



# HISTORY *Colorado*

Department of Higher Education  
History Colorado

FY 2013-14 Budget Request  
Strategic Plan

November 1, 2012

# Introduction, Statutory Authority and Department Summary

History Colorado, the Colorado Historical Society, is entrusted to care for the State's historical items and places for the benefit of our citizens (CRS 24-80-401 et seq.).

History Colorado engages people in our State's heritage through collecting, preserving, and discovering the past in order to educate and provide perspectives for the future. Since our establishment in 1879, History Colorado has assembled a superb collection of artifacts, photographs, manuscripts, research records and historic sites and museums across the state which are used to educate Colorado citizens and visitors about the state's history and spark public interest in and understanding of the history of Colorado and the West. The new History Colorado Center provides a state of the art building with efficient environmentally-controlled collections storage, ensuring and enhancing the agency's ability to provide excellent stewardship of this incomparable and irreplaceable state resource.

As a state educational institution (CRS 24-80-201), History Colorado contains five main areas: the Office of the President, Museum Operations (MO), Finance, Facilities and Regional Museums Division (FaRM), the Office of Archaeology and Historic Preservation (OAHP), and the State Historical Fund (SHF). The organization ensures historic preservation and archaeological compliance, provides grant programs and public programs, and operates eleven museums and historic sites throughout the state. History Colorado reaches broad and diverse audiences with authentic, memorable and fun educational exhibits, events and programs that range from new, interactive exhibits at Denver's History Colorado Center to train rides through the mountains on the Georgetown Loop Railroad® and house tours at Trinidad's Baca House, Bloom Mansion and heirloom gardens to active private rentals at the Grant-Humphreys Mansion in Denver.

In Denver, the History Colorado Center serves as the agency's flagship and represents a major cultural destination for Colorado families, tourists and school children. Visitors are invited to explore the rich stories of Colorado's past through interactive, immersive exhibits that blend technology, media, objects and text to create memorable experiences. Each exhibit will also serve as a jumping off place for in-depth exploration of how an understanding of the past enriches our understanding of the present and might influence the decisions we make for the future.

Civic engagement is at the heart of History Colorado's statewide mission, and History Colorado's historic sites and museums have become forums for civic, civil discussion about today's issues in the context of the past. Informal programs, comprised of performances, demonstrations and hands-on activities, animate the exhibits and ensure a fresh experience for repeat visitors. By providing on-site field trips, direct community outreach and online resources, History Colorado enriches classroom learning of Colorado history throughout the state.

History Colorado also reaches Coloradans through an active, engaging web site, the award-winning *Colorado Heritage* magazine, our online newsletter, and social media. The Stephen H. Hart Library and Research Center serves as an invaluable research facility for historians and researchers throughout the country. Our professional library and research staff provide online assistance to scholars, researchers and students of all ages.

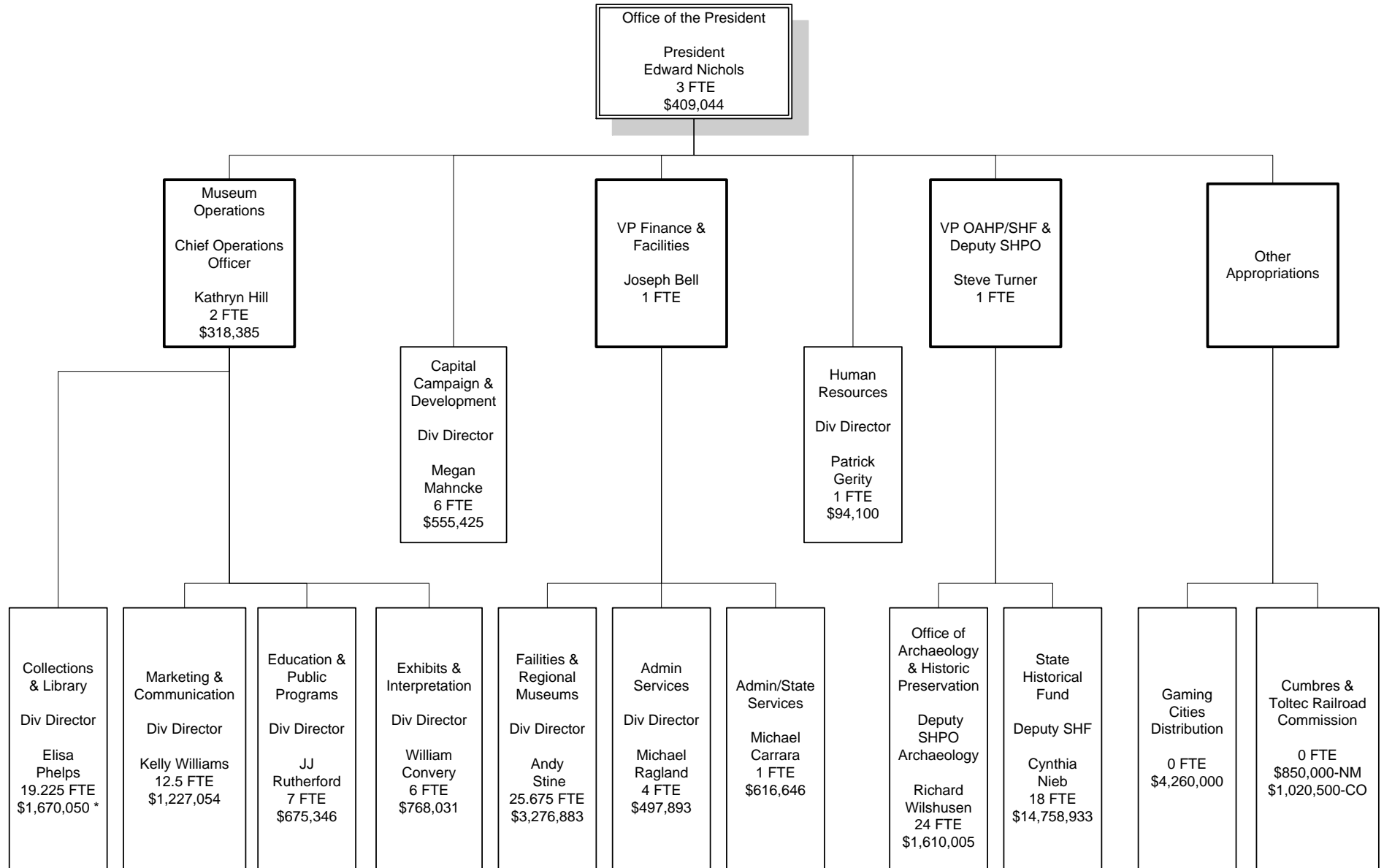
As designated State Monuments (CRS 24-80-501), History Colorado's regional museums are integral to their local economies. Each site provides ongoing support to local markets by promoting heritage tourism, Colorado identity, and educational and historic preservation initiatives. History Colorado's regional museums provide an authentic sensory experience. A good example is the Georgetown Loop Railroad®, one of Colorado's most

popular heritage tourism sites; it supports the local economy while providing an exciting and immersive experience. Further, dollars expended for capital investments in construction and preservation projects assist in creating jobs in local economies. History Colorado historic sites and museums support Main Street in every community they serve through their centers and business enterprise operations.

