



## *Golden Pioneer Museum*

923 Tenth Street, Golden, Colorado 80401 • 303-278-7151 • Fax 303-278-2755

Dear Mr. Glueck:

The Board of Directors and Management team of the Golden Pioneer Museum are pleased to submit these proposals in response to the RFP for the operation of the City-owned museums in Golden. This proposal details three distinct options for management of various Golden-supported museums. These options are:

1. Management and operation of the Golden Pioneer Museum
2. Management and operation of the Pioneer Museum and Clear Creek History Park
3. Management and operation of the Golden Pioneer Museum, Clear Creek History Park and Astor House.

Three years ago a new management team assumed responsibilities for the Golden Pioneer Museum. The new management team brought considerable innovation and excitement to the museum. These included remodeling of the gift shop, establishment of D'Deli by D'Creek during the summer months and display of the Harmsen Western Art collection. All of these new endeavors have resulted in an increase in revenue and new patrons. Revitalization of the Golden Pioneer Museum has also resulted in the expansion of 1,000 square feet for traveling exhibits. The first major exhibit was unveiled on 5/5/08, the history of the 1920's in Golden. Over \$121,290 was contributed by outside organizations for this remodeling and expansion that was directly attributable to the efforts of the Board of the Golden Pioneer Museum.

All of the museum improvements including the rotating displays and the Harmsen collection have resulted in a 143% increase in attendance during the first five months of 2008 as compared to the same period in 2007.

The Golden Pioneer Museum has a paid staff of 3 full time equivalent personnel. The management team has a large volunteer base, much of which comes from the local chapter of the Daughters of the American Revolution. This volunteer base has been committed to the Pioneer Museum, but these volunteers will assist at the Clear Creek History Park and/or Astor House if the management of the Pioneer Museum is given responsibility for either or both of these facilities.

This large and committed volunteer staff becomes important if GPM is asked to take over operation of the Astor House and Clear Creek History Park. Our team has been very concerned that the CCHP has not been open to the public to the extent it should be. If awarded, GPM Board will make it a priority to extend the hours and improve the overall appearance. GPM is uniquely situated to expand operations of CCHP because of its significant relationships with institutions and organizations that provide docent staff and

volunteers. For example, GPM and DAR have an excellent working relationship that has benefited the GPM. If GPM expands into the operation of the Astor House and the CCHP it will use these contacts and further develop its relationship with homeschooled students who are eager and engaged to fulfill their community service hours. These students can contribute youthful excitement and energy to the elementary and secondary schools throughout the region that choose to visit these facilities.

The management, innovations and enthusiasm demonstrated at the Pioneer Museum will be replicated at the Astor House and CCHP. Barbara Mills will be the Executive Director responsible for the operations regardless of whether it encompasses one, two or three museums. If the GPM Board is awarded the responsibility for the management of the Astor House and/or CCHP, then Ms. Mills and the GPM Board and appropriate staff will recruit/retain the necessary personnel to effectively manage the Astor House and CCHP.

Some key financial information is summarized below:

	1	Option 2	3
Manpower requirements, full time equivalents	3	4	5
Estimated cost of operations	\$191,410	\$254,805	\$376,405
Estimated income from non-City sources	\$106,510	\$135,060	\$211,160
Percentage from non-City sources	56%	53%	56%
Current income from the City	\$91,418	\$170,570	\$249,722
Estimated future financial support from the City	\$92,000	\$127,000	\$177,000

In conclusion, the GPM Board has the experience and support of the community to continue the management of the Golden Pioneer Museum and to take on the responsibility of the management of the Astor House and the CCHP if awarded the contract by the Golden City Council.

Sincerely,

Golden Pioneer Museum Board

# Proposal to Manage Operations for Historic Facilities in Golden

*Submitted to:*

**City of Golden  
c/o Steve Glueck  
Director of Planning and Development  
1445 10<sup>th</sup> Street  
Golden, Colorado 80401**

*Submitted by:*

**Golden Pioneer Museum Board  
c/o Barbara Mills  
923 10<sup>th</sup> Street  
Golden, Colorado 80401**



City of  
Golden



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## **1.0 Organization Summary and Background**

The current Golden Pioneer Museum (GPM) is dedicated to collecting, preserving and properly exhibiting the history of Golden and surrounding areas, as well as displaying applicable Western art, to accurately depict historical interpretation and context. As described in the following sections, the Museum has well-established roots in the City of Golden (City).

