Important Goal — Engage One Million people Annually by 2025

The big idea, the main Wildly Important Goal, of this plan is to literally Double Our Impact! History Colorado is focusing on human-to-human interaction but how that human-to-human connection happens has evolved overtime as we learn from the data that we have been collecting from the audiences that we engage. Increasing engagement is still 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.

Engagement Type	Base	June 30, 2021 (One-year goal)	June 30,2024 (Three-year goal)
Interpersonal Engagement	571,860	668,952	961,623
Independent Engagement	340,985	378,430	465,274
Social Engagement	199,972	226,172	248,739

#### Initiative Description

The agency’s goal is to better invest in community and public engagement and by doing so, the agency should achieve overall attendance growth above a baseline level that generates a return on investment. During fiscal year 2019-20 the agency began deep analysis of every program and activity across the organization to establish baselines averages. In most cases this resulted in a four year average, but for new programs different times were used. As the agency started framing the analysis three ways in which

Pre pandemic 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

Although we still see the above as key areas of growth, during the pandemic, that is still going on as we craft this plan, we have taken the time to think differently about how we can best connect and serve our audiences and Coloradans. We have broken these down into three engagement types and have created individual business plans with crafted forecasts based on data from past years and future goals. As we learn from this data we will adjust the bases of our forecast accordingly. These three engagement types have become the buckets that our various departments work will be tracked for this performance plan.

1. **Interpersonal Engagement** - in-person and digital activities in which we have direct engagement and participation with our audiences, who are actively involved at the moment. (e.g., live-streamed or in-person events, admissions, research visits, etc.)
2. **Independent Engagement** - activities in which audiences enjoy our products and programs independently in their own way and on their own time without direct interaction with us. (e.g., Podcast, on demand content, digital exhibits, etc.)
3. **Social Engagement** - These are activities that utilize social channels and websites where the audience enjoys our products and programs and engages with us but in their own time. (e.g., facebook, twitter, instagram)

#### Measurement Framework

To chart success and direction, History Colorado has created baseline numbers and charted growth patterns to indicate how we can reach our major goal. Baseline was created using a four year average unless the data wasn’t available and then it was based on what was available. While each engagement type has separate charted growth paths that together total over 1million in engagement, many of the programs behind the engagement are growing and changing so data is new and those harder to predict growth based on the limited data available. As we continue to study and learn more about our impact from evaluations and data analysis we will be better refining our projections.



## Agency Business Priorities for FY 2020-21

Pre COVID-19, we emphasized the business potential of large in-person audiences and human-to-human interaction. The circumstances require us to shift these priorities, while also spotlighting new opportunities. We will continue to manage our day-to-day responsibilities as an organization, such as museums, compliance, etc.

Beyond everyday work, we will invest time and talent in the following priorities. Below is each tactic that will help us accomplish our major WIG for this year. We have listed the strategic plan areas that the tactic works to accomplish and is built where needs and opportunities intersect. Data that is collected through these initiatives are counted in our engagement numbers and the organization is also working on setting up evaluation for each program created out of the tactics so that we can better understand our true health, economic, and social impact on Colorado.

## Stronger Through Education — Establish FY2021

[Strengthen Colorado Through Education](#) | [Invest in Rural Prosperity](#) | [Share Diverse Stories of Colorado](#)

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 experience that resonates 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

1. Develop online Colorado history curriculum that uses multimedia modes of instruction, connects students to our historic sites and collection, builds on somewhat underutilized online educational materials already developed, includes virtual and in-person field trips, offers virtual and in-person professional development.
2. Continued development of franchise-like model of Hands-On History that can be grown and implemented in communities where we do not have museums

## History Colorado Affiliates — Establish FY2022

[Invest in Rural Prosperity](#) | [Share Diverse Stories of Colorado](#)

Colorado museums and legislators often ask us how we can better support museums and historic groups across all 64 counties. Building on the precedent of the [Smithsonian Affiliates program](#), we will create a History Colorado affiliates program that provides services, tools, collections, exhibits, programs and leadership to museums and history organizations across Colorado.