The Office of Archaeology and Historic Preservation (OAHP) fulfills statutory responsibilities assigned to the State Archaeologist (CRS 24-80-403 through 406) and the State Historic Preservation Officer (SHPO). OAHP maintains and supplements extensive archaeological records and assists in stewardship of Colorado's historical past while making these historical resources accessible to archaeological and historical researchers, preservationists, and government planners. OAHP also creatively engages Coloradans to discover, preserve, and take pride in our state's architectural, archaeological, and other historic places through statewide community-centered educational programs like the Program for Avocational Archaeological Certification, Certified Local Government (CLG) grants, and Archaeology and Historic Preservation Month. This office provides statewide leadership and partnership support in archaeology and historic preservation by assisting local government preservation commissions, managing historical designation and awards programs, providing archaeological permitting and development project review functions (including preservation tax credits), and offering classes and workshops. These efforts help focus the importance of the state's heritage through historic preservation, defining what is unique in communities and celebrating their collective identity.

The State Historical Fund (SHF) was created by the 1990 constitutional amendment allowing limited gaming in the towns of Cripple Creek, Central City, and Black Hawk. 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 the State Historical Fund, History Colorado administers this robust competitive grants program, awarding grants each year to deserving projects and historic properties throughout Colorado. The Constitutional amendment directs that a portion of the gaming tax revenue is used for historic preservation throughout the state. Funds are distributed through a competitive process, and all projects must demonstrate strong public benefit and community support. Grants vary in size, from a few thousand dollars to amounts in excess of \$400,000. SHF assists in a wide variety of preservation projects including restoration and rehabilitation of historic buildings, architectural assessments, archaeological excavations, designation and interpretation of historic places, preservation planning studies, and education and training programs. Since 1993, over 3,700 projects have received more than \$247 million in aggregate to support preservation in Colorado. Historic preservation and restoration of historic resources is proven to stimulate economic activity and retain economic vitality in small and large communities. In 2011, SHF created a special initiative funding category to focus on the issues of sustainability in historic buildings and on economic development in rural communities using historic buildings. We have funded four demonstration projects representing an investment of nearly \$2 million in these areas. Every Colorado county has received at least one State Historical Fund grant.

# Organizational Chart History Colorado The Colorado Historical Society



## **Five Year Mission**

As the designated steward of Colorado history, we aspire to engage people in our State's heritage through collecting, preserving, and discovering the past in order to educate and provide perspectives for the future.

## **Five Year Vision**

In five years, History Colorado will serve as a national model 21<sup>st</sup> century history museum network. We aspire to excite Coloradans about our shared history and to foster active engagement in their communities – an engagement that is inspired and enriched by an understanding of our shared heritage. Through compelling, interactive exhibits, History Colorado museums will offer visitors opportunities to immerse themselves in the stories of Colorado's past and will serve as community hubs for civic, civil discourse about today's most pressing issues in an historical context. In response to the Governor's initiative to expand Colorado history education for school children, History Colorado will build partnerships and create on-site and on-line resources for students and educators to reach every Colorado classroom. Through an array of programs and services, History Colorado will become an integral partner and invaluable resource for historians, archaeologists and preservationists and serve as a national leader in historic preservation. History Colorado will ensure physical and intellectual control over the state's incomparable collection in order to make those resources readily accessible to diverse audiences. Motivated staff will support the growth of the organization through a commitment to public service, sustainability, efficiency, excellence, innovation, diversity and accountability.

The recently updated 2020 State Preservation Plan states that by the Year 2020: (1) The public's definition and understanding of preservation will build on a positive connotation through personal experience and hands-on interaction with local resources, (2) More Coloradans will self-identify as preservationists through the effort to communicate how preservation relates to each individual, and (3) Cultural resources in their many forms—the built environment, landscapes, archaeological sites, collections, archives, language, folkways, dance, and other expressions—will be widely recognized and celebrated by all citizens as a source of pride. History Colorado's Office of Archaeology and Historic Preservation and the State Historical Fund will both play key roles in achieving this vision through preservation education programs, grants, and administration of the State's responsibilities defined under the National Preservation Act.

History Colorado's services will continue to promote historic preservation and lifelong learning, build communities, and support economic development statewide. The new History Colorado Center will enable the institution to strengthen and expand services to all Coloradans. Through effective business planning the agency will grow its enterprise activities and build a sustainable organization. History Colorado will support the state's brand awareness campaign, supporting efforts to increase Colorado's competitiveness as a quality place to live, work and invest, and raise awareness of History Colorado resources through innovative marketing that includes a robust social media presence.

# History Colorado Goals

## 1. Excite audiences about Colorado history through compelling learning experiences for audiences of all ages

Unless we understand our past, we cannot understand our present and we impair our ability to make informed decisions for the future. It is through the study of history that we transmit the values we share as a community and develop a sense of civic pride. It is through the study of history in schools that we learn what it means to be a citizen. Too often, however, history is perceived as dull, and social studies education in classrooms has become limited at best. If school children study Colorado history at all, it is typically delivered in a single unit in 3<sup>rd</sup> or 4<sup>th</sup> grade, and classroom resources in Colorado history are scarce. History Colorado has an opportunity to excite our citizens about the state's stories of the past, to strengthen their ties to this state, and to ensure that high quality Colorado history programs and resources are available to every classroom in the state. History Colorado's collections of books, manuscripts, photographs and objects represent the state's richest resource in the study of Colorado history, for researchers and scholars, but also for curious citizens, amateur historians, students and genealogists. Toward that end, we will:

- *Develop exhibits and programs that attract and engage diverse audiences in all of our facilities.*
- *Promote the Governor's Colorado History initiative by developing and delivering on-site and online resources for students and educators statewide.*
- *Extend access to History Colorado's incomparable collections to broad audiences.*

## 2. Build a Better Colorado Through Economic Development and Community Enrichment

History Colorado works to improve the quality of life in Colorado through programs and services we provide for a variety of constituencies. For many years, the Office of Archaeology and Historic Preservation has worked with communities throughout the state, performing critical services and providing resources aimed at preserving our collective heritage and building communities. When we began planning the new History Colorado Center, we imagined that it would become a place where the community gathered to engage in civil, productive discussion about today's issues, informed by an understanding of the past. We designed physical spaces within the building to accommodate that kind of activity. Shortly before we opened, the History Colorado Center hosted *Education Nation*, NBC's annual three-day forum on education reform in America, as well as the kick-off event for the Governor's TBD initiative. Since then, History Colorado has served as host and venue for organizations such as the League of Women Voters, Civic Canopy, Facing History and Ourselves, and the Technical Advisory Group on state education funding, led by Senator Johnston. Rocky Mountain PBS broadcast the 2012 Presidential Debate in the History Colorado Center atrium, which was followed by a taping of Rocky Mountain PBS's *Colorado State of Mind* and a thoughtful town hall discussion. Middle and high school students gathered at the History Colorado Center to engage in a national youth summit, sponsored by the Smithsonian Institution and the National Endowment for the Humanities, which centered on the Dust Bowl and its implications on environmental decisions we face today. History Colorado is both responsive to the community in providing venues for civic engagement, and intentional about convening important community discussions. Both OAHP and History Colorado historic sites and museums offer continuing education programs for adults.