### **1.1. Origin**

In 1939, the Works Progress Administration (WPA) sponsored a museum in conjunction with the Jefferson County Commissioners. That museum was located on the first floor of the Old North School (since razed), and was supported by WPA funds. It was reportedly one of Golden's principal attractions and many pioneer families donated items to the collection. More than 6,000 visitors were said to have visited it annually.

After the collapse of the WPA funding in 1941, that museum was closed and its contents placed in storage in the basement of the original Jefferson County Courthouse until 1953, when the later Jefferson County Courthouse was completed. In November 1953, the Mount Lookout Chapter of the Daughters of the American Revolution (DAR) was granted permission by the County to reopen and sponsor the museum in a portion of the original Courthouse. With the assistance of the Kiwanis Club and other organizations, on February 22, 1954, the museum was officially opened. Volunteers ran the museum until 1957 when Mrs. Pansy Parshal Hook was hired as its first curator.

In 1958, Jefferson County abandoned the original courthouse and presented the museum to the City. The City agreed to house the museum in the planned new Municipal Center, if the DAR would continue to sponsor and manage the museum. The



citizens of Golden voted to support the museum by supplying the space and paying heat, light, and a half-time Director's salary.

## **1.2. Present Day**

Through annual appropriations from the City of Golden, grants, philanthropic contributions, and membership fees, the GPM is currently home to over 10,000 artifacts and documents.

In the 1990's, the GPM added a regular schedule of changing exhibits to its offerings, which continue today. Exhibit themes are selected to reflect its mission in response to constituents, and to be relevant to the residents of Jefferson County and relate the past to today. Similarly, the educational programs are all inspired by the interesting and diverse history of Golden & Jefferson County. These programs not only reflect but bolster the GPM's mission-driven commitment to the history and culture of the City and Jefferson County.

Today, the GPM is housed in the old Golden Public Library building, between the Golden City Municipal Building and the Public Library, and on the walking path along Clear Creek. The Mount Lookout Chapter of the DAR assists GPM through volunteers in partnership with members of the Golden community. The GPM is managed by three full-time employees and they are: a business manager, curator, and education coordinator.

The GPM's management Board has made great strides over the past several years in transitioning the Museum into a first class facility of which our community can be proud. The increasing recognition for the GPM success is a function of the board's consistent demonstration of both foresight and creativity in achieving its goals, which is to gain



accreditation from the American Association of Museums and to display the artifacts in a way that makes sense to visitors.

## **2.0 Narrative**

### **2.1. Project Description**

#### **2.1.1. Statement**

There is a renewed interest in the GPM's intriguing exhibits, and programs, and residents flock to the Museum to enjoy the exhibits and programs. Also, local and regional newspapers have taken notice by writing articles about the buzz surrounding the Museum. Indeed, it is due to the creative foresight of the Board that the Museum has seen a dramatic increase in recent years not only in the number of local and tourist visitors, but also the number of Coloradans who make the journey from other communities in order to learn from and enjoy our changing exhibits and events. For example, the visitor count for 2007 was over 14,000.

Now, the GPM Board seeks to use its current momentum and visionary strength to enhance and manage the Astor House and Clear Creek History Park.

Both the Astor House and the CCHP are currently relatively stagnate facilities, yet they offer promising untapped potential. The Board is confident that the clear plans that they have outlined for these facilities will result in the same successes experienced by the GPM in recent years.

GPM has made a concerted effort to improve its stewardship of the collection by soliciting the advice and help of other professional museum societies. GPM's relationship



to these groups will significantly help GPM in the management of the Astor House and the CCHP. It is through these types of partnerships and resources that the City of Golden can realistically consider improving the overall preservation, content and outreach of these uniquely Golden facilities. Collaboration and partnership in professional curation of historical artifacts is documented in the letter of references (Appendix G).

### **2.1.2. Goals**

The GPM Board's objective associated with this proposal is that of achieving a cooperative, streamlined management in order to maximize community benefits from Golden's historic facilities and preserve our heritage while simultaneously generating revenue. Management under the direction of a board consisting of members from both facilities will enable expedited and cost efficient programs and event upgrades and operational successes, thus avoiding the current disjointed oversight of separate facilities which often results in substantial duplication of efforts and missed opportunities for expanded educational programs.

The Management would seek to make this a cooperative effort with the City, and thus has extrapolated its goals of all three facilities from the Request for Proposal related to this proposal. These are:

- Coordinate management of the three historic facilities.
- Write goals for the three facilities.
- Increase community visitation and use of the three facilities.





