



IDAHO STATE
**HISTORICAL
SOCIETY**

Strategic Plan FY2021-24

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, and 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 74 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 genuine passion for work through enthusiasm and excellence through 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.

- This 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, Office of Species Conservation, etc.

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 Agency needs are met by government. The Agency's 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 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 cause 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 Record Center
- Fundraising for Agency 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 on-going community and customer engagement.*

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

FY 21 Benchmarks:

- Create promotional opportunities around 140th Agency Anniversary (ALL Legislative session)
- Grand reopening of the Stricker Ranch and Rock Creek Station after a \$500,000 renovation and \$100,000 interpretive enhancements (Spring of 2021)
- 100th Anniversary of the Idaho Capitol, Tourtellotte and Hummel Exhibition and associated deliverable (Legislative session 2021)
- Constitution Statewide Traveling Exhibition (ISA)
- Align key programs with America 250 (Ongoing until FY 26)

FY 22 Benchmarks:

- 150th Anniversary of the Assay Office (SHPO)
- 150th Anniversary of the 1872 General mining law (ALL)
- 150th Anniversary of opening of Idaho Penitentiary (OP)

FY 23 Benchmarks:

- USS Idaho SSN - 799 Gem of the Fleet (ALL)

FY 24 Benchmarks:

- 50th Anniversary of NHD and 40th Anniversary NHD in Idaho
- 130th Anniversary of the passage of the Carey Act (ALL)
- 100th Anniversary of the Indian Citizenship Act and 90th Anniversary of the Indian Reorganization Act (All)
- 50th Anniversary of Old Idaho Penitentiary as a museum (OP)

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

FY 21 Benchmarks

- "Disturbing Justice" exhibition at the Old Idaho Penitential (OP Aug)
- "Trailblazing Women of Idaho" at the Idaho State Museum (ISM Spring)
- African American Civil Rights in Idaho Traveling Exhibit (SHPO & ISM)

FY 22 Benchmarks

- Zions Bank travelling exhibition (ISM)
- "All the World to See" NEH exhibition (ISM Jan. - March)

FY 23 Benchmarks

- "Away from Home" NEH exhibition (ISM)
- Tribal partnership exhibition (ISM)

Objective 1.3: Identify and plan for regularly occurring events and celebrations that leverage our agency's resources, strengthen our market share, and encourage on-going community engagement.

FY 21-24 Benchmarks

- National History Day
- Idaho Day, March 4
- Idaho Women's Day, March 14
- Bear River Massacre annual commemoration, January 29
- Juneteenth, June 19
- Return of the Boise Valley People, June
- Statehood Day, July 3
- Frightened Felons, October
- American Archives Month, October
- Esto Perpetua, spring
- Century Farm and Ranch Awards
- Wine, Eats and Artifacts, fall

STRATEGIC PLAN GOAL 2

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

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

FY 2021

- Implement and evaluate new learning opportunities at the Museum for K-12, Family programming, teen and camp programs, adapting to virtual to meet audience needs, identifying opportunities to monetize. (MUS) Ongoing through FY24
- Develop reimagined relevant, engaging traveling trunk program for 21st century essential skills that has a statewide presence. (MUS)
- Develop curriculum and learning opportunities for changing exhibition galleries. (MUS)
- Plan and implement redesign of the Boomtown's "Town Hall" to become a calming educational space for families with young learners, focusing on reading and literacy. (MUS)
- Increase teacher participation in National History Day in Idaho to more robustly represent all Idaho judicial districts. (MUS) Ongoing through FY24
- Open and promote online *M Store* and *Souvenir Confinement* to encourage statewide interest in local Idaho products and items that reflect the stories and themes of the Agency. (MUS, OP)
- Investigate and implement virtual tour program for Museum. (MUS)
- Expand the Ray Knight Field Trip Scholarship to include virtual field trips, digital content, travelling trunks and other off-site education programs. (OP)
- Develop Scope of Work for Historic Irrigation Resources Context; Contract with historical consultant to write context. (SHPO)
- Assess Agency publications program and create a plan for increasing access to historic publications, including *Idaho Yesterdays* and *Mountain Light*, and the future production/publication of books, magazines, pamphlets, and other print/digital publications. (ADM)
- Track and respond to 100% of requests from Executive and Legislative offices for content, questions, and deliverables with expedience commensurate with the request. (ADM) *Ongoing through FY2024.*
- Secure dedicated resources to continue the digitization of Idaho's newspapers. (ISA)
- Promote Idaho's successful completion of digitizing 300,000 Idaho newspaper through Chronicling America program. (ISA)
- Continue adding archives content to the Digital Resource Development of ISHS and improve access by arranging and describing collections, producing finding aids and updated catalog records. (ISA)
- Partner with agency leaders, ISHS program managers by providing access to historical records in a timely manner. (ISA) *Ongoing through FY24*

