



IDAHO STATE
**HISTORICAL
SOCIETY**

Strategic Plan FY2022-2026

As defined in Idaho code, section 67-4112 (3), the Idaho State Historical Society includes the Idaho State Museum, the Idaho State Archives and State Records Center, the State Historic Preservation Office. It operates in public trust state historic sites, including the Old Idaho Penitentiary, John and Ann Doney house, the Lorenzo Hill Hatch House, Franklin Relic Hall, Franklin Cooperative Mercantile Institution, Rock Creek Station and Stricker Homesite, and Pierce Courthouse.

Our mission is to preserve and promote Idaho history, which is authorized through seventy-four state statutory mandates and the National Historic Preservation Act.

Mission: *Idaho State Historical Society preserves and promotes Idaho history*

Vision: *Our vision is to make history essential and accessible through dynamic and gratifying services that inspire, enrich and engage all Idahoans*

Values:

Customer Service

- *ISHS is responsive to the needs of its customers*
- *ISHS advances the agency through innovation*
- *ISHS is seen as a trustworthy resource*
- *ISHS owns customer requests*
- *ISHS exceeds expectations*

Stewardship

- *ISHS collects, preserves, and provides access to State-owned archaeological and historical artifacts, sites, and archival materials*
- *ISHS represents a statewide and national perspective and collects materials to represent all Idahoans*

Education

- *ISHS teaches and promotes essential historical literacy and the historical thinking process through its public programs*
- *ISHS develops programs based on customer needs with focused outcomes*

Professionalism

- *ISHS is committed to making history an essential resource for the people of Idaho through both traditional and innovative services that respond to social needs*
- *ISHS is committed to team unity and mutual respect among its staff, board, partners, and volunteers*
- *We demonstrate a genuine passion for work through enthusiasm and excellence in accordance with professional standards*

Diversity and Inclusion

- *ISHS is committed to a culture of inclusion, accessibility, and connectedness*
- *We learn together, perform at a higher level, and make better decisions through leveraging diverse perspectives*
- *We advance our work culture and reputation by the collective sum of individual views, life experiences, knowledge, innovation, self-expression, and talent*
- *We embrace the unique contributions that all ISHS employees, trustees, volunteers, and partners bring to the agency and its work*
- *ISHS intends to build its professional practice of diversity, equity, accessibility, and inclusion, both internally and externally, through its public services*
- *ISHS strives to recognize, support, and value the inclusion of diverse groups and views in all parts of the agency*

Advancing the State

The agency aligns its services with identified state needs, including Governor Little’s vision to “make Idaho the place where our children and grandchildren choose to stay, and for the ones who have left to choose to return.”

ISHS Key External Factors

Range of Audiences

The agency provides a distinctive portfolio of services that respond to state and federal mandates and provide educational value to public audiences of families, education/teachers, tourists, researchers, and government agencies.

- Our broad audience requires dual competency, both regulatory astuteness, and intentionality in serving audience preferences
- ISHS must provide both inspiring on-site and virtual programs to build statewide relevance and allegiance (members/donor/advocates)
- The COVID-19 pandemic has caused business interruption that makes predictable program delivery difficult

Idaho State Historic Preservations Office (SHPO) Federal Mandates

- Federal efforts to streamline regulations will result in increased SHPO leadership in creating programmatic agreements with federal agencies, the National Council of State Historic Preservation Officers, and/or Advisory Council on Historic Preservation

- State efforts to streamline federal partnerships require heightened communication and partnerships between SHPO and those agencies, such as the Department of Lands, Office of Energy Resources, and Office of Species Conservation, among others.

State Records Center State Mandates

- The Office of the Attorney General litigation hold affects statewide records management practices and the revenue that the State Record Center would normally earn from routine destruction procedures.

Fund Development

The agency derives half of its annual financial support through non-general fund sources. It is a challenge to secure private ongoing operating support as the perception is that government meets agency needs. The agency's approach to ongoing funding and project development is strategic and based on an informed consideration of the role of government to support and how private and other alternative sources can leverage public funds in the spirit of public-private partnership.

