



IDAHO STATE  
**HISTORICAL  
SOCIETY**

## **Strategic Plan FY2020-23 FY 2020 Update**

### **Agency Overview**

Our mission is to preserve and promote Idaho history, which is authorized through 74 state statutory mandates and the National Historic Preservation Act.

21 states, including Idaho, deploy the structural model where the State Historical Society, an executive branch Agency, administers the Core Programs of State Archives and State Records Center, State Museum, State Historic Preservation Office, and State Historic Sites. This consolidated structure advances expertise sharing, leveraging of fiscal and human resources, cross marketing, and comprehensive fundraising, resulting in a highly efficient organization.

The ISHS creates value by stewarding irreplaceable state-owned collections, providing information and understanding about Idaho history, stipulating local voice to federal decision making with regard to Idaho's cultural and archaeological resources, supporting Idaho's educational and curriculum needs through informal and applied learning opportunities, serving as the official repository for the state's permanent government records, and providing records management services to over 30 state agencies.

**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 genuine passion for work through enthusiasm and excellence through accordance with professional standards*

### **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 External Factors**

#### **Diverse Markets/Audiences**

The Agency operates distinct businesses that are responsible for and responsive to the mandates of state and federal law and creates intentional programs that benefit and provide educational value to core public audiences of families, education/teachers, tourists, researchers, and government agencies. This requires competency in both regulatory astuteness and market segmentation.

- Shifts of preferences in core audiences impact market share and program relevancy
- Economic changes impact audience's discretionary income and paid program attendance

#### **Idaho State Historic Preservations Office (SHPO) and Federal Mandates**

- The agency's SHPO operates under federal mandates that can change without regard to state/agency priorities
- Federal efforts to streamline regulations will result in increased SHPO leadership in creating programmatic agreements with Idaho federal agencies
- 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, Office of Species Conservation, etc.
- Nationwide programmatic agreements/program comments by the National Council of State Historic Preservation Officers and/or Advisory Council on Historic Preservation may have impacts on Idaho SHPO processes and operations

#### **Responsiveness to Constituent Need**

The Agency informs its work through actively engaging in an ongoing dialog with a wide range of constituents including culturally diverse communities, educational practitioners, tourism professionals, local, state, and federal agencies, tribes, and community leaders. Positive relationships in these sectors are paramount in advancing the mission of the organization.

New program areas and changes in existing programs are based upon informal and formal feedback methodology, such as the 2012-2017 State Records Study; 2015-2020 SHPO Technology feasibility study, 2016-2022 Idaho State Historic Preservation Plan; 2015-2020 Community and Education Focus Group Study, ISHS Feasibility Study for Building Expansion, 2016 Lord Business Plan, and the 2018-19 Museum Impact Study.

- Changes in the needs or desires of these constituent communities impacts program direction and resource allocation

### **Fund Development**

The Agency derives half of its annual financial support through non-general fund sources. Its approach to ongoing funding and project development is strategic and based on informed consideration of what the role of government is to support, and how private and other alternative sources can appropriately, and cost effectively be brought to bear on advancing the organization’s mission in a fiscally responsible manner.

- Because 50% of the agency’s budget is raised from non-general fund revenue, ISHS is particularly susceptible to changes in the economy, and changes in donors’ perception of the economy’s health
- The opportunity to realize fund development for Agency sites in rural communities is limited
- The Agency can best leverage private funds for education-audience based services

### **State Mandated Services**

The Agency’s State Archives is mandated to preserve, for the historical record, significant written records pertaining to local, county, and state governmental operations; its State Record Center provides storage and retrieval services for State Agencies’ active records of fiscal, administrative, legal, and long-term value.

- In a world of rapidly changing technology, the very definition of what constitutes a “written” record fluctuates quickly, providing economic, intellectual, and capacity challenges in meeting this long-standing statutory mandate
- Changes in Records Management at the State Agency level directly impacts cost recovery funding to support the services provided by the State Record Center
- ISHS is impacted by state decisions regarding records management, particularly about upgrades/changes to systems that move toward digitally borne materials

## **Strategic Plan Executive Summary and Index**

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## Strategic Plan FY 2020-2023

### **Strategic Plan Goal 1**

***Education and Customer Service: Create customer value through responsive statewide mandated history services***

**Objective 1: Advance the Idaho State museum as an essential resource for learning, an economic driver, and community/civic anchor**

#### **Task 1.1.1 Enhance and expand State Museum on-site services and impact**

##### FY 2020 Benchmark(s):

- Utilize first full year performance data to establish revised targets and track admissions, rentals, and M-Store goals in alignment with Lord Business Plan recommendations. *Achieve by December 2019*
- Implement and evaluate new Educational Programs for K-12, Family Programs, Camps, and Teen programs. *Achieve by June 2020*
- Expand membership of educational advisory committee, meet twice annually and identify new on-site museum program priorities. *Achieve by June 2020*
- Develop comprehensive 3-year exhibit schedule for changing exhibition galleries. *Achieve by September 2019*
- Develop curriculum and school programs for changing exhibition galleries. *Achieve by Design Development Phase of each exhibition.*
- Research/approve/schedule large-scale exhibition for 2022. *Achieve by December 2020*

##### FY 2021 Benchmark(s):

- Implement exhibitions accessibility enhancements for the visually impaired partnered with the Commission on the Blind and Visually impaired.
- Create comprehensive strategy for group tours collaborating with Idaho Tourism and Boise Visitors and Convention Bureau.