FY 2022

- Develop long-term strategic plan for capacity growth of National History Day in Idaho. (MUS)
- Complete Historic Irrigation Resources Context. (SHPO)
- Execute on Agency publications plan to deliver access to historic publications, including *Idaho Yesterdays* and *Mountain Light*. (ADM)
- Develop project plan, including collecting data from university partners, academics, and researchers, to enhance the ISHS's "Reference Series" for the 21st century. (ADM)

FY 2023

- In partnership with ISM Education Team, create a virtual exhibition or tour relating to the Capitol Building, meeting 4th grade curriculum standards. (MUS)
- Implement and evaluate new learning opportunities for K-12, Family programming, teen and camp programs, adapting to virtual to meet audience needs, identifying opportunities to monetize. (MUS)
- Evaluate and explore requirements to build upon "Defining Style: Western Heritage Through Fashion" including budget, staff, outcomes, and technical needs. (MUS)
- Measure statewide educational impact of National History Day in Idaho. *Ongoing through FY24* (MUS)
- Identify partners (universities, academics, etc.) and test assumptions, including funding sources, interest from the public, availability of scholars, to relaunch ISHS scholarly journal. (ADM)
- Identify partners to assist in revision and additions to "Reference Series" and prioritize work based on greatest need to correct inaccuracies and stereotypical descriptions and narratives. (ADM)

FY 2024

- Implement and evaluate new learning opportunities for K-12, Family programming, teen, and camp programs, adapting to virtual to meet audience needs, identifying opportunities to monetize. (MUS)
- Implement workplans to update and build upon "Defining Style: Western Heritage Through Fashion." (MUS)
- Continue to grow support and participation in National History Day in Idaho. (MUS)
- Build infrastructure, including editorial board, partners in design, layout, and print, to assist with creation and relaunch of ISHS scholarly journal, with first new issue ready to go to print by the end of FY2024. (ADM)
- Complete 5% of revisions and additions to the "Reference Series" based on prioritized workplan from FY2023. (ADM)

Objective 2.2: Develop and deliver programming, including but not limited to exhibits, lectures, events, demonstrations, stewarding collections, etc., to maintain our status as the state's premiere resource on Idaho history.

FY 2021

- Create agency-wide, in-house, visitor services (exhibits/programs) planning committee to align agency efforts (ALL)
- With partner agencies, reimagine and enhance Idaho Day Program to best reflect the needs of desired audience. (MUS)
- Implement approved Capitol exhibitions. (MUS) *Ongoing through FY24.*
- Investigate and make recommendations for a virtual exhibition platform. (MUS)
- Annually determine and meet \$ per visitor targets for *M Store*. (MUS)
- Work with already established partners to host Dia de los Muertos virtually and make plans to expand offerings in 2022. (MUS)
- Create easy to use formative and summative evaluation templates. (MUS)
- Use visitor data to inform public programming and exhibit schedule. (MUS) *Ongoing through FY24.*
- Identify needed exhibitions accessibility enhancements that address learning styles, physical accessibility, and language barriers. (MUS)
- Lead planning of 2021 Idaho Heritage Conference in Pocatello. (SHPO)
- Formalize History Happy Hour as a consistent long-term Museum program starting September 2021, identifying opportunities to monetize. (MUS)