- ISHS will focus on institutional marketing to build public awareness and expand its family of annual and ongoing supporters
- ISHS can best leverage project-based private funds for education and collections care services
- The COVID-19 pandemic has caused business interruptions that have drastically impacted earned income opportunities
- Changes in records management at the state agency level directly impacts cost recovery funding to support the services provided by the State Records Center
- Fundraising for the agency's rural sites is limited

ISHS Key Internal Factors

- Curatorial services preserve and protect the state's irreplaceable legacy collections
- Programs of the Idaho State Archives provide information and understanding about Idaho critical to personal and professional decision making
- Programs of SHPO give an Idaho voice to federal decision making
- Dynamic educational services advance historical and civic literacy, build 21st-century-skills, and directly support Idaho school curriculum
- Preservation of historic sites reveals a sense of place critical to personal and community identity
- Government records management and archival services are essential to state agencies and official jurisdictions

ISHS Work Culture Standards, We:

- Provide responsive access to ISHS resources
- Demonstrate professional excellence
- Own customer requests
- Are willing to change and adapt
- Respect and trust our colleagues and customers
- Act with genuine enthusiasm
- Exceed customer expectations

STRATEGIC PLAN GOAL 1

Agency Anchors: Coalesce agency-wide resources to maximize institutional impact, strengthen the connection between Idahoans and their state's history, and leverage ongoing community and customer engagement.

Objective 1.1: *Maximize historic state milestones, national-level anniversaries and commemorations, and relevant history to strengthen agency visibility.*

Strategies:

- Develop processes to execute and complete one (1) major agency-wide project
- Plan and deliver four (4) impactful programs aligned with the agency-wide project as our "season of programming"

FY 22 Benchmarks

- 150th Anniversary of Boise's Assay Office and 150th Anniversary of the 1872 General mining law

FY 23 Benchmark

- America 250 (*on-going through FY 26*)

FY 24 Benchmarks

- 130th Anniversary of the passage of the Carey Act
- 100th Anniversary of the Indian Citizenship Act and 90th Anniversary of the Indian Reorganization Act

FY 25 Benchmark

- 175th Anniversary of the Donation Land Claim Act

FY 26 Benchmark

- America 250

Objective 1.2: *Create and execute an agency-wide exhibition plan to ensure long-term and statewide impact and strengthen interagency efforts.*

Strategies:

- Finalize agency-wide exhibition standard operating procedures
- Develop and execute partnership agreements and protocols for traveling ISHS exhibits
- Strengthen opportunities for hosting national and regional exhibitions
- Leverage existing partnerships and loan agreements for current exhibitions
- Leadership Team and Program Managers audit existing A-level deliverables (as designated in the agency's rolling calendar)

FY 22 Benchmarks

- African American Civil Rights in Idaho Traveling Exhibit
- Constitution Statewide Traveling Exhibition
- "Facing the Inferno: The Wildland Photography of Kari Greer"
- Return of the Boise People
- "Trailblazing Women of Idaho" at the Idaho State Museum
- Idaho Capitol Exhibitions – Idaho Treasurer's exhibit

FY 23 Benchmarks

- Zion Bank Traveling Exhibit
- Shoshone Falls on Loan from Gilcrease
- “Defining Style: Western Heritage Through Fashion”

FY 24 Benchmarks

- “Away from Home” National Endowment for the Humanities Exhibition
- 50th Anniversary of NHD and 40th Anniversary NHD in Idaho
- 50th Anniversary of Old Idaho Penitentiary as a museum/reinterpretation

FY 25 Benchmarks

- Stricker Ranch and Rock Creek Station
- Oregon Trail Interpretation

FY 26 Benchmarks

- America 250

Objective 1.3: *Identify and plan for regularly occurring events and celebrations that leverage our agency’s resources, strengthen our market share, and encourage ongoing community engagement.*

Strategies:

- Develop and test new programming opportunities in alignment with annual benchmarks
- Strengthen opportunities for statewide engagement and impact
- Leverage existing partnerships and loan agreements for current exhibitions

FY 22-26 Benchmarks

- National History Day
- Idaho Day
- Idaho Women’s Day
- Capitol Curation Program
- Bear River Massacre Annual Commemoration
- Juneteenth
- Statehood Day
- Frightened Felons
- Archives Month
- Dia De Los Muertos
- Esto Perpetua Awards
- Century Farm and Ranch Awards
- Wine, Eats and Artifacts
- Archaeology and Historic Preservation Month
- Franklin Idaho Days

STRATEGIC PLAN GOAL 2

Programs and Services: Advance innovative and unique program opportunities that create knowledge, expand access, deliver essential services, inspire learning, and grow revenue.

Objective 2.1: Advance ISHS as an essential resource for learning, education, research, and resources on Idaho history.

Strategies:

- Promote new tools and resources for all statewide audiences
- Provide access to our new and existing portfolio of resources for all audiences
- Continue to develop virtual resources to meet our statewide mandate
- Engage with all partners, including tribal partners and other state agencies and entities, to highlight underrepresented stories and communities
- Focus agency-wide efforts on sharing quality collections over increasing the volume of collections.

FY 22-26 Benchmarks

- Educational resources across the state for K-12
- GEM Program
- Increase capacity for virtual field trips
- Irrigation Context Document
- Agency publications
- State Highway Historic Marker Program
- ContentDM and other digital resources

Objective 2.2: Develop and deliver programming, including but not limited to lectures, events, and demonstrations, to maintain our status as the state's premier resource on Idaho history and provide meaningful experiences for our target audiences.

Strategies:

- Incorporate data and customer feedback to design and evaluate programs
- Identify and tailor the agency's offerings for multiple target audiences
- Ensure all programming is relevant and has connections to current events
- Define processes for Engagement, Education, Experience (E3) committee to vet new program ideas
- Consider new and existing programming through the lens of underrepresented/under-resourced narratives
- Consider all programming through the lens of accessibility for all audiences

FY 22-26 Benchmarks

- History Happy Hour, Nuestras Voces, Captivating Conversations, Family Second Saturdays, First Thursday,
- Measure the success of the agency's outreach programs
- Increase agency-wide opportunities inspired by programming (growth in membership, advocates, donors, collections, etc.)
- Gather results on all post-event and programming surveys
- Gauge growth of collections inspired by programming
- Increase brand awareness and brand credibility
- Build capacity for hosting national, regional, and statewide conferences

Objective 2.3: Steward state-owned sites, including historic sites, and statewide collections, including cultural and archaeological resources.

Strategies:

- Continue to implement best practices for site management
- Foster professional development with site caretakes
- Grow our diverse pool of contractors and partners to lower costs and cover all project needs
- Assess and implement deferred, preventative, and pro-active maintenance programs for all agency buildings, facilities, and statewide historic sites
- Address the needs of and prepare for future capital projects
- Lead Archaeological Survey of Idaho
- Engage with statewide partners, including tribal partners
- Steward and preserve state assets under ISHS jurisdiction
- Develop Standard Operating Procedures for collecting
- Steward and preserve artifacts and archival collections; continue to implement best practices for collections and artifact management
- Launch agency-wide collecting approach, including a process for refining and deaccessioning collections

FY 22-26 Benchmarks

- Bishops House, Guard House, Warden’s House, ADA improvement at Old Pen, Old Pen Sidewalks, Stricker Homesite and Rock Creek Station, Pioneer Village, Assay Office Building and Landscape, Franklin FCMI Stabilization,
- Fire, Safety, Security Protocol
- Museum Collections Storage Facility
- Reduce the backlog of collections metadata entries
- Audit Archival holdings

Objective 2.4: Satisfy all statutory and mandatory service obligations, maintaining relationships with other federal, state, and municipal entities through effective implementation of national and state law.