##### FY 2022-23 Benchmark(s):

- Open large-scale traveling exhibition.
- Expand educational programming that aligns with and supports Idaho curriculum mandates.
- Use visitor data to develop new and innovative exhibition experiences and engaging programs.

#### **Task 1.1.2 Increase Statewide Museum Impact**

##### FY 2020 Benchmark(s):

- Increase student participation in National History Day in Idaho from 1,800 to 2,000 and representing all Idaho judicial districts. *Achieve by June of 2020.*
- Develop long-term strategic plan for capacity growth of National History Day in Idaho. *Achieve by March of 2020*
- Increase judge participation from 140-180 through new partnerships with universities, rural school districts, and corporate representatives. *Achieve by June of 2020*

- Create Idaho State Museum state-wide traveling exhibition through partnership with Zions Bank. *Achieve by June of 2020*
- Reimagine and launch new traveling trunk program. *Achieve by March of 2020*

FY 2021 Benchmark(s):

- Launch Idaho State Museum state-wide traveling exhibition through partnership with Zions Bank.

FY 2022-23 Benchmark(s):

- Measure statewide educational impact of National History Day in Idaho.
- Measure and expand impact of statewide traveling exhibition series.

**Task 1.1.3 Increase access to museum collections and information via technology**

FY 2020 Benchmark(s):

- Launch digital textile initiative, including website exhibit and catalogue and an onsite station within the museum. *Achieve by September 2019.*
- Implement an outreach initiative to connect the Idaho Museum and its collections to other Idaho museum collections via a single-purpose “microsite” within the fuller museum website. *Achieve by June 2020.*
- Place outreach materials, including updated descriptions of traveling trunk programs and primary source sets on the website. *Achieve by March 2020.*

FY 2021 Benchmark(s):

- Research, plan, fund, and implement additional technology-based access initiatives, as advised by Educational Advisory Council, Tribal Advisory Council, and focus group recommendations.

FY 2022-23 Benchmark(s):

- Develop and launch virtual field trip platform to meet recommendations.
- Identify Museum facility improvements to facilitate live video streaming educational tours and establish an action plan.

**Task 1.1.4 Measure and utilize visitor experience data to enhance Idaho State Museum services**

FY 2020 Benchmark(s):

- Distribute results of 2019 Visitor Impact Survey. *Achieve by June 2020*
- Identify and engage follow-up opportunities for Museum focus groups. *Achieve by June 2020*
- Create easy to use formative and summative evaluation templates. *Achieve by June 2020*

FY 2021 Benchmark(s):

- Institutionalize practice of data gathering and analysis to inform product development.

FY 2022-23 Benchmark(s):

- Summative evaluation of Museum impact in partnership with BSU and third-party consultant.

**Task 1.1.5 Manage, Maintain, and Develop Exhibits and Programs at the Idaho State Capitol in partnership with the Idaho Capitol Commission**

FY 2020, Benchmark(s):

- Research and develop proposal for a digital exhibition technology platform. *Achieve by December 2019*
- Annually seek approval for Capitol Curation Program through Capitol Commission. *Achieve by March 2020*
- Research and develop a 3-year exhibit schedule for garden level corridors and Statuary Hall. *Achieve by June 2020*
- Create a plan to develop, curate, and featuring an Art Collection for the Idaho Statehouse. *Achieve by September 2019*
- Maintain Capitol collections. *On-going*

FY 2021 Benchmark(s):

- Seek NEH funding to implement digital exhibition technology platform.
- Annually seek approval for Capitol Curation Program through Capitol Commission.
- Implement approved Capitol exhibits.
- Implement plan for the Art Collection for the Idaho Statehouse.

FY 2022 Benchmark(s):

- implement digital exhibition technology platform.
- Annually seek approval for Capitol Curation Program through Capitol Commission.
- Implement approved Capitol exhibits.

**Objective 2: Advance the Idaho State Archives as the premier source of information about Idaho**

**Task 1.2.1. Provide research/reference access to archival collections**

FY 2020 Benchmark(s):

- Continue manual entry of photograph collection records and audit of manuscript, moving images and photograph collections into ArchivesSpace. *Ongoing*
- Increase number of records publicly accessible for research. *Achieve by June 2020*
- Using CONTENTdm, maximize impact of digitization projects by implementing criteria for collection selection, expanding scale and ensuring quality metadata, resulting in increased access to primary resource materials across Idaho. *Achieve by June 2020*
- Continue work on initiative to preserve the State Constitution and partnering with Idaho Public Television on Constitution Restoration Project. *Achieve by December 2019*

FY 2021 Benchmark(s):

- Finalize legacy manuscript records in ArchivesSpace to provide more complete information for staff and patrons.
- Manage audit of electronic records, collection paperwork, and physical items.
- Identify and apply for grant funding to complete large-scale digitization projects for high use historical collections to expand access to primary resource materials across Idaho.

FY 2022 Benchmark(s):

- After completion of archives holdings audit make public platform of Versatile database accessible.

**Task 1.2.2. Increase amount of collections accessible to the public by reducing processing backlog**

FY 2020 Benchmark(s):

- Using Versatile system government records continue shelf-by-shelf audit of entire archival holding and reconcile versatile database to shelf holdings and barcode shelving/boxes per system requirements. *Achieve by June 2020*
- Process manuscript backlog. *Achieve by June 2020*

FY 2021 Benchmark(s):

- Finalize shelf-by-shelf audit of entire archival holding, reconcile Versatile database holdings to shelf holdings and begin barcode shelving/boxes per system requirements.

