



IDAHO STATE
**HISTORICAL
SOCIETY**

Idaho State Historical Society

Strategic Plan FY 2024-2028



[HISTORY.IDAHO.GOV](https://history.idaho.gov)

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, and 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 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:

- 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:

*"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

State Facilities Ownership and Leasing Issues

- The impending sale of the Idaho Transportation Department's land in downtown Boise will impact our museum and capitol storage facilities. It will result in the loss of 50,000+ square feet of collections space.¹

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 inspiring programs and educational offerings to build statewide relevance and allegiance (members/donor/advocates).
- ISHS is appealing to tourism markets in Idaho and across the region and country.

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.

¹ This property is currently listed for sale and plans to relocate our Museum and Capitol storage facilities from this property are benchmarked as highest priorities for FY 24.

State Records Center State Mandates

- The Office of the Attorney General litigation hold remains in effect impacting 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;
- Fund development for the agency's rural sites is limited;
- Fund development for on-site initiatives for the immediate future will focus on major site reinterpretation at the Old Idaho Penitentiary.

ISHS Key Internal Factors

- Curatorial services preserve and protect the state's irreplaceable legacy collections;
- Programs and services 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 and services 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 Goal 1

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

Objective 1.1: Maximize America250 National Historic Commemoration through 2027 by leveraging partnerships and existing infrastructure to make state history relevant to national themes and increase agency visibility.²

FY 24-28 Benchmarks

- Successfully manage the execution of major facilities improvements, including the Agency Collections Stewardship Project,³ and site re-interpretive initiatives, including the Old Idaho Penitentiary Reimagining Project,⁴ through intentional project management best practices by FY 28.
- Foster 6 initiative-specific partnerships with relevant organizations each year through FY 27.
- Develop a comprehensive outreach plan⁵ to engage local communities by FY 24 with the aim to implement plan and define its reach by FY 25.
- Increase agency visibility through media coverage related to America 250 commemoration events by pitching 12 different media opportunities through FY 27.
- Effectively lead stakeholder engagement across state government and manage the execution of collaborative legacy projects and internal deliverables within time and budget constraints through FY 27.⁶

Objective 1.2: Annually execute an agency-wide exhibitions program.

FY 24-28 Benchmark:

- Complete installation of the Assay Office Interpretive Pathway and Landscape Project in FY 24.
- Finalize ISHS Exhibition Guidelines, incorporating specific content, design, and visitor experience standards, to ensure alignment and consistency in exhibition practices across the agency by the end of FY 25.
- Through FY 28, annually validate and execute the agency's site-based Exhibition Plan across all sites that provides visibility for hosting capacity for a mix of traveling and in-house curated exhibitions in accordance with business needs and capacity.

² America250 is the semiquincentennial of our nation's founding and is a national campaign that will recognize and commemorate the 250th anniversary of the American Revolutionary War. ISHS, along with other state agencies, known to the project as key stakeholders, plan to invite, involve, imagine, and inspire a connection to this historical milestone.

³ To support this project, the agency must complete the work under Objective 2.6, specifically the agency's active collecting plan, execute opportunities to facilitate research in the collection, and plan for the implementation of a new collections management software.

⁴ In support of the Old Pen Reimagining Project, the Educational Specialists at the Old Idaho Penitentiary will develop a curriculum based educational programming plan in alignment with the 2022 Reimagining Interpretive Master Plan. In FY 24, the agency will work with the Department of Public Works to secure a contractor to commence the design/build phase of the exhibition reimagining.

⁵ The ISHS America250 internal subcommittee will lead the effort to develop this plan. ISHS defines outreach as providing materials, resources, and content to stakeholders and sharing our expertise through various channels.

⁶ Stakeholder engagement includes liaising with the Governor's Office, Department of Parks and Recreation, Department of Commerce, Idaho Public Television, Commission on the Arts, Commission on Libraries, and Department of Education. The legacy projects include regranteeing opportunities to tribes and rural communities and supplemental curriculum support to the Department of Education. The internal deliverables include exhibitions, publications, and infrastructure improvements. The performance measure in alignment with this goal is set for FY 25 to allow time for the agency to develop its major initiative fundraising plan.