Strategies:

- Proactively manage and strengthen relationships with essential partners, including tribal partners
- Monitor, review, and improve state and federal legislation that has an impact on agency priorities
- Identify and act on all opportunities to make history relevant
- Build capacity through intentional communications about our essential services
- Deliver on all state and federal mandates

FY 22-26 Benchmarks

- Statewide records manual
- ISHS Records Retention Schedule
- Electronic Records Study Needs Assessment
- National Historic Preservation Act (NHPA) Programs
- Capitol Curation Program
- Government Records Program
- ICRIS
- Cybersecurity
- Emergency Plan

- LUMA
- Northern and Eastern Archeological Repositories

Objective 2.5: Identify entrepreneurial opportunities to grow revenue streams and ensure financial sustainability.

Strategies:

- Maximize facility use and rentals
- Grow earned income opportunities, including admission and related fees
- Seek federal, state, and local grants opportunities
- Audit trends and market needs/wants to grow retail sales
- Maximize lease income opportunities

FY 22-26 Benchmarks

- Meet or exceed annual percentage increases

STRATEGIC PLAN GOAL 3

Family Building: Build internal capacity and external champions through community connections, relevant and strategic partnerships, targeted promotion, and an agency-wide culture of collaboration.

Objective 3.1: Leverage ISHS Membership growth across the agency.

Strategies:

- Develop and execute a broad recruitment and retention plan, including Board outreach
- Build capacity with external partners statewide
- Create meaningful connections with members to grow our pool of advocates
- Increase membership base and annual membership sales
- Incorporate data and customer feedback to design and evaluate membership program
- Communicate member benefits to all audiences through all agency communication channels
- Leverage the agency's history to grow membership program
- Leverage and maximize Reciprocal Membership Program

FY 22-26 Benchmarks

- Increase memberships acquisition to achieve membership growth goal
- Increase membership retention rate
- Increase member benefits, including members-only and members-first and/or member discounts for programs and events by site and unique exclusive events
- Social media, website, and internal communications analytics
- Every member of the ISHS staff will be fully versed in all membership levels and benefits and will be engaged with member retention, stewardship, and acquisition

Objective 3.2: Strengthen the impact and effectiveness of our volunteer program.

Strategies:

- Develop and execute broad recruitment and retention plans, including Board outreach
- Strengthen relationships with affiliate boards
- Create meaningful connections with members to grow our pool of advocates
- Increase volunteer base, and streamline onboarding and volunteer training
- Incorporate data and customer feedback to design and evaluate volunteer program
- Communicate volunteer benefits through all agency communication channels
- Build infrastructure for volunteer experiences, projects, and outcomes
- Foster professional development with affiliated boards and individuals

FY 22-26 Benchmarks

- Grow volunteer opportunities at all sites
- Increase volunteer acquisition to achieve volunteer growth goal
- Increase volunteer retention
- Increase in volunteer impact (cost avoidance financials and value of contribution)
- Increase in volunteer satisfaction
- Volunteer blog and emails
- Formal Affiliate Boards and Committees, including Foundation for Idaho History, Friends of Stricker, Franklin Pioneer Society, Historic Sites Review Board, Geographic Names Advisory Committee, Governor's Lewis and Clark Trail

Committee, City of Pierce and Bradberry Logging Museum, Idaho State Historic Records Advisory Board

- Agency Advisory Committees, including Table Rock Access Advisory Committee, Education Advisory Committee, Old Penitentiary Reimagining Advisory Board, etc.,
- Record and document volunteer experience as part of our agency's historic records

Objective 3.3: Strengthen the impact and effectiveness of our internship and workforce development programs.

Strategies:

- Develop and execute a broad recruitment and retention plan
- Standardize internship practices across the agency
- Grow engagement with universities, K-12 partners, and the Department of Education
- Create meaningful connections with interns and host partners
- Incorporate data and feedback to design and evaluate internship program
- Communicate opportunities for internships through all agency communication channels
- Build infrastructure for internship and workforce development

FY 22-26 Benchmarks

- Grow internship opportunities at all sites
- GEM Program
- Oral History Internships with Columbia University and other university partners

Objective 3.4: Develop and execute Agency-wide marketing and outreach plans in collaboration with Leadership Team, Program Managers, ComDev Team, Trustees, and Foundation for Idaho History.