FY2022 Benchmark(s):

- Continue processing of manuscript backlog.

**Task 1.2.3 Increase amount of archival collections accessible to the public through technology enhancements**

FY 2020 Benchmark(s):

- Complete Phase Three to digitize and provide worldwide access to an additional 50,000-page views of Idaho newspapers through Library of Congress' *Chronicling America* program. *Achieve by December 2019*
- Utilize technology, ArchivesSpace and Koha, capabilities to enhance collection management capabilities for staff and search accessibility for the public. *Achieve by June 2020*
- Initiate the Idaho State Constitution Restoration and Conservation project with Utah State University including repairs, rebinding, and creation of a duplicate traveling copy as well as creation of a post preservation outreach initiative. *Achieve by December 2020*

FY 2021 Benchmark(s):

- Launch State Constitution post preservation outreach initiative and schedule traveling copy.

#### **Task 1.2.4 Build public understanding of and use of archival collections**

##### FY 2020 Benchmark(s):

- Collections Archivist will plan a Cuneiform Exhibit in partnership with Idaho History Center for the Book (Boise State University). *Achieve by December 2019*
- Partner with Twin Falls Times-News on the 115 Anniversary Pictorial History Book Project. *Achieve by September 2019*
- Create and develop a government collections plan, including records, manuscripts, artifacts, and oral histories for select elected officials for key leadership positions in the Executive, Legislative, and Judicial Branches of State Government. Partner with ISHS Museum staff and Legislative Services Office to acquire materials that have long-term historical value. *Achieve by December 2019*

#### **Objective 3: Serve State Agency Records Management needs through State Records Center services**

##### **Task 1.3.1 Implement Government Records Management Best Practices as outline by Idaho State Records Study**

##### FY 2020 Benchmark(s):

- Finalize and distribute the findings of the Zasio legal review of the state agency general retention schedule recommendations. *Achieve by December 2019*

##### FY 2021 Benchmark(s):

- Partner with state agencies to assist with creating unique retention schedules for the fiscal, administrative and legal records created in the daily operations of state agencies.
  - Develop updated procedures for record center's role in state agency record retention schedules and associated destructions in compliance with current best practices and the recommendation of the Idaho Attorney General's Office.
- Develop comprehensive Agency-wide records retention schedule.

##### FY2022 Benchmark(s):

- Recommend State-wide Electronic Records Study Needs Assessment.

#### **Objective 4: Efficiently and effectively implement national policy at the state level through the required programs of the National Historic Preservation Act**

##### **Task 1.4.1 Manage National Register of Historic Places Program (NRHP)**

##### FY 2020 Benchmark(s):

- Process NRHP nominations as received and continue to ensure that those forwarded to the Keeper are of high quality and meet NRHP criteria. *Ongoing through 2022*
- Work with academic, agency, and private sector archaeologists to increase National Register submissions for archaeological sites. *Ongoing through 2022*
- Complete MPD for Civil Rights-related sites via the African American Civil Rights Grant. *Achieve by December 2019*

- Begin at least one NRHP nomination for a Civil Rights-related site via the African American Civil Rights Grant. *Achieve by March 2020*
- Develop a webinar on preparing National Register nominations in Idaho. *Achieve by June 2020*
- Partner with CLGs to increase survey and identification efforts for potential national Register properties. *Ongoing through 2022*

FY 2021 Benchmark(s):

- Submit African American Civil Rights MPD and individual nominations to the NPS for listing in the NRHP.

FY2022 Benchmark(s):

- Develop a webinar on preparing Multiple Property Documents in Idaho.

**Task 1.4.2 Provide Idaho voice to federal decision making through required Section 106 review of federal projects**

FY 2020 Benchmark(s):

- Provide reviews in accordance with Federal Standards and Regulations of approximately 2,000 Federal projects under the National Historic Preservation Act of 1966 (as amended). *Ongoing through 2022*
- Implement annual meetings with each National Forest in Idaho. *Achieve by December 2019*
- Continue BLM/Owyhee land exchange negotiations in partnership with DOE. *Achieve by June 2020*
- Meet with each of Idaho's federally-recognized tribes to introduce new State Archaeologist and begin developing new relationships. *Achieve by December 2019*
- Begin discussions with USFS for developing Programmatic Agreements to streamline Section 106 process. *Achieve by December 2019*
- Begin consultation with federal agencies on the development of a Programmatic Agreement to address historic irrigation canal impacts and streamline the Section 106 process for projects that have impacts. *Achieve by June 2020*
- Ensure clear communication with Governor's Office and relevant state agencies regarding the Good Neighbor Authority projects on Forest Service land that are subject to Section 106 consultation. *Ongoing through 2022*

FY 2021 Benchmark(s):

- Provide reviews in accordance with Federal Standards and Regulations of approximately 2,000 Federal projects under the National Historic Preservation Act of 1966 (as amended).
- Implement annual meetings with each National Forest in Idaho
- Implement new Programmatic Agreements with USFS.
- Develop draft of new Programmatic Agreement with federal agencies regarding historic irrigation canals.
- Continue annual meetings with each forest in Idaho as well as each of Idaho's five federally-recognized tribes.

FY 2022-23 Benchmark(s):

- Provide reviews in accordance with Federal Standards and Regulations of approximately 2,000 Federal projects under the National Historic Preservation Act of 1966 (as amended).
- Implement annual meetings with each National Forest in Idaho.
- Implement new Programmatic Agreement with federal agencies regarding historic irrigation canals.
- Continue annual meetings with each forest in Idaho as well as each of Idaho's five federally-recognized tribes.