- Install new exhibits about the role of women in the military inside the J. Curtis Earl Weapons Exhibit. (OP)
- Create 2 new “pop-up” exhibits to alternate throughout the site. Topics to be determined by staff. (OP)
- Reimagine the signature Frightened Felons event to be more conducive to less people in a safe environment (due to COVID-19) while providing a unique experience for visitors. (OP)
- Implement the 13 Stories program, post the finished products to the Old Idaho Penitentiary YouTube page, and find a funding source to pay for the 3 selected winning entries for future programs. (OP)
- Identify state-wide partners and test assumptions, identify competition, for creating a long-term lecture series program, in consultation with State Historian. (ADM)
- Identify, compile, and build out a long-range calendar of opportunities to deliver presentations, lectures, talks, and trainings, that draw on State Historian expertise, to deliver content on Idaho history to diverse and distinct audiences. (ADM)
- Partner with State Historian to curate three ISA temporary exhibits. (ISA) *Ongoing through FY24.*
- Develop partnership with USS Idaho Commissioning Foundation (ISA)
- Pursue historical collections for acquisition to ISHS holdings, such as Ballet Idaho. (ISA)
- Create and implement a comprehensive and inspiring Archives public programs plan, utilizing visitor data to continually pivot and adjust plan to reach identified audience and deliver on program’s promise. (ISA) *Ongoing through FY24*

FY 2022

- Agency-wide exhibit planning committee to create processes and procedures for in-house exhibit creation, including project timeline templates to ensure consistency in development, execution, and content review. (All)
- Utilizing the ISM virtual exhibition platform, create a virtual exhibition of items in the Capitol Collection for a statewide audience. (MUS)
- Continue leadership of the Idaho Day Program. (MUS)
- Implement virtual exhibition platform, creating virtual exhibition to parallel on-site exhibitions. (MUS)
- Annually determine and meet \$ per visitor targets for M Store. (MUS)
- Implement exhibitions and programming accessibility enhancements that address learning styles, physical accessibility, and language barriers. (MUS)
- Develop exhibition plan for statewide traveling exhibitions that reflect Agency-wide collections. (MUS)
- Continue to implement and evaluate new opportunities for public programming for adult and community audiences, adapting to virtual to meet audience needs, identifying opportunities to monetize. (MUS)
- Launch new Museum tour program for on-site visitors taking into consideration any changes needed post-COVID. (MUS)
- Continue developing comprehensive annual exhibit schedule for changing exhibition galleries including Syringa, Treasures, and Canyon galleries. (MUS)
- Continue to utilize visitor data to inform annual exhibit schedule, investigate development opportunities to fund large scale exhibition in 2025. (MUS)
- Work with partners to host Idaho Heritage Conference in Pocatello. (SHPO)
- Develop strategy (content, topics, locations, participants) for long-term lecture series program representing the agency, in consultation with State Historian. (ADM)
- Execute on 50% of identified opportunities on State Historian outreach calendar noted in FY2022 to deliver content to distinct audiences (outside of visitors to agency sites or virtual content); and maximize this content for other agency purposes. (ADM)

FY 2023

- Continue leadership of the Idaho Day Program. (MUS)
- Develop educational resources to support traveling exhibition program. (MUS)
- Annually determine and meet \$ per visitor targets for M Store. (MUS)
- Begin investigation into re-interpretation plan for Pioneer Village. Identify development opportunities and outcomes. (MUS, SHPO)
- Continue developing comprehensive annual exhibit schedule for changing exhibition galleries including Syringa, Treasures, and Canyon galleries using visitor data. (MUS)
- Summative evaluation of Museum impact in partnership with BSU and third-party consultant. (MUS)
- Continue to utilize visitor data to inform annual exhibit schedule. (MUS)
- Continue to utilize visitor data to inform public programming (MUS)
- Annually determine and meet \$ per visitor targets for M Store. (MUS)
- Continue to implement and evaluate new opportunities for public programming for adult and community audiences, adapting to virtual to meet audience needs, identifying opportunities to monetize. (MUS)
- Lead planning of 2023 Idaho Heritage Conference. (SHPO)
- Agency-wide exhibit planning committee to implement established processes and procedures for in-house exhibit creation; develop project plans for four years out. (ALL)
- Launch agency lecture series program, in consultation with State Historian (ADM)
- Execute on 50% of identified opportunities on State Historian outreach calendar noted in FY2023 to deliver content to distinct audiences (outside of visitors to agency sites or virtual content); and maximize this content for other agency purposes. (ADM)
- Assess need, prioritize, and create online training modules for archives and records management, in partnership with Idaho Associations of Cities and Counties. (ISA)

