



IDAHO STATE  
**HISTORICAL  
SOCIETY**

# Idaho State Historical Society Strategic Plan FY 2023-2027

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

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

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

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

## **Values:**

### **Customer Service**

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

### **Stewardship**

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

### **Education**

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

### **Professionalism**

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

- excellence in accordance with professional standards
- ❖ 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

### **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**

### ***Advancing the State***

The agency aligns its services with identified state needs, including Governor Little's vision to

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*"make Idaho the place where our children and grandchildren choose to stay, and for the ones who have left to choose to return."*

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## **ISHS Key External Factors**

### **State Facilities Ownership and Leasing Issues**

- ❑ The impending sale the Idaho Transportation Department's land in downtown Boise will impact our museum and capitol storage facilities and will result in the loss of 50,000+ square feet of collections space.
- ❑ The State Record Center's increased lease fee of 48% effective July 1, 2022 will outpace what our current and future fee revenues from customers (state agencies) will support through our cost recovery program. This will require a fee increase to state agency customers.

## **Range of Audiences**

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

- ❑ Our broad audience requires dual competency: both regulatory astuteness, and intentionality in serving audience preferences and market forces.
- ❑ ISHS must provide both inspiring on-site and virtual programs to build statewide relevance and allegiance (members/donor/advocates).
- ❑ The lingering effects of the global COVID-19 pandemic may cause future business and program interruptions.

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

- ❑ Federal efforts to streamline regulations will result in increased SHPO leadership in creating programmatic agreements with federal agencies, the National Council of State Historic Preservation Officers, and/or Advisory Council on Historic Preservation.
- ❑ State efforts to streamline federal partnerships require heightened communication and partnerships between SHPO and those agencies, such as the Department of Lands, Office of Energy Resources, and Office of Species Conservation, among others.
- ❑ Large scale infrastructure projects will increase SHPO workload requiring additional personnel.

## **State Records Center State Mandates**

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

## **Fund Development**

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

- ❑ ISHS will focus on institutional marketing to build public awareness and expand its family of annual and ongoing supporters
- ❑ ISHS can best leverage project-based private funds for education and collections care services
- ❑ Changes in records management at the state agency level directly impacts cost recovery funding to support the services provided by the State Records Center
- ❑ Fundraising for the agency's rural sites is limited

## ISHS Key Internal Factors

- ❑ Curatorial services preserve and protect the state's irreplaceable legacy collections
- ❑ Programs of the Idaho State Archives collect, preserve, and provide access to historic records to inform the work of government and support the interests and decisions of the people of Idaho.
- ❑ 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

## STRATEGIC PLAN GOAL 1

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

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

### Strategies:

- Strengthen processes to execute and complete one (1) major agency-wide project that may contain multiple components, such as smaller exhibits, events, or programs, annually. This project serves as the anchor in in our annual calendar of programming.

### FY 23 Benchmark

- Complete installation of Boise Assay Office interpretive and landscape project in support of the 150th anniversary of the General Mining Law (FY 22 project)
- America250<sup>1</sup>

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<sup>1</sup> America250 is the semi quincentennial of our nation's founding and is a national campaign that will recognize and commemorate the 250th anniversary of the American Revolutionary War. Idaho was not a territory or state at the time of this international conflict. The Idaho State Historical Society, along with other national, regional, local, and municipal entities envisions partnering to invite, involve, imagine, and inspire a connection to this historical milestone through an agency-wide project that shall include multiple components ranging from exhibitions to programs to events and shall feature intentional statewide reach. Our performance measures for this benchmark shall include attendance, participation, and stakeholder engagement. **Our quantitative target for stakeholder engagement as measured in total partnerships under this objective for FY23 is 15 organizations.**

- AASLH America250 Theme “We The People”<sup>2</sup>
  - ISHS Topic: Oregon Trail and Migration History<sup>3</sup>

#### FY 24 Benchmark

- America250
  - AASLH America250 Theme “Doing History”
    - ISHS Topic: 25 years of the Esto Perpetua Awards

#### FY 25 Benchmark

- America250
  - AASLH America250 Theme “American Experiment”
    - ISHS Topic – Old Pen Reimagining

#### FY 26 Benchmark

- America250
  - AASLH America250 Theme “Power of Place”
    - ISHS Topic – TBD

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

#### Strategies:

- Finalize agency-wide exhibition standard operating procedures to align exhibition practices
- Develop and execute partnership agreements and protocols for traveling ISHS exhibitions
- Strengthen opportunities for hosting national and regional exhibitions
- Leverage existing partnerships and loan agreements for current exhibitions