Strategies:

- Build brand awareness and brand visibility
- Incorporate data and feedback to design and evaluate marketing and communications program
- Develop and execute Standard Operating Procedures for agency-wide outreach
- Feature unique agency collections and staff expertise through a marketing lens
- Align and coordinate all agency communications
- Align and coordinate all agency events, programs, and initiatives
- Strengthen purpose and effectiveness of interagency communications committee (ComDev)
- Establish Standard Operating Procedures to manage internal donor/member infrastructure

FY 22-26 Benchmarks

- Agency-wide calendar
- Grow email subscription list and *Histor-e* audience
- CRM/POS
- Grow brand credibility
- Grow earned media opportunities
- Meet social media growth goals, website page views, annual website visitors, expand the geographic footprint for web reach
- Community Enhancement Grants, Certified Local Government Grants, Lewis & Clark Grants, State Historic Records Advisory Board, Esto Perpetua Awards, Sister Alfreda Award, Century Farms and Ranches, Heritage Conference, Ray Knight Fieldtrip Scholarship

Objective 3.5 Maximize the agency's philanthropic giving channels.

Strategies:

- Grow number of major donors and gifts through systematic and targeted prospecting, cultivation, solicitation, and stewardship
- Build private philanthropic capacity
- Leverage existing programs to enhance donor acquisition, retention, and statewide friend-raising and fundraising efforts
- Grow visibility of ISHS's fundraising partner, Foundation for Idaho History (FIH)
- Create and implement a detailed Fundraising Plan in collaboration with FIH and Leadership Team
- Create opportunities to develop meaningful connections between donors and ISHS staff and affiliates

FY 22-26 Benchmarks

- Foundation for Idaho History intentional committee restructure
- Increase private funding annually
- Wine, Eats & Artifacts
- Annual Town Hall with Director and State Historian
- Conduct donor/lapsed donor surveys
- Achieve annual budgeted donations
- Member/Donor cultivation and appreciation events

Objective 3.6: Ensure the agency's long-term ability to fulfill its mission and serve Idahoans through an appropriately sized and competitively compensated, inclusive, and competent workforce.

Strategies:

- Hire for skills and alignment with work culture standards
- Advertise all open positions through strategic channels to increase the volume of unique applicants
- Align agency compensation with Idaho code 67-5309A, which states: *It is hereby declared to be the intent of the legislature of the state of Idaho that the goal of a total compensation system for state employees shall be to fund a competitive employee compensation and benefits package that will attract qualified applicants to the workforce; retain employees who have a commitment to public service excellence; motivate employees to maintain high standards of productivity; and reward employees for outstanding performance.*
- Monitor and update all job descriptions to ensure the agency meets its mission and vision
- Foster high-performance work culture and team camaraderie

FY 22-26 Benchmarks

- Continue progressive forward movement of agency salaries to mid-point, pending sustainable financial resources
- Reduce staff turnover
- Respectful staff that reflects the community we serve

Objective 3.7: Implement and provide training opportunities to build skills, positively change work culture, and foster ISHS ambassadors within our staff, Board of Trustees, and Foundation for Idaho History members to promote the agency and its work as a component of state government.

Strategies:

- Formalize onboarding and ongoing training on the agency’s essential services, history, and relevancy
- Incorporate data and feedback to design and evaluate training program
- Build capacity of Work Culture Committee to affect change in agency’s work culture
- Provide strategic opportunities for ongoing employee development
- Align monthly and special training for ISHS staff to achieve agency goals

FY 22-26 Benchmarks

- Annual satisfaction survey to staff, volunteers, trustees, and board members to gauge agency programs and statutory mandate knowledge.
- All staff and other training opportunities
- Provide strategic opportunities for ongoing employee development.
- Attract a broad interview pool through targeted recruitment and community networks.

