



Annual Report
DIVISION OF
Insurance

2016
2017



COLORADO
Department of
Regulatory Agencies



A Message From The Commissioner



Marguerite Salazar

*Colorado Insurance
Commissioner, Division
of Insurance*

Colorado Department of Regulatory Agencies

Insurance continues to take center stage on many fronts, both here in Colorado, as well as across the nation. Health insurance has dominated the headlines through this past year, and because it is so important, and impacts so many people, it will continue to do so.

In Colorado, we have continued to make strides, getting more people covered with health insurance, which means those people are getting preventive services and treatment for new or chronic conditions, which will hopefully translate into reduced medical costs in the future.

The Division of Insurance (DOI) continues to collaborate with all of the stakeholders in the

realm of health insurance—the insurance companies, consumers, our Legislature, and the elected officials at other levels of government, such as county commissioners. We are all working toward the same goal, getting to a healthier Colorado.

It's that spirit of collaboration that imbues much of what the DOI does, and we've highlighted that in this annual report. The Division went through a sunset review this past year, and while that was a challenge, we persevered, and the DOI will now continue through 2030. It was a collaborative effort, working with former department executive director Joe Neguse, the DORA leadership and its legislative team to answer all of the questions from legislators.

We worked with the industries that supported us in this effort, but also those that had concerns about our processes. Throughout this report, the sunset process and the continuation of the Division will be invoked. It is an important lens with which to view our work and the Coloradans we will be able to help.

Another success in the 2017 legislative session was the passing of the Division's Market Conduct Bill. The friction caused by two competing pieces of law around the same process has been a challenge for the DOI and for the businesses we regulate for some time.

The article in this report regarding this bill focuses on the effort over the last few years, but understand such a change has been contemplated for many years. Because of the impact this bill would have on the companies we regulate, as well as consumers, the Division spent the last two years meeting with various types of insurance companies, as well as consumers. We sought their input, their questions, and when language for a bill was drafted, we looked to them for more input and more questions. All of which helped when the bill was finally debated in the legislature. Not only did we have answers to their questions, but we had partners who had been involved in the process who could also help.

Another effort I'm proud of was our work with Colorado's Life and Health Insurance Protection Association. This Association works like the Federal Deposit Insurance Corporation (FDIC) except that it maintains the stability of Colorado life, annuity and health insurance policies by protecting policyholders when an insurance company becomes insolvent. For the 2017 legislative session, with the input of health and life insurance companies, changes regarding the structure and participation in the Association were contemplated. But while discussions did not lead to successful legislation, the praise we received from health and

life insurance companies was important. The companies stated that they were impressed by the time and work the Division devoted to a challenging problem, seeking out information and answers from the industry and consumer groups.

Working with our stakeholders—consumers and consumer groups, insurance companies and industry groups, legislators and other elected officials—is key. We cannot meet the many challenges in the world of insurance without working together, hashing out the areas where we disagree so that we can find common ground where we do agree. That collaboration will help us to continue protect Colorado’s insurance consumers.

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From DORA's Leadership

At the Colorado Department of Regulatory Agencies (DORA), we believe in promoting a Colorado in which consumers and service providers partner to forge common successes. With a sharp focus on streamlining and modernizing processes and enhancing end-to-end customer experiences, we strive to advance an environment and regulatory framework where both businesses and consumers are treated fairly and the economy thrives. DORA looks to deliver the fastest, easiest, and most enjoyable experience to our customers—the businesses and individuals who interact with us to get the services they need. We are committed to protecting customers, reducing unnecessary “red tape,” and ensuring that businesses thrive in an environment that protects consumers.

Division Mission Statement

The Colorado Division of Insurance (DOI) regulates the insurance industry in Colorado.

Our mission statement is “to promote compliance and enforce laws to help protect consumers.” We help consumers by answering their questions, investigating their complaints, and helping them to understand their insurance. We regulate and monitor the insurance companies in Colorado, as well as insurance agents, making sure everyone is following the law.



Overview

DORA's Mission, Vision and Core Values

OUR MISSION

Consumer protection is our mission.

OUR VISION

To ensure Colorado has an effective regulatory landscape where both consumers are protected and businesses can thrive in a competitive and fair marketplace.

OUR CORE VALUES

DEDICATION

We are dedicated to serving the people of Colorado. We know that with sensibility, patience, and a positive attitude, we can do great things. We are committed to making our strengths stronger, focusing on the added value we bring to state government.

OPENNESS

We know that the best outcomes are built from including diverse perspectives in decision making. We seek and provide honest feedback, learning from mistakes and successes, and building trust by listening.

RESPECT

We treat our team members, customers, and stakeholders with respect and sensitivity to different views and interests. We recognize people for their contributions, and approach every interaction with mindfulness and presence.

ACCOUNTABILITY

We are committed to personal responsibility, demonstrating credibility and sincerity in our work. The strength of our Department is built upon the trust and confidence we inspire in our community, and we pledge to uphold that trust through our professional conduct.



The Sun Won't Set on the DOI

Colorado has great sunsets—Colorado natives and visitors alike will tell you about how spectacular the sky looks when the sun sets behind the great Rocky Mountains. But Colorado also has a Sunset process—a way for Colorado agencies, boards or governmental functions to undergo an independent analysis of regulatory necessity. Reviews are conducted by the Colorado Office of Policy, Research & Regulatory Reform (COPRRR). The term “sunset legislation” was coined in Colorado in the 1970s, and now many states have sunset provisions. In fact, in 2015, a White House report recognized Colorado for its sunset process and recommended our state’s approach to other states.

In 2017, it was the Division of Insurance’s (DOI) turn for a sunset review. COPRRR spent much of the previous year looking into the statutes that guide the Division’s administration and work to see how these laws meshed with the reality of the Division’s activities. In the end, it recommended the continuation of the DOI with only a few changes to its work and statutory provisions.

The Sunset process requires that COPRRR’s recommendation be put forth in a legislative bill, and during the 2017 legislative session, SB17-249



proposed the Continuation of the Division of Insurance. Legislation can be contentious, and a bill regarding such a large and important agency like the DOI can be difficult. Yet, in the end, due to an incredible amount of work and collaboration from the DOI, DORA’s executive leadership, DORA’s legislative team, and legislators, the bill was passed. The Division of Insurance will now continue until at least 2030, when it will come up for the sunset process again.

This annual report will discuss what the DOI does, and how it has helped Coloradans over the last year. It is important to recognize that this key piece of legislation will allow that work to continue, so that the Division can continue to promote compliance for the regulated insurance companies, while protecting Colorado insurance consumers.



Complaints, Questions and Calls

Yes, the Division of Insurance (DOI) regulates insurance in Colorado. But it also helps the state's insurance consumers. Last year, the DOI recovered \$9,964,060 for Coloradans, took in 4,007 formal complaints, answered 10,514 calls and emails, and reinstated canceled policies for many consumers. It is a resource for consumers who are not getting what they have paid for, are experiencing poor service, or who just do not understand the complex world of insurance. We can make a real difference in people's lives.

In 2015, Melody Dalland contacted the Division about her family's health insurance. Her husband had suffered a debilitating injury that grounded an active family. They sought out specialists and jumped through the hoops to get a surgery approved by their insurance. But only days before the surgery, the insurance company rescinded its approval. Melody called the DOI, where our analyst, Meri Spencer, figured out the glitch and got the surgery re-approved by the company. It continued as planned.

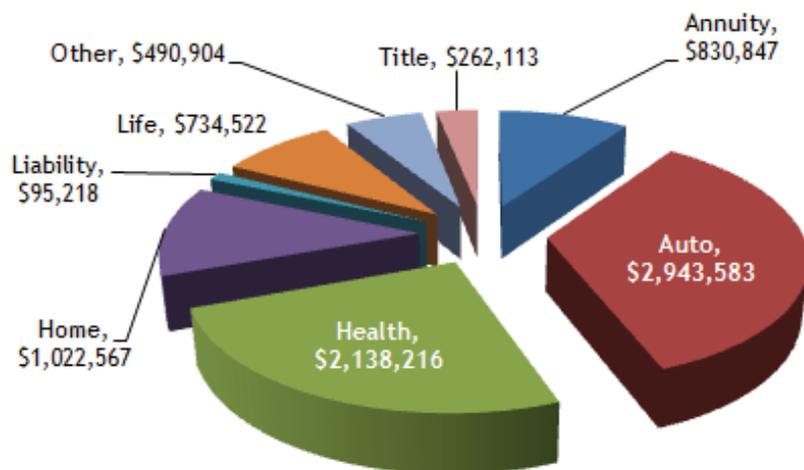
Melody was so happy with the DOI's help that she appeared in a public service announcement that



was part of a campaign in the spring and summer of 2017 to create awareness about the DOI and the Department of Regulatory Agencies (DORA).

If the DOI had not been continued through the Bill for Continuation of the Division of Insurance in the 2017 legislative session, Coloradans like Melody would not have somewhere to turn, 14,517 people could not get help with their insurance problems, and \$9,964,060 would not end up back in consumers' pockets.

FY16-17 RECOVERIES FOR CONSUMERS FROM THE CONSUMER SERVICES TEAM



A Dark and Stormy...Day

On May 8, 2017, the heavy clouds rolled into Denver in the late afternoon, as is common in the spring and summer. The rains came, and then the hail. At first it was pea-sized, sounding like microwave popcorn. But then the golf balls came down, and in some places even larger hailstones hit homes and cars. In the end, it would be Colorado's costliest hailstorm with estimated losses at \$1.4 billion according to the Rocky Mountain Insurance Information Association (RMIIA).

In the hours after the storm, the Division of Insurance (DOI) issued a consumer alert, "Tips to stay money smart after a storm" and supported it on DORA's social media channels. The alert provided tips on what to do after the storm, what to expect in terms of working with insurance companies, and told people to be on their guard for unscrupulous roofing and building contractors that emerge after hailstorms. A few Colorado media outlets picked up the alert and promoted the social media posts. In the end, it generated only a handful of actual media stories, but thousands saw the Facebook post and tweets about it.