Performance Measures

| Type | Measure | Performance Target | FY Deadline |
|------------|---|--------------------|-------------|
| Efficiency | Number of donors reached and cultivated to support internal | -- | FY 24 |
| | America250 initiatives per staff. ^A | 100 | FY 25 |
| | | 150 | FY 26 |
| | | 200 | FY 27 |

A. This measure assesses the efficiency of staff to deliver on fund development work in support of major initiatives and indicates the success of the agency's customer and community engagement. The measure quantifies the number of donors reached and cultivated per staff member, indicating how effectively the agency is leveraging its workforce to engage potential donors and cultivate relationships that lead to financial contributions. Monitoring this performance measure helps evaluate the efficiency of the agency's fundraising strategies, resource allocation, and staff utilization. A higher number of donors reached and cultivated per staff member suggests that the agency is efficiently maximizing its resources to engage and secure financial support. It may indicate effective donor identification, relationship building, fundraising campaigns, and stewardship activities. In FY 24, ISHS has not set a performance target as the agency must first finalize our fund development, outreach, and cultivation plans and strategy.

Strategic Goal 2

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

Objective 2.1: Facilitate research, scholarship, and the creation of new expertise on Idaho history using agency collections.⁷

FY 24-28 Benchmarks:

- Expand the Oral History Program and year-over-year through FY 28 by developing a comprehensive content & access plan in FY 24 and improving capacity to manage the program and the resulting oral history collections.
- By the end of FY 24, develop a comprehensive content development plan for ArchivesSpace with established baselines for user engagement and projections for increased user engagement through FY 28.
- Identify a consultant to conduct a thorough process of Customer Discovery to better understand the needs and wants of the Idaho State Archives customers by FY 24 with a plan to execute revised business practices in FY 26.
- Validate relaunch & digitized access plan for agency's scholarly journal *Idaho Yesterdays*, with consultation from at least two higher educational institutions, by the end of FY 25.
- By FY 28, establish the framework and infrastructure to launch an agency-wide publications program that clearly defines the program's goals and objectives, target audiences, content strategy, editorial process, schedule for distribution and promotion, budgets, and metrics for evaluation.
- By FY 28, increase the number of listens to the agency's podcast "Behind Gray Walls" by 5%.⁸

⁷ ISHS utilizes agency collections in the creation of ISHS products and services, including exhibitions.

⁸ The agency's podcast, "Behind Gray Walls," reached 103,447 listens in FY 23 across all episodes. To meet the benchmark for listens by FY 28, the agency expects to grow that number by 5,172 listens.

Objective 2.2: Develop and deliver a variety of high-quality events, celebrations, and public programming to provide meaningful and accessible experiences for our target audiences.⁹

FY 24-28 Benchmarks:

- In FY 24, set agency-wide surveying strategy, consolidate agency surveying efforts, establish a baseline for how to survey visitors for participant feedback, knowledge gained, and visitor retention, and set expectations for how to use that data to make informed decisions.
- In FY 25, execute the surveying strategy and achieve 3% survey responses from attendees through FY 28.
- Enhance long-range event, celebration, and program planning by using the ISHS Agency Calendar to schedule, coordinate, and execute a 12-month projection across the agency through FY 28.
- Streamline and implement a comprehensive tracking system, which incorporates the ISHS Agency Calendar to gather input and assess the success of events, celebrations, and programs across the agency by the end of FY 24.
- Foster purposeful partnerships with prominent community organizations or stakeholders for agency-wide events, celebrations, and programs each fiscal year through FY 28.

Objective 2.3: Develop and deliver curriculum-based education for pre-K through college students and continuing education and professional development for educators.¹⁰

FY 24-28 Benchmarks

- In FY 24, systemize the process, establish goals and strategies, and streamline benchmarks for defining and measuring educational programming across the agency with plans for implementation in FY 25.
- Increase the percentage of teacher participation for educational programming by 10% through FY 28.¹¹
- In FY 25, develop and execute an audit of the success of the National History Day in Idaho for FYs 23-24 under the work of a FTE coordinator and in a post-COVID-19 world.

⁹ ISHS events and celebrations refer to organized gatherings or activities that commemorate a specific occasion, promote social interaction, community, and connection, and/or create a festive atmosphere. These include formal awards ceremonies, fundraisers, performances, and community gatherings. ISHS defines internal events as opportunities to engage with the agency that are ticketed, whether free or at cost. Events and celebrations are distinct from ISHS programming, in that programming focuses on delivering a structured learning experience, disseminating knowledge, promoting skills development, and the goal of programming is to provide educational content, promote critical thinking and foster development. Programming includes lectures, discussions, fieldtrips, guided tours, walking tours, seminars, courses, workshops, webinars, and other interactive formats of learning. ISHS tracks and defines attendance for events, celebrations, and public programming as the number of visitors (adults and families) that engage with the agency. Tracking for educational programming is measured separately under Objective 2.3.