Objective 3.8: *Build sustainable, mutually beneficial partnerships to expand agency reach and impact and provide feedback on agency work.*

Strategies:

- Identify and engage partnership opportunities to strengthen our ability to meet our mission and serve Idahoans
- Incorporate data and feedback to design and evaluate partnership potential and capacity and to inform agency decisions and services
- Leverage our expertise with others
- Give voice to others and promote shared authority
- Continue to identify local, statewide, and national partners and statewide partners for public programming and community outreach initiatives

FY 22-26 Benchmarks

- **All state agencies**, including but not limited to, IDPTV, State Department of Education, State Department of Commerce and Tourism, State Department of Environmental Quality, State Department of Lands, State Department of Parks and Recreation, ITS/ITA, Office of Energy and Mineral Resources, Idaho Capitol Commission, Idaho Commission for Libraries
- **All federal agencies**
- **City, county, and municipal partners:** Certified Local Governments,
- **Local and statewide non-profits and advocacy groups:** Hispanic Chamber of Commerce, Downtown Boise Association, Boise Chamber of Commerce, Idaho Heritage Partners, Boise Museum Association, Partners in the Parks, Idaho Association of Cities, Idaho Association of Counties, American Association of State and Local History (AASLH), Western History Association (WHA), Organization of American Historians (OAH), National Council on Public History (NCPH), National Conference of State Historic Preservation Officers (NCSHPO), Council of State Archivists (COSA), Society of American Archivists (SAA), National Association of Government Archives & Records Administrators (NAGARA), Western Museums Association (WMA), Pacific Northwest Partnership, American Historical Association (AHA), Center of the American West, Water Education Foundation, Native American Rights Fund, Bill Lane Center for the American West, Buffalo Bill Center, and the Mining History Association
- **Private businesses and individuals**
- **Advisory committees:** Table Rock Access Advisory Committee, Old Pen Reimagining Advisory Committee, Hispanic Community Advisory Group

- **Universities and publication presses**, including but not limited to Washington State University Press and University of Colorado Press

Idaho State Historical Society Statutory Authorities Summary

<https://legislature.idaho.gov/statutesrules/idstat/Title67/T67CH41/>

Idaho Code, Title 67, Chapter 26, states that the Idaho State Historical Society is within the Department of Self-governing Agencies (67-2601).

Idaho Code 67-4126 states that the agency shall:

- Identify, preserve, and protect sites, monuments, and points of interest in Idaho of historic merit (67-4114)
- Protect archaeological and vertebrate paleontological sites and resources on public land (67-4119)
- Govern the agency and administer the powers and duties of the board. (67-4126)
- Appoint a director of the society as provided herein and advise him in the performance of his duties and formulate general policies affecting the society (67-4126 [1])
- Encourage and promote interest in the history of Idaho (67-4126 [2])
- Collect, preserve, and exhibit artifacts and information illustrative of Idaho history, culture, and society. (67-4126 [3])
- Facilitate the use of Idaho records for official reference and historical research. (67-4126 [6])
- Be responsible for records management services for state government. (67-4126 [7])
- Accept archival material from governments (67-4126 [8])
- Establish such rules as may be necessary to discharge the duties of the society (67-4126 [10])
- Identify historic, architectural, archaeological, and cultural sites, buildings, or districts and to coordinate activities of local historic preservation commissions. (67-4126 [14])
- Serve as the Geographic Names Board of the state (67-4126 [15])

Idaho Code 67-4114 gives authority to the agency to carry out the preservation and protection of the state's historic, archaeological, architectural, and cultural heritage resources.

Idaho Code 33-3902 provides for the creation of an Idaho Archaeological Survey and designates the State Archaeologist as director.

Idaho Code 27-501 assigns responsibilities to the agency for consultation, determination of appropriate actions, and providing for re-interment of human remains that have been disturbed.

National Historic Preservation Act 54 U.S.C. § 300101 et seq., assigns responsibility to the state historic preservation officer for administration of the national historic preservation program at the State level.