While such disasters are unpleasant and certainly costly for many, they can serve as an opportunity for the DOI to talk to consumers about the complexities of insurance and remind them that the Division exists not only as a regulator, but as an insurance resource for everyone.

To remind people about its role as a resource in FY 2016-17, the DOI issued 14 consumer alerts and advisories on topics ranging from travel insurance to wildfires. We also issued 11 news releases and put up 54 Facebook posts and 45 tweets on DORA's Facebook and Twitter accounts.

Without the passing of the Bill for Continuation of the Division of Insurance, the Division would not be able to continue its work of informing consumers about the world of insurance and letting them know that the DOI is here to help them.



Market Conduct Bill Highlights Collaboration

For the Division of Insurance (DOI), the Market Regulation section performs a critical function in ensuring that the insurance companies that serve Coloradans follow the law in terms of their business practices and in how they work with consumers. Scheduled examinations (similar to audits) are conducted on various companies, but exams are also conducted as-needed when an unusual pattern is noticed, especially when a number of consumer complaints seem to point to a trend.

But in recent years, the Market Regulation section was operating under two Colorado statutes that were essentially at odds with each other. Not only did this create confusion for the Division, but it was also confusing to the insurance companies regulated by the DOI. Out of that confusion, an attempt was born to clarify and ultimately harmonize the two competing statutes.

However, developing legislation that involves how insurance companies will be reviewed can be tricky. House Bill 17-1231, a bill for Market Conduct Examinations of Insurance Companies, which was passed in the 2017 legislative session, was the result of nearly three years of work, two years of stakeholder meetings, and two legislative sessions. After working internally to define the

regulatory issues, the DOI then began meeting with stakeholders throughout 2015, including with representatives from insurance companies for health, property, casualty, title, long-term care, bail, and workers compensation, as well as individual consumers and consumer groups.

By the end of 2015, and into early 2016, drafts of a potential bill were shared with these groups for comment, and still more stakeholder meetings were held to get additional feedback. The hope was to get the legislation included in the 2016 legislative session, but as the various groups still had questions and concerns, the decision was made to look to the 2017 session. The additional time allowed for more stakeholder input, and in the lead up to the 2017 legislative session, more comments were sought from all the groups.

The legislative process was also challenging, but due to the early and extensive collaboration, the Division was able to answer legislators' concerns thoroughly. Passing this bill allows the DOI to become more efficient through streamlining the regulatory process, while allowing the insurance industry to know what to expect when working with the DOI's Market Regulation section.



DOI By The Numbers

PROTECTING CONSUMERS

CONSUMER SERVICES	FY 2015-16	FY 2016-17
New Complaints received in Property, Casualty, Title Insurance	2,137	2,543
New Complaints received in Life & Health Insurance	1,698	1,464
TOTAL COMPLAINTS RECEIVED	3,835	4,007
Closed Complaints in Property, Casualty, Title Insurance	2,189	2,399
Closed Complaints in Life & Health Insurance	1,497	1,513
TOTAL COMPLAINTS CLOSED	3,686	3,912

STATE HEALTH INSURANCE PROGRAM (SHIP-MEDICARE ASSISTANCE)* FY 2016-17



* numbers include efforts for both state office of SHIP and affiliates across the state

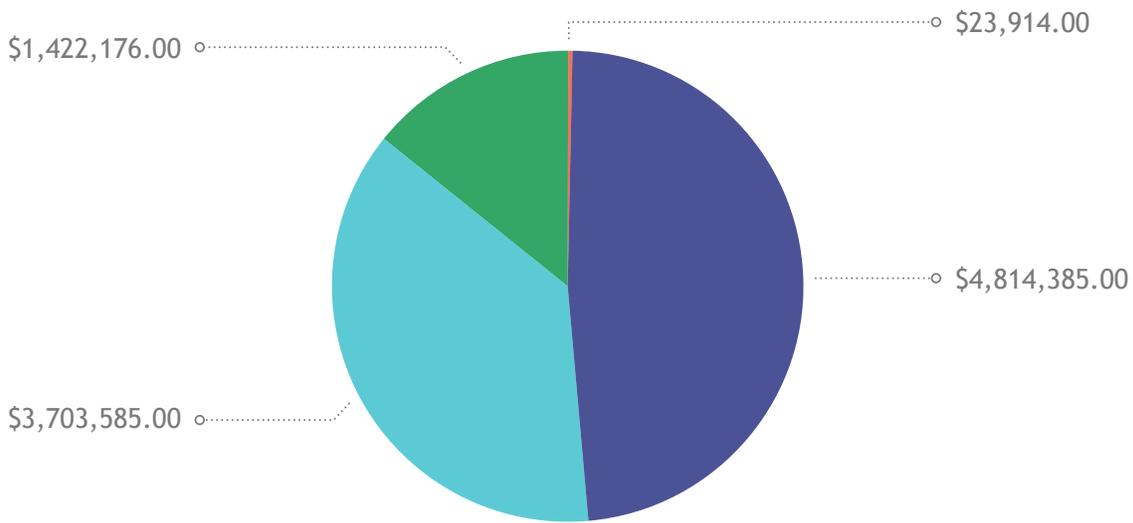
** SMP = Senior Medicare Patrol, a Medicare fraud prevention program

PRODUCER (AGENT) LICENSING & ENFORCEMENT FY 2016-17



RECOVERIES/RESTITUTION/FINES

MONEY RECOVERED FOR CONSUMERS FY 2016-17



TOTAL RECOVERED FOR CONSUMERS \$9,964,060.00

- Recovered through investigations of complaints for Property, Casualty & Title Insurance
- Recovered through investigations of complaints for Life & Health Insurance
- Restitution ordered through market regulation activities
- Restitution through regulation of insurance agents (producers)

FINES & PENALTIES OF INSURANCE INDUSTRY	FY 2016-17
Fines of Property, Casualty & Title Insurance companies resulting from investigations of consumer complaints	\$11,000
Fines of Life & Health Insurance companies resulting from investigations of consumer complaints	\$9,500
Penalties for late payment of premium taxes	\$48,445
Penalties resulting from market regulation activities (oversight of insurance companies)	\$791,943
Fines and surcharges resulting from review of plan and premium filings from Property, Casualty & Title Insurance companies	\$3,450
Fines and surcharges resulting from review of plan and premium filings from Life & Health Insurance companies	\$4,025
Fines and penalties of insurance producers (agents or agencies)	\$665,450
TOTAL PENALTIES AND FINES	\$1,533,813



PROMOTING COMPLIANCE/ENFORCING LAWS

REVIEWING SUBMISSIONS FROM INSURANCE COMPANIES	FY 2015-16	FY 2016-17
Number of Life & Health Insurance filings received	3,159	3,203
Number of Property, Casualty, & Title Insurance filings received	4,384	4,959
TOTAL FILINGS RECEIVED	7,903	8,162
Number of Life & Health Insurance filings reviewed & closed	3,084	4,098
Number of Property, Casualty, & Title Insurance filings reviewed & closed	8,593	6,823
TOTAL FILINGS REVIEWED & CLOSED	11,677	10,921

REGULATING INSURANCE MARKETS FY 2016-17



Number of new insurance company applications for state



Premium taxes and fees collected



OVERSIGHT REVIEW ENFORCEMENT COMPLIANCE REGULATION



REGULATING INSURANCE AGENTS	FY 2015-16	FY 2016-17
New license applications received / approved	39,608 / 38,744	38,888 / 38,351
Renewal license applications received / approved	79,480 / 53,680	82,254 / 56,513
TOTAL APPLICATIONS RECEIVED / APPROVED	119,088 / 92,424	121,142 / 94,864

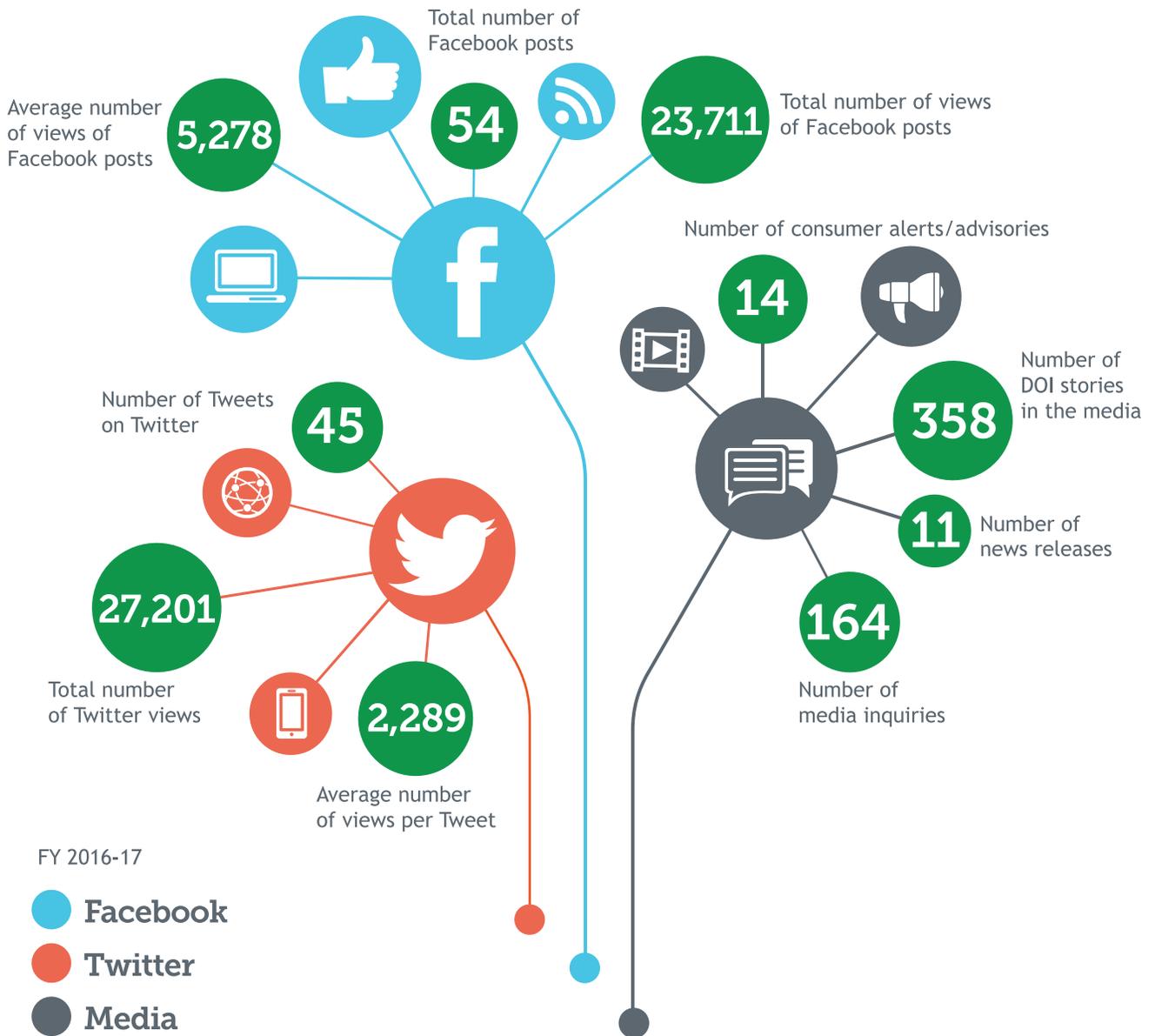
MARKET REGULATION—OVERSIGHT OVER INSURANCE COMPANIES	FY 2016-17
Number of market conduct surveillance activities opened*	58
Number of market conduct surveillance activities closed	54
Number of market conduct examinations closed**	6
Number of multi-state market conduct examinations closed	10