- Investigate and implement innovative ideas to maximize the community participation and benefits of the three facilities.
- Generate revenue from all three facilities. This includes opening the CCHP during daylight hours while balancing revenue generating opportunities and operational structure for this specific facility.
- Promote an understanding of the City's heritage through preservation and interpretation of the artifacts and grounds of the museums.
- Offer educational programs that relate the past to today and stimulate thoughts and ideas for the future.
- Enhance the landscape and upkeep of all facilities.
- Promote community participation and volunteerism.
- Establish partnerships with other preservation entities.
- Contribute to regional historic efforts.

All Management activities will be designed in support of achieving these goals. On a quarterly basis, progress towards each goal will be assessed individually to ensure that there is an equal balance in progress for each of them. In the event that one or more of the goals requires increased efforts, the necessary activities will be adjusted accordingly. While the new Management considers itself to be fully capable of undertaking this assessment process, it is open to including appropriate members from and/or reporting its progress to the City to ensure that all parties are satisfied with the goals and results.



The GPM Board is well aware that we live in a dynamic society, and thus conditions and context change with time. Therefore, with the sustainability of the facilities in mind, these goals will be reevaluated periodically (to be determined in cooperation with the City) to ensure that they remain appropriate. Furthermore, if changing conditions require that emphasis be placed on specific goals over certain time periods, the GPM Board will make the necessary adjustments. In other words, the GPM Board is flexible and looks forward to cooperating with the City and community to ensure that all goals are appropriately strategic.

### **2.1.3. Project Activities**

As stated above, all activities will be in pursuit of achieving the goals listed above in Section 2.1.2. The following is an overview of the current and envisaged activities proposed by the Board for each facility.

#### ***GOLDEN PIONEER MUSEUM (GPM)***

There is increasing recognition of the renewed community interest in this Museum in recent years – and the Board is just getting started. There are currently many short- and long-term activities being implemented which will enable the GPM to continue to grow in such a way that will preserve Golden’s unique history for the enjoyment and education of today’s and future generations. Recently the GPM itself has undergone a complete and refreshing overhaul in its external and internal appearance, increased public services, community education programs, and enhanced internal operations. The following is a description of recent activities which would continue to be implemented and maintained, as well as planned activities for the future:



### External Appearance and Public Services

The community is well aware of the recent changes in the appearance and services available to the public on behalf of the Museum. These changes are extensive and those which the Board is particularly proud include the following:

- Most of the Museum has been remodeled with a new addition, new walls, floors and museum-grade lighting. A new library/meeting room was created out of the space that had previously housed a large storage room.
- Librarians from the Golden Public Library have volunteered their time to number our books using the Dewey Decimal System. When this task is completed, our books will be listed online through the library for people conducting research on the Golden area.
- Cleaned out the outdated trinket-filled gift shop and performed a complete remodeling of the shop. The new gift shop, Tumbleweeds, sells items from local Colorado artists. This change has been very popular with both locals and tourists.
- The Board decided to take advantage of its popular creek-side location by inviting a locally owned sandwich shop, D'Deli, to maintain a deli on the back patio. This endeavor has been enormously successful. This arrangement has brought increased attention to the GPM. The GPM also has a financial agreement with D'Deli that is beneficial to the Museum, the deli, and thus the local economy.



- Local Landscape Architect, Susan Saarinen, has volunteered to design the gardens outside the new addition to the GPM.

### Community Education Programs

The GPM Board is continuously seeking new and innovative educational programs which relate the past to today, as well as ways in which to maintain and even increase the popularity of existing programs. While this is a perpetually evolving endeavor, a selection of examples is included below:

- Two different walking tour scripts of the historic buildings and other locations in Golden are being developed. One tour is aimed at teachers and students. The other tour is for the general public, for which tourists will be the main target group. The GPM is actively considering wireless headsets that can be rented, which would have the tour script on it. The GPM Board has been in touch with a Foreign Student group to have students translate and read the script in selected foreign languages.
- Most educational programs are focused to attract families. For example, the "Pioneers in Education" programs are for children under the age of 10. Classes and events under this program are often timed at and related to specific times of year, such as holidays, and are designed to be fun, stimulating, and educational. This program has been incredibly popular, last year eighty children would participate in each of the programs, and as such, additional offerings of the events are created every year to accommodate this high level of interest.