FY 2024

- Continue developing comprehensive annual exhibit schedule for changing exhibition galleries including Syringa, Treasures, and Canyon galleries using visitor data. (MUS)
- Continue to implement and evaluate new opportunities for public programming for adult and community audiences, adapting to virtual to meet audience needs, identifying opportunities to monetize. (MUS)
- Implement re-interpretation plan for Pioneer Village if funding and support allows. (MUS)
- Identify large scale Museum exhibition for FY 2025. (MUS)
- Test viability of lecture series (public survey, participant surveys) for continued development of agency lecture series program. (ADM)
- Execute on 50% of identified opportunities on State Historian outreach calendar noted in FY2024 to deliver content to distinct audiences (outside of visitors to agency sites or virtual content); and maximize this content for other agency purposes. (ADM)
- Partner with State Historian to curate three ISA temporary exhibits. (ISA)
- Measure impact of Archives public programs plan and continue expanding connections to the public. (ISA)

Objective 2.3: Steward state-owned historic assets and statewide historic and cultural resources

FY 2021

- Increase amount of collections accessible to the public by identifying workplan for addressing collections processing backlog. (MUS)
- Work with Archivists and State Historian to develop an Agency-wide Collecting Outreach Plan to target gaps in Agency collections. (MUS)

- Develop and execute plan to actively collect in response to current events. (ALL)
- Digitize and make available to the public, selected issues of the prison newspaper The Clock and Wall City Bulletin, a collaboration with the Old Idaho Penitentiary and Idaho State Archives. (OP)
- Establish technical protocols and project scope for shelf-by-shelf audit of entire government records holdings. (ISA)
- Complete the FY21 benchmarks identified in audit plan for completing manuscript and photograph collections at the Idaho State Archives. (ISA)
- Create comprehensive, agency fire/security protocol, including patrols, monitoring, upgraded systems plan. (ADM) *Ongoing through FY24*
- Implement Approved Agency and Alterations and Repairs projects, to improve public access or address deferred maintenance. (ADM) *Ongoing through FY24*
- Ensure safe and secure facilities to protect the public, the ISHS family, and state assets. (ADM) *Ongoing through FY24*
- Assess and implement deferred, preventative, and pro-active maintenance program for all Agency buildings, facilities, and statewide historic sites. (ADM) *Ongoing through FY24*
- Assess and recommend major Agency capital projects as prioritized with agency administrators in accordance with budget principles and priorities. (ADM) *Ongoing through FY24*

FY 2022

- Conduct needs analysis and create action plan for comprehensive Agency collections inventory. (MUS)
- Complete collections cataloging (including photo documentation, written records, creation of database entry, and proper hardcopy production/filing) for 50 collections pieces. (MUS)
- Implement Museum portion of Collecting Outreach Plan to target gaps in Agency collections. (MUS)
- Complete the FY22 benchmarks identified in the audit plans for completing the shelf-by-shelf audit of government records holdings, manuscript and photograph collections at the Idaho State Archives using information management systems. (ISA)
- Create plan and prepare for potential ITD move (TBD) for long-term storage to protect state assets. (ADM)
- Implement prioritized comprehensive, agency fire/security protocol, including patrols, monitoring, upgraded systems plan. (ADM)
- Continue to expand and create better mobility access to the Old Idaho Penitentiary's *Souvenir Confinement* store. (OP)

FY 2023

- Complete collections cataloging (including photo documentation, written records, creation of database entry, and proper hardcopy production/filing) for 50 collections pieces. (MUS)
- With Archivists and State Historian, assess the efficacy of the Collecting Outreach Plan to ensure ISHS meet stated goals, update collecting needs, and make other necessary updates. (MUS)
- Create comprehensive, agency fire/security protocol, including patrols, monitoring, upgraded systems plan. (ADM)

FY 2024

- Continue collecting targeted items identified in the museum-portion of Collecting Outreach Plan (MUS)

- Complete collections cataloging (including photo documentation, written records, creation of database entry, and proper hardcopy production/filing) for 50 collections pieces. (MUS)
- Create comprehensive, agency fire/security protocol, including patrols, monitoring,

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.