* A market conduct surveillance is a set of activities that the Commissioner of Insurance may initiate to assess and address the market practices of any company licensed or registered to conduct business in Colorado, including market analysis, desk audits, company self-audits and market conduct examinations.

** A market conduct examination is an assessment of a company's compliance with the laws, rules and regulations applicable to the company. These could include desk examinations, on-site examinations, comprehensive examinations and targeted examinations.



COMMUNICATIONS ACTIVITIES



REGULATIONS* & BULLETINS**	FY 2015 -16	FY 2016-17
Number of regulations noticed for hearing (notice must be given prior to a hearing on proposed regulations)	32	35
Number of regulations with a public hearing	31	28***
Number of bulletins issued	25	31

* Colorado Insurance Regulations (also called rules) interpret statutes passed by the Colorado Legislature, but do not exceed the scope of those statutes.

** Colorado Insurance Bulletins are the Division's interpretation of existing insurance law, or are general statements of Division policy. Bulletins do not establish binding norms, nor do they determine issues or rights.

*** Difference between number of regulations noticed for hearing and number of regulations with a hearing is due to timing at the end of the fiscal year. Regulations were noticed for hearing in FY 2016-17, but the hearing was not until the next year.





COLORADO

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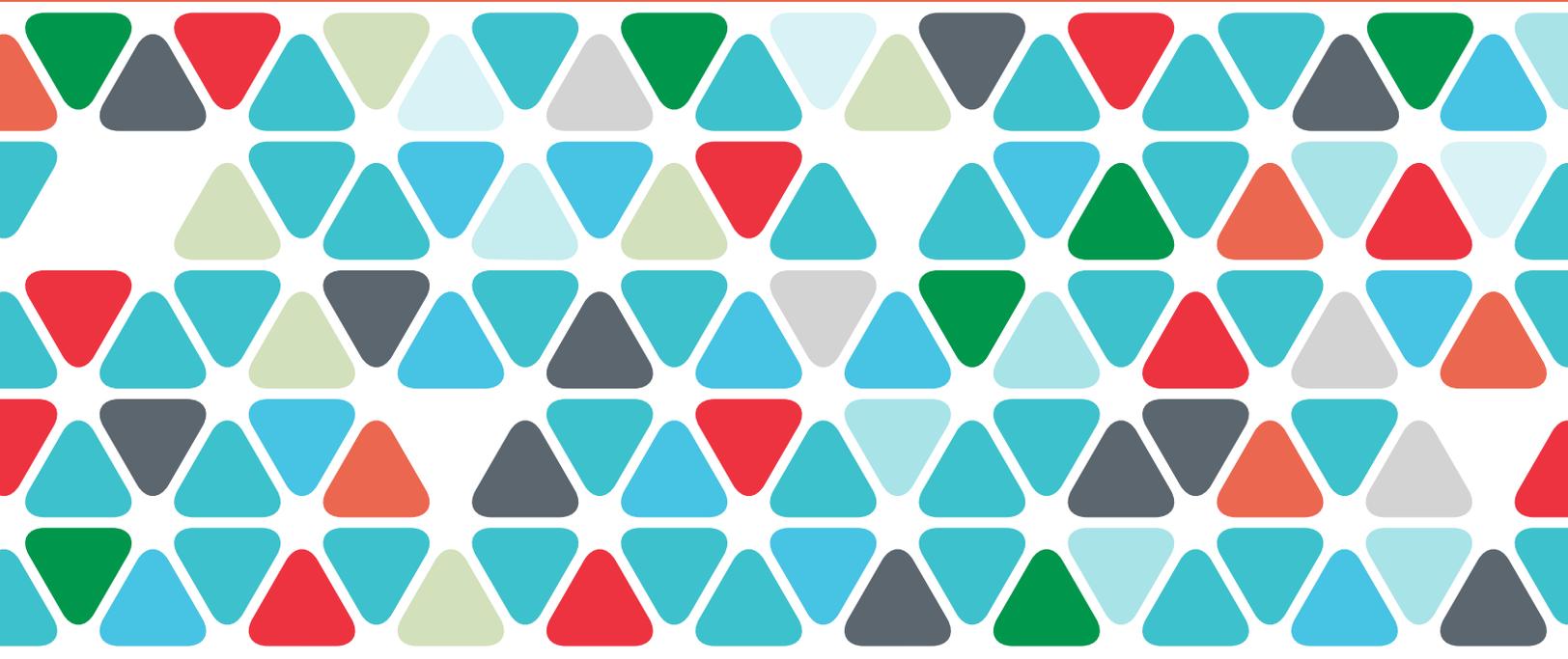
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Colorado
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From DORA's Leadership

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About COPRRR

The Colorado Office of Policy, Research and Regulatory Reform enhances consumer protection through reviews of regulation and policy throughout state government to ensure that regulation is necessary, effective, consistent, flexible and fair.



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A Message From The Director



Brian Tobias

*Director, Colorado Office of Policy,
Research & Regulatory Reform*

Colorado Department of Regulatory Agencies

Many people may not realize that Colorado was the first state to implement a formal process to review occupational regulation of various professions in order to determine, among other things, whether regulation is necessary to protect the safety and welfare of Colorado consumers. In fiscal year 16-17, the sunset review process celebrated its 40th anniversary.

The Colorado Office of Policy, Research and Regulatory Reform (COPRRR) at the Colorado Department of Regulatory Agencies is responsible for completing sunset reviews. A sunset review utilizes statutory criteria to evaluate various regulated professions throughout state government.

On October 15th of each year, COPRRR publishes sunset reports, which contain recommendations for statutory changes to the program under sunset review. Sunset reports are distributed to members of the General Assembly as well as the public. Recommended statutory changes are included in sunset legislation; members of the General Assembly determine whether statutory changes should be made to various programs via the legislative process.

In fiscal year 16-17, COPRRR staff completed 20 sunset reviews, resulting in 85 recommendations, which increased public protection, increased government efficiency or reduced unnecessary governmental regulation. COPRRR's pass rate for legislation in fiscal year 16-17 was 76 percent.

Fiscal year 16-17 marked the 31st year since the State of Colorado created the sunrise review process. A sunrise review is an analysis of an unregulated occupation or profession, which seeks to determine whether governmental regulation is necessary to protect the public. Once a sunrise application is submitted to COPRRR, (deadline for submitting a sunrise application is December 1), staff completes an analysis and provides a recommendation whether or not to regulate the occupation or profession under sunrise review. As with Sunset

Reviews, a comprehensive report is published and distributed to members of the General Assembly and the public on October 15th of each year. In fiscal year 16-17, COPRRR staff completed three sunrise reviews.

Finally, the close of the fiscal year signaled the end of an era for COPRRR and Colorado's sunrise and sunset processes. On June 30, Bruce Harrelson, COPRRR's Director of 17 years, retired after more than 29 years of dedicated service to the people and State of Colorado. His leadership and inspiration earned accolades from individuals throughout Colorado, other states and even the White House. Bruce's experience, knowledge and insights will be deeply missed, and we wish him the best of luck on his future endeavors.

COPRRR staff looks forward to continuing Bruce's legacy in the years ahead as we continue to ensure that regulation in Colorado is imposed only when necessary and in a fair and minimally burdensome manner.



Policy, Research and Regulatory Reform

Balancing Regulation and Economic Growth

Regulation is recognized as a key component to keeping the marketplace competitive and fair while providing important consumer protections. However, it is also widely recognized that unnecessary and overly restrictive regulations can potentially do more harm than good, making the process of regulatory review and reform a vital component of civic life.

Beginning in the 1970s, the state of Colorado broke new ground by implementing Sunrise and Sunset review processes for its regulated professions, occupations, government agencies, rules, programs and functions. The review processes determine what should be regulated or evaluate if an existing regulation, program or function of the government is still needed. The implementation of these processes was lauded by The Wall Street Journal as an example of how states are able to keep regulatory burdens low.

COPRRR's responsibility is to balance regulation and economic growth through:

- Sunrise reviews, which look at whether an occupation or profession should be regulated.
- Sunset reviews, which evaluate if an existing regulation or part of government is still needed.
- Evaluating proposals for new mandatory continuing education requirements.
- Keeping interested parties updated on new and amended state government rules and facilitating citizen requests for cost-benefit analyses of those rules.





Sunrise and Sunset Reviews

Looking Back...

RECOMMENDATIONS HIGHLIGHTS

In fiscal year 16-17, COPRRR completed 20 sunset reviews and 3 sunrise reviews, resulting in 85 statutory recommendations. These included 45 recommendations to increase public protection 29 to increase government efficiency and 11 to reduce regulation. The General Assembly adopted 76 percent of our recommendations. Here are some highlights:

■ **Cash-Bonding and Professional Cash-Bail Agents Sunset Review:** Authorize the Commissioner of Insurance to release a deed of trust if a bail bonding agent refuses or is unable to release the lien—adopted in Senate Bill 17-236.