**Task 1.4.3 Increase amount of collections, records and information accessible to the public through technology enhancements**

FY 2020 Benchmark(s):

- Pursue one-time funding through Idaho Legislature and federal sources to operationalize the Idaho Cultural Resource Information System (ICRIS): A Document Management System for digital site forms, reports, and associated review documentation. *Achieve by March 2020*
- Continue to expand and improve the SQL server review and report database. *Ongoing through 2022*
- Pursue grant opportunities through BLM for legacy GIS data. *Achieve by June 2020*
- Continue populating the polygon dataset in GIS for surveyed areas, based on reports in the SHPO library. *Ongoing through 2022*
- Complete the scanning at SHPO of Idaho Historic Sites Inventory (IHSI) reports and manuscripts. *Achieve by June 2020*

FY 2021 Benchmark(s):

- Procure, test, and implement ICRIS.
- Continue to expand and improve the SQL server review and report database.
- Continue populating the polygon dataset in GIS for surveyed areas, based on reports in the SHPO library.

FY 2022 Benchmark(s):

- Realize and measure efficiencies of ICRIS, as projected from 2015 feasibility study.
- Continue to expand and improve the SQL server review and report database.
- Continue populating the polygon dataset in GIS for surveyed areas, based on reports in the SHPO library.

**Task 1.4.4 Leverage private sector investment in rehabilitation of historic properties through the Federal Historic Tax Credit Program and potential matching State Program**

FY2020 Benchmark(s):

- Share information and gain support for State Historic Tax Credit program with key stakeholders and partners. *Achieve by January 2020*

- Propose State Historic Tax Credit legislation through EALS and advance through the process to achieve approval. *Achieve by September 2020*
- Prepare final draft legislation, presentation strategy, and stakeholder testimony
- Achieve approval for State Historic Tax Credit legislation. *2020 Legislative Session*

FY 2021 Benchmark(s):

- Propose and Implement rules pertaining to State Historic Tax Credit Program
- Implement Program.
- Market State Tax Credit program around the state to encourage use of program.

FY 2020-2023 Benchmark(s):

- Continue to review and process applications for the federal tax credit program; work with individual owners and architects in the planning stages of tax act projects.
- Continue to provide public lectures and training on the federal tax incentives available for historic preservation projects.
- Develop a short FAQ webinar about Historic Tax Credits in Idaho.

**Objective 5: Steward state-owned historic assets and statewide historic and cultural resources**

**Task 1.5.1 Enhance impact of Agency re-granting programs, including Community Enhancement Grants, Certified Local Government Grants, State Historic Records Advisory Board Grants, Governor’s Lewis and Clark Committee Grants, and Ray Knight Scholarship**

FY 2020 Benchmark(s):

- Identify and support one (1) or more high-profile project(s) for funding through the CLG Grant program. *Ongoing through 2022*
- Evaluate effectiveness of new CLG Grant distribution model after having completed two (2) cycles of new program; adjust program if/as necessary. *Achieve by December 2019*
- Increase Community Enhancement Grant distribution geographically and community impact. *Ongoing through 2022*
- Strengthen regional program support and promotion through Trustee engagement. *Ongoing through 2022*
- Work with Idaho Department of Commerce staff and National Trust for Historic Preservation to strengthen relationship between the Idaho CLG Grant program and the National Trust Main Street program. *Ongoing through 2022*
- Ensure that all re-granting awards are agency branded. *Ongoing*
- Reauthorize Governor’s Lewis and Clark Trail Committee. *Achieve by September of 2020*
- Expand Ray Knight Busing and Field Trip Scholarships from 14 to 20 Title 1 Schools. *Achieve by June of 2020*

FY 2021-23 Benchmark(s):

- Identify and support one (1) or more high-profile project(s) for funding through the CLG Grant program.
- Strengthen regional program support and promotion through Trustees engagement.

- Measure and communicate impact of all Agency regranting programs.

### **Task 1.5.2 Provide leadership in statewide Training, Technical Assistance, Historic Preservation Planning, and Partnerships**

#### FY 2020 Benchmark(s):

- Participate in the planning and implementation of the 2020 Idaho Heritage Conference. *Achieve by June 2020*
- Complete draft of statewide Preservation Disaster-Preparedness Plan. *Achieve by June 2020*
- Assess need, prioritize and create on-line training modules for archives and collections management, in partnership with Idaho Association of Museums. *Achieve by June 2020*
- Assess need, prioritize and create on-line training modules for Archives and Records Management, in partnership with Idaho Associations of Cities and Counties. *Achieve by June 2020*
- Co-host the 2019 Western Museum Association Annual conference in Boise. *Achieve by October of 2019*

#### FY 2021 Benchmark(s):

- Begin preparing and planning for the required 2022 State Historic Preservation Plan, including community engagement/outreach plan.
- Assist in planning and coordinating 2021 Plains and Rocky Mountain States CLG Summit, in partnership with other regional CLG Coordinators and NPS.
- Participate in the planning and implementation of the 2022 Idaho Heritage Conference.
- Distribute draft of Statewide Disaster Preparedness Plan to partner agencies for review and comment / revise.