History Colorado's State Historical Fund (SHF) supports preservation projects in all four corners of the state. This program not only protects our irreplaceable history but creates economic development and new jobs - approximately 32 new jobs are generated for every \$1 million spent on preservation. In addition to the SHF, History Colorado administers the Federal and State Preservation Tax Credit program which helps make reuse of historic structures economically feasible. In communities as diverse as Denver, Silverton and Greeley, developers have used preservation tax credits to restore buildings that provide space for creative industries to flourish.

Approximately 60 percent of travel and tourism spending in Colorado occurs outside of metro Denver. History Colorado regional museums and historic sites contribute not only to defining the identity of the nine communities in which History Colorado operates, but also provide each local economy a significant tourist destination. In 2011, the average household income for Colorado was \$56,456 while History Colorado properties serve communities with an average household income of \$41,715. Colorado's average of people living below the poverty level that year was 12.2% while History Colorado properties serve communities averaging 18.3% below poverty level. History Colorado's historic sites and museums provide vital support in the delivery of outreach and educational, historic preservation, and interpretive products. Even in the face of the economic downturn and reduced visitation to museums nationwide, History Colorado's museums and sites in total experienced stable visitation and met and exceeded revenue numbers in admission, rentals and gift shop sales in FY 2011-2012. Ongoing partnerships with local community groups and corporate sponsors are helping build community identity and pride. It is through these small initiatives that grow to help communities statewide market themselves as good places to live, work and invest.

- Maximize the distribution of SHF Grants across to state to encourage economic development activities.
- Develop civic engagement programs around the Race and Living West exhibits and expand civic engagement opportunities in communities in which we have regional museums.
- Grow participation in fee-based adult education.
- Continue to grow visitation and other economic support structures for local communities throughout the state by increasing efficiency of operations at our historic sites and museums.
- Support local economic objectives through historic preservation and heritage tourism.

### **3. Build a Sustainable Organization**

Sustainability – in every sense of the word – is a value History Colorado has embraced from the outset of this transformation, from historic preservation to building design and program planning. In 2009, History Colorado developed a five-year financial plan to ensure that, even after the completion of the capital campaign, we can maintain and grow a dynamic organization.

In FY12-13, the new History Colorado Center is drawing new audiences in numbers unprecedented for our institution, membership has nearly doubled, retail and food services were introduced, and our facility rental and catering programs were greatly expanded. In FY13, at the History Colorado Center, we launched a business intelligence module tied to the point-of-sale system that yields a wealth of demographic information about our audiences, their program use, and spending habits. Since opening day, we have solicited and catalogued comment cards to help us assess visitor satisfaction at the History Colorado Center. An online membership survey provides vital information about the new members we have attracted.

This data will inform both marketing and program planning efforts. In FY13, we also launched a planning process to guide long-term efforts toward building and sustaining profitable facility rental and catering programs.

In FY12, History Colorado brought on a new Director of Development to manage the capital campaign and to build the infrastructure to support a robust fund raising program. This effort has already yielded foundation support and corporate sponsorships the organization has never before received.

The growth of earned revenue at History Colorado's museums and sites statewide remains an important component to the budget of the agency. The potential of increasing earned revenue through admissions, community events, rental of facilities and land, and gift store sales remains an important business strategy that is not only supporting the agency but the communities it serves.

- Raise public awareness of History Colorado.
- Expand existing and develop new earned-income programs that support the work of History Colorado.
- Expand our base of philanthropic support.

## Performance Measures

### **Goal 1. Excite audiences about Colorado history through compelling learning experiences for audiences of all ages**

Develop exhibits and programs that attract and engage diverse audiences in all of our facilities. Through exhibitions, environments and real objects, History Colorado museums tell Colorado stories in memorable ways that reach visitors of all ages, backgrounds and learning styles. History Colorado reports visitation numbers annually, but we have measured visitation in a variety of ways over the years. Benchmark visitation projections reflect only paid visitors, free-day visitors, special events visitors and member visits. Visitation is one measure in evaluating the effectiveness of exhibits and programs. However, History Colorado aspires to reach a demographically diverse audience, strengthen our ties to audiences through membership, and measure visitor satisfaction through a variety of qualitative metrics. History Colorado is rolling out the exhibits program at the History Colorado Center in phases. The phased roll out of exhibits began in FY12 and is planned to extend through FY16. Summative evaluation in subsequent years will enable us to assess the effectiveness of exhibits in meeting learning goals.

The regional museums are vital organizations within their communities. Each site operates with minimal staffing, and each has been expected to serve as a tourist destination, to host field trips, to sponsor community events, and to earn income through store sales and rental events. In fact, each regional museum is distinct – the modern El Pueblo History Museum is quite different from our oldest property, the Fort Garland Museum – and each serves communities with distinct needs. The challenges facing Leadville, for example, are not the same as those confronting rural Platteville. We have evaluated the success of regional museums largely on attendance and on earned income, as opposed to new, individualized measures that respond more directly to the needs of their communities. In FY13, History Colorado is launching efforts to study the communities served by El



Pueblo History Museum and Fort Garland Museum, to assess the relevance of traditional programming efforts and to develop plans to test new program ideas. In FY14, we will be in a position to implement those plans and assess their success based on new performance measures that meet our mission – to promote Colorado history, historic preservation and heritage tourism – in ways that address specific audiences, local planning initiatives and meet community economic objectives.

FY13 will be a challenging year for visitation at the Georgetown Loop Railroad®. CDOT is planning a major tunnel expansion project at the Twin Tunnels. The work is schedule to close the highway a number of times during each 24 hour period for blasting and tunnel inspection. The work is scheduled to occur May through October, a vital summer tourism period. It is anticipated that both earned revenue and visitation will be reduced between 15% to 30% dependant on the press coverage and highway disruption to traffic. CDOT highway work, wildfires and gas prices have routinely affected revenue and access to historic properties and sites over the past few years.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Estimate</b>	<b>FY13-14 Forecast</b>
<b>History Colorado Center Visitation: opened to the public April 28, 2012.</b>	<b>Benchmark</b>	n/a	<b>37,800</b>	<b>120,000</b>	<b>137,000</b>
	<b>Actual</b>	n/a	<b>35,736*</b>		
*FY11-12 actual reflects two months of attendance to the new HCC. FY12-13 estimate anticipates a full year of attendance. Visitation numbers include paid visits to the museum, attendance at free days and special events, and member visits.					
<b>Program Assessment Plan to evaluate exhibit phases</b>	<b>Benchmark</b>	n/a	<b>1 assessment plan</b>	<b>2 assessment plans</b>	<b>Under analysis</b>
	<b>New measure</b>		<b>New Measure</b>	<b>New Measure</b>	
	<b>Actual</b>	n/a	<b>Underway</b>		
<b>Regional Museum Visitation numbers reflect paid visits to the museum, attendance at free days and special events, and member visits.</b>	<b>Benchmark</b>	<b>175,000</b>	<b>175,000</b>	<b>175,000</b>	<b>180,000</b>
	<b>Actual</b>	<b>167,805*</b>	<b>155,380</b>		
*Regional Museum visitation numbers no longer include visitation numbers from Pearce-McAllister Cottage, a property leased to a separate museum, and not managed by History Colorado.					