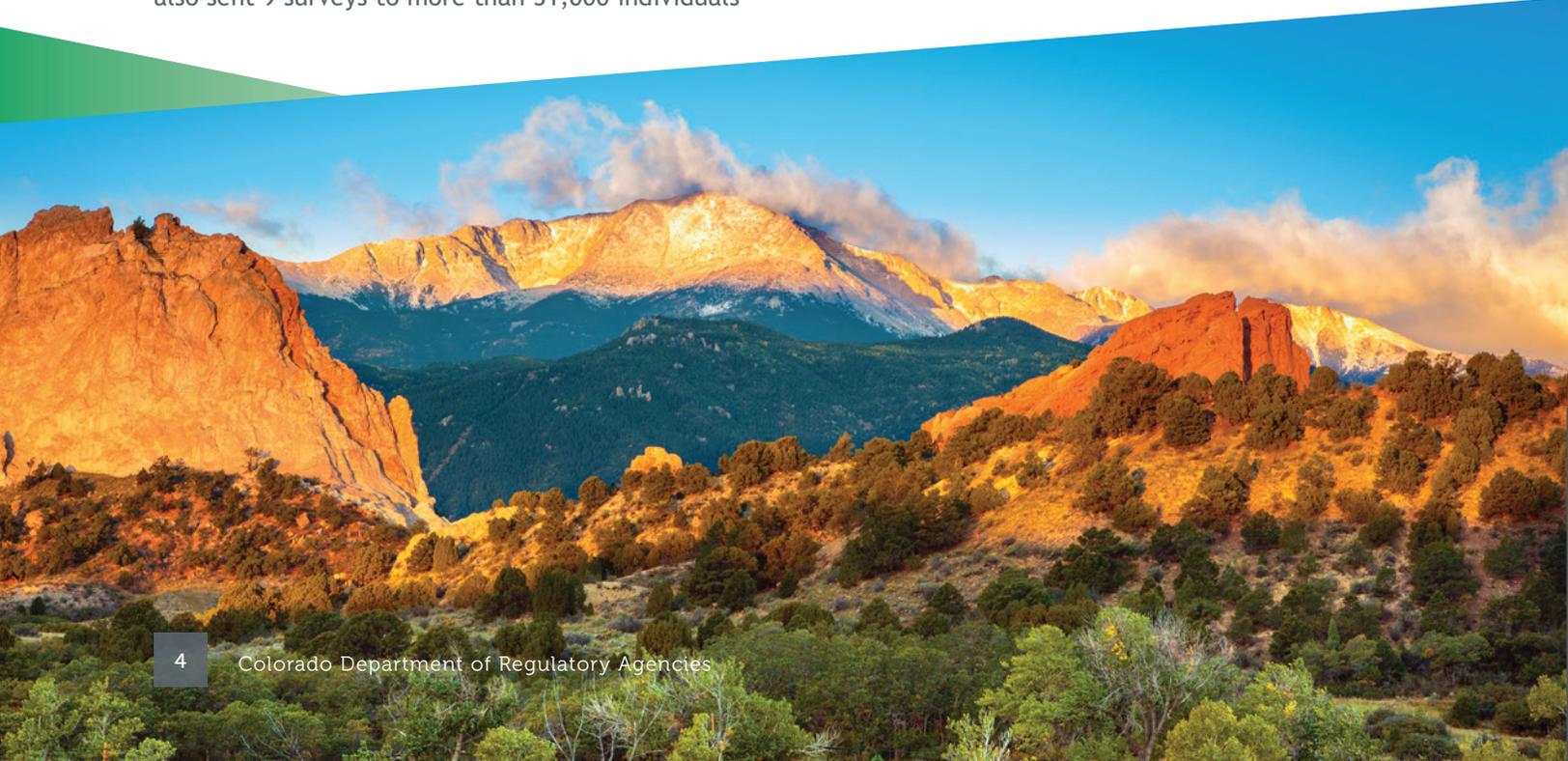
■ **Colorado Professional Boxing Safety Act Sunset Review:** Repeal the requirement that letters of admonition be sent via certified mail—adopted in Senate Bill 17-148.

■ **Division of Insurance Sunset Review:** Repeal the duties related to reviewing health maintenance organization certificates of authority and conducting periodic reviews of health maintenance organizations that are assigned to the Executive Director of the Colorado Department of Public Health and Environment and reassign them to the Commissioner of Insurance, and repeal any provisions that are otherwise duplicative—adopted in Senate Bill 17-249.

Outreach

In an effort to solicit as much diverse input as possible during the sunrise and sunset processes, COPRRR staff met or spoke with almost 500 individuals representing various professional and industry organizations, government agencies and individual citizens during fiscal year 16-17. COPRRR also sent 9 surveys to more than 51,000 individuals

in connection with these reviews. Finally, COPRRR staff held two town hall-style meetings, participated in 17 site-visits, provided more than 4 presentations to various stakeholder groups and even appeared on *Connect and Collaborate: Voice of the Colorado Business Roundtable*.



Looking Ahead...

In fiscal year 17-18, COPRRR will complete 22 sunset reviews and 2 sunrise reviews, including:

- Colorado Civil Rights Division and the Colorado Civil Rights Commission Sunset Review
- Community Association Management Practice Act Sunset Review
- Mortgage Loan Originator Licensing and Mortgage Company Registration Act Sunset Review
- Physical Therapy Practice Act Sunset Review
- Weather Modification Act of 1972 Sunset Review
- Foreign Language Interpreters Sunrise Review
- Genetic Counselors Sunrise Review

For a complete list of past reviews, current or upcoming reviews, and to sign up for notices of upcoming rulemakings, visit us at dora.colorado.gov/opr

REGULATORY NOTICE AND COST-BENEFIT ANALYSIS PROGRAM

A regulation is a rule created by a state agency that has an impact on the regulated entity and on the public. Every state agency in the Executive Branch must adhere to the rulemaking process outlined in the **Administrative Procedure Act or APA** (Section 24-4-101, Colorado Revised Statutes) unless explicitly exempted. The rulemaking process involves four stages:

- 1 Notice of Proposed Rulemaking;
- 2 Comment Period on Proposed Rule;
- 3 Hearing on Proposed Rule; and
- 4 Final Adoption of Proposed Rule

When a state agency files a Notice of Proposed Rulemaking with the Secretary of State, that agency must also file the rule with COPRRR. COPRRR then sends a notice of the rulemaking to individuals who have registered with COPRRR, and anyone may request that a cost-benefit analysis be prepared of that rule. COPRRR consults with the agency to determine whether such analysis should be completed.

In fiscal year 16-17, 389 rules were filed with COPRRR resulting in 16 separate requests for cost-benefit analyses pertaining to 11 distinct rules. Five cost-benefit analyses were completed.





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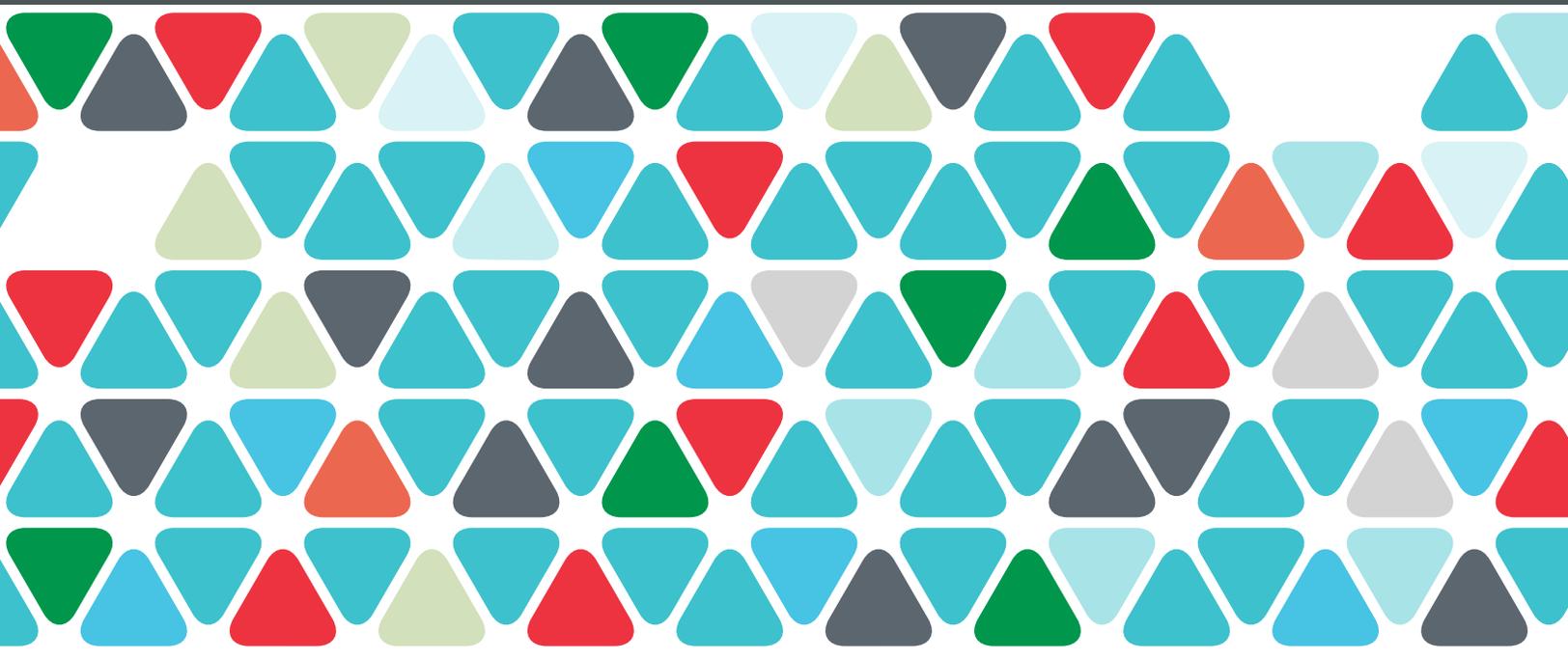
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Denver, CO 80202

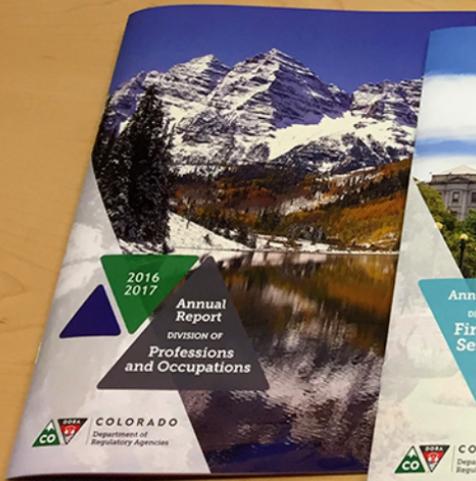
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COLORADO
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A Message From The Director



Cindy Schonhaut

Director, Colorado Office of Consumer Counsel
Colorado Department of Regulatory Agencies

The Office of Consumer Counsel (OCC) has a unique and critically important statutory charge—to protect the interests of residential, small business and agricultural consumers of electric and natural gas services throughout our State.