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<sup>2</sup> The American Association for State and Local History (AASLH) has defined five themes for the America250 commemoration: Unfinished Revolutions, Power of Place, We the People, American Experiment, Doing History. ISHS will align the Objective 1.1 project for the next four fiscal years under one of these themes. Our process for selecting these themes will be inclusive and will involve collaboration with staff. Currently, we have selected our FY23 theme in alignment with the AASLH Program Committee as Boise will host the AASLH international conference in September 2023. **This conference and its alignment with the Objective 1.1 project will strengthen our visibility and maximize promotion of our offerings, including our project as outlined under this objective.**

<sup>3</sup> The FY23 “project” as planned includes two Oregon Trail/migration exhibitions, six aligned Behind Gray Walls podcasts, and one history tourism excursion to Oregon Trail historic sites. Our performance measures for this benchmark shall include attendance, participation, and stakeholder engagement. The target benchmark as reported in our attestation report shall focus on stakeholder engagement. **Our quantitative target for stakeholder engagement as measured in total partnerships under this objective for FY 2023 is 15 organizations.**

### FY 23 Benchmarks

- African American Civil Rights in Idaho Traveling Exhibition<sup>4</sup>
- Finalize Old Penitentiary Interpretive Plan<sup>5</sup>
- GEM-student-led and created exhibition
- Idaho Constitution Statewide Traveling Exhibition<sup>6</sup>
- Men at Work, Old Idaho Penitentiary Exhibit
- Roots of Wisdom: Native Knowledge, Shared Science, Oregon Museum of Science, and Industry Secure Design-Build Consultant for Old Penitentiary Interpretive exhibitions

### FY 24 Benchmarks

- "Away from Home" National Endowment for the Humanities Exhibition
- GEM-student-led and created exhibition
- Old Penitentiary Exhibitions

### FY 25-27 Benchmarks

- GEM-student-led and created exhibition

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<sup>4</sup> The *African American Civil Rights* Exhibition will bring new knowledge to a broad audience using a product developed in conjunction with the National Park Service and subject matter experts in Idaho. With funding provided by a grant from the National Park Service to study African American history, a consultant developed a Multiple Property Document chronicling the experiences of African Americans in Idaho, and the National Park Service officially accepted the document in FY22, which is helping the Idaho State Historic Preservation Office list new properties in the National Register of Historic Places that have historic significance related to the African American civil rights experience in Idaho. This document is a national model in advancing knowledge on this subject and is the foundation on which we based the *African American Civil Rights in Idaho Traveling* Exhibition. This exhibition will launch at the Idaho's Heritage Conference in Pocatello in September 2023. **The performance measures to track success of this benchmark shall include geographic reach and attendance.**

<sup>5</sup> The exhibitions at the Old Idaho Penitentiary represent a mixture of past practice. The Old Idaho Penitentiary Reimagining Project intends to create a comprehensive interpretive strategy and new exhibition/visitor experience program. ISHS received a grant from NEH to support the project, and is working with external consultants and scholars, stakeholders, and staff to complete this work. **Our performance measure to track success of this benchmark is completed drafts of three alternative interpretive scenarios, historical asset inventory, and vision guiding documents. ISHS anticipates finalizing this interpretive plan by November 2022.** Upon completion of this benchmark, subsequent phases of work will include securing a design-build consultant to create exhibitions based on this interpretive plan. The Old Idaho Penitentiary is an extraordinary tool for understanding what justice has meant in Idaho's past, and a fitting venue for fostering meaningful conversations about what justice means to us today. Visitors will bring their own ideas about crime and punishment in Idaho. At the Old Idaho Penitentiary, they will find a safe place to learn, share, and join the ongoing work of imagining that "more perfect union," a fair and equitable society.