- Our summer camp, “Mining Family Stories”, is geared towards teens and tweens. In this camp, the kids learn about the families that came to Golden and then are helped to research their own family and create a scrapbook.
- The “October Cemetery Tour” is designed for adults. During the Cemetery Tour, Museum volunteers dress up as a selected individual who is buried in the Golden Cemetery. They portray the individual’s life story in first person. This popular event is open to the public on Saturday and Sunday.
- The “Holiday House Tour of Historic Homes and Buildings” has remained popular since it started in 1981. This tour has attracted approximately 500 to 700 people each year from all over the Front Range. Typically, 6 to 8 interesting local homes are chosen to be placed on the tour. Different homes are selected each year to ensure that people make this an annual tradition.

### Internal Operations

The GPM Board works diligently to ensure that the environment of the Museum is inviting, entertaining, stimulating, and educational and that our shared history is preserved from generation to generation. The Board is proud that it has managed to successfully encourage community interaction, participation, and engagement in this regard. The Board also takes its role as stewards of our heritage very seriously. Internal policies, procedures and general operations are regularly reviewed, revised, and improved upon. Recent and anticipated adjustments in the GPM’s daily internal operations include the following:

- Over the past year the Board has been actively testing and thoroughly documenting the environment in the facility. The testing includes temperature,



UV, humidity and overall lighting. Barbara Johnson, an objects conservator, was hired to oversee and provide us with a conservation assessment.

- The GPM has a written policy for “Collections Management Policies and Procedures” which is strictly adhered to. This ensures consistent appropriate care and handling of artifacts. This policy includes the following chapters:
  1. Purpose and Scope of Collections
  2. Acquisitions of Collections
  3. Deaccessioning and Disposal of Artifacts
  4. Loans
  5. Security of and Access to Collections
  6. Care of Collections
  7. Records and Documentation of Collections
- Development of a marketing program to attract more people from outside the Golden area. The marketing program is anticipated to roll out in the summer of 2009.
- In alignment with the City’s relatively recent Sustainability Initiative, the Museum is considering developing a sustainability management policy. The policy will be designed to ensure that both day-to-day operations and special events are planned and operated in a sustainable manner, thus being environmentally responsible, socially equitable, and economically viable.



- The GPM is well on its way to achieving accreditation from the American Association of Museums. The Board is dedicated to achieving this goal. This accreditation will afford the museum the ability to obtain loans of unique and valuable artifacts and exhibits from larger museums outside of Colorado that would otherwise be unobtainable. In the broader context, these efforts will certainly contribute and upgrade the City of Golden's efforts to becoming a more widely recognized tourist destination. Very few community museums make the effort to achieve accreditation because doing so is a major undertaking. It is the GPM Board's understanding that no other historical facilities located in the smaller communities in the Front Range have sought accreditation.

### ***Astor House***

The Astor House was a boarding house that holds a significant place in Golden's heart and history. As such, the GPM Board would look forward to enhancing its contribution in the community and improving upon its performance by means of the following activities:

- There are a number of artifacts present throughout the facility. To ensure proper preservation of these items the Board would set up an environmental monitoring system similar to that currently utilized at the GPM. Results of the monitoring will help to determine any environmental deficiencies and modifications required to properly care for the artifacts.
- Work toward obtaining accreditation for the Astor House as a Historic House Museum from the American Association of Museums. This will give the facility credibility as well as enable it to receive more substantial grants of a higher value.



- Establish a Victorian garden on the Astor House grounds that could be rented for outdoor functions such as weddings. The GPM Board has a landscape architect that will design the gardens and several master gardeners available to assist with this project.
- Continue many of the current historical programs, such as teas, as these have proven to be very popular with the public.
- Upgrade the gift shop, including minor remodeling. The Management would replace the current lackluster and irrelevant inventory with vibrant and unique items crafted by local artists. This was done at the GPM and has become an attraction in and of itself, with many individuals coming just to purchase gifts for friends and family members. An effort would be made to utilize a separate group of artists at each City facility to encourage patrons to visit both facilities. The themes for each would be appropriate to the respective facility.
- Increase operating times to seven days a week in the summer and six days a week during the winter months. They are currently open six days in the summer and five during the winter.