**Strategies:** History Colorado has unique opportunities to excite audiences about Colorado history, through compelling exhibits, high quality visit experiences, dynamic programs for school children and through access to our incomparable collections. The History Colorado Center enjoyed a successful inaugural season, but building new, diverse audiences and encouraging repeat visitation requires a changing marquee of exhibits and informal programs that enhance those exhibits. In FY14, we will:

- Host our first major traveling exhibit, *Race: Are we So Different*, an exhibit that explores the politics, science, and culture of race in the United States. This exhibit holds specific appeal for families, students and educators, and demographically and ethnically diverse audiences.
- Launch *Living West: Natural Systems and Human Choices*, our second phase core exhibit that explores the relationship between people and landscape. This exhibit takes visitors on a journey from Mesa Verde six hundred years ago to the Dust Bowl of the 1930s to today's mountains to explore the effects human beings have had on the landscape and the choices people have made in response to environmental challenges.
- Secure sponsorship for informal programs. The museum theater programs we've offered have proven to be particularly popular, and capital campaign funds have enabled us to offer them. As the capital campaign draws to a close, it is important that we develop new, ongoing funding sources for those programs.

We have the opportunity and, arguably, the obligation to serve as a hub of civic engagement statewide – places where the community can gather to explore today's most pressing issues in conversations that are informed by our shared history and hosted in a safe, neutral space. In FY14, we will:

- Exploit the opportunities presented by the year's two new exhibits to host civic, civil discussions of important issues that are relevant to Colorado and Coloradans, particularly around diversity and environment.
- Continue to develop strategic partnerships that encourage civic engagement with civic organizations, State agencies, educational organizations and media that would benefit from both our expertise and facilities.

In FY12-13, we will undertake a concentrated study of two communities served by regional museums – El Pueblo History Museum and Fort Garland Museum – to ensure that our programs were perceived as relevant and valuable and could ultimately be financially sustainable. We spent time developing an understanding of the issues each community faces and particularly of the needs of their schools and students. This research led us to challenge our long-standing assumptions about the primary audiences we ought to be serving in each site and the programming we should be offering, and led us to develop new programmatic plans for each. In FY14, we will:

- Invest capital campaign funds to begin implementation of new programs at Fort Garland Museum and El Pueblo History Museum.
- Raise public awareness of those programs and secure community-based donor support.
- Continue to maintain a schedule of programs and events at each regional museum.
- Strengthen partnerships with community organizations and sponsors to promote visitation.
- Market the regional museums to encourage visitation growth, support local economies and build brand identity.
- Work with CDOT to mitigate impact of highway construction activities statewide.

**Performance Evaluation:** In FY12, the History Colorado Center opened its doors to the public, offering two core exhibits and an array of informal programs, including museum theater, performances, demonstrations, hands-on activities and festivals. We projected visitation to the new History Colorado Center at just over 3000 per week, based on an April 1, 2012 opening. For a variety of reasons, the opening was postponed until April 28, so our total attendance numbers were slightly below projections but well ahead of the per-week attendance assumption. Over the course of the summer, HCC conducted a First Encounter Visitor Research Study to assess audience composition, look at how various audience segments were using the building, our programs and exhibits, and to gauge visitor satisfaction. Though the full results of that survey were not available until the

second quarter of FY13, preliminary results demonstrated that we were successfully drawing family audiences, our most important targeted audience segment. KM, the vendor that provides café, retail and catering services, conducts a monthly mystery shopper program, and reports from those visits are uniformly excellent. A significant increase in membership further suggests that the launch of the new History Colorado Center was successful. The Smithsonian Institution selected the History Colorado Center as the sole venue outside of Washington, D.C. to host the original Thomas Jefferson Bible. In FY12-13, the History Colorado Center established itself as one of Denver's premiere cultural destinations.

Performance evaluation is more than an activity – it is an ethic and it is ongoing. It is also essential to History Colorado's ability to provide services that are efficient, effective and elegant. Between FY10 and FY11, History Colorado reached out to more than 3,500 Denver metro-area residents across demographic lines to gain an understanding of their knowledge of and interest in Colorado history. This understanding provided the foundation for the inaugural interpretive plan. In FY11, we conducted a specific research program to test ideas in play around the *Living West* exhibit. Post-opening in FY13, we launched a number of efforts to assess the effectiveness of our programs, their success in meeting sustainability goals, and visitor satisfaction. These studies included:

- The First Encounter Visitor Research study to explore who was coming to the History Colorado Center and to gauge the quality of their experience. The results of this study form the baseline against which we can measure success in attracting increasingly diverse audiences and providing high quality experiences for them.
- Comment cards available to visitors at the History Colorado Center: information from these cards is carefully catalogued, and cards that include contact information are sent to the appropriate staff member for response within ten days of receipt.

Regional Museum visitation was down in FY12 due to extended coverage of wildfires in Colorado that had a significant impact on summer tourism statewide. Also CDOT construction at a number of locations statewide inhibited access to sites at times during the summer months. The anticipated visitation growth from the Denver History Colorado Center was not realized and efforts are underway to build brand recognition with all History Colorado facilities statewide.