#### FY 20-23 Benchmark(s):

- Expand partnership with Swell Artist Collective, an already established partner of the Old Idaho Penitentiary for programming.
- Continue Table Rock partnerships, to enhance public access and safety, including neighborhood associations, Boise Parks and Recreation, and Rotary.
- Advance relationship-building with Boise State University through: newly imagined Center for Idaho History and Politics (History Department), Geophysics Club, GIMM (Gaming Interactive and Mobile Media) program, sorority/fraternity volunteer groups, and more.
- Finalize and distribute Statewide Disaster Preparedness Plan.
- Collaborate with Boise Parks & Recreation in Project LIV initiative to design and work toward creating a public history park on the Assay Office NHL grounds.

### **Task 1.5.3 Steward Agency collections and facilities**

#### FY 2020 Benchmark(s):

- Conduct needs analysis and create action plan for comprehensive Agency collections inventory and insurance revaluation. *Achieve by June 2020*
- Create comprehensive, agency fire/security protocol, including patrols, monitoring, upgraded systems. *Achieve by June 2020*

- Implement approved FY 20 A and R Projects, to improve public access/safety or address deferred maintenance. *Achieve by June 2020*
- Begin NAGPRA consultation with tribes regarding repatriation of unaffiliated human remains. *Achieve by June 2020*
- Complete Work group Disaster Preparedness Plans. *Achieve by June 2020*
- Finalize COOP plan and file with Homeland Security. *Achieve by June 2020*

FY 2021 Benchmark(s):

- Implement Approved Agency and Alterations and Repairs projects, to improve public access or address deferred maintenance.
- Assess and implement deferred, preventative, and pro-active maintenance program for all Agency buildings, facilities and sites.
- Enhance care and control of state historic assets, including inventory, insurance, storage, security, and disaster preparedness all State collections.
- Assess need and establish costs to design/consolidate all off-site collections and State Record Center operations to gain efficiency, improve security, consolidate resources and reduce rental and utilities costs by more than \$100,000 annually, in preparation for potential ITD move.
- Assess and recommend major Agency capital projects.
- Continue NAGPRA consultation with tribes regarding repatriation of unaffiliated human remains.
- Apply for National NAGPRA Consultation and Documentation Grant from NPS.

FY 2022-23 Benchmark(s):

- Implement Approved Agency and Alterations and Repairs projects, to improve public access or address deferred maintenance.
- Assess and implement deferred, preventative, and pro-active maintenance program for all Agency buildings, facilities and sites.
- Assess and recommend major Agency capital projects.
- Continue NAGPRA consultation with tribes regarding unaffiliated human remains; implement grant.

**Task 1.5.4 Enhance educational impact of and public access to Agency Historic Sites**

FY 2020 Benchmark(s):

- Renovate Old Pen guest services area to improve access, increase efficiency and enlarge Pen Store. *Achieve by June 2020*
- Work with Franklin Pioneer Association, Friends of Stricker Ranch, and Howard J. Bradbury Logging Museum (Pierce) to develop educational programming for each of the Agency's off-site locations. *Achieve by June 2020*
- Work with Friends of Stricker to develop new wayfinding signage and interpretive educational exhibit site signage for Rock Creek/Stricker Ranch. *Achieve by June 2020*
- Explore interactive ways to bring the J. Curtis Earl Exhibit into the classroom via a partnership with Boise State University's College of Innovation and Design. *Achieve by June 2020*

#### FY 2021 Benchmark(s):

- Move selected vehicles for display and install interpretation inside the Shirt Factory.
- Improve and install updated exhibits for 5 House and Yard Signs at the Old Idaho Penitentiary.
- Continue to work with Franklin Pioneer Association, Friends of Stricker Ranch, and Howard J. Bradbury Logging Museum (Pierce) to develop appropriate educational programming for each of the Agency's off-site locations.
- Develop plan for exhibits program that are audience-sourced and/or partnership creations.
- Design and install wayfinding signage in the Old Penitentiary Historic District.
- Maximize media/public relations regarding the results of Ground Penetrating Radar at the Old Idaho Penitentiary cemetery.
- Install new "Weight of War" exhibit in J. Curtis Earl Exhibit in partnership with Boise State University GIMM program.
- Develop continued "VR" experiences in the J. Curtis Earl Exhibit and explore additional VR and AR for Old Pen site in general.
- Plan, design, implement and open the "Riot Exhibit" in the 1902 Barber Shop building (formerly the Prison Tattoo Exhibit).
- Develop long-term plan and goals for the Captivating Conversations program at the Old Idaho Penitentiary, to include timely topics, historically relevant subjects, and thought-provoking discourse.
- Implement new education programs/classroom-focused experiences at the Old Idaho Penitentiary. Designed to be used on site OR for classroom visits.
- Research, design, and implement a schedule for "pop-up" exhibits centered around community events (Treefort Music Festival), timely topics (state of corrections), and nationally recognized holidays or celebrations (Kindness day, Christmas pardons, etc.).
- Install two additional interpretative panels on the Table Rock mesa (Native American history and "Cross" and Boise "B" histories).

#### FY 2022-23 Benchmark(s):

- Implement Franklin Pioneer Association, Friends of Stricker Ranch, and Howard J. Bradbury Logging Museum (Pierce) appropriate educational programming for each of the Agency's off-site locations.
- Design and install wayfinding signage at the Stricker Ranch/Rock Creek Station and Franklin Sites.
- Create new exhibits for the J. Curtis Earl exhibit to include an emphasis on veterans in and from Idaho.
- Provide volunteer/customer service training for all support organizations at Rock Creek/Stricker Ranch, Franklin Historic Sites, and Pierce County Courthouse.
- Create work plan for staff at Franklin Site with measurable, outcome-based objectives for collections management and organization.
- Implement workshop/envisioning exercise for support board members to reimagine and implement revenue-generating events and plan for future fundraisers.