### ***CLEAR CREEK HISTORY PARK (CCHP)***

From the perspective of the GPM Board, it is apparent that this largely underutilized property has enormous potential for community benefit, historical preservation, education, and revenue generation. To tap into this potential fully and maximize its use, however, a higher degree of effort will be required at the project outset for this facility relative to the others. The GPM Board anticipates focusing largely on this property over the upcoming winter so that it can be open in time for the 2009 tourist





season. The Board's vision is to move toward transforming the park into a "living" history park with the assistance of paid staff and volunteers. Many people have already agreed to assist in this endeavor. The following has been or will be done:

- A group has been contacted and agreed to bring a "bomb proof" horse down most weekends. These will be adoptable horses which will help the group in their mission, as well as add to the historical authenticity of the park. Related options under consideration by the Board include bringing in a ferrier to hot shoe the horse using the blacksmith facility. A volunteer with equine experience will attend the horse at all times until the group picks up the horse in the evening. The group has agreed to supply a trash can and will handle manure disposal.
- A group of living history demonstrators has agreed to volunteer their time with many aspects of the park. They will demonstrate basket weaving, candle-making, hand weaving ropes, leatherworking, cooking on woodstoves, making soap, and various blacksmith crafts that were used in the 1800's. Visitors to the park will be encouraged, for a fee, to try their hand at these demonstrations.
- Homeschooled families have agreed to dress in period costumes and answer questions as well as conducting tours developed by the Museum staff. Some of the kids will receive history credit for their participation.
- The GPM's volunteers have agreed to help make bread, churn butter, work in the vegetable garden, and tend to the chickens. The GPM Board will contract to have an authentic looking outdoor oven built, as was used in the 1800's, to bake bread.



- The Quilt Market and Quilt Study group from the Rocky Mountain Quilt Museum are enthusiastic to combine efforts.
- The GPM Board will look to youth groups such as 4-H, scouts, and school groups to work with our elderly volunteers.
- The GPM Board will contact a farmer to purchase a portion of a pumpkin field. In October the pumpkins, with their vines, will be brought to the history park. We will have a sign-up for children under 12 to pick out their pumpkin from the “pumpkin patch”.
- In the fall, lessons on making old fashioned cider and pumpkin pies, from real apples and pie pumpkins, will be offered.
- Halloween is becoming increasingly unsafe for children to trick or treat. We would offer “Halloween at the History Park” each year. For a fee, kids could trick or treat at each of the buildings where volunteers in period clothing would give out treats. Activities such as bobbing for apples and pumpkin carving would also be offered.
- Spring activities would include dying eggs using historic methods and telling the children and adults the history of dying eggs.
- The handicap accessibility of the park would be assessed to ensure that all members of the community and tourists are able to visit the park and take part in its activities.
- A group has agreed to assist with summer camps that will be offered to kids aged eight and above. During these camps, the children will learn how to weave



a pencil holder, make a leather pouch, a rubber band gun, pan for gold and other historic projects. The summer camp will be offered several times over the summer.

- The Board has already been in touch with a group of musical fiddlers and intend on hosting fiddling contests. It is anticipated that these events would likely take place once in the fall.
- The annual Summer Solstice event would continue with significant changes.
- Two beekeepers have offered their time to tend to the beehives and help retrieve honey.

The park, which has the potential to be a valuable asset to the City and community, should be open to the public during daytime hours all year round, weather permitting.

#### **2.1.4. Key Staff**

The GPM Board anticipates that operations and efforts would be streamlined if all three facilities were staffed with a single business director, one curator, two education coordinators and one full-time attendant at the CCHP. The Board would seek to employ current Astor House employees, as deemed appropriate. Furthermore, the GPM has successfully retained 72 active volunteers who would enjoy assisting with running the facilities. Additionally, the GPM Board has a well-established relationship with SER SCSEP and Senior Resource Center, agencies which provide volunteer opportunities for senior citizens looking to actively participate in their communities. Recent discussions with SER SCEP and Senior Resource Center indicate that they look forward to providing additional seniors to assist with operation of all three facilities.



The following persons represent the key staff responsible for achieving the goals of this proposal and its related activities (detailed resumes are included in Appendix B:

### **Barbara Mills**

Barbara Mills will be the Business Manager responsible for the operations regardless of whether it encompasses one, two, or all three of the facilities. Barbara has a strong background in running not-for-profit organizations. From 1984 through 1993 she was Executive Director of Mothers Against Drunk Driving (MADD) for the State of Alaska. She oversaw all aspects of the statewide organization. Barbara was instrumental in changing many of the drunk driving laws in Alaska. During her time with MADD, the drunk driving deaths dropped in Anchorage from 28 to 2 fatalities. Part of the sentence given to drunk drivers was to attend a victim's panel that Barbara arranged that included not only victims, but some individuals that were serving time for drunken driving manslaughter. Bringing opposing sides together is an enormous challenge but is one she has proven she can do.