**Promote the Governor's Colorado History initiative by developing and delivering on-site and online resources for students and educators statewide.** Expanding the teaching of Colorado history in classrooms has become a priority of the Governor's Office, and one in which we have an essential role to play. Ensuring that every classroom in Colorado has access to History Colorado resources and materials is the most important goal of our school program. Each of History Colorado's museums and historic sites welcomes school field trips, and we have projected field trip attendance below. However, as school districts throughout the state seek to address budget constraints, funds for field trip transportation are diminishing. In FY13, History Colorado established a small transportation endowment which will enable us to bring a limited number of metro-area students to the History Colorado Center each year. Over the past four years, History Colorado educators have developed a network of community organizations and school districts and have trained teachers and community volunteers to deliver classroom-based programs. In FY13, this program was strengthened by a grant from the Colorado State Library's Library Services and Technology Act (LSTA) to libraries which are increasingly becoming distribution partners for History Colorado materials. Through eNet Colorado, the Colorado Department of Education, and [historycolorado.org](http://historycolorado.org), History Colorado is disseminating online content to educators and students. In FY13, History Colorado worked with the Governor's Office and the University of Colorado's Center for the American West to articulate a plan for expanding the teaching of Colorado history. We were also able to secure corporate funding to begin implementation. In coming years, History Colorado and its partners will measure the use of web-based educational programs and the effectiveness of them.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Appropriation</b>	<b>FY13-14 Request</b>
<b>Participants in K-12 Education Programming including on-site at the museums, and through facilitated outreach.</b>	<b>Benchmark</b>	<b>New Measure</b>	<b>33,000</b>	<b>62,000</b>	<b>80,000</b>
	<b>Actual</b>	<b>30,457</b>	<b>44,653</b>		
<b>Number of Districts served through online and on-site outreach efforts: 179 districts statewide</b>	<b>Benchmark</b>	<b>New Measure</b>	<b>75</b>	<b>90</b>	<b>95</b>
	<b>Actual</b>	<b>67</b>	<b>78</b>		

**Strategies:** Because we opened in the fourth quarter of FY12, the History Colorado Center did not offer on-site field trips opportunities for schools, with the exception of a very few groups we invited to pilot programs. However, through Fieldtrip.org, we served more than 44,000 students statewide. We created Fieldtrip.org in 2009, and our goal was and continues to be to ensure that our resources will reach every Colorado classroom, through on-site, in-classroom and online programs. Over the past four years, History Colorado educators have developed a network of community organizations and school districts and have trained teachers and community volunteers to deliver classroom-based programs. In FY13, this program was strengthened by a grant from the LSTA to libraries which are increasingly becoming distribution partners for History Colorado materials. Through eNet Colorado, the Colorado Department of Education, and [historycolorado.org](http://historycolorado.org), History Colorado is disseminating online content to educators and students. These efforts dovetail with the Governor’s initiative to expand the teaching of Colorado history in classrooms. In FY13, History Colorado worked with the Governor’s Office and the University of Colorado’s Center for the American West to articulate a plan, and we were also able to secure corporate funding to begin implementation. In coming years, History Colorado and its partners will measure the use of web-based educational programs and the effectiveness of them.

Whereas school children in Texas receive instruction in Texas history at virtually every grade level, Colorado students typically receive a single unit of Colorado history in the 3<sup>rd</sup> or 4<sup>th</sup> grade. In FY12-13, expanding the teaching of Colorado history became a priority of the Governor’s office and one in which we have a critical role to play. In FY14, we will:

- Test the effectiveness of digital content developed and released in FY13.
- Develop new digital content for elementary, middle and high school students.
- Extend our network of libraries and school districts to ensure broad dissemination of our resources.

**Performance Evaluation:** Even before we opened to the public, the History Colorado Center began to serve as a hub of civic engagement. In the spring of 2012, NBC broadcast *Education Nation*, its annual nationwide forum on education reform, from the HCC atrium. The Governor launched the TBD initiative at the HCC as well. In partnership with Rocky Mountain PBS, History Colorado televised the first Presidential debate and hosted a bi-partisan panel discussion that was subsequently aired on the program, *Colorado State of Mind*. History Colorado was one of eight museums around the country selected by the Smithsonian Institution to host a National Youth Summit, bringing students around the country together in a web-based conversation on the Dust Bowl. And a number of organizations, including Facing History and Ourselves, the Technical Advisory Group on School Funding, and Civic Canopy routinely hold meetings, debates and work groups at our facility. We have affirmed our belief that the community needs gathering spaces in which to hold these kinds of events, and we are gratified that our spaces meet those needs.

- In FY12, we partnered with the Fort Logan School on a year-long humanities-based program. History Colorado administered pre- and post-program tests, as well as focus groups with participants and educators. The school monitored progress as well and was delighted to credit History Colorado as a factor in vastly improved test scores during the 2011-2012 school year. We will re-use and augment these testing instruments in subsequent programs.
- In FY10, we assembled an Educators’ advisory group, comprised of teachers and administrators from across the state. This group continues to review program ideas and materials, and provides invaluable counsel in the evaluation of classroom resources.

**Extend access to History Colorado’s incomparable collections to broad audiences.** The relocation to a new facility has enabled History Colorado to inventory, research, and catalogue thousands of objects with the ultimate goal of ensuring that the collections are well-documented and ultimately digitized. One of the most important steps in this process will be to consolidate collections materials housed in various facilities throughout the state, and that will be the focus of our efforts over the next few years. In FY13, History Colorado was awarded a grant from the Institute for Museum and Library Services to inventory materials in the Museum Support Center in Pueblo. By FY14, that inventory will be complete and History Colorado will seek to integrate collection materials into better storage facilities in Denver. In FY14, History Colorado will begin implementation of the digitization plan drafted in FY12 and completed in FY13.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Appropriation</b>	<b>FY13-14 Request</b>
<b>Collection items documented through inventory, cataloging, and digitization to insure physical and intellectual control over collection resources and to provide better public access.</b>	<b>Benchmark</b>	<b>38,000 objects</b>	<b>115,000 objects documented/records updated (FY12 Project: collections moved into 1200 and relocated from Lowry storage)</b>	<b>20,000 (FY13 Project: Inventory of Pueblo storage facility and digital documentation pilot project)</b>	<b>20,000</b>
	<b>Actual</b>	<b>41,873 objects</b>	<b>141,418 (including 20,000 problems solved &amp; 40,000 items inventoried &amp; moved from Lowry)</b>		

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Appropriation</b>	<b>FY13-14 Request</b>
<b>Public use of collections and curatorial resources via onsite research visits and remote (e-mail, phone, mail) inquiries</b>	<b>Benchmark</b>			<b>11,000</b>	<b>12,000</b>
	<b>Actual</b>	<b>29,596 - Includes approximately 20,000 general inquiries handled by library staff. Library closed to public.</b>	<b>10,231 - FY12 general inquiries handled by automated system. Library reopened to public May 2012.</b>		
<b>Consultations with American Indian tribes on collections held by History Colorado in fulfillment of federal NAGPRA responsibilities.</b>	<b>Benchmark</b>		<b>40</b>	<b>40</b>	<b>40</b>
	<b>Actual</b>	<b>90</b>	<b>54</b>		

**Strategies:** The ongoing inventory and protection of collections are a primary focus for History Colorado. The agency has received a federal grant to evaluate the collection needs at the Museum Support Center in Pueblo. Staff members are inventorying collections stored in the facility. Planning will be undertaken to address statewide collection needs and public access. The overall objective is to well-document the existing collection and consolidates collection material into improved storage facilities. One of the most important steps in this process will be to inventory and evaluate conditions of collections materials housed in various facilities throughout the state, and that will be the focus of our efforts over the next few years toward the ultimate goal of ensuring that the collections are well-documented and ultimately digitized. Digitization will enable us to expand online access to collections.