<sup>6</sup> The *Idaho Constitution* Traveling Exhibition will visit Ketchum Community Library, Coeur d'Alene, Idaho Heritage Conference in Pocatello, and the Meridian District Library. This Exhibition will also tentatively be on display in the historic Treasurer's Office during the 2023 Legislative Session. **The performance measures to track success of this benchmark shall include geographic reach and attendance.**

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

**Strategies:**

- Develop and test new programming opportunities in alignment with annual benchmarks
- Strengthen opportunities for statewide engagement, partnerships, and impact

**FY 23-27 Benchmarks**

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| <ul style="list-style-type: none"> <li>➤ Archaeology and Historic Preservation Month</li> <li>➤ Archives Month</li> <li>➤ Black History Month</li> <li>➤ Century Farm and Ranch Awards</li> <li>➤ Esto Perpetua Awards<sup>7</sup></li> <li>➤ Sister Alfreda Award</li> <li>➤ Franklin Idaho Days</li> </ul> | <ul style="list-style-type: none"> <li>➤ Hispanic Heritage Month</li> <li>➤ Idaho Day</li> <li>➤ Locktober (Halloween Themed Prison Events)</li> <li>➤ Lunar New Year</li> <li>➤ Native American Heritage Month</li> <li>➤ Wine, Eats and Artifacts</li> </ul> |
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## STRATEGIC PLAN GOAL 2

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

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

**Strategies:**

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

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<sup>7</sup> The Esto Perpetua Awards recognize individuals and organizations with outstanding accomplishments in preserving and promoting Idaho’s heritage. The Esto Perpetua award gets its name from the state’s motto, “let it be perpetual.” ISHS has awarded more than 180 awards since creating the program in 1999. **The performance measures to track success of this benchmark shall include geographic reach of nominees and attendance at our annual event.**



### FY 23-27 Benchmarks

- Agency Publications Program
- Consult with the Idaho State Board of Education to review the state curriculum
- COVID-19 Oral History project
- Oral History Program
- Digitize Idaho Yesterdays scholarly journal<sup>8</sup>
- GEM Highschool Internship Program
- National History Day (NHD) in Idaho Program<sup>9</sup>
- State Highway Historic Marker Program<sup>10</sup>
- Statewide K-12 Educational Resources<sup>11</sup>

***Objective 2.2: Develop and deliver programming to reinforce and elevate our status as the state's premier resource on Idaho history and provide meaningful experiences for our target audiences.***

### Strategies:

- Incorporate data and customer feedback to design and evaluate programs
- Identify and tailor the agency's programming offerings for multiple target audiences
- Ensure all programming is relevant and has connections to current events

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<sup>8</sup> The *Idaho Yesterdays* journal, our agency's scholarly publication, ran quarterly from roughly 1956-2002. Collectively, *Idaho Yesterdays* is one of the best and most comprehensive resources on Idaho history ever published. In FY23, ISHS will digitize this resource with the aim of enhancing the preservation and access of a document that reflects the essential services of the ISHS. This will be the first year ISHS will track against this benchmark. **The target metric for FY23 is 1,000 digital downloads globally.**

<sup>9</sup> National History Day is a nationwide program that first began in 1974 that offers a year-long opportunity for students to conduct original research on historic topics of interest. By participating in National History Day, students develop critical thinking skills, problem-solving skills, research and reading comprehension, and build self-esteem and confidence. ISHS has led National History Day in Idaho for nearly 40 years. Our performance measures for this benchmark include qualitative measures of student participation. ISHS has maintained FY22's target metrics for FY23 since we migrated the execution of core agency program from the Idaho State Museum to the Idaho State Archives in September 2021. **Our target metric will increase the number of counties represented in student participation.**

<sup>10</sup> ISHS executes the Historic Highway Marker Program in conjunction with the Idaho Transportation Department. ISHS produces the content and owns the intellectual property of every sign; ITD is responsible for production, installation, and maintenance of every sign. **In FY24 ISHS aims to produce new context for 33%, 33% in FY25, and 33% in FY26 of these signs. Currently, this program features approximately 400 total signs statewide.**

<sup>11</sup> Educational Resources include tangible items such as the Idaho State Museum Traveling Trunks. Digital resources include digitized photographs on ContentDM, catalogs and indexes accessible via our agency website, and Idaho State Archives content accessible via third party repositories such as [www.ancestry.com](http://www.ancestry.com) and <https://chroniclingamerica.loc.gov/>. **ISHS tracks the performance measure of our newspaper content on Chronicling America by global page views. Our target metric for FY23 for this project is to increase global page view by 8%.**