FY 2021

- Annually seek approval for Capitol Curation Program through Capitol Commission. (MUS) *Ongoing through FY24*
- Promote security-first culture as directed Office of Technology Services (ITS) in the Governor's Office by Adopting NIST Cybersecurity Framework and implementing CIS Critical Security Controls 1-5. (ADM) *Ongoing through FY24*
- Participate in DHR and ITS administered cybersecurity training (ADM) *Ongoing through FY24*
- Customize Agency cybersecurity breach and incident procedures (ADM) *Ongoing through FY24*
- Coordinate network, server, workstation, application, and policy recommendations (ADM) *Ongoing through FY24*
- Begin implementation of ICRIS: meet with Purchasing and ITS to determine feasibility of developing application via internally; begin design of application. (SHPO)
- Add efficiencies and streamlining by negotiating three additional agreements with the USFS, regarding Recreation Residences, Weeds, and Minor Impacts. (SHPO)
- Create comprehensive plan with Table Rock Access Advisory Committee for the future of Table Rock, including determining ongoing access. (OP)
- Finalize and distribute the findings of the Zasio legal review of the state agency general retention schedule recommendations. (ISA)
- Modernize network services and database technology at the State Records Center. (ISA)
- Update 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. (ISA)
- Create self-guided training and technical resources for archival/government records/collections management methods for state-wide small museums and archives. (ISA)
- Develop comprehensive ISHS agency-wide records retention schedule. (ISA)
- 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. (ISA)

FY 2022

- Implement required Legislative Services Office (LSO) audit (ADM)
- Launch LUMA and phase staff training (ADM)
- Complete ICRIS application development; conduct statewide ICRIS training (SHPO)

- Complete, sign and implement the three new Programmatic Agreements with the USFS. (SHPO)
- Begin consultation with federal agencies regarding PA for historic irrigation resources. (SHPO)

FY 2023

- Complete LUMA and final staff training (ADM)
- Launch ICRIS; realize and measure efficiencies as projected by 2015 feasibility study. (SHPO)
- Complete, sign, and implement historic irrigation resources PA with federal agencies. (SHPO)
- 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. (ISA)
- Recommend statewide Electronic Records Study Needs Assessment. (ISA)

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.

FY 2021

- Develop at least quarterly members-only programming at the Museum based on feedback and data. (MUS)
- Increase memberships acquisition and retention at each site to achieve membership of 800 (ADM)
 - Idaho State Museum membership goal of 290 new members (ADM)
 - Old Idaho Penitentiary goal of 50 new members (ADM)
 - Idaho State Archives goal of 5 new members
 - State Historic Preservation Office goal of 5 new members
 - All Staff membership retention goal of 450 (ADM)
- Increase “Members only,” and “Members first” and/or member discounts for programs and events by site and in conjunction with Agency Anchor initiatives outlined in Strategy 1: (ADM)
 - Member and lapsed member surveys to inform programming of interest to Members (ADM)
 - Idaho State Museum 4-member focused events per year (ADM)
 - Old Idaho Penitentiary 4 member focused per year (ADM)
 - Idaho State Archives 2 member focused per year (ADM)
 - State Historic Preservation Office 1 member focused per year (ADM)
- Enhance Member Benefits page on website with benefits from each site. *Ongoing through FY24* (ADM)
- Increase marketing of membership at all physical locations, website, electronic communications, and sites’ social media channels (ADM)
 - Re-evaluate member benefits and levels (ADM)
 - Evaluate and improve signage and collateral in Museums, State Archives and Historic Sites (ADM)
 - Include membership invitation in all on-line invitations and events (ADM)
 - Add “members make a difference” section to e-newsletter (ADM)
 - Feature photograph and Q&A (ADM)
 - Highlight the benefits of membership (ADM)
 - Segment and evaluate membership appeal(s) by audience (ADM)
- Use membership as a lens to further elevate and discuss agency history (i.e. historic membership programs, benefits, members, etc.) (ADM)
- Promote membership through archival reference services. (ISA)

FY 2022

- Achieve Membership goal of 1,000 (ADM)
 - Idaho State Museum membership goal of 390 new members (ADM)
 - Old Idaho Penitentiary goal of 90 new members (ADM)
 - Idaho State Archives goal of 10 new members
 - State Historic Preservation Office goal of 10 new members

- All Staff membership retention goal of 500 (ADM)
- Evaluate previous year's results from "Members only," and "Members first" and/or member discounts for programs and events by site and adjust accordingly *Ongoing through FY24* (ADM)
- Research and implement statewide membership campaign (ADM)
- Review and adjust membership category rates to align with market conditions (ADM)
- Test and gather data on the impact of sharing agency history through the lens of historic membership appeals. (ADM)

FY 2023

- 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. (ADM)

Objective 3.2: Strengthen impact and effectiveness of volunteer program.