### **Objective 6: Lead 100<sup>th</sup> Commemoration of National Suffrage: Idaho Women 100**

#### FY 2020 Benchmark(s):

- Develop Idaho Women 100 *Trailblazing Idaho Women* Exhibit for August 2020 installation. *Achieve by July 2020*
- Contribute to ISHS Women’s 100 Initiative with ISA Legacy Project. Digitize the MS353 Emma Edwards Green Manuscript Collection, MS2/594 Idaho State Flag Collection and the MS594 Minnie Priest Dunton Collection and Government Records relating to the State Seal and Women’s Suffrage in Idaho in accordance with archival best practices to preserve and promote Idaho History through this digitization initiative and to educate the public on Women’s Suffrage in Idaho and Emma Edwards and Minnie Priest Dunton’s unique contributions to Idaho History. *Achieve by June 2020*
- Begin 1-3 NRHP nominations related to Women’s 2020 in Idaho. *Achieve by September 2019*
- Research, write, and publish *Idaho Women Inmates from The Old Idaho Penitentiary* book. *Achieve by March 2020*
- Bi-annual 32 Cells Art Exhibition in partnership with local and regional artists to feature women. *Achieve by August of 2020*
- Coordinate and align State and local partners in Idaho 100 initiative. *Achieve by June 2020*

FY 2021 Benchmark(s):

- Launch Idaho Women 100 Trailblazing Idaho Women Exhibit with opening August 2020 through June of 2021.
- Complete Idaho Women’s 100 Idaho State Archives Legacy Project Initiative digitizing the MS353 Emma Edwards Green Manuscript Collection, MS2/594 Idaho State Flag Collection and the MS594 Minnie Priest Dunton Collection, and Government Records relating to the State Seal and Women’s Suffrage in Idaho.
- Complete and submit Women’s 2020-related nominations to the NPS for listing in the NRHP.

**Strategic Plan Goal 2**

***Funding and Growth: Increase funding and leverage partnership with Foundation for Idaho History and volunteers to advance Agency mission***

**Objective 1. Complete State Museum Capital Campaign**

**Task 2.1.1 Manage museum capital campaign multi-year fulfillment obligations**

FY 2020-22 Benchmark(s):

- Ensure all donor stewardship commitments are fulfilled. *Ongoing through June 2023*
- Ensure all donor pledges stay up to date with their payments. *Ongoing through June 2023*

**Objective 2. Build Membership Program**

**Task 2.2.1 Increase ISHS membership engagement, numbers, and revenue**

FY 2020 Benchmark(s):

- Reach 1,000 annual members by the end of calendar year 2019. *Achieve by December 2019*
- Evaluate program and implement enhancements, including member exclusive events and programs. *Achieve by June 2020*
- Develop Corporate/Organizational membership category. *Achieve by June 2020*
- Assess need for statewide reciprocal membership opportunity. *Achieve by June 2020*

FY 2021 Benchmark(s):

- Increase membership from 1,000 to 1,250.
- Increase membership revenue 10% from FY 2019 to FY 2020.
- Evaluate program and implement enhancements.
- Segment and evaluate membership appeal(s) by audience.

FY 2022-23 Benchmark(s):

- Research and implement statewide membership campaign.

**Objective 3. Optimize Agency non-state funding programs**

**Task 2.3.1 Manage Agency grant program**

FY 2020-2023 Benchmark(s):

- Manage Agency federal, regional, and local grant program. *Ongoing through June 2023*
- Submit new grant proposals aligned with annual priorities and opportunities. *Ongoing through June 2023*
- Manage NPS Grant for SHPO operations (est. annual federal share \$750,000 and annually required state match (est. \$400,000). *Ongoing through June 2023*
- Seek sustainable SHPO match support in the amount of \$400,000 annually. *Ongoing through June 2023*

**Task 2.3.2 Increase earned income revenue (Admissions, Retail, Rentals, Leases, Fees)**

FY 2020-2023 Benchmark(s):

- Analyze Agency products for market relevance. *Achieve by June 2020*
- Maintain master ISHS schedule of signature and important events/programs. *Ongoing through June 2023*
- Follow marketing guidelines highlighted in business plan and recommended by Strategies 360 to achieve planned admission, and facility rental revenue. *Achieve by March 2020*
- Determine and meet annual \$ sales per visitor target level for M Store and Pen Store. *Achieve by June 2020*
- Use data to make strategic decisions regarding program relevance, educational impact, and visitor satisfaction. *Ongoing through June 2023*
- Annually review and adjust fee structure and lease rates to align with market conditions. *Achieve by June 2020*

**Objective 4. Build sustainability and capacity of Foundation for Idaho History to fulfil its mission to support agency**

**Task 2.4.1 Implement and support Foundation for Idaho History Strategic Plan**

FY 2020-2023 Benchmark(s):

- Transform Idaho State Museum campaign donors into long-term supporters with a minimum retention rate of 75% annually.
- Generate a minimum of \$10,000 annually for financial support of agency events requiring non-state funds including legislative reception, Esto Perpetua Awards, volunteer appreciation events, and employee training and recognition.
- Steward major donors and supporters.
- Develop and implement funding campaign for museum major exhibits.
- Enhance and expand annual gala fundraising event.
- Achieve 100% participation by FIH board sharing agency impact and value with key stakeholders.
- Explore planned giving and endowment programs.
- Institutionalize board development best practices for recruitment, orientation, self-evaluation, and personal development.