The OCC is unique within the Department of Regulatory Agencies (DORA) as we do not license or regulate, nor do we enforce laws and regulations. Rather, we advocate for residential, small business and agricultural consumers, as

classes in energy utility cases that go before the Colorado Public Utilities Commission (PUC).

During fiscal year 2016-2017, on a budget of approximately \$1.7 million, we managed to save consumers \$97.7 million in energy rate hikes through singular and joint efforts with the staff of the PUC. Since the OCC was created in 1984, it has helped to save consumers approximately \$2.06 billion on their energy bills.

This fiscal year, we participated in several major cases, some of which led to settlements. In particular, a settlement reached with Xcel and other parties to three contested cases resulted in better outcomes for consumers. One significant outcome of the settlement was the establishment of four stakeholder groups to work on an on-going basis to resolve complex and critical issues.

Participation by the OCC in this stakeholder process allows residential, small business, and agricultural consumers to have an active voice at the table when consequential decisions are made.

Moreover, in an important litigated case regarding electric rates in Southern Colorado, through effective advocacy on behalf of consumers, the OCC was able to drastically reduce the rate increases sought by the utility, Black Hills Electric.

As Director of the OCC, I am proud to know that our “small but mighty” staff of seven and our Utility Consumers’ Board are diligently focused and dedicated to protecting the interests of Colorado’s energy utility consumers.

The success stories, impacts, and accomplishments outlined in this report represent just a portion of their hard work. The accomplishments of this past fiscal year only reinforce our passion for consumer protection and demonstrate just how seriously we take our role in serving as the voice for Colorado energy utility consumers.



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Successes

From top left: Hector Arreola, Scott England,
Ron Fernandez, Cory Skluzak

Bottom from left: Chris Neil, Cindy Schonhaut,
Tim Villarosa





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We are dedicated to serving the people of Colorado. We know that with sensibility, patience, and a positive attitude, we can do great things. We are committed to making our strengths stronger, focusing on the added value we bring to state government.

OPENNESS

We know that the best outcomes are built from including diverse perspectives in decision making. We seek and provide honest feedback, learning from mistakes and successes, and building trust by listening.

RESPECT

We treat our team members, customers, and stakeholders with respect and sensitivity to different views and interests. We recognize people for their contributions, and approach every interaction with mindfulness and presence.

ACCOUNTABILITY

We are committed to personal responsibility, demonstrating credibility and sincerity in our work. The strength of our Department is built upon the trust and confidence we inspire in our community, and we pledge to uphold that trust through our professional conduct.





About the Office of Consumer Counsel

The OCC division within DORA represents residential, small business and agricultural consumers as classes in electric and natural gas proceedings before the PUC. The OCC does not regulate; it advises and advocates on behalf of consumers. The OCC helps consumers by advocating for lowering or eliminating proposed utility rate increases and by working to ensure that utility rates, regulations and policies are more equitable for residential, small business and agricultural consumers.

The OCC was created by the legislature in 1984. In the 2015 legislative session, the passing of SB 271 (the OCC’s sunset review) eliminated telecommunications from the OCC’s advocacy.

The OCC continues to represent the public interest and the interests of its constituency for energy related issues.

Process

Unlike other divisions at DORA, the OCC has no direct regulatory authority and promulgates no rules. The division intervenes in proceedings that involve a number of energy related issues including rate changes, rulemaking, service modifications and certificates of public convenience and necessity. Although the OCC is charged with representing consumers before the PUC, it is prohibited by statute from representing individuals in complaints against utilities.

Most of the OCC’s work is done in proceedings before the PUC covering various aspects of a regulated utility’s business. The division employs financial, economic, engineering and policy analysts, and other professionals to analyze utility rate and service information.

OCC staff examines the technical evidence filed by utilities, provides expert testimony, cross-examines witnesses, makes legal arguments and represents consumers in settlement negotiations.

About the Utility Consumers’ Board

The OCC has a statutorily created eleven-member Utility Consumers’ Board (UCB) that meets six times a year. Seven of the members are appointed by the Governor; the President of the Senate, Speaker of the House of Representatives, the Minority Leader of the Senate, and the Minority Leader of the House of Representatives each appoint one member.

Governor appointments represent each of the seven Congressional districts. No more than four board members appointed by the Governor can be affiliated with the same political party, at least one board member must be actively engaged in agriculture as a business and at least two members must be owners of a small business with 100 or fewer employees. The UCB advises the OCC on proposed legislation, provides policy guidance and assists in evaluating the performance of the division.

TERMS USED IN THIS REPORT

Public Utilities Commission (PUC) – the agency under DORA that regulates utilities in Colorado.

PUC staff – the employees within the PUC who gather evidence and make recommendations to the Commission and also serve as a party in cases.

The Commission – three PUC Commissioners appointed by the Governor who make decisions on PUC cases.

Sole Savings – Reductions in proposed utility rate increases for consumers that are attributable to OCC staff advocacy.

Shared Savings – Reductions in proposed utility rate increases for consumers that are attributable to advocacy by OCC and PUC staff.

FY 2016-2017 Highlights



XCEL/PUBLIC SERVICE RUSH CREEK WIND PROJECT SETTLEMENT

PSCo filed an application on May 2016 for a project to build two sites that would produce a total of 600 megawatts (MW) of wind energy which Xcel Energy would develop, own and operate. The projected cost was more than \$1 billion. Supporters of this project said it promoted economic development and would further reduce Colorado's carbon emissions.

At the end of August 2016 the OCC, along with 13 other parties, were able to reach a settlement agreement. The OCC was able to insert some important consumer protections in the settlement agreement that lessened the impact on ratepayers and increased the long term savings to consumers.



XCEL ENERGY DEPRECIATION SETTLEMENT

Xcel Energy requested an estimated change in the company's annual depreciation and amortization expense using the proposed depreciation rates and projected plant costs as of January 1, 2018, which would have been an increase of \$47.3 million. Due to the recent retirement of the Craig coal-fired electric generating station (announced September 16, 2016), the estimated change to the proposal was a decrease of \$1.8 million, which totaled a request of \$45.5 million.

After the OCC filed its position through answer testimony, the parties convened in settlement discussions that resulted in a total decrease of \$14 million of which \$4.2 million is attributed to the OCC's advocacy.



PUBLIC SERVICE 2017-2018 DEMAND-SIDE MANAGEMENT (DSM) PLAN SETTLEMENT

In July 2016, Xcel filed its combined gas and electric 2017/2018 DSM plan which proposed to offer a variety of direct and indirect DSM programs targeted for residential, small business, government and low-income customers. The plan proposed total expenditures on electric energy efficiency of \$80.3 million for 2017 and \$77.7 million in 2018. The second aspect of DSM is Demand Response in which the proposed cost for 2017 would be \$19.2 million and \$20.6 million for 2018. Projected electric energy savings would be 76 MW and 74 MW in incremental demand reductions respectively.

Black Hills Electric Phase I Electric Rate Case

In May 2016, Black Hills filed its proposal to increase revenues in large part to bring into rate base the costs of its new gas-fired generating unit (at the Pueblo Airport Generating Station) which would provide capacity when demand for electricity in the service territory peaked. Prior to the Commission's decision in this case, the cost of this investment was recovered through a rider (or line item) on consumers' bills based on the Clean Air Clean Jobs Act. In this case, Black Hills proposed to put the plant into service at which time Black Hills expected the costs to be included in base rates. Black Hills' proposed rate increase was to recover \$8.9 million in claimed costs.

The outcome was momentous for consumers. The PUC decreased Black Hills' request by about 87 percent, or \$7.7 million annually, down to \$1.2 million.

The Commission made numerous decisions based on the recommendations of both the OCC and PUC staff that resulted in these significant cuts to the proposed revenue requirement. The OCC will share half of the overall savings with PUC staff, which amounts to \$3.9 million.

Black Hills requested the Commission reconsider its decision in this case, in which the Commission denied. On July 10, 2017, Black Hills filed an appeal of this case with the Colorado District Court.



THE HIGHLIGHTS OF THIS DECISION ARE:

✓ **The PUC** decided that the costs of the new generating facility will be recovered not through base rates, but instead through a rider on consumers' bills. That decision benefits consumers because their fixed monthly charges will not increase as a result of this decision.

✓ **Black Hills** proposed a \$5 monthly increase for residential customers and a \$17.31 monthly increase for small business customers. Following the Commission's decision in November 2016, and after a technical conference held in December 2016, the rate impact of this filing changed to a monthly increase of \$0.63 for residential customers and a monthly increase of \$3.34 for small commercial customers.

✓ **The Commission** agreed with the OCC's arguments that funds Black Hills received from the federal government through the stimulus act (the American Reinvestment and Recovery Act), amounting to \$3.8 million, are not a cost to be recovered from consumers. Previously, the PUC had allowed Black Hills to recover 50 percent of those funds from ratepayers. The new ruling was a significant win for the OCC.