Barbara Mills was voted in as president of the Golden Pioneer Museum board in January 2005. Subsequently, a thorough review of the museum's financial records was performed, and the GPM was found to be \$90,000 in debt. Incredibly, the Board successfully managed to pay off the debt over the course of only one year. Since that time, countless changes, improvements and successes have been achieved by the Board. (See resume appendix B)

### **Karen Kuchta, Education Coordinator**

Karen came to the museum in 1978 with her mother. Her mother and another staff member ran and cared for the GPM until 1997. Karen worked at the GPM overseeing educational programs and accepting artifact donations at that Museum while her mother was here. Karen went back to school and now holds a teaching certificate



which qualifies her for the education position. Due to her extensive experience at the Museum and its educational programs, Karen was hired as Education Coordinator in 2005. She temporarily took a necessary leave of absence, and has recently been reinstated as the Museum's Education Coordinator. (see resume appendix B)

### **Additional Personnel**

Suzanne Benz, CPA (see resume appendix B)

Additional personnel are yet to be determined. However, the Board would first look to qualified current personnel at each of the facilities to fulfill these roles. If deemed necessary, the most qualified personnel would be externally recruited. The Board anticipates retaining the current accountant and bookkeeper, as well as the appropriate personnel from the Astor House. It is expected that cost savings will result from using more volunteers and a smaller paid staff. Furthermore, engaging the community via volunteer opportunities is considered to be in alignment with the goals of the facilities.

It will however take about three months to fully assess the staffing needs for the Astor House and CCHP as the necessary adjustment in the operations take place. Where possible, certain personnel would be responsible for their respective functions at all three facilities to reduce overlap and maintain consistency.

## **2.2. Statement of Qualifications**

The current paid and volunteer staff at the GPM is highly qualified to continue operation of the facility and to assume the responsibility for the Astor House and Clear Creek History Park. The current staff has demonstrated great proficiency in facility management. They have recruited a well-trained and dedicated volunteer staff,



significantly improved the exhibits, and worked towards the expansion and improvement of the physical facility, community education programs, and internal operations.

Significant changes in the operation of the GPM commenced approximately three years ago when a new management team was recruited. During that time Barbara Mills and her team of paid employees and volunteers have greatly improved the facility with innovation in all aspects of the operation. The facility was improved and expanded to provide for traveling exhibits and improve the overall facilities. The ability to change the exhibits and bring in special exhibits has and will continue to increase the attendance at the Museum.

The proactive management and innovation demonstrated at the GPM will be replicated at the Astor House and CCHP if this team is selected for the management of those facilities. The management of the Museum will recruit/retain the necessary talent to effectively operate the additional facilities in a similar manner. In addition, the Museum's large cadre of volunteers from the local chapter of the DAR as well as an agreement with homeschooled students will help with the operation of the park and the other facilities. All new volunteers will be properly trained for their respective specific function.

From a financial perspective, the GPM has experienced significant gains due to the innovative thinking of its highly qualified personnel. For example, the gift shop was recently expanded and improved and a lunch bar was added to the patio during the summer months. These two innovations have resulted in an income of about \$5,400 per year to help offset approximately 3% of the Museum's operational expenses. The Museum was able to accommodate the Harmsen Western Art collections and will have access to the artifacts from the Harmsen Ranch which has increased community



interest, and thus visitation. The records indicate that attendance at the museum has increased about 42% from June 2006 to June 2007. Over 14,000 individuals visited the facility in 2007. Admissions covered 4% of the operating costs. Membership fees covered about 3% of the expenses. Furthermore, during the last three years, this management team has brought new ideas to the operation of the facility, has sought and acquired \$319,000 through grants.

If the GPM personnel assume the responsibilities for the Astor House and/or the CCHP, then the management ideas and innovations exhibited there will be applied to the other facility(s) for which it is given responsibility.

### **2.3. Plan for Measuring Project Results**

The first step for assuring project results is developing baseline metrics to measure improvement towards the goals of this project. Each metric would be directly related to a specific goal in order to measure its progress, and would be a key component of the review process described in Section 2.1.2. The appropriate parties would be held accountable for specific metrics. The GPM Board would develop these metrics soon after the project outset, and would welcome the City's involvement in this process if it so desires.