¹⁰ISHS offers, informal, applied, and experiential learning through all agency sites, via in-person, outreach, and off-site curriculum-based programming for Pre-K through college audiences, and educators, including but not limited to on-site guided and self-guided fieldtrips and tours, day-camps, National History Day in Idaho, Traveling Trunks, and professional development workshops.

¹¹ ISHS defines an educator as any adult that provides informal, applied, and experiential learning opportunities to students in structured or unstructured settings, including but not limited to teachers, parents, guardians, librarians, and homeschool facilitators. In FY 23, across all educational offerings at the Old Idaho Penitentiary, Idaho State Archives, and Idaho State Museum, the agency engaged with 1,385 educators. To achieve the 10% growth rate by FY 28, the agency expects to interact with 1,523 educators by the end of that fiscal year.

- Conduct a needs assessment by FY 25 for agency internship projects and identify funding sources to ensure the internship program’s future sustainability through FY 28.
- In FY 26, develop the agency’s internship recruitment plan, establishing baseline internship needs and opportunities beginning in FY 27, and aim to streamline and standardize experience and expectations for interns across all agency sites.
- Maintain Highschool GEM (Guide-Energize-Mobile) Internship program through FY 24, with an aim of growing funding sources for growth for FYs 26-28.

Objective 2.4: Steward state facilities and historic sites in alignment with industry best practices.

FY 24-28 Benchmarks:

- Annually prioritize and determine the appropriate budget for deferred maintenance projects for execution with the Division of Public Works through FY 28.
- Annually review, revise, and execute Preventative Maintenance Calendar to assess needs and cadence of tasks in alignment with business needs, priorities, and staff time constraints through FY 28.
- Annually, conduct 24 stewardship and oversight meetings with Site Coordinators¹² and Affiliate Board members of ISHS-owned historic sites to facilitate access, safety, and site development through FY 28.

Objective 2.5: Satisfy all statutory, mandatory, and essential service obligations, enhancing relationships with other federal, state, and municipal entities through effective, collaborative, and streamlined implementation of national and state law.

FY 24-28 Benchmarks

- Test for and launch ICRIS, Idaho’s Cultural Resource Information System, by mid-FY 24.
- Establish the agency’s records retention schedule by FY 24 with input from consultants and provide training for staff for implementation beginning in FY 25.
- In FY 24, submit for amendment legislation that governs appointment of State Historic Preservation Officer.
- In FY 24, reduce the average turnaround time for Section 106 submissions from federally mandated 30 days to 25 days through ICRIS and address errors in the new system.
- Through FYs 25-28, via ICRIS, reduce average turnaround time for Section 106 submissions from federally mandated 30 days to 20 days (or better), providing more efficient and streamlined response for external stakeholders.
- Confirm the baseline percentage of state agencies with retention schedules by FY 25 and strengthen relationships with 1% of clients at Idaho State Records Center by FY 27.
- Through FY 28, implement systems improvements through ICRIS and Programmatic Agreements to streamline efficiencies for regulator Section 106 compliance work as required by the National Historic Preservation Act of 1966.¹³
- By FY 25, amend NAGPRA (Native American Graves Protection and Repatriation Act) collections listings and submit revised inventory to the Department of the Interior.

¹² ISHS Site Coordinators include contractors and volunteers at Franklin Historic Sites, Rock Creek Station and Stricker Homesite, Pierce Courthouse, and the Boise Bishop’s House. Affiliate Boards are defined elsewhere in this plan.

¹³ 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.

- In FY 24, establish an implementation plan to adhere to NAGPRA requirements in anticipation of two forthcoming human remains consultations.
- Through FY 28, meet biannually with congressional delegation members in Idaho and Washington, DC, to support budget appropriations and backing related to the National Historic Preservation Act.
- Through FY 28, annually implement the Capitol Commission Program in partnership with the Idaho Capitol Commission.
- In FY 27, create a formal agency-wide technical assistance¹⁴ and training program for various audiences, including Certified Local Governments (CLGs), records management entities, museums, and small historical societies, and develop a launch plan to begin in FY 28.
- Complete content revisions of 33% of the signs in the State Highway Historic Marker Program annually through FY 26 to align with the installation and maintenance goals of the Idaho Transportation Department.¹⁵
- Work with the Governor’s Office to relaunch conversations related to Idaho’s Electronic Records Needs Assessment in FY 25 with a plan to identify relevant stakeholders, develop a budget, and begin execution in FY 27.