### Objectives

1. Build a network of Colorado museums across the state
2. Strengthen history-based resources across Colorado – especially in rural communities
3. Increase reach of History Colorado in counties and communities where we don't have museums
4. Develop a revenue stream of affiliate subscriptions plus add-on services
5. Enrich lives in Colorado by expanding our resources beyond the walls of our museums

## Enhanced Retail — Establish FY2022

[Build Long-Term Sustainability](#)

### Objectives

1. Develop and implement e-commerce systems so we can sell products, tickets, downloadables, subscriptions, etc., via website.
2. Enhance gift shop earning potential -- both in-person museum stores and online museum stores
3. Garner enterprise status to build sustainable museum store operations -- both in-person and online
4. Develop our own products based on exhibits and collections
5. Expand the audience beyond the museum visitation. Use products to curate experiences and build the History Colorado brand.
6. Support local artists and Colorado products

## Storytelling in New Ways — Establish FY2021

### Share Diverse Stories of Colorado

Exhibits have been the core mechanisms we have used for storytelling. As we anticipate that large in-person groups will be disallowed for a longer period of time and that we will face closed museums or drastically reduced museum capacity, we need to expand other forms of storytelling to educate and share the diverse stories of Colorado. In addition, storytelling in this age requires more than recounting events but relies on participatory methodologies that build community (even in isolation) and create space for us to process and make meaning of our histories.

In 1923, the then Colorado Historical Society created the Colorado Magazine in response to an economic recession as the main mechanism for conveying the history of Colorado. In that same spirit, we have already begun to pivot to new ways or enhanced old ways to continue to engage with Colorado residents in our shared history.

#### Objectives

1. Connect with diverse audiences through inclusive and new forms of content creation, distribution, and engagement
2. Build content that is reflective of Colorado's rich heritage
3. Build audiences that are reflective of Colorado's rich diversity
4. Build an ecosystem of communication and educational channels to engage with the widest-ranging audience while also accounting for volatile times and possible long-term safe-at-home measures
5. Build geographically diverse audiences across Colorado for content
6. Provide historical perspectives that people can apply to their lives in meaningful ways today
7. Create and co-author content that illuminates the present in ways that help make sense of how we got to now and empower people to determine where we might want to go from here
8. Share stories of our shared past in ways that help us to come together and move forward as one Colorado
9. Explore who we are, how we make our individual and collective identities in this place, and what it means to call ourselves "Coloradans"
10. Offer real and true touch points and anchors for interpreting a world beset by erosions of truth and manufactured division

## Collections Refinement — Startup FY2021

### Share Diverse Stories of Colorado | Investing in Rural Prosperity

During the Great Depression, History Colorado invested in refining its collection. We still benefit today from the ways that the organization fortified the collection during that time. They used federal funding to collect over 1,000 oral histories, to create history-based dioramas, paintings, woodcuts, and murals, and to collect photographs and record the history of Colorado's towns and communities.

We think this is an opportunity in our current historic crisis as well. These are activities that can be done if we face intermittent museum closures and a continued moratorium on large-group gatherings. We already have requests in for federal funding to support these efforts utilizing current staff, plus a number of rolling federal funding opportunities over the summer. In addition, we have several new specialized curatorial positions that are funded via foundations that can help fuel this effort.

#### Objectives

1. Create a new collecting plan that prioritizes a responsible, active approach to ensure both inclusiveness and the ability to tell relevant, contemporary stories
2. Develop cross-departmental oral history team focused on adding a diversity of oral histories to the collection, including business leaders, Hispano/Latino/Chicano histories, Museum of Memory community stories, LGBTQ histories, architectural leaders, and military histories
3. Hire additional curatorial staff, including: Curators of Oral History, LGBTQ History and Latino/ Chicano/Hispano History
4. Build sound studio at HCC for oral history collecting, podcast recording, etc.
5. Expand access to the collection through personal history products and programs
6. Expand access to the collection through digitization, crowdsourcing, and educational products

## Statewide Community Heritage — Startup FY2021

### Invest in Rural Prosperity | Share Diverse Stories of Colorado

The economic repercussions of this crisis will likely have a greater negative impact on Colorado's rural communities, as they were already economically vulnerable. Now more than ever, we have a commitment to use our services to uplift our rural communities. History Colorado has a proven record of success in doing work that revitalizes Colorado communities. There are many of the programs in this plan that are a continued investment in Colorado's rural prosperity. In addition, we will specifically target rural Colorado with these investments:

#### Objectives

1. With reduced funds available for grants, the State History Fund has developed a plan to achieve maximum benefit to Colorado communities within the current limitations.
2. Heritage Impact Strategies - In addition to our investment in preservation of the built environment, we are also committed to new and continued work that seeks to preserve cultural heritage. Cultural heritage is a key ingredient in sustainable development of rural communities, including social sustainability, environmental sustainability, and economic sustainability