FY 2021

- Combine Agency-wide internships into streamlined program set outcomes and targeted audiences with Agency-wide onboarding and training. (ALL)
- Assess Agency needs and recruit qualified volunteers. *Ongoing through FY 2024* (ADM)
- Expand membership of Educational Advisory Committee, meet at least twice annually, and identify new on-site Museum program priorities. (MUS)
- Identify and engage follow-up opportunities for Museum focus groups. (MUS)
- Grow GEM program from 6 to 10 participants. (MUS)
- Ensure timely onboarding and training of volunteers. *Ongoing through FY 2024* (ADM)
- Create measurement metrics (cost avoidance financials and value of contribution). *Ongoing through June 2024* (ADM)
- Survey and engage current volunteers to understand needs and optimize volunteer satisfaction. *Ongoing through June 2024* (ADM)
- Ensure ongoing volunteer communication. *Ongoing through FY 2024* (ADM)
- Recognize annual volunteer contribution to Agency operations. *Ongoing through June 2024* (ADM)
- Implement volunteer management training for staff. (ADM)
- Identify opportunities and build infrastructure for volunteer experiences, projects, and outcomes to be recorded and documented as part of our agency's historic records. (ADM)

FY 2022

- Grow GEM program from 10 to 15 participants and identify potential funding sources for stipends to encourage underserved and rural participants. (MUS)
- Create staff-led educational workshops for the Franklin Pioneer Associations, Friends of Stricker Ranch, and Bradbury Logging Museum. Workshops will entail collections best practices, fundraising lessons, as well as building educational and revenue generating programs. (OP)
- Implement processes (forms, oral history interviews, etc.), for volunteer experiences, projects, and outcomes to become part of our agency's historic records. (Admin)

FY 2023

- Provide stipends for 15 GEM participants. (MUS)
- Investigate statewide growth for GEM program, partnering with other historical organizations and schools with history clubs. (MUS)

FY 2024

- Implement statewide GEM program. (MUS)

Objective 3.3 Develop and execute Agency-wide marketing and outreach plans in collaboration with Leadership Team, Program Managers, Comm Dev Team, Trustees, and Foundation for Idaho History.

FY 2021

- Participate and support agency digital initiatives to promote the agency and its programs. (ISA)
- Feature Agency unique collections and staff expertise. *Ongoing through FY24*
- Align agency resources to support the outreach initiatives for ISA.
- Create and implement a rolling 18-month institutional marketing calendar to promote Agency Anchors, factoring in key programs and services, and member/donor events. *Ongoing through 2024* (ADM)
- Increase email subscription list to 3,000 unique emails.
- Use email marketing to highlight donor and member benefits, such as *Mountain Light* magazine and *Histor-e* newsletter. *Ongoing through FY 24* (ADM)
- Develop and implement a National Register-listing recognition program like Century Farm program. (SHPO)
- Develop and deliver proposals for regular pitches to media, in consultation with State Historian, to maximize earned media opportunities, deliver on our statewide mandate, and strengthen our position as experts on Idaho history. *Ongoing through FY 24* (ADM)
- Grow Social Media reach by site and channel: (ADM)
 - ISHS Admin
 - Facebook: 20% increase to 3816
 - Instagram: 30% increase to 2257
 - Twitter: 20% increase to 1848
 - LinkedIn: 40% increase to 633
 - ISA
 - Facebook: 40% increase to 1549
 - Instagram: 50% increase to 1159
 - ISM
 - Facebook: 15% increase to 5331
 - Instagram: 35% increase to 2030
 - OP
 - Facebook: .03% increase to 15704
 - Instagram: 15% increase to 2484
 - SHPO
 - Facebook: 30% increase to 4774
 - Instagram: 75% increase to 975
 - Increase website reach and impact
- Increase annual website pages views by 10% (ADM)
- Increase annual website visitors from outside Treasure Valley by 15% (ADM)
- Develop long-term outreach plan, in consultation with State Historian, Director, and the agency's IAM liaison, to encourage applications for Community Enhancement Grants,

Esto Perpetua Awards, and Century Farms, and to strengthen relationships with other museums, historical societies, and history groups. (ADM)

FY 2022-2024

Increase email subscribers to 6,000 in FY2022 (ADM)

Increase email subscribers to 10,000 in FY2023 (ADM)

Increase email subscribers to 15,000 in FY2024 (ADM)

Evaluate previous year's social media and website data and adjust plan accordingly. (ADM)

- Execute on agency's outreach plan to promote Community Enhancement Grants, Esto Perpetua Awards, and Century Farms, and to strengthen relationships with other museums, historical societies, and history groups, within the state and across the country. (ADM)

Objective 3.4 Maximize agency's fund development plan by increasing the number of donors and average size of gifts through systematic and targeted prospecting, cultivation, solicitation, and stewardship with the help of Leadership Team, Program Managers, Board of Trustees and Foundation for Idaho History members.