Objective 2.6: Steward collections, including artifact, archival, and cultural and archaeological resources in alignment with industry best practices.

FY 24-28 Benchmarks

- By FY 24, complete, with input from consultants, the agency’s active collecting plan as a foundational document to guide the agency’s accessioning and deaccessioning process for implementation beginning in FY 25.
- Complete 40% audit of archival holdings by FY 24 and the remaining 40% by FY 25, and 20% by FY 26.
- By the end of FY 24, assess and build the logistics, risk, and relocation plans and determine the budget for the comprehensive artifact, archeological resource, and Record Center transfer in FY 26.

Performance Measures

| Type | Measure | Performance Target | FY Deadline |
|----------------------|---|--------------------|-------------|
| Efficiency | Processing time to service | 25 days | FY 24 |
| | Section 106 submissions through ICRIS. ^A | 20 days | FY 25 |
| | | 20 days | FY 26 |
| | | 20 days | FY 27 |
| | | 20 days | FY 28 |
| Effectiveness | Number of educators increased over programs delivered. ^B | 1,412 educators | FY 24 |
| | | 1,439 educators | FY 25 |
| | | 1,466 educators | FY 26 |
| | | 1,493 educators | FY 27 |
| | | 1,523 educators | FY 28 |

A. This measure evaluates the time it takes to process and service Section 106 submissions through the ICRIS system. The objective is to determine the efficiency of the process by measuring the time it takes from submission to completion or service of the request. A shorter processing time indicates a more efficient system and potentially reflects improved workflows, effective communication, and optimized use of resources.

B. This measure indicates effectiveness of our educational offerings and the strategy of utilizing existing resources. The objective of this measure is to assess how effectively the educational program is attracting and engaging educators, potentially reflecting the programs’ quality, relevance, and value to the educational community. A higher number of educators increased over programs delivered indicates more effective programming in

¹⁴ ISHS defines technical assistance as the process of providing targeted support to organizations with development needs or problems.

¹⁵ ISHS executes the Historic Highway Marker Program as outlined 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. Currently, this program features approximately 400 total signs statewide.

Strategic Goal 3

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

Objective 3.1: Annually achieve ISHS membership growth across the agency.

FY 24-28 Benchmarks

- In FY 24, develop and execute the agency's membership retention plan, with the aim of hitting performance measure targets through FY 28.
- In FY 24, develop and execute the agency's membership recruitment plan, with the aim of hitting performance measure targets through FY 28.
- Train ISHS staff on membership levels and benefits to increase new membership sales in accordance with performance measure targets through FY 28.
- Validate the success of the piloted Reciprocal Membership Program by the end of FY 24 and determine future growth opportunities for the program through FY 28.

Objective 3.2: Annually strengthen the impact and effectiveness of our volunteer program to support the agency and its services, programs, and business needs.

FY 24-28 Benchmarks

- Establish an agency unified volunteer tracking mechanism by the end of FY 24.
- In FY 25, develop the agency's volunteer retention plan, establishing baseline volunteer retention percentages based on FY 24.
- In FY 26, develop and execute the agency's volunteer recruitment plan, and aim to diversify the types of projects worked by volunteers across all agency sites.
- In FY 26, establish baselines and diversify communication channels to regularly communicate volunteer opportunities and benefits of service to the public and stakeholders through FY 28.
- Annually engage with the ISHS Historic Site Coordinators and Affiliate Boards¹⁶ through FY 28 with the aim of ISHS staff representatives reporting on the status and progress of these entities quarterly.

Objective 3.3: Develop and execute agency-wide marketing and outreach that "shows rather than tells" the agency's impact and value.

¹⁶ Formal Affiliate Boards and Committees include the Foundation for Idaho History, Friends of Stricker, Franklin Idaho Pioneer Association, Historic Sites Review Board, Geographic Names Advisory Committee, Governor's Lewis and Clark Trail Committee, City of Pierce and Bradberry Logging Museum, and the Idaho State Historic Records Advisory Board.