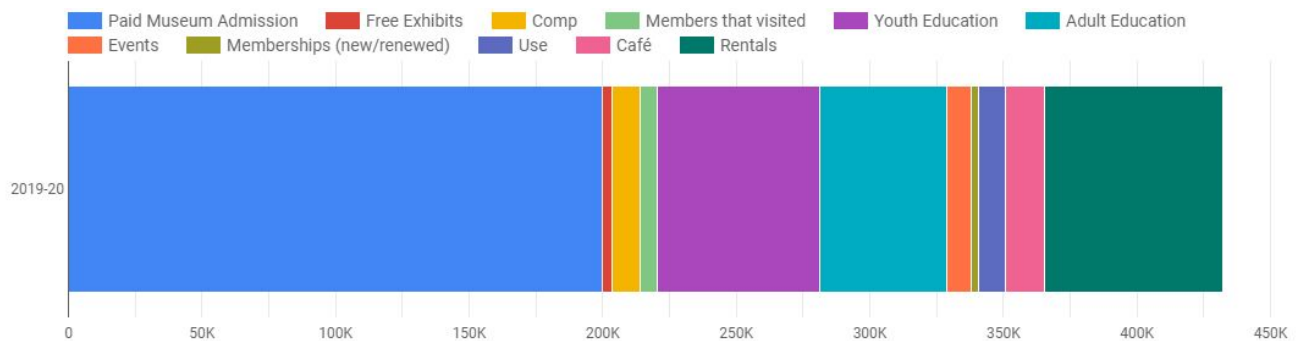
## FY 2020 Strategic Policy Initiatives Outcomes

For FY 20120, History Colorado tracked five strategic policy initiatives (SPIs), all of which are part of our long term strategic plan and are still carrying forward in FY 2021 in some format. The charts below indicate progress toward the SPI metrics for FY2020 as of May 30, 2020. Full-year data for each FY 2020 strategic policy initiative will be available in mid-July 2020.

### 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.

Measure	FY15	FY 16	FY17 (baseline)	FY18	FY19	FY20 As of May 30	FY20 Goal
Increase Engagement							
Total History Colorado Engagement	278,170	331,908	334,216	379,794	563,750	440,392	595,042





**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.**

Objective	Strategies	FY20 Actual	June 30, 2020 (One-year goal)	June 30,2023 (Three-year goal)
Ensure the ability to innovate by solving financial imbalance and enhancing capabilities in financial planning and forecasting.	<ul style="list-style-type: none"> <li>a) Work with state to find support for COP payment</li> <li>b) Establish weekly data tracking reports</li> <li>c) Build new P&amp;L structure to enhance forecasting</li> <li>d) Require business plans and ROI justification for any new programs or funding</li> <li>e) Build budget that is inclusive of philanthropy goals</li> <li>f) Investigate Enterprise status for money-making programs</li> </ul>	Start Up and on track to Established	Start Up	Established
Gain independence from State OIT	<ul style="list-style-type: none"> <li>a) Hire IT solutions engineer</li> <li>b) Find funding to offset startup costs</li> <li>c) Develop policies and protocols for independent system</li> <li>e) Establish deskside solution</li> <li>f) Achieve professional level of IT service at all HC museums</li> <li>f) Build statewide collaboration with CDHE statewide</li> </ul>	Start Up	Start Up	Established
Nurture and maintain top talent by ensuring living-wage compensation, work culture improvements, and professional development opportunities.	<ul style="list-style-type: none"> <li>a) Analyze compensation goals with data from multiple sectors</li> <li>b) Build multi-year salary strategy to “right-size” compensation</li> <li>c) Dedicate budget numbers to professional development</li> <li>d) Invest in cross-departmental team culture</li> <li>e) Invest in cross-training</li> <li>f) Activate cultivation of talent through fellowships and internships</li> </ul>	Start Up	Start Up	Implementing
Launch a comprehensive fundraising strategy	<ul style="list-style-type: none"> <li>a) Develop fundraising priorities and needs based on the Strategic Plan</li> <li>b) Analyze and determine fundraising capacity, public and private resources</li> <li>c) Develop a comprehensive fundraising strategy and timeline</li> </ul>	Start Up	Start Up	Implemented