**Task 2.4.2 Enhance co-branding of the Foundation for Idaho History with the Idaho State Historical Society**

FY 2020 Benchmark(s):

- Design co-branded templates as part of brand redesign.
- Optimize FIH website.

**Objective 5. Inspire community support and commitment to Agency**

**Task 2.5.1 Build impact and effectiveness of volunteer program**

FY 2020–22 Benchmark(s):

- Assess Agency need and recruit qualified volunteers. *Ongoing through June 2023*
- Ensure timely onboarding and training. *Ongoing through June 2023*
- Create measurement metrics (cost avoidance financials and value of contribution). *Ongoing through June 2023*
- Survey and engage current volunteers to understand needs and optimize volunteer satisfaction. *Ongoing through June 2023*
- Ensure ongoing volunteer communication. *Ongoing through June 2023*
- Recognize annual volunteer contribution to Agency operations. *Ongoing through June 2023*

**Strategic Plan Goal 3**

***Marketing and Communications: Optimize public awareness and participation in agency services through enhanced brand identity, web-site, marketing and outreach***

**Objective 1. Develop a comprehensive marketing plan in coordination with new marketing/public relations agency**

### **Task 3.1.1 Implement marketing plan to push attendance, while continuing to promote other agency sites and initiatives**

#### FY 2020 Benchmark(s):

- Continue implementing comprehensive marketing plan designed to drive attendance of 100,000+ at the Idaho State Museum and 80,000 at the Old Idaho Penitentiary. *Achieve by June 2020*
- Implement external audience communication plan. *Achieve by June 2020*
- Analyze results from FY 2020 and adjust marketing strategy accordingly. *Achieve by June 2020*
- Continue sustaining new brand identity through strategic brand placement, content and language development, and internal staff training. *Achieve by June 2020*
- Promote Museum and Old Pen as destinations and rental facilities through Boise Visitor and Convention Bureau, Department of Tourism, and Group Tours. *Achieve by June 2020*
- Develop and implement statewide marketing, PR, and outreach campaign surrounding the State Constitution restoration project. *Achieve by June 2020*
- Plan and implement a marketing campaign commemorating the anniversary of women's suffrage. *Achieve by June 2020*

#### FY 2021-23 Benchmark(s):

- Determine plan for agency outreach throughout state, and how that can be enhanced through marketing and communications
- Analyze results from FY 2020 and adjust marketing strategy accordingly

### **Task 3.1.2 Leverage impact of and optimize agency website**

#### FY 2020 Benchmark(s):

- Use Google Analytics and state reporting to measure success of new website versus old website. *Achieve by June 2020*
- Increase the number of unique visitors to the site by 10% from FY 2020. *Achieve by June 2020*
- Maintain security of the website in line with state cyber security updates. *Ongoing through June 2023*
- Increase search engine optimization, mobile usability, and redirect all 404 links to current respective webpages. *Achieve by March of 2020*
- Analyze potential for on-line retail sales. *Achieve by March of 2020*

#### FY 2021 Benchmark(s):

- Make agency resources more accessible- i.e. teacher resources, digital collections.
- Re-upload branded Idaho Reference series.
- Create self-guided training and technical resources for archival/government records/collections management methods for state-wide small museums and archives
- Implement on-line retail sales program.

#### FY 2021-23 Benchmark(s):

- Analyze results from FY 2020 and adjust strategy accordingly.

### **Task 3.1.3 Create and implement a new agency social media plan**

#### FY 2020-22 Benchmark(s):

- Create a priority calendar/schedule for each applicable workgroup for postings with national significance. *Ongoing through June 2023*
- Maintain audit of all agency social media sites. *Ongoing through June 2023*
- Grow reach strategically by account (Facebook and Instagram) by 10%. *Ongoing through June 2023*
- Find opportunities to attract additional audiences through partnerships with other history and culture related organizations. *Ongoing through June 2023*
- Continue to integrate social media into the agency's marketing and customer service plans. *Ongoing through June 2023*
- Leverage data and insights to make informed, strategic decisions that will maximize budget and reach. *Ongoing through June 2023*
- Continue with A-B testing for language and demographic targeting to ensure the proper audiences are being reached. *Ongoing through June 2023*
- Track conversion and clickthrough rates to remove purchasing/engagement barriers. *Ongoing through June 2023*

### **Task 3.1.4 Maintain agency CRM/donor database**

#### FY 2020-2023 Benchmark(s):

- Maintain Versai database that tracks communications, donors, point of sale information, volunteers, and events. *Ongoing through June 2023*
- Train staff on the use of database. *Ongoing through June 2023*
- Assign staff within each unit specific responsibilities related to their positions. *Ongoing through June 2023*
- Streamline data-base usability regarding events, pricing, reconciling sales. *Ongoing through June 2023*

### **Task 3.1.5 Promote and enhance Agency outreach, recognition, and awards programs**

#### FY 2020-2023 Benchmark(s):

- Create a website map displaying all Idaho Century Farms and Ranch locations.
- Archive all Idaho Century Farm and Ranch applications.
- Document number of farms in each of the seven judicial districts.
- Research upcoming Century Farm and Ranches for 2021-2023.
- Increase statewide awareness and participation in the Esto Perpetua Awards
- Build marketing program for Esto Perpetua Award nominations, event participation, and awardees profiles.
- Raise public awareness of Idaho Day, March 4<sup>th</sup> through the increase of social media and an online presence of the Idaho Day celebration and its annual theme with informative facts, details, and data for the public.
- Increase statewide participation in Idaho Day in local communities.