The Stephen H. Hart Library and Research Center has long been a cherished resource for researchers and scholars nationally and internationally, and knowledgeable staff field requests for assistance both on-site and, increasingly, on-line. Our long-term aim is to expand the use of these resources by students, educators, history buffs, amateur genealogists – virtually anyone who may have an interest in some aspect of Colorado or western history.

History Colorado will continue to actively consult with Native American tribes concerning collections held by the agency in fulfilling federal NAGPRA responsibilities. These consultations are scheduled regularly and help build partnerships and good will. There will be on-going work to repatriate items held by History Colorado and discuss future projects that affect their history and heritage.

**Performance Evaluation:** The relocation to a new facility has enabled History Colorado to inventory, research, and catalogue thousands of objects; there has been tremendous progress in addressing the needs of the collection. In FY13, History Colorado was awarded a grant from the Institute for Museum and Library Services to inventory materials in the Museum Support Center in Pueblo. By FY14, that inventory will be complete and

History Colorado will seek to integrate collection materials into better storage facilities in the Denver. In FY14, History Colorado will begin implementation of the digitization plan drafted in FY12 and completed in FY13.

Now readily accessible on the main exhibits floor of the History Colorado Center, the Stephen H. Hart Library and Research Center has reached out to a broader audience, serving as the portal between people and History Colorado's collections and curatorial expertise. The opening of the library has helped meet the needs of scholars and researchers. A number of retirements post-opening posed a challenge in managing daily activities and making progress on collections backlog. However, that attrition also enabled us to reorganize curatorial departments in FY13 to better reflect a 21<sup>st</sup> century vision for collections and collecting activities, focusing on purpose driven collecting and the use of collective expertise, imagination, scholarship, and technology to tap the collection's full potential as an interpretive and educational tool and a resource for understanding Colorado's history.

The HC NAGPRA program completed consultation with appropriate tribes, allowing for the publication of four Notices of Inventory Completion that repatriated 69 individuals and 75 associated funerary objects from both the collection and inadvertent discoveries. Grants to support reburials of repatriated remains in FY13 were awarded from the National Park Service.

## **Goal 2: To Build a Better Colorado through Economic Development and Community Support**

The State Historical Fund's investment in historic preservation directly supports economic and community development throughout the state. Further, History Colorado works with the Governor's Office, the Office of Economic Development, and the Colorado Tourism Office (CTO) to promote heritage tourism opportunities for local, national and international markets. The new History Colorado Center provides the CTO with a new attraction to offer targeted markets, and will house a CTO information kiosk, providing visitors with resources to plan visits to destinations across the state while highlighting History Colorado's historic sites and museums in nine Colorado communities. These regional museums forge strong local partnerships with schools and community organizations and provide programs, meeting spaces and resources for community use. As designated "State Monuments," these are important resources defined by statute and safeguarded by History Colorado for the benefit of the general public. These efforts will result in:

- Investing state resources in historic preservation for maximum return to communities in all four corners of the state.
- Supporting Colorado's economic development programs from the Governor's Office, the Office of Economic Development, the Colorado Tourism Office, and other State agencies, through promoting heritage offerings statewide and, in particular, History Colorado regional museums and the communities they serve.
- Continuing the active historic preservation of regional museums (State Monuments) and other historic properties statewide and demonstrating best practices in historic preservation, cultural landscape restoration, heritage tourism and archaeological research while supporting local economies.
- Supporting Main Street initiatives to build local economies and restore historic resources in Colorado communities.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Total support for the State's economy by distributing SHF grants for building restoration and rehabilitation	Benchmark*	\$8,584,096	8,241,729	7,813,813	\$8,044,369
	Actual	\$6,976,570; \$27,906,280 impact to economy	\$7,342,491; \$29,369,964 impact to economy	\$5,071,080; \$20,284,320 estimated impact to economy	

\*SHF Benchmarks represent the total amount available for grants. The Benchmark does not include the amount appropriated for SHF operations, the SHF transfer to gaming communities, or the SHF transfer for the Capitol Dome restoration.

**Strategies:** Through the State Historical Fund, History Colorado has invested millions of dollars in projects that preserve historic buildings, landscapes and archaeological sites statewide and, even more importantly, strengthen community identity and pride. SHF investments provide a four-to-one return on grant dollars invested, generating jobs and boosting local economies at a critical time in the state's history. *The Economic Power of Heritage and Place*<sup>1</sup>, published in 2011, reports that the impact to the state economy is \$4 million for every \$1 million of SHF funding. This ongoing investment in Colorado helps build communities and strengthens the State's identity. History Colorado's programs and services support Colorado's brand identity. The culture and heritage of a place is increasingly being used to promote destinations. These qualities become major drivers to help places become more marketable globally as well as increase their competitiveness as quality destinations.

**Performance Evaluation:** The lower monetary number represents the decline in the statewide grant program's impact due to the large investment for Gaming Funds into the restoration of the Capital dome. Once the dome project is completed next fiscal year, the availability of funds to support local historic preservation and heritage tourism projects will be restored. The project presently funded has significantly impact on the local economies through the limited projects awarded and ability to help promote local identity and pride in place. The ability of the grant program to preserve and celebrate the sense of place for each community in which a grant project is awarded is tremendous.

**Improve the efficiency of services to communities statewide through OAHF.** In 2009, History Colorado articulated our big audacious goal: to cultivate the most well-informed, engaged citizenry in the nation who understand Colorado's present in the context of the past and who work together to build a better Colorado. The Office of Archaeology and Historic Preservation performs critical services and provides resources to communities throughout the state aimed at preserving our collective heritage and building communities. Civic engagement and adult education programs are also key initiatives as we aspire to meet the goal of enabling citizens to learn independently and apply their knowledge for a variety of purposes, including community planning. The following tracks the increased public use of research materials. This measure includes Office of Archaeology and Historic Preservation site file searches, technical assistance, project reviews and website use.

<sup>1</sup> Clarion Associates of Colorado, *The Economic Power of Heritage and Place*, October 2011, 10-11.  
History Colorado, FY2013-14 Budget Request, Strategic Plan, November 1, 2012, Page 16



HistoryColorado.org was launched in March 2011, at that time we switched reporting tools from Web Trends to Google Analytics. Google Analytics does not count hits by search engines and other automated web crawlers as ‘visits.’ These had accounted for roughly two-thirds of our previously reported use numbers. A more user friendly and dynamic web site has also assisted in better serving the public.