Measurements are anticipated to include:

- Establishing a goal and coordinate efforts for outside sources of funding from organizations like SCFD, Colorado Historical Society, Golden Civic Foundation and others. A retired professional grant writer has volunteered to work with the



employees on enhancing their grant writing skills. This should help to increase the timely funding from outside sources.

- Developing a budget and monitoring it closely, providing reports to the City on a monthly or quarterly basis depending on the desire of the City. Of special interest will be the sources of income and how well the actuals track with the budget. Ideally, the non-City revenues would exceed budget so that the City contributions can be reduced or used to enhance the facilities.
- Maintaining a record of volunteer hours for each of the facilities that are managed by the GPM Board and report these along with the financial report.
- Developing a plan for increasing membership and measuring the results of these efforts.
- Monitoring attendance, recording those who pay versus members who are allowed to visit the facility at no cost as part of their memberships.
- Encouraging more group tours, such as school tours, and measuring the success of these efforts through attendance and funds received.
- Conducting random surveys of the visitors to determine where improvements can be made.
- Developing an annual plan for special events arranging the events and measuring their success by the number of attendees and amount of funds received.





The metrics described above are flexible at this point in time, and a defined set of necessary metrics relating to each project goal will be identified at the project outset.

## **2.4. Transition Plan**

### **2.4.1. GPM Exclusively**

The transition period for this option will be either none or minimal unless the City requires some significant changes in reporting and/or operations. The current staff of paid employees and volunteers will be maintained consistent with the funding level defined in the financial section of this proposal. The management will continue to make innovative improvements in the overall operation of the Museum, collection and display of the artifacts, and the financial management of the business. Renewed efforts will be made to increase outside financial support from other related organizations by becoming accredited, increasing membership and continuing to attract additional visitors.

### **2.4.2. GPM and CCHP**

The transition plan for the CCHP will require hiring personnel and obtaining volunteers to staff the facilities on a broader and firmer schedule. This will take between 30 to 60 days for the manager to hire the personnel and select suitable volunteers, assign roles and responsibilities, training, and marketing (public awareness of the changes). It will take a full twelve months to determine the appropriate times of operation, as this would vary per season (peak and off-peak). This would probably be a low to moderate level of effort as it will mostly be making observations and via surveys from locals and tourists about what they think would be appropriate. Our initial estimate is that the CCHP should be open 9 to 4 on weekends and during the summer months and 10 to 3



during the school year. Most likely the facility will be closed on Mondays during the winter and days in which it is snowing or the temperature is below freezing. When the facility is open, guides will provide escorted tours of the facility for those wishing such an approach. Other visitors can roam at their leisure, but sufficient staff must be available to ensure that no property is damaged or stolen. When possible, volunteers and/or employees will provide demonstrations of the life style in the 1880's. This could include having cooks baking bread and pastries, someone weaving, having the blacksmith shop operational, etc. Which demonstration will be provided will depend on the skill set of the volunteers or paid staff. These steps are improvements over the current operations in which the schedule of operations doesn't appear firm and often no demonstrations are provided to the visitors.

The community will be included in developing ideas for the CCHP via meetings and/or surveys (paper and online).

A detailed record of attendance will be maintained and the times of operation will be adjusted to meet the needs of the visitors. Periodic surveys will be conducted to determine what the visitors view as being the most significant parts of the tour and adjusted accordingly. The CCHP will have several special events during the year (the summer solstice, Halloween in the History Park and others) that will be staffed and maintained. The CCHP will be fully operational for events such as Old Golden Christmas, the Saturday during Buffalo Bill Days, etc.

### **2.4.3. GPM, Astor House and CCHP**

The elements described above for the GPM and the CCHP will be the same if the GPM Board also assumes the responsibilities for the Astor House. It is known that the paid



staff at the Astor House is considerably larger than that required at the GPM. That might be because of the lack of volunteers. The Business Manager of all three museums will require two to three months to better understand the workings of the Astor House. Thus for the first 90 days, the Astor House budget will be an extension of that currently in existence. Following that review, a revised budget will be developed, based on the Business Manager's assessment of the programs needs and operational costs. Based on our understanding of the operations of the three facilities, some significant savings would result by eliminating the duplication of personnel such as accounts, legal service, etc. However, as stated above a firm budget will be developed in about 60 to 90 days, presumably in time to be included in the City's 2009 budget.