✓ **Black Hills** had proposed a Return on Equity (ROE) of 9.83 percent, which was its previous ROE. The Commission instead approved an ROE of 9.37 percent. With this ROE, a reduced cost of debt and a revised capital structure, the PUC was able to significantly decrease the revenue increase Black Hills had sought.





Xcel Energy’s Global Settlement Stakeholder Group Process Established

The OCC reached a settlement with Xcel Energy and various parties which settled issues raised in three major cases. This settlement was approved by the PUC. Moreover, the settlement created four stakeholder groups to meet to discuss and resolve several important issues arising from implementation of the settlement. This stakeholder group process is new to Colorado.

THE STAKEHOLDER GROUPS ARE:

- **Pilot and Trial Program Stakeholder Group** to address new rate designs, such as Time-of-Use;
- **Distribution Grid and Interconnection Stakeholder Group** to focus on auxiliary service and interconnection rules;
- **Future Voluntary Renewable Programs Stakeholder Group** to address the development of programs that will allow customers to contribute voluntarily to meaningful carbon emission reductions from Xcel’s electric generation fleet; and,
- **Existing Voluntary Renewable Programs Stakeholder Group**

The three cases that were settled by the parties were:

(1) a Phase 2 Electric Rate Case in which Xcel sought to implement a new rate design for its customers;

(2) a proposal by Xcel for a retail solar offering, known as Renewable*Connect (formerly Solar*Connect); and,

(3) a compliance filing in which Xcel established its conformity with constitutional and statutory Renewable Energy Standards, known as the Renewable Energy (RE) case.

Collectively, these three cases encompassed significant issues regarding electric service provided by Xcel in Colorado.

PHASE 2 ELECTRICAL RATE CASE

In the Phase 2 Electric Rate Case, Xcel initially sought to increase residential customers’ fixed monthly fees. In the settlement, that proposed increase was eliminated. Xcel also sought to establish Time-of-Use rates which would vary the price paid by consumers for electricity (kilowatt hours) depending on the time of day the energy is used.

The concept is intended to address the fact that electricity usage is at its highest at certain times of the day. If electricity used during peak hours (for example between 2 p.m. and 6 p.m. weekdays) is priced higher than electricity used in non-peak hours, the theory holds, consumers will use less of the higher priced electricity.

The benefits of such shift in usage could lead to less need for electricity and a reduced need to build more electricity generating plants and, therefore, to lower costs in the future and reduced emissions. However, many consumers do not have the option to shift the time of day in which they use electricity and, as a result, would see increased bills.

In the settlement, the OCC agreed to a trial of Time-of-Use rates as well as a pilot for Residential Demand Time-Differentiated Rates. As a result, the impact of implementing these new rate designs will be thoroughly analyzed and studied before December 2019, when, under the settlement, Xcel can propose permanent changes to its rate design.

RENEWABLE* CONNECT

In the Renewable*Connect case, Xcel sought to offer its customers a choice to have their electricity produced by renewable resources, in this case solar. Because this offering would compete with independent private businesses offering roof-top solar and Community Solar Gardens in Colorado, the structure of Xcel’s offering was highly contested. In the settlement, the parties agreed to limit the new resources used under this program to 50 MW.



The 2017 RE Plan

establishes a framework for the expansion of renewable energy resources

RENEWABLE ENERGY STANDARDS

In the RE case, Xcel sought approval of its 2017 plan for renewable energy and proposed a three-year plan to add renewable energy to its system to meet or exceed Colorado’s constitutional and statutory Renewable Energy Standard by 2020. The plan proposed increasing MW capacity for Xcel’s Solar*Rewards and Solar*Rewards Community programs, lowering costs for participating in its Windsource® program and launching its Recycled Energy Program developed to generate energy from otherwise wasted heat or steam.

In the settlement, Xcel agreed to expand the capacity in the RE Plan beyond what its originally proposed. The OCC agreed with the parties that the 2017 RE Plan establishes a framework for the expansion of renewable energy resources in a measured and prudent manner that both addresses growing customer preferences for renewable energy offerings and adds renewable energy to Xcel’s system in an economically reasonable way.

Moreover, the settlement includes the beginning of a partnership between Xcel and the Colorado Energy Office to create a low-income rooftop solar offering intended to: (1) reduce participating low-income customers’ bills, thereby decreasing their electric energy cost burden; and, (2) increase access to distributed generation for customers that currently have limited opportunity to utilize voluntary renewable energy programs.

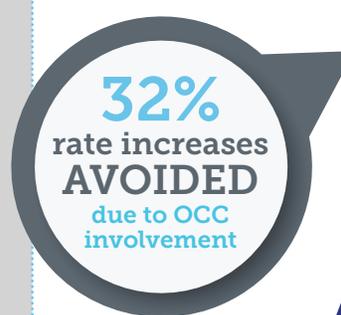
As a result of the settlement of all three cases, the parties agreed to participate in the stakeholder groups to address various complex issues on an ongoing basis. These groups are designed to identify and analyze issues leading to additional actions in support of the settlement – actions which may require PUC approval.

The OCC’s continuing participation in the four stakeholder groups enables the office to effectively engage in essential analyses of Xcel’s offerings and to provide the important perspective of residential, small business and agricultural consumers.



Success By The Numbers

- 32% in rate increases avoided due to OCC involvement
- Annual Budget = \$1.68 million
- Sole Savings (savings established by OCC only) = \$15.96 million
- Shared Savings (savings established shared with PUC Staff) = \$81.75 million
- Return on Investment: The ratio of the amount the OCC saved consumers to every dollar spent
 - FY17 = 58 to 1
 - Four FY Rolling Average (FY14-FY17) = 59 to 1





COLORADO

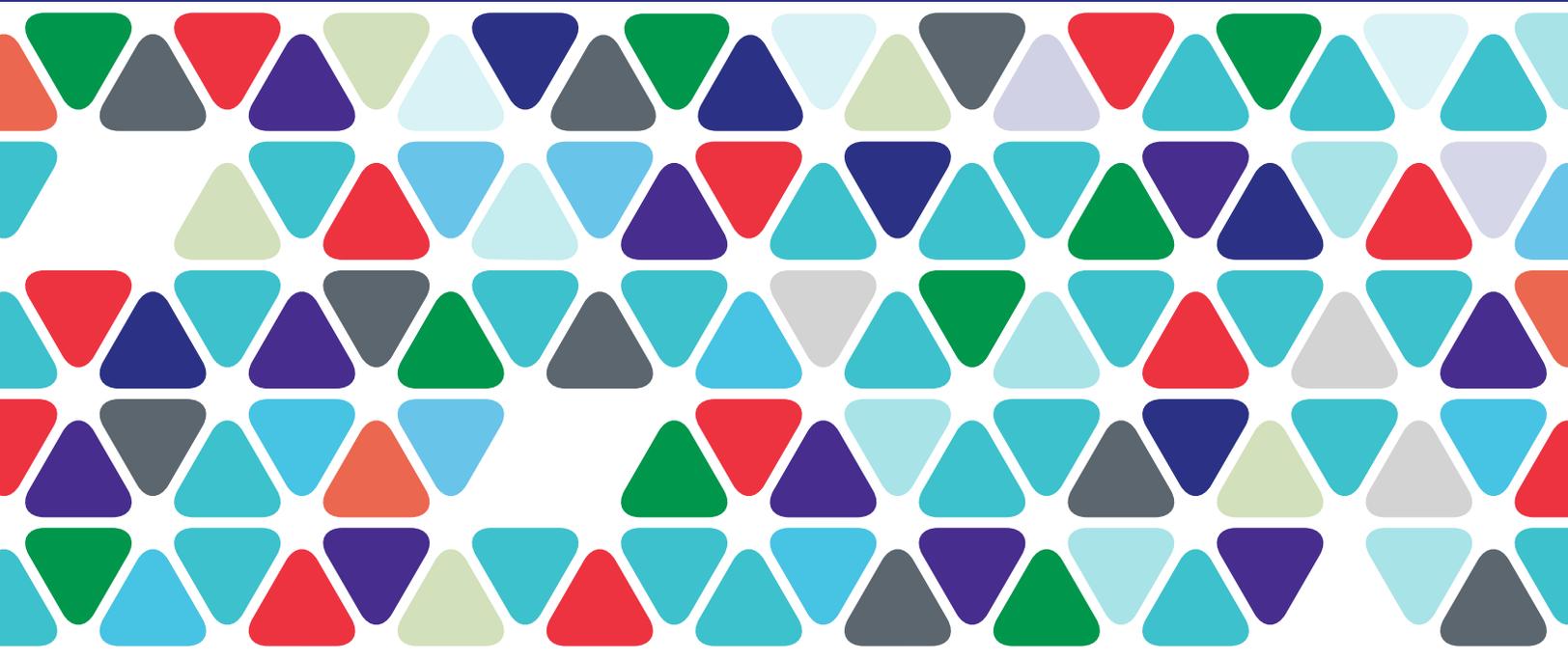
Department of
Regulatory Agencies

Contact Information:

Colorado Department of Regulatory Agencies
Colorado Office of Consumer Counsel
1560 Broadway, Suite 200
Denver, CO 80202

Phone: 303-894-2121 | Fax: 303-894-2117
Email: dora_consumercounsel_website@state.co.us