OAHP file searches and public inquiries have increased, but the number of site records examined has decreased, presumably as projects have gotten smaller in their scope in the present economy. Historic preservation project reviews, as called for under federal law, have remained relatively steady. This data provides critical insight into the vital role public land plays in Colorado’s identity and economy. Even as the national economy has faltered, development and use of public lands has continued. These ongoing projects need to consider the potential effects on historic resources. Project reviews include considering the effects of forest reduction projects due to beetle-kill pine, emergency site location data retrieval in the face of an active 2012 wildfire season, helping to protect and defend significant cultural resources, and developing visitor facilities at the Sand Creek Massacre National Historic Site, to name a few. History Colorado anticipates that the database usage and research assistance requests will increase as the agency migrates the present site database system to a Geographic Information System (GIS) enabled software platform over the next year. This results in:

- Helping build a strong State identity through History Colorado programs and services to residents and visitors.
- Updating the primary state archaeological and historic places database for improved public research opportunities.
- Continuing to increase the high level of excellence in service, stewardship, and preservation to Colorado residents.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Appropriation</b>	<b>FY13-14 Request</b>
<b>Dollar Value of Federal Tax Credits</b>	<b>Bench Mark</b>	<b>New Measure</b>	<b>\$3,500,000</b>	<b>\$9,953,803</b>	<b>\$5,000,000</b>
	<b>Actual</b>	<b>\$3,442,938</b>	<b>\$3,622,008</b>		
<b>Dollar Value of State Tax Credits</b>	<b>Bench Mark</b>	<b>New Measure</b>	<b>\$600,000</b>	<b>\$435,436</b>	<b>\$450,000</b>
	<b>Actual</b>	<b>\$584,689</b>	<b>\$759,651</b>		
<b>Number of User Logins to Compass site database system (sites viewed)</b>	<b>Benchmark</b>	<b>New Measure</b>	<b>17,500</b>	<b>16,000</b>	<b>17,500</b>
	<b>Actual</b>	<b>14,319 (142,125)</b>	<b>15,551 (122,441)</b>		
<b>Research Assistance Contacts-- Information Management Staff</b>	<b>Benchmark</b>	<b>New Measure</b>	<b>4,200</b>	<b>4,200</b>	<b>4,500</b>
	<b>Actual</b>	<b>4,195</b>	<b>4,060</b>		
<b>Historic Preservation Project Reviews</b>	<b>Benchmark</b>	<b>New Measure</b>	<b>3,000</b>	<b>3,400</b>	<b>3,400</b>
	<b>Actual</b>	<b>2,966</b>	<b>3,400</b>		
<b>History Colorado Website Visitation</b>	<b>Benchmark</b>	<b>New Measure</b>	<b>300,000</b>	<b>500,000</b>	<b>500,000</b>
	<b>Actual</b>	<b>744,920</b>	<b>HCC.org = 39,925 HC.org = 319,587</b>		

**Strategies:** History Colorado is working with Colorado Tourism Officer (CTO) and Department of Local Affairs (DOLA) to incent heritage tourism and economic redevelopment activities statewide. Efforts are also underway to maximize the use of Preservation Tax Credits, both federal and state, as an incentive to reuse historic structures, support the growth of the economy and educate the general public of its benefits. History Colorado is partnering with local communities to preserve historic structures as part of an overall community economic development strategy. Efforts are underway to improve the efficiency of services to communities statewide through OAHP by upgrading our electronic database and web-based resources.

**Performance Evaluation:** Work has been completed to review analysis and develop a plan to upgrade the electronic data base and web based resource for easier public access and improved service delivery. The utilization of the federal and state tax credit program has been a success this past year with numbers exceeding the established benchmarks. The ongoing economic recovery has increased the number of projects reviewed by the Office of Archaeology and Historic Preservation. These projects included energy projects as well as resource identification during this past summer’s wildfire season. There is continual growth of resources accessed through the web to meet general public and business interest.

**Develop civic engagement programs around the Race and Living West exhibits and expand civic engagement opportunities in communities in which we have regional museums.** In FY14, the History Colorado Center will host its first major, interactive traveling exhibit, *Race: Are We So Different?* This exhibit asks visitors to look at the culture, politics, and science of race through hands-on, thought-provoking experiences targeted to families and school audiences. *Living West*, our second core exhibit, explores the relationship between Coloradans and the environment through three stories: Mesa Verde, the Dust Bowl, and today’s mountains. Both exhibits will launch civic conversations about some of today’s critical issues. History Colorado will begin a process through which it will ask of its partner communities what issues most greatly affect the state and their communities, and how our historic sites and museums can better serve them now and in the future.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Participation in civic engagement	Benchmark	New Measure	New Measure	4	4
	Actual				

**Strategies:** History Colorado’s strategy to address customer and business needs is to schedule civic conversations and engagements to review pertinent issues affecting each community. By FY14, we plan to have trained staff to conduct many of our own formative studies and evaluations. The formative evaluation studies from Pueblo and the San Luis Valley will be used as pilot programs, and the gathered information will be used to address community and business needs. In future years, this process will help launch additional community needs assessments in additional communities where we have regional properties.

**Performance Evaluation:** History Colorado has developed a deeper in-house program evaluation expertise. In FY13, we joined a coalition of area museums which, under the direction of the Denver Museum of Nature and Science, has developed a training process. This has helped initiate the building of in-house capabilities among museum participants. This expertise has helped to inform the development of the core exhibits. History Colorado has launched a customer satisfaction survey in the Research Center and Library and the results will be used to improve service delivery.

**Grow participation in fee-based adult education.** Through lectures, performances, tours and classes, History Colorado has provided continuing education programs for adult learners. History Colorado is expanding opportunities and providing a full array of fee-based programs for adults throughout the state, and will work to ensure that these programs are financially sustainable.

History Colorado’s Program for Avocational Archaeological Certification (PAAC) is an intensive 13 course, multi-year program that trains volunteers to assist in public education, governmental management and public stewardship of archaeological resources in Colorado. The program has trained thousands of Coloradans over its twenty year history. A distance learning option is being added to the program, which will make it much more widely available via the internet.

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Appropriation</b>	<b>FY13-14 Request</b>
<b>Participation in continuing education programs including PAAC</b>	<b>Benchmark</b>	<b>New Measure</b>	<b>29,000</b>	<b>29,000</b>	<b>31,000</b>
	<b>Actual</b>	<b>27,254</b>	<b>24,852</b>		

**Strategies:** Through formal program evaluations, the agency will plan and implement lectures, performances, tours and classes to meet the needs of the general public. Using ongoing feedback, History Colorado will develop programs that educate and engage the public in critical thinking. It is through these efforts that the general public understands the importance of history and our collective past and this helps them become more active stewards of our heritage.

**Performance Evaluation:** The lower number against bench mark was due the closure of the museum during construction of the New History Colorado Center and moving into the facility in the fall of 2011. This disruption in service reduced the number anticipated in the performance measure.

### **Goal 3: To Build a Sustainable Organization**

In building a strong statewide educational and cultural organization, History Colorado recognizes that our long-term success depends, not only upon the effectiveness of our programs, but also on a strong business plan and a healthy mix of earned and contributed support to leverage the State’s investment. History Colorado will continue to grow earned revenue programs to meet income goals defined in its business plan. We will grow our Membership and pursue marketing efforts to support the phased exhibit schedule. As the capital campaign nears completion, we will work to build an ongoing robust and effective Development program. To maximize the State funding investment and serve the public, the organization will build a cost effective and efficient operation.