- Consider new and existing programming through the lens of underrepresented/under-resourced narratives
- Consider all programming through the lens of accessibility for all audiences
- Define and evaluate the success of the agency's outreach programs using program specific metric
- Establish agency-wide program qualitative and quantitative program measures and processes to capture data relative to agency-wide programs.
- Increase agency-wide opportunities inspired by programming (growth in membership, advocates, donors, collections, etc.)
- Build capacity for hosting national, regional, and statewide conferences

### **FY 23-27 Benchmarks**

- AASLH 2023 National Conference Host
- Idaho's Heritage Conference
- Nuestras Voces, Captivating Conversations, Family Second Saturdays, First Thursday, Variety from the Vaults, Guided Museum and Old Penitentiary Tours, Digital Tours, Live Behind Gray Walls, Cemetery Tours, "Behind the Scenes" and Night Tours
- Public presentations and outreach, including Certified Local Governments (CLGs) and technical assistance programs

***Objective 2.3: Steward state facilities, historic sites, and collections managed by ISHS, including cultural and archaeological resources.***

### **Strategies:**

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

### **FY 23-27 Benchmarks**

- Bishops House Roof and Paint (DPW #21621), Guard House Roof (DPW #20621), Warden's House (DPW #21622), ADA improvement at Old Pen (DPW #22621), Old Pen Sidewalks (DPW #17621), Pioneer Village Roofs (DPW #20620), Assay Office Building Rehabilitation (DPW #23620), Franklin FCMI/ZCMI Stabilization and Roof (DPW #21620), Syringa Room Idaho State Museum HVAC (DPW #22622), Fire, Safety, Security Protocol (DPW #20622)

- Museum Collections and Government Records Storage Facility<sup>12</sup>
- Audit Archival holdings
- Idaho Newspaper Program

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

**Strategies:**

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

**FY 23-27 Benchmarks**

- Capitol Curation Program
- Records Center Program
- Cybersecurity
- Electronic Records Study Needs Assessment
- Emergency Plan
- ICRIS
- Install Idaho Suffrage Centennial Legacy Sculpture on Capitol Grounds December 1, 2022
- ISHS Records Retention Schedule
- LUMA
- National Historic Preservation Act (NHPA) Programs<sup>13</sup>
- Northern and Eastern Archeological Repositories

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

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<sup>12</sup> Collaborate with the Governor’s Office to develop a responsible and timely plan to create a consolidated records center and collections storage facility and care initiative in response to external factors and mitigating circumstances.

<sup>13</sup> The State Historic Preservation Office (SHPO) administers the State Historic Preservation Program, which includes Section 106 Review. Congress established Section 106 Review as part of the National Historic Preservation Act of 1966 and through various amendments, it today stands as the cornerstone of the nation’s historic preservation policy. **Our performance measure for this benchmark shall be qualitative and is measured in percentage of federal projects reviewed for compliance with Section 106 within the required federal timeline. The target metric for this benchmark for FY23 is 100% compliance.**

### Strategies:

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

### FY 23-27 Benchmarks

- Establish rental agreements with repeat customers at the Old Pen that constitute 10% of annual rentals
- Increase per visitor retail sales
- Meet or exceed annual percentage increases

## STRATEGIC PLAN GOAL 3

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

***Objective 3.1: Leverage ISHS membership growth across the agency.***

### Strategies:

- Develop and execute a broad recruitment and retention plan
- Create meaningful connections with members to grow our pool of advocates
- Increase membership base and annual membership revenue
- Incorporate data and customer feedback to design and evaluate membership program
- Communicate member benefits to all audiences through all agency communication channels
- Leverage and maximize Reciprocal Membership Program

### FY 23-27 Benchmarks

- Continue to analyze members-only and members-first and/or member-discounts for programs and events by site and unique exclusive events for impact
- Increase membership retention rate to 55%
- Increase memberships acquisition to achieve membership growth goal of 12%
- Maintain open and click rate averages for member-only communications analytics<sup>14</sup>
- Train 60% the ISHS staff on membership levels and benefits to foster advocates in member retention, stewardship, and acquisition by FY 2024 and 100% of staff by FY 2025

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<sup>14</sup> The Illuminating Idaho members-only electronic newsletter launched in January 2021. **Our FY23-FY27 target metrics are to maintain an average open rate of 58% and a minimum average click rate of 8%.**

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

**Strategies:**

- Strengthen relationships with affiliate boards
- Create meaningful connections with volunteers to grow our pool of advocates
- Incorporate data and customer feedback to design and evaluate volunteer program
- Communicate volunteer benefits through all agency communication channels
- Build infrastructure for volunteer experiences, projects, and outcomes