FY 2021

- Deeply engage the members of the Foundation for Idaho History (FIH) to enhance donor acquisition, retention, and statewide friend-raising and fundraising efforts. (ADM)
- Assist FIH in recruiting and retaining a diverse board. (ADM)
- Make Wine, Eats & Artifacts gala a "can't miss" experience. (ADM)
- Host annual Town Hall with Director and State Historian. (ADM)
- Create and implement detailed Fundraising Plan in collaboration with FIH and Leadership Team. (ADM)
- Conduct donor/lapsed donor survey. (ADM)
- Increase Ray Knight fundraising through sponsorship, online donations, etc. enough to ensure all available on-site field trips are free to schools. (OP/ADM)
- Refine processes based on successes of previous year. *Ongoing through FY24* (ADM)

Objective 3.5: Implement agency training measures to continue to foster 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.

FY 2021-2024

- Create and analyze annual employee satisfaction survey to gauge knowledge of agency programs, statutory mandates, etc. among staff, volunteers, trustees, and board members. (ADM) *Ongoing through FY24*
- Create and measure impact of monthly ISHS all staff training. (ADM) *Ongoing through FY24*
- Provide strategic opportunities for ongoing employee development. (ADM) *Ongoing through FY24*
- Continue progressive forward movement of Agency salaries to mid-point, pending sustainable financial resources. (ADM) *Ongoing through FY24*
- Attract more diverse interview pool, through targeted recruitment and community networks. *Ongoing through FY24*

- Optimize new employee performance through orientation and comprehensive onboarding. *Ongoing through FY24*
- Foster high performance work culture and team camaraderie. *Ongoing through FY24*

Objective 3.6 Build sustainable, mutually beneficial partnerships to expand agency reach and impact and provide feedback on agency work.

FY 2021

- Implement comprehensive strategy for group tours and rental programming at the Museum collaborating with Idaho Tourism, Boise Convention and Visitors Bureau, and others (Western Leisure). (MUS)
- Continue to identify local community partners and statewide partners for public programming and community outreach initiatives. (MUS)
- Identify partnership opportunities with entities such as IDPTV and State Department of Education to enhance Museum learning opportunities and support Idaho educators. (MUS)
- Expand and diversify our National History Day in Idaho partnerships to encourage judge participation and support, focusing on universities, rural school districts, and corporate representatives. (MUS)
- In partnership with Swell Artist Collective, create catalogue of 32 Cells Art Show works from 2016-2020 through sponsorship or grant. (OP)
- Continue to create digital content through the Boise State University Gaming, Interactive and Multi-Media program at the Old Idaho Penitentiary and expand access beyond on-site visitation. (OP)
- Reimagine partnership with Idaho Public Television to maximize ISHS's position, better educate the public about agency resources, and increase opportunities to build patrons' historical literacy. (ISA)
- Continue partnership with Ancestry.com to complete scanning to digitize key documents in the Old Penitentiary inmate files for the Idaho Ancestry database. (ISA)
- In partnership with Ancestry.com, develop phase two of the Old Penitentiary digitization project to complete the files from 1955- to 1974 for inclusion in the ancestry database. (ISA).
- Engage with university partners to grow the percentage of graduate students focused on doing Idaho History. (ADM) *Ongoing through 2024*
- As part of agency's publications program, work with university partners statewide, and regionally, to develop editorial and contributor partnerships for future publications projects. (ADM) *Ongoing through 2024*
- Strengthen ISHS's position with regional and national organizations, including AASLH, Western History Association, Organization of American Historians, National Council on Public History, NCSHPO, COSA, SAA, WMA, and the American Historical Association to increase interest in and work on Idaho history within their membership and circles. (ALL) *Ongoing through FY24*
- Build relationships with national and regional organizations whose work focuses on or supports topics related to our "agency anchors," including but not limited to, the 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, etc. to increase the reach of our agency anchors programs and events. (ADM) *Ongoing through FY24*
- Create virtual outreach collaborative with county historical societies (ADM) *Ongoing*

**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 67-41 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.