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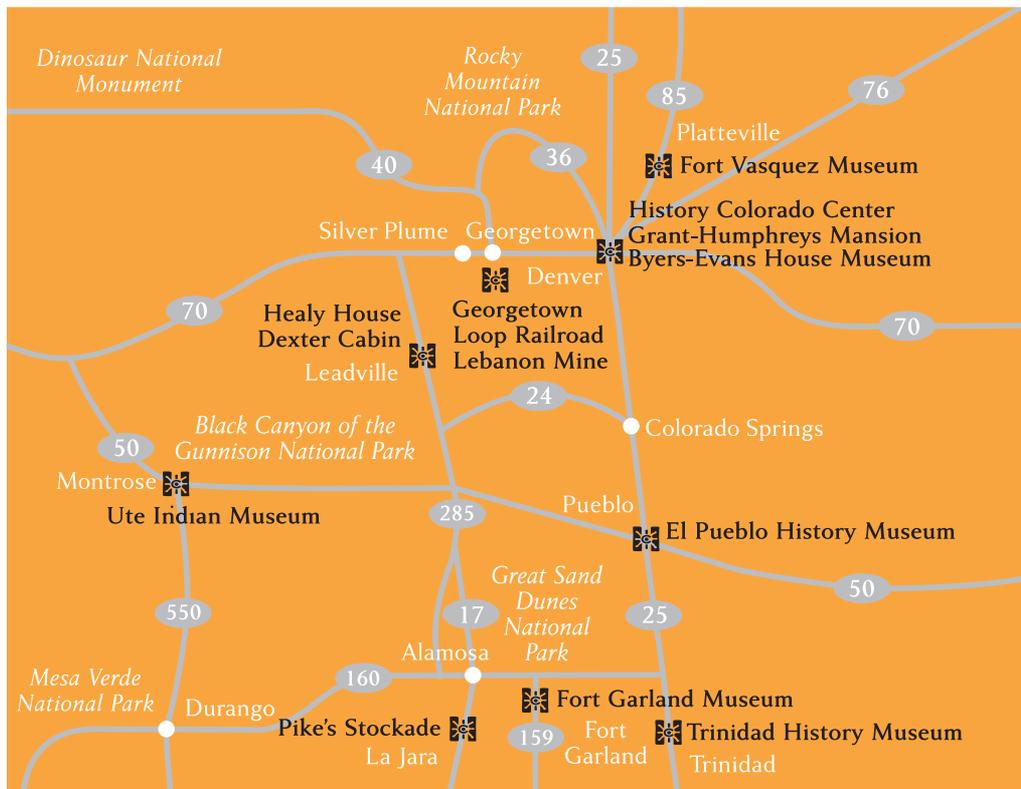


HISTORY *Colorado*

ANNUAL REPORT 2011/2012

2011–2012 ATTENDANCE

History Colorado owns and operates historic sites and museums in communities throughout the state.



History Colorado Center*		40,736
Byers-Evans House		19,121
El Pueblo History Museum		20,171
Executive Residence		7,389
Fort Garland Museum		13,762
Fort Vasquez Museum		11,104
Georgetown Loop Railroad®		103,249
Lebanon Mine**		20,863
Grant-Humphreys Mansion		19,514
Healy House/Dexter Cabin		6,475
Trinidad History Museum		11,289
Ute Indian Museum		8,333
TOTAL	 	261,143

History Colorado experienced a 71-percent increase in member households, from 4,731 in July 2011 to 8,194 in July 2012.

On the cover:

Shown throughout this publication is repurposed Colorado beetle-kill pine. History Colorado utilized this wood from benches to ceilings in the new History Colorado Center—along with materials like locally finished limestone and recycled glass in terrazzo floors. The materials are not only sustainable but educational: an informative “Green Trail” highlights these features to visitors as they explore the center.

All images are from the collections of History Colorado unless otherwise noted.

* The History Colorado Center was under construction during the first ten months of the fiscal year and opened to the public on April 28, 2012. This figure reflects two months of attendance.

** Lebanon Silver Mine numbers are included in the Georgetown Loop figure. They have not been included in the History Colorado Total to avoid double counting.

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.

WHO WE ARE

Established in 1879, History Colorado (formerly the Colorado Historical Society) preserves Colorado's rich heritage through the State Historical Fund, the Office of Archaeology and Historic Preservation, collections stewardship, statewide museums and programs for students, educators and visitors of all ages.

History Colorado is headquartered in the History Colorado Center, 1200 Broadway, Denver, CO 80203 in Denver's Golden Triangle Museum District. Find History Colorado at [Facebook.com/HistoryColorado](https://www.facebook.com/HistoryColorado) and on Twitter at [@HistoryColorado](https://twitter.com/HistoryColorado). For more information, visit HistoryColorado.org or call (303) HISTORY.



LETTER FROM THE PRESIDENT AND CEO AND STATE HISTORIC PRESERVATION OFFICER



At no other time in our institution's 133-year history has our vision—to create a better Colorado through an understanding of the past—so defined and united us. The opening of the History Colorado Center in April 2012 punctuated this understanding of who we are and how we will move forward. This new center allows us to reach all areas of the state in ways we never have before.

In addition to developing new exhibits, we designed gathering spaces for civic engagement, crafted a long-term sustainability plan based on forging public-private partnerships, launched our first major capital campaign, and raised nearly \$20 million. We designed a beautiful and accessible library and research center and state-of-the-art collections spaces, and we are leading the country in innovation around the history museum experience. We developed digital content for students and educators, and we expanded our programs for adult learners and families.

We have re-envisioned what we do, how we do it, and for whom. As shown by the number of new members and visitors—and attention in such outlets as *Forbes*, *The New York Times*, and *Indian Country Today*—the response has been tremendous. Now, our exhibit halls are filled with families, intergenerational groups, and a true diversity of visitors.

As we head full throttle into a new era for History Colorado, I thank you. With your support and belief in us, you help us to continually raise the bar and reach higher.

Edward C. Nichols
President and CEO, History Colorado
State Historic Preservation Officer

LETTER FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS



The transformation of History Colorado over the last five years is truly remarkable—we've changed so much in such a short time. From our leaky headquarter digs at 1300 Broadway, the Colorado Historical Society has renamed itself, moved itself, repurposed itself. In virtually every way, we've enacted the changes that make our institution more relevant to our clientele.

Some changes are obvious; many are not. Certainly our new History Colorado Center is the most visible, but it is only one tool with which we will fulfill our mission.

The new History Colorado is dedicated to the ideal that we serve the public as stewards of a unique and wonderful resource: the history and heritage of our state. We believe that through open civic dialogue, we may come to know ourselves as Coloradans and clear our path to the future.

You'll see us reach out throughout the state, forging new relationships and strengthening old ones. Through our regional museums and properties, our educational programming, the State Historical Fund, and the Office of Archaeology and Historic Preservation, we will serve all of Colorado, its students, and its visitors.

Although we may not realize the full effect of our efforts for many years, we thank you for the trust you've placed in us, as well as for the help you've given and continue to give us throughout these times of change.

W. Bart Berger
Chairman of the Board, History Colorado

No other institution is as uniquely positioned as we to determine and depict who we are as Coloradans. Finding that, communicating that, celebrating that is the role of History Colorado.

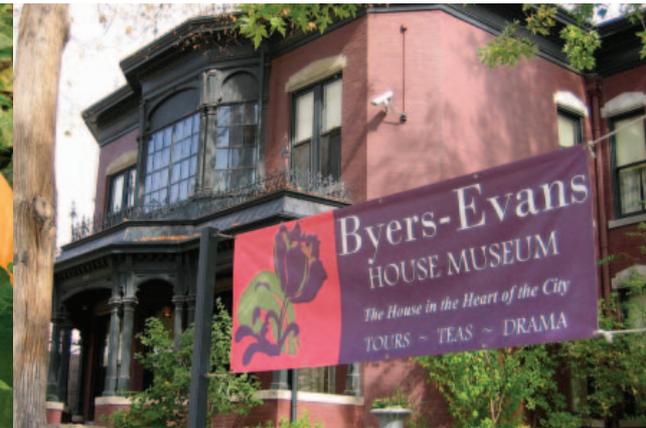


ACCOMPLISHMENTS

- On April 25, more than 900 guests attended the Grand Opening Celebration of Denver's **History Colorado Center**. In total, more than 6,000 guests visited the new center through Opening Week.
- On April 16, before our public opening, the History Colorado Center hosted **NBC News' "Education Nation On-The-Road"** tour, which brought Colorado educators, business leaders, elected officials, parents, and students together to discuss education issues.
- **Downtown Denver Partnership** honored History Colorado with a 2012 Annual Award for being one of the "businesses, projects, and initiatives that have had the most significant impact on the center city."
- With the capacity to host up to 1,200 people, the History Colorado Center quickly became a coveted destination for private events, exceeding revenue goals by 174 percent.
- In its first two months, the **Stephen H. Hart Library and Research Center** served 1,100-plus researchers and visitors and responded to more than 600 remote reference and photo-research requests.
- The **Collections Management and curatorial staff** successfully moved History Colorado's vast collections into the History Colorado Center, including more than 8,000 linear feet of manuscripts, 80,000 artifacts, and 23,000 books.



- Over the past year, History Colorado identified and solved more than 20,000 cataloging problems such as incorrect or missing data, and processed and cataloged archives from the recently donated Keota Collection.
- History Colorado's **State Historical Fund**, which has awarded more than \$250 million in preservation grants since the program's inception, continues to help organizations and cities throughout the state preserve their heritage. The Fund is one of the most significant forces behind the preservation of Colorado history and a catalyst for strengthening communities statewide.
- Through our **Office of Archaeology and Historic Preservation**, we are expanding Cultural Heritage nominations to the National and State Registers with a renewed focus on threatened and underrepresented resources. We have assisted with more than 1,300 state and federal tax credits for preservation projects, including more than 1,000 low-income housing units.
- This year, ten Colorado farms joined 414 others in the **Colorado Centennial Farms Program**, an honor given to farms and ranches that have been owned and operated continuously by the same family for 100 years or more.



- El Pueblo History Museum worked with the Frontier Pathways Scenic & Historic Byway on Southern Colorado Heritage Tours, taking adults and disadvantaged youth into the Wet Mountains for interactive programs.
- History Colorado continued to support regional tourism through its network of museums. Miller Farms and the Fort Vasquez Museum gave away hundreds of pumpkins during the Harvest Festival. Denver's Byers-Evans House partnered with Colorado arts organizations for musical and theatrical performances at the landmark home. History Colorado also brought Denver's popular Horseshoe Craft and Flea Market to Leadville's Healy House Museum and the Georgetown Loop Historic Mining & Railroad Park®.

This year, more than 24,000 schoolchildren took part in History Colorado's education programs across the state. Another 32,500 Coloradans enjoyed family programs, and more than 4,400 attended lectures, tours and treks.