**FY 23-27 Benchmarks**

- On an as needed basis recruit and develop Agency Advisory Committees to build capacity and inform agency programming
  - Education Advisory Committee, and Old Penitentiary Reimagining Advisory Committee
- Manage Standing Committees that operate to build capacity and inform agency programming
  - Formal Affiliate Boards and Committees, including Foundation for Idaho History, Friends of Stricker, Franklin Pioneer Society, Historic Sites Review Board, Geographic Names Advisory Committee, Governor's Lewis and Clark Trail Committee, City of Pierce and Bradberry Logging Museum, Idaho State Historic Records Advisory Board
- Meet Agency volunteer needs
- Track volunteer impact (cost avoidance financials and value of contribution)
- Conduct annual Volunteer survey to create baseline for future years
- Increase volunteer retention to 65% for FY23 and 70% for FY24
- Record and document volunteer experience as part of our agency's publications
- Continue volunteer engagement and recruitment through volunteer blog, regular emails, and the ISHS Volunteer Facebook Group

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

**Strategies:**

- Standardize internship practices across the agency and build infrastructure for workforce development
- Grow engagement with universities, K-12 partners, and the Department of Education
- Create meaningful connections with interns and host partners
- Incorporate data and feedback to design and evaluate internship program
- Communicate opportunities for internships through all agency communication channels
- Investigate funding stream to support GEM Program

**FY 23-27 Benchmarks**

- GEM Highschool Internship Program

- Oral History Internship, Development and Marketing Internship, Museum Internship, Old Pen Collections Internships, Old Pen Research Internships, SHPO Internship, Idaho State Archives Internship

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

**Strategies:**

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

**FY 23-27 Benchmarks**

- Launch External Partner Promotion Toolkit to benefit:
  - Community Enhancement Grants, Certified Local Government Grants, Lewis & Clark Grants, State Historic Records Advisory Board, Sister Alfreda Award, Ray Knight Field Trip Fund
- Grow earned media opportunities<sup>15</sup>
- Grow email subscription list and maintain Histor-e electronic newsletter audience analytics<sup>16</sup>
- Meet or exceed social media followers and website page views<sup>17</sup>

***Objective 3.5 Maximize the agency's philanthropic giving channels.***

**Strategies:**

- Grow number of major donors and gifts through systematic and targeted prospecting, cultivation, solicitation, and stewardship

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<sup>15</sup> **Our target metric for earned media opportunities for FY23 is 100 opportunities.**

<sup>16</sup> The Histor-E electronic newsletter target metrics FY23 are to grow our email subscription list 14.1% from 4466 subscribers to 5100, maintain an open rate of 48%, and a click rate of 5%.

<sup>17</sup> Our performance measure for social media engagement is in total account followers for all agency accounts across four platforms (LinkedIn, Twitter, Facebook, and Instagram). **Our target metric for social media growth for FY23 is to increase overall ISHS social media follower total by 8.4% from 48,289 to 52,354.** Our performance measure for website engagement is in total page views. **Our target metric for FY23 is to increase website page views by 10% to 704,699.**

- Build private philanthropic capacity by refining internal management processes
- Leverage existing programs to enhance donor acquisition, retention, and statewide friend-raising and fundraising efforts
- Grow visibility of ISHS's fundraising partner, Foundation for Idaho History (FIH)
- Create and implement a detailed Fundraising Plan in collaboration with FIH and Leadership Team
- Create opportunities to develop meaningful connections between donors and ISHS staff and affiliates

#### **FY 23-27 Benchmarks**

- Achieve annual budgeted donations
- Conduct donor/lapsed donor surveys
- Implement Annual Fund to support Agency programs and exhibitions
- Increase private funding annually by 12%
- Member/Donor cultivation and appreciation events
- Wine, Eats & Artifacts

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

#### **Strategies:**

- Hire for skills and alignment with work culture standards
- Advertise all open positions through strategic channels to increase the volume of unique applicants
- Develop and execute a broad recruitment and retention plan
- Align agency compensation with Idaho code 67-5309A, which states: It is hereby declared to be the intent of the legislature of the state of Idaho that the goal of a total compensation system for state employees shall be to fund a competitive employee compensation and benefits package that will attract qualified applicants to the workforce; retain employees who have a commitment to public service excellence; motivate employees to maintain high standards of productivity; and reward employees for outstanding performance
- Monitor and update all job descriptions to ensure the agency meets its mission and vision
- Foster high-performance work culture and team camaraderie with support from the Work Culture Development Committee
- Attract a broad interview pool through targeted recruitment and community networks
- Align monthly and special training for ISHS staff for professional development