### 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**

Objective	Strategies	Q3 YTD FY20	June 30, 2020 (One-year goal)	June 30,2023 (Three-year goal)
Increase access to State Historical Fund to maximize investment in rural communities	<ul style="list-style-type: none"> <li>a) Complete LEAN to streamline grant process</li> <li>b) Maximize access to SHF with new formats like micro grants, etc.</li> <li>c) Increase dollar amounts of large grant and assessment grant</li> <li>d) Modify the grant timelines and matching requirements to maximize accessibility for small communities</li> <li>e) Improve relationships with match partners who fund in rural Colorado</li> </ul>	Start Up	Start Up	Completed
Develop the Rocky Mountain Center of Preservation that lifts up rural communities with practical preservation training and supports rural and small town museums.	<ul style="list-style-type: none"> <li>a) Launch the RMCP headquartered in Leadville</li> <li>b) Develop summer camp for preservation and museum practices</li> <li>c) Build affiliates program for museums statewide to create a well-trained network for traveling exhibits/artifacts</li> <li>d) Build preservation certification programs to build a statewide specialized workforce</li> </ul>	Start Up	Start Up	Completed
Increase access to compliance process	<ul style="list-style-type: none"> <li>a) Secure funding from State legislature</li> <li>b) Improve e-106 process</li> <li>c) Build an e-Preservation system that transforms current process timeline from upwards of 5 years to 3 weeks</li> </ul>	Start Up	Start Up	Execution

### 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.**

Objective	Strategies	FY20 Actual	June 30, 2020 (One-year goal)	June 30, 2023 (Three-year goal)
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.	<ul style="list-style-type: none"> <li>a) Build a business plan for scale and replication</li> <li>b) Double History Colorado sites where Hands-On History is offered</li> <li>c) Pilot Metro Denver afterschool program</li> <li>d) Implement summer camps, school holiday programs at more History Colorado museums</li> </ul>	Completed	Completed	Double Hands-On History across the state
Harness the power of history, civics, and humanities education by enhancing our formal education programs.	<ul style="list-style-type: none"> <li>a) Strengthen History Colorado field trip and outreach for middle and high school audiences</li> <li>b) Double classroom program participation across the state</li> <li>c) Build new lecture series for new audiences</li> </ul>	Start Up	Start Up	Execution
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.	<ul style="list-style-type: none"> <li>a) Build scholar team and educator team to advise on development</li> <li>b) Develop curriculum publication with ready-to-use educational materials</li> <li>c) Build online support system</li> <li>d) Develop teacher professional development programs that support the curriculum</li> <li>e) Build statewide adoption for curriculum</li> </ul>	Start Up	Start Up	Execution

### SPI 5 – Share Diverse Stories of Colorado

**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.**

Objective	Strategies	FY20 Actual	June 30, 2020 (One-year goal)	June 30, 2023 (Three-year goal)
Connect with diverse audiences through inclusive and new forms of content creation, distribution, and engagement.	<ul style="list-style-type: none"> <li>a) Create traveling exhibits available for 64 counties</li> <li>b) Develop a publications department that builds knowledge and shares diverse stories</li> <li>c) Scale and replicate Museum of Memory to meet growing demand</li> <li>d) Garner 15,000 podcast listeners by 2020</li> <li>e) Build engagement and co-authorship practices into exhibit and program development</li> </ul>	Start Up	Start up	execution
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"> <li>a) Develop cross- departmental oral history team</li> <li>b) Hire additional curatorial staff, including: Curators of Oral History, LGBTQ History and Latino/ Chicano/Hispano History</li> <li>c) Build sound studio at HCC for oral history collecting, podcast recording, etc.</li> <li>d) Expand access to the collection through personal history products and programs</li> <li>e) Double in-person engagement with the collection from 7,400 to 15,000</li> <li>f) Increase digital engagement with the collection by 25 percent, from 119,000 to 150,000</li> </ul>	Start Up	Start Up	execution
Expand the racial/ethnic diversity of History Colorado staff professional development to support teachers; and on-site instruction support.	<ul style="list-style-type: none"> <li>a) Expand the ethnic/racial diversity of History Colorado workforce from 25% to 33%</li> <li>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</li> <li>c) Increase diversity of volunteers base by recruitment by 6%</li> <li>d) Prioritize postings and recruitment fairs that are geared toward hiring communities of color</li> <li>e) Build statewide adoption for curriculum</li> </ul>	Start Up	Start Up	execution