HISTORY COLORADO FINANCIAL SUMMARY 2011–2012

SUPPORT & REVENUE SOURCE	HISTORY COLORADO	ARCHAEOLOGY & HISTORIC PRESERVATION	FY 2011–12 TOTAL
Limited Gaming Revenue	\$5,467,126	\$14,214,386	\$19,681,512
Federal Grants	\$262,097	\$732,134	\$994,231
Museum Admission and Rental Fees	\$981,841	—	\$981,841
Sales of Goods and Services	\$1,035,490	\$37,786	\$1,073,276
Donations	\$1,830,547	—	\$1,830,547
Interest Income	\$226,720	\$390,884	\$617,604
	<hr/>	<hr/>	<hr/>
	\$9,803,821	\$15,375,153	\$25,179,011
 EXPENDITURE BY PROGRAM			
State Historical Fund Preservation Grant Program	—	\$12,181,484	\$12,181,484
Regional Museum and Sites	\$1,935,238	—	\$1,935,238
Museum Operations	\$2,746,199	—	\$2,746,199
Office of Archaeology and Historic Preservation	—	\$1,610,005	\$1,610,005
State Historical Fund	—	\$1,583,701	\$1,583,701
Administrative and Support Services	\$2,411,488	—	\$2,411,488
Restricted Gift/Grant Projects	\$1,830,547	—	\$1,830,547
Membership	\$263,349	—	\$263,349
Development	\$474,325	—	\$474,325
Museum Stores	\$142,675	—	\$142,675
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	\$9,803,821	\$15,375,190	\$25,179,011

HIGH LEVEL SUMMARY

SUPPORT & REVENUE SOURCE

Limited Gaming Revenue	\$19,681,512
Federal Grants	\$994,231
Earned Income	\$4,503,268
<hr/> Total Revenue	<hr/> \$25,179,011

EXPENDITURES

	GRANTS	OPERATIONS	TOTAL
State Historical Fund Preservation Grant Program	\$12,181,484	—	\$12,181,484
History Colorado Operations	—	\$9,803,821	\$9,803,821
Office of Archaeology and Historic Preservation	—	\$1,610,005	\$1,610,005
State Historical Fund	—	\$1,583,701	\$1,583,701
	<hr/>	<hr/>	<hr/>
	\$12,181,484	\$12,997,527	\$25,179,011

MAKE HISTORY COLORADO! CAPITAL CAMPAIGN



TRANSFORMATIONAL GIFTS TO HISTORY COLORADO THROUGH THE *MAKE HISTORY COLORADO!* CAMPAIGN MADE THE OPENING OF THE HISTORY COLORADO CENTER A SUCCESS!

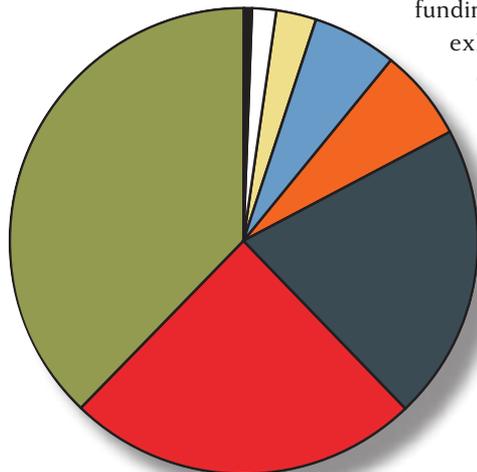
Since September 2009, donors to History Colorado's *Make History Colorado!* capital campaign have committed more than \$19.8 million to help transform History Colorado. This transformation has included the creation of innovative new exhibits at the History Colorado Center, developing new education and outreach programs, and implementing our plan for capacity-building infrastructure.

Transformational gifts to History Colorado early in the campaign enabled us to open the History Colorado Center with new exhibits and experiences that have helped define us as the first 21st-century history museum. Between our grand opening on April 28 and the fiscal year's end on June 30, 2012, more than 40,000 visitors—including over 6,000 during opening week alone—have experienced the new History Colorado Center.

Make History Colorado! capital campaign goal: \$27,000,000

Commitments from September 2009 to October 2012: \$19,800,000

As we look to complete the *Make History Colorado!* campaign by the end of 2014, additional funding is needed to realize our vision. New funding will support the next two core exhibits and a traveling exhibit series at the History Colorado Center, as well as educational outreach, collections stewardship, and development of our regional properties across the state.



FUNDING SOURCE	% TOTAL COMMITTED
● Organizations	.34%
○ Federal Grants	1.06%
● Corporate	2.08%
● Estates	4.06%
● Corporate Foundations	4.6%
● Individuals	14.67%
● Family Foundations	17.47%
● Foundations	27.02%

HISTORY COLORADO'S COMMUNITY PARTNERS HELPED US MAKE HISTORY IN 2012

Community support is essential to everything we do at History Colorado. Our corporate partners helped us shine as we put the finishing touches on the History Colorado Center and prepared for our grand opening.

Partners such as AngloGold Ashanti North America and Bill Barrett Corporation provided support early on for our *Make History Colorado!* campaign and our educational outreach efforts to bridge the gap while our Denver museum was under construction.

The week of our grand opening, History Colorado hosted 6,000-plus guests from across Colorado at the new History Colorado Center in Denver. Partnerships with organizations deeply rooted in the Denver community helped us connect with the city's past as we introduced a museum for the future. These opening partners included Exempla Saint Joseph Hospital, Johnson Storage & Moving, *The Denver Post*, and The Buckhorn Exchange.

History Colorado's first gala event, the Grand Opening Celebration, hosted more than 900 ticketed guests and featured dining and entertainment on every floor. Our Grand Opening Celebration partners—Continental "Divine" Catering, Butler Rents, and Johnson & Wales University—offered their professional expertise and financial support for a memorable evening to kick off the opening of our newest museum.



History Colorado partners Trammell Crow Co., Tryba Architects, and Hensel Phelps Construction helped build the History Colorado Center on time and within budget.

Our partners from Exempla Saint Joseph Hospital, including former First Lady Frances Owens, joined us to celebrate our grand opening.



THE VOLUNTEERS OF HISTORY COLORADO

A dedicated corps of volunteers worked alongside staff to support History Colorado in this time of transformation. The volunteers also serve on the Educational Advisory Board and the Governor's Residence Preservation Fund Board. The Volunteer Board was reorganized to better represent the focus of History Colorado in all areas where volunteers serve. The board added three new chair positions: Exhibits, Regionals, and Marketing.

In 2011–12, 617 volunteers generously contributed 31,000 hours of service, which had a monetary value of \$662,160. The volunteers awarded twelve grants for History Colorado programs in Denver and at regional museums across the state, with a total value of \$10,792. Volunteers awarded a special grant totaling \$16,332 to the Capital Campaign to sponsor the *Destination Colorado* exhibit at the History Colorado Center.

Volunteer merchandise is sold in the gift shops of the History Colorado Center and Byers-Evans House Museum, and at the Governor's Residence. Items include a collectible ornament of the History Colorado Center, banner bags, cookbooks, *Queen of the Hill* books, and key chains. Volunteers held sales at gift and craft shows at the Grant-Humphreys Mansion, Denver Center for the Performing Arts, and Leadville's Healy House.

EXECUTIVE BOARD

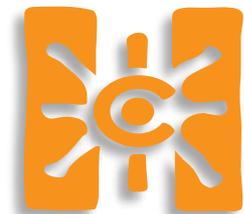
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Janet Smola
Judy Sullivan



Support from the volunteers made possible the History Colorado Center exhibit Destination Colorado, a family-oriented adventure into a 1920s high plains community.



THANK YOU TO OUR ANNUAL FUND DONORS

History Colorado thanks its many donors and giving members who collectively enable us to preserve the history of our state for present and future generations. The following have demonstrated exceptional commitment to History Colorado from our last fiscal year starting July 1, 2011, through June 30, 2012.

DONORS

President's Circle (\$10,000)

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Estate of Ms. Gail L. Pitts
Walter S. Rosenberry, III Charitable Trust
Trinchera and Tercio Foundation, LLC
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Platinum (\$5,000-\$9,999)

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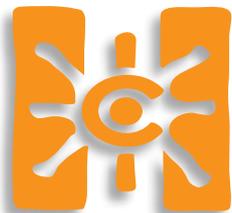
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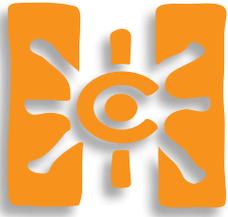
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“Opening the History Colorado Center in April 2012 was an incredible experience and required a tremendous effort by our staff, our volunteers, and the community. In the coming year we look to use our new resources to position History Colorado to complete the final phases of our Make History Colorado! capital campaign and increase participation in our membership and giving programs. All of this enables us to continue to serve the community by presenting new exhibits and education programs that actively engage people across the state in our Colorado heritage.”

—Edward C. Nichols
President and CEO, State Historic Preservation Officer

LOOKING TO THE FUTURE



“In 2012, the History Colorado Center served record-setting numbers of Colorado families, history buffs, tourists, and a growing number of members—and that was just the beginning. In 2013, we’ll open exhibits that celebrate Denver and honor our military. We’ll broaden access to our incomparable collections. We’ll reach students across the state with real-time and online programs. And we’ll serve as a center for civic engagement through lectures, discussions, and programs that explore today’s most pressing issues in the context of our shared history.”

—Kathryn Hill
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“History Colorado’s ongoing economic support of communities statewide helps promote identity and pride by highlighting their heritage, culture, and uniqueness. History Colorado’s investment in communities strengthens their sense of place through our regional museums and grant programs, making them increasingly more competitive as quality destinations and places to live, work, and play.”

—Joseph Bell
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“Over the next year, we look to continue and to strengthen partnerships with individuals, foundations, and Colorado’s corporate citizens so we can bring the great innovations that History Colorado has imagined to reality by broadening our funding through the Annual Fund and the Make History Colorado! campaign.”

—Megan Mahncke
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“2013 marks the twentieth anniversary of the first State Historical Fund grant, and we’re proud of what we’ve been able to accomplish in preserving Colorado’s heritage. At History Colorado we’re working to help people understand that preservation is really about environmental sustainability, job creation, and strengthening communities while celebrating our collective history.”

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