#### **FY 23-27 Benchmarks**

- Achieve 100% of salary midpoint for ISHS employees
- Execute Corragio Business Consultants – "Continuous Improvement Approach Plan for Agency Success"

***Objective 3.7: Implement and provide training opportunities to build skills, positively change work culture, and foster ISHS ambassadors within***

***our staff, Board of Trustees, and Foundation for Idaho History members to promote the agency and its work as a component of state government.***

**Strategies:**

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

**FY 23-27 Benchmarks**

- Annual satisfaction survey to staff to gauge agency programs and statutory mandate knowledge
- Annual satisfaction survey and feedback design tool to volunteers, trustees, and board members to gauge agency programs and statutory mandate knowledge
- All staff and other training opportunities 12 times annually
- Support staff opportunities for all levels of staff to attend trainings and report on 75% of those opportunities at All Staff meetings.
- Provide strategic opportunities for ongoing employee development

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

**Strategies:**

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

**FY 23-27 Benchmarks**

- All state agencies
- All federal agencies
- City, county, and municipal partners:
  - Certified Local Governments (GLCs)
- Local and statewide non-profits and advocacy groups:
  - Hispanic Chamber of Commerce, Downtown Boise Association, Boise Chamber of Commerce, Idaho Heritage Partners, Boise Museum Association, Idaho Association of Museums, Partners in the Parks, Idaho Association of Cities, Idaho Association of Counties, American Association of State and Local History (AASLH), Western History Association (WHA), Organization of American Historians (OAH), National Council on



Public History (NCPH), National Conference of State Historic Preservation Officers (NCSHPO), Council of State Archivists (COSA), Society of American Archivists (SAA), National Association of Government Archives & Records Administrators (NAGARA), Western Museums Association (WMA), Pacific Northwest Partnership, American Historical Association (AHA), Center of the American West, Water Education Foundation, Native American Rights Fund, Bill Lane Center for the American West, Buffalo Bill Center, and the Mining History Association, Idaho Black Community Alliance, Idaho Chinese Organization

- Private businesses and individuals
- Advisory committees:
  - Old Pen Reimagining Advisory Committee, Hispanic Community Advisory Group, Education Advisory Committee
- Universities and publication presses:
  - Washington State University Press

## Idaho State Historical Society Statutory Authorities Summary

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

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

Idaho Code **67-4126** states that the agency shall:

- ❖ Identify, preserve, and protect sites, monuments, and points of interest in Idaho of historic merit. **(67-4114)**
- ❖ Protect archaeological and vertebrate paleontological sites and resources on public land. **(67-4119)**
- ❖ Govern the agency and administer the powers and duties of the board. **(67-4126)**
- ❖ Appoint a director of the society as provided herein and advise then in the performance of their duties and formulate general policies affecting the society. **(67-4126 [1])**
- ❖ Encourage and promote interest in the history of Idaho. **(67-4126 [2])**
- ❖ Collect, preserve, and exhibit artifacts and information illustrative of Idaho history, culture, and society. **(67-4126 [3])**
- ❖ Facilitate the use of Idaho records for official reference and historical research. **(67-4126 [6])**
- ❖ Be responsible for records management services for state government. **(67-4126 [7])**
- ❖ Accept archival material from governments. **(67-4126 [8])**
- ❖ Establish such rules as may be necessary to discharge the duties of the society. **(67-4126 [10])**
- ❖ Identify historic, architectural, archaeological, and cultural sites, buildings, or districts and to coordinate activities of local historic preservation commissions. **(67-4126 [14])**
- ❖ Serve as the Geographic Names Board of the state **(67-4126 [15])**
- ❖ Carry out the preservation and protection of the state's historic, archaeological, architectural, and cultural heritage resources. **(67-4114)**
- ❖ Provides for the creation of an Idaho Archaeological Survey and designates the State Archaeologist as director. **(33-3902)**
- ❖ Assigns responsibilities to the agency for consultation, determination of appropriate actions, and providing for re-interment of human remains that have been disturbed. **(27-501)**
- ❖ 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.