- Build Idaho Day online toolkit available for statewide partners.

#### **Strategic Plan Goal 4**

#### ***Organizational development and infrastructure: Foster a sustainable high performance work culture***

##### **Task 4.1.1 Optimize skill and performance of agency staff**

###### FY 2020 Benchmark(s):

- Implement and measure agency work culture standards as part of I-Perform. *Achieve by June 2020*
- Create Agency Experience and Engagement Task force to align exhibition and program practices and processed across all departments. *Achieve by September 2019*
- Create and implement annual training plan, including all staff team training and individual training. *Achieve by June 2020*

###### FY 2021 Benchmark(s):

- Create Agency Diversity, Access, and Inclusion Task Force to investigate and recommend comprehensive program.
- Create and implement annual training plan, including all staff team training and individual training.

###### FY 2022-23 Benchmark(s):

- Create and implement annual training plan, including all staff team training and individual training.

##### **Task 4.1.2 Increase average staff compensation to mid-point**

###### FY 2020 Benchmark(s):

- Increase staff salaries toward midpoint in alignment with CEC guidance to 85% in FY 2020. *Achieve by March 2020*

###### FY 2021 Benchmark(s):

- Increase staff salaries toward midpoint in alignment with CEC guidance to 90% in FY 2021. *Achieve by March 2021*

###### FY 2022 Benchmark(s):

- Increase staff salaries toward midpoint in alignment with CEC guidance to 95% in FY 2022. *Achieve by March 2022*

###### FY 2023 Benchmark(s):

- Increase staff salaries toward midpoint in alignment with CEC guidance to 100% in FY 2023. *Achieve by March 2023*

Externalities: Sustainable funding

##### **Task 4.1.2 Optimize skill and performance of Agency Board of Trustees**

FY 2020-23 Benchmark(s):

- Ensure Trustee understanding of their statutory obligations, and *Trustee Roles, and Responsibilities* through new member orientation and annual review.
- Support/facilitate Trustee governance that follows Idaho Open Meetings Act, Governance Policy and Annual Governance Calendar.
- Efficiently strategize, schedule, implement and document regular quarterly and special telephone conference meetings.
- Recommend and implement Board policies.
- Schedule and implement Board opportunities to be present at JFAC, legislative lunches and tours, Governor Ceremonial Office events, and other leadership meetings.
- Support Trustee special programs including the Esto Perpetua annual recognition event, Agency Community Enhancement Grant program, Capital for a Day, Century Farm/Ranch Programs and statewide outreach initiatives.
- Engage Trustees in Agency operations and special initiatives in accordance with state policy, major projects, special campaigns, legislative priorities, and related, substantive work.
- Ensure ongoing communication between Executive Director and Board Chairman.

**Task 4.1.3 Optimize Agency Financial Management Systems and Processes**

FY 2020 Benchmark(s):

- Ensure revenues and expenditures are coded correctly to track grant and agency expenditures and revenues. *Ongoing through June 2023*
- Manage agency contracts and leases. *Ongoing through June 2023*
- Monitor and train ISHS staff to internal control best practice. *Ongoing through June 2023*

FY 2020-23 Benchmark(s):

- Manage and monitor cash flow from private, state, and federal sources to ensure pledges are fulfilled and properly applied to Agency Core Programs. *Ongoing through June 2023*
- Ensure revenues and expenditures are coded correctly to track grant and agency expenditures and revenues. *Ongoing through June 2023*
- Manage agency contracts and leases. *Ongoing through June 2023*
- Evaluate and Update Agency Policy and Procedures Manual. *Ongoing through June 2023*

**Task 4.1.4 Optimize Agency Information Technology Systems and Processes**

FY 2020 Benchmark(s):

- Promote security-first culture statewide as directed Office of Technology Services (ITS) in the Governor's Office
  - Participate in DHR administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. *Achieve by April 2020*
  - Ensure ISHS computers are compliant with State Cyber Security and Data Security policies. *Ongoing through June 2023*

- Move Historic Dress Digital content website into production. *Achieve by September 2019*
- Update IT Strategic 5-year plan. *Achieve by April 2020*
- ISHS migration to SharePoint 365. *Achieve by September 2019*
- Implement State cybersecurity breach and incident procedures. *Achieve by January 2020*
- Migrate ISHS computers to Windows 10 and retire Windows 7. *Achieve by April 2020*
- Coordinate migration of Museum Digital Textile website from .net to WordPress. *Achieve by April 2020*
- Coordinator and integrate network, server, workstation, application and policy recommendations from State ITS within ISHS. *Achieve by April 2020*

FY 2021, 2022, 2023 Benchmark(s):

- Promote security-first culture statewide as directed Office of Technology Services (ITS) in the Governor's Office:
  - Participate in DHR administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program,
  - Ensure ISHS computers are compliant with State Cyber Security and Data Security policies,
  - Adopt best business practices and promote security-first culture to ISHS staff and volunteers.
- Promote and communicate State recommended cybersecurity breach and incident procedures to ISHS staff.
- ISHS website standardization to meet State requirements.
- Continual promotion and education of ISHS staff on Cybersecurity breach and incident procedures.
- Update IT Strategic 5-year plan.
- Coordinator network, server, workstation, application and policy recommendations from State recommendations.

## **Idaho State Historical Society Statutory Authorities Summary**

**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 67-41** 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)
- To 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])
- To 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 67-46** 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 33-39** 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.