**Raise public awareness of History Colorado.** Recognizing that History Colorado’s marketing budget will remain relatively small, we understand the need to capitalize on partnerships, exploit promotional and public relations opportunities and expand our social media presence.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
Social Media Engagement: Facebook, Twitter, e-newsletter, subscribers and followers	Benchmark	n/a	New Measure	14,000	17,000
	Actual	n/a	8,147		

**Strategies:** History Colorado will be implementing an annual series of programs specifically focused on fostering civic engagement statewide. The development of strategic partnerships with civic organizations, State agencies, educational organizations and media will help us identify issues, build capacity, develop audiences and extend our reach into the communities we serve. We plan to exploit web-based technologies to expand adult education opportunities and secure funding partners to support this initiative.

**Performance Evaluation:** There has been a great deal of work done in planning and activating social media to meet the agency’s needs and objectives. This is a new measure and comparative data is not available. It is anticipated that as History Colorado uses these forms of communication, greater exposure and name recognition will result.

**Expand existing and develop new earned-income programs that support the work of History Colorado and expand philanthropic support.** The capital campaign will have achieved its goal in FY14 and Development will shift its focus to raising ongoing annual support for key programs. By FY14, History Colorado will have sufficient operational experience to assess the profitability of current earned income generators, will have launched new programs in regional museums to increase revenue production, and will have explored new, non-traditional earned-income streams that capitalize on this institution’s unique resources and assets.

Performance Measure	Outcome	FY10-11 Actual	FY11-12 Actual	FY12-13 Appropriation	FY13-14 Request
History Colorado Center Earned Revenue	Benchmark	n/a	\$1,007,038	\$1,808,597	\$2,000,000
	Actual	n/a	\$731,479		
History Colorado Membership Program	Benchmark	\$279,900	\$517,266	\$467,790	\$516,905
	Actual	\$291,214	\$617,986		

<b>Performance Measure</b>	<b>Outcome</b>	<b>FY10-11 Actual</b>	<b>FY11-12 Actual</b>	<b>FY12-13 Appropriation</b>	<b>FY13-14 Request</b>
<b>Contributed Income: Build sustainable philanthropic support. Develop annual support, planned giving and endowment program</b>	<b>Benchmark</b>	<b>\$300,000</b>	<b>\$431,856</b>	<b>\$525,000</b>	<b>\$525,000</b>
	<b>Actual</b>	<b>\$289,539</b>	<b>\$494,821</b>		
<b>Regional Museum Earned Revenue</b>	<b>Benchmark</b>	<b>\$658,131</b>	<b>\$756,739</b>	<b>\$765,500</b>	<b>\$772,000</b>
	<b>Actual</b>	<b>\$669,499</b>	<b>\$760,781</b>		

**Strategies:** Maximizing earned income streams at the History Colorado Center relies on healthy attendance which in turn relies on robust program plans (outlined in Goal 1), high customer satisfaction and smart marketing. In FY12-13, we implemented several key mechanisms to foster our understanding of the various audiences we attract, the ways they receive information about us, how they use our services and their level of satisfaction with those services. The earned revenue programs we've established to date are typical of museums. We believe we have additional earned revenue opportunities to explore, in, for example, the licensing of objects and photographs from the collections, carpentry and production services from our workshop, consulting to other new museums, and publications for the commercial market. In FY14, we will:

- Mine data from the business intelligence system to achieve greater operational efficiencies and refine marketing efforts.
- Pursue new earned income opportunities in publications, licensing, and special services.
- Continually modify the web site to enhance user-friendliness and expand its capabilities in ticket sales and reservations.
- Explore creative ways to:
  - Implement advertising and promotional campaigns for exhibits.
  - Mine data from the business intelligence system to achieve greater operational efficiencies and refine marketing efforts.
  - Pursue new earned income opportunities in publications, licensing, and special services.
  - Continually modify the web site to enhance user-friendliness and expand its capabilities in ticket sales and reservations.
  - Explore innovative donor recognition and engagement methods.
  - Expand support through online giving.
  - Launch an endowment campaign.
  - Establish a planned giving program.
  - Refine ongoing marketing initiatives statewide.

- In FY13, we will initiate concentrated studies in Pueblo and the San Luis Valley to understand community needs and explore ways our assets and facilities might best meet these needs.

**Performance Evaluation:** In 2009, History Colorado developed a five-year financial plan to ensure that, even after the completion of the capital campaign, we can maintain and grow a dynamic organization. In FY12, the new History Colorado Center has drawn new audiences in numbers unprecedented for our institution, membership has nearly doubled, retail and food services were introduced, and our facility rental and catering programs were greatly expanded. In FY13, we launched a business intelligence module tied to the point-of-sale system that yields a wealth of demographic information about our audiences, their program use, and spending habits. Since opening day, we have solicited and catalogued comment cards to help us assess visitor satisfaction at the History Colorado Center. An online membership survey provides vital information about the new members we have attracted. These data will inform both marketing and program planning efforts. In FY13, we also launched a user feedback survey and a planning process to guide long-term efforts toward building and sustaining profitable facilities rental and catering programs. In FY12, we also published a children’s book on the Civil War which is now sold in museum bookshops and Civil War sites throughout the country.

- Our operations vendor, KM/SSA, administers a monthly mystery shopper program, and written reports are sent to supervisors, managers and executives.
- An on-line survey goes to those who rent our facilities to provide critical information as History Colorado works to improve services and develop strategic marketing programs.
- A sophisticated business intelligence system, connected to the point-of-sale system, provides demographic information about visitors, their use of History Colorado programs, and their spending habits in the store and café. These data inform operations planning, marketing and budgeting.

Earned revenue at the regional museums meets and slightly exceeds the benchmark goal. In the face of lower admission numbers, the visiting public supports the facilities through store sales, community events and private rentals. History Colorado reaches audiences in some of Colorado’s neediest communities. The Byers-Evans House and Grant-Humphreys Mansion, El Pueblo History Museum, Healy House and Dexter Cabin, Baca/Bloom House and Santa Fe Trail Museum, Fort Garland, Ute Indian Museum and Fort Vasquez are anchor institutions in Denver, Pueblo, Leadville, Trinidad, Fort Garland, Montrose and Platteville respectively. Each serves as a gathering place supporting and serving local communities and economies. The Georgetown Loop Railroad® continues to be one of Colorado’s most popular heritage tourism sites. Each regional museum is a vital attraction that helps to meet Main Street and local Heritage Tourism economic objectives. Rural, small town, urban and neighborhood goals and objectives of Colorado are vital in the operations of the History Colorado museums. History Colorado will continue to advocate for the heritage, cultural identity and economic well being of Colorado through its museums.

We exceeded the benchmark for contributed income. Efforts are continuing to grow a robust philanthropic program that can be relied upon annually to support History Colorado’s operations.