Initially the new Management will continue the special programs that are currently offered at all three facilities. Events will be added or deleted if the current programs indicate that more events would be desirable. The success of the events will be closely monitored and adjustments would be made if deemed necessary for further enhancement.

### **3.0 Preliminary Budgeting Structure**

**For proposed budgets for each facility please see  
appendix I.**

Some key financial information is summarized below:

Option 1 – GPM only

Option 2 – GPM and CCHP

Option 3 – GPM, CCHP and Astor House

***Golden Pioneer Museum***

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Option	1	2	3
Paid staff requirements, full time equivalents	3	4	5
Estimated cost of operations	\$191,410	\$254,805	\$376,405
Estimated income from non-City sources	\$106,510	\$135,060	\$211,160
Percentage from non-City sources	56%	53%	56%

Current income from the City:

GPM - \$91,418.36

Astor House - \$79,152.00

CCHP - \$79,152.00

Estimated future financial support from the city

GPM - \$92,000.00

Astor House - \$50,000.00

CCHP - \$35,000.00

5,292.50 documented hours of volunteer time at the GPM in 2007, equals \$106,273.00 @ Federal government hourly rate for volunteers. This represents approximately 60% of volunteer time due to a lack of documentation from some volunteers.

The above costs include labor and general operation costs, and minor maintenance. Our proposed budget does not include any major repairs from possible deterioration of the CCHP facility. Within the 30 days after award of contract, the Board will authorize a detailed inspection of the Astor House and CCHP to determine what non-routine maintenance and upgrades are needed. This information will be combined with what is already known about the Golden Pioneer Museum. The non-routine maintenance will be



divided into two categories, those that can be done by volunteers, such as routine painting, and those that require professional help.

Cost estimates for those requiring professional help will be developed. These will then be prioritized into those that can be funded in 2008, 2009, and subsequent years.

## **4.0 Conclusion**

There was a time when residents of Golden rarely visited the City's museums and other historical facilities more than once. There is little incentive to do so when facilities operate under a 'status quo' policy. The GPM, however, stood out from the rest and did not accept defeat. Rather, it embraced this challenge and tackled it head-on by seeking new and innovative ways to encourage tourists and locals alike to come to the GPM time and time again. The GPM Board is excited about the opportunity to not only continue to manage the GPM, but to also assume responsibility for the Astor House and CCHP. As demonstrated in the sections above, the GPM Board's extensive experience creating and implementing innovative ways in which to preserve our history, engage the community and tourists, as well as generate revenue will result in successful attainment of the goals of this project.

It is important to note that the GPM does not envision itself operating within a vacuum. Rather, it sees itself within the broader social context and is aware of its role in contributing to the preservation of this unique community and its history. The City of Golden is one of the last remaining communities in the Denver-Metro area which has managed to retain its sense of identity. Effective preservation, maintenance and enhancement of the historic City of Golden requires a proactive, collaborative effort. The Board is confident that its plans to proactively integrate the currently underutilized historical facilities into the daily consciousness of local residents from both a social and



business perspective will directly support the City of Golden's policies, plans and strategies for today and in the future.

This Board has recent experience reviving the once sinking GPM. Locals recall that just a few years ago, many people in the community were not even aware of its existence, as the Museum sunk further into debt and was on the verge of closure. Today, however, the Museum's presence is widely known. Golden residents consider the patio to be one of the best lunch venues in the City. The new gift shop "Tumbleweeds" is visited by locals and tourists seeking unique items made by Colorado artists. The changing, educational and intriguing exhibits which tie the past to today entice visitors to return, and has significantly increased GPM's membership. Certain exhibits have been intriguing enough as to spark regional newspaper attention – which has resulted in Coloradans from other communities to make the journey to the GPM to see what the buzz is all about. The regular and special-occasion events are constantly growing in popularity, and the GPM Board strives to accommodate the exploding level of interest. All of these efforts add to the growing revenue perpetuated by the GPM. None of these rewards are coincidence. To the contrary, they are the result of the hard work and innovative thinking of our Board and staff. It is clear that the three historical facilities are inherently related and thus require a single management. As demonstrated in this proposal, the GPM board is clearly qualified and able to undertake this cooperative effort, and has already taken the necessary steps to be able to hit the ground running by quickly implementing the preliminary visions for each facility.

This Board is ready for their next challenge, and hopes that the City also sees that this organization is by far the most qualified and experienced local entity for this specialized assignment.