FY 24-28 Benchmarks:

- Annually execute advertising campaign and marketing budget in alignment with agency needs through FY 28.
- Reach 100 earned media opportunities in FY 24 and maintain 100 annual opportunities in FY25.
- Increase our email subscription list by 5.6% to 6,000 in FY 24 and maintain an average open rate of 48% and an average click rate of 5%.
- Maintain an average open rate of 58% and an average click rate of 8% for the exclusive member newsletter through FY 28.¹⁷
- Increase our website page views by 4.4% to 950,000 in FY 24. ¹⁸
- Increase our social media followers by 8.4% through FY 24.
- Through FY 28, strengthen the purpose and effectiveness of the interagency Communications Committee by streamlining agendas and shortening meeting time.

Objective 3.4: Maximize the agency's earned revenue and fund development opportunities.

FY 24-28 Benchmarks

- In FY 24 confirm alignment of the goals, objectives, and benchmarks of the Foundation for Idaho History with those of the Development and Membership Department.
- In FY 24, develop a multi-year fundraising plan that define the fundraising baselines, goals, and objectives, cultivation and stewardship strategy, systematic and targeted prospecting approach and metrics for evaluation for the Foundation for Idaho History to execute beginning in FY 25.
- Annually, systemize and categorize corporate and individual donor pools for fundraising plan implementation through FY 28.
- In FY 24, develop the agency's rental program plan, establishing baselines for repeat rental customers beginning in FY 25, and aim to streamline and standardize experience and expectations for rental customers across all agency sites.
- In FY 26, increase repeat on-site rental clients annually through FY 28 based on projections established in rental program plan.¹⁹
- Increase revenue generated through general admissions by 1% annually from FY 24 to 28.
- In FY 24, audit product strategy, revenue generation, and per-visitor expenditure through store sales from FY 20-23 and set goals for the per-visitor average store sales with a plan to implement in FY 25.
- In FY 24, identify a tool to establish an annual cadence for managing active and new grant applications through FY 28.
- In FY 26, determine steps to grow the visibility of ISHS's fundraising partner, Foundation for Idaho History (FIH).
- Annually seek appropriate fund increases in appropriation to meet the benchmarks outlined under Objective 3.5 through FY 28.

Objective 3.5: Build, train, and maintain an appropriately sized, competitively compensated, inclusive, and competent workforce.

¹⁷ The *Histor-E* electronic newsletter is our general newsletter targeting the public. The *Illuminating Idaho* electronic members-only newsletter launched in January 2021.

¹⁸ Our performance measure for social media engagement is measured in total account followers for all agency accounts across four platforms (LinkedIn, Facebook, and Instagram) over staff responsible for content creation.

¹⁹ In FY 23, the agency worked with approximately 100 rental clients across all sites.

FY 24-28 Benchmarks:

- Achieve 100% of salary midpoint for ISHS employees by FY 25 in alignment with Idaho Code 67-5309A.²⁰
- In FY 24, Implement LUMA and HR Modernization to fulfill state commitments to this transformative initiative and train and support staff's competency in those systems through FY 28.
- In FY 24, implement feedback from the State of Idaho Employee Satisfaction Survey to develop and execute the agency's workforce retention plan, measuring staff satisfaction and setting a goal for minimum workforce turnover.
- Establish a simple feedback and evaluation mechanism for agency-wide training by the end of FY 24 to ensure training is impactful and meaningful and use feedback to adjust and make changes to the annual training plan as needed through FY 28.
- By FY 24, formalize the agency-wide training framework, featuring professional development opportunities and state-required training in alignment with agency budget constraints and LUMA implementation, develop a two-year rolling all-staff training plan, and annually execute the plan through FY 28.
- Formalize procedure for and ensure completion of staff orientation process by FY 24 and deliver for 100% of employees annually through FY 28.
- By mid-FY 24, audit the impact of the agency's Work Culture Committee and devise a plan to reconceptualize the committee's structure, membership, meeting cadence, and purpose for relaunch by the end of FY 24.
- In FY 25, formalize the agency's workforce recruitment plan in alignment with business needs, with the aim of implementation in FY 26 for all open positions annually through FY 28.²¹

Objective 3.6: Implement training for the Board of Trustees and Foundation for Idaho History members to build relevant skills and develop agency advocates.

FY 24 -28 Benchmarks:

- By FY 26, review a multi-year Board of Trustee recruitment, training, on-boarding, and off-boarding program that aligns duties and responsibilities with business needs, and annually deliver training in alignment with the program through FY 28.
- By FY 24, establish a multi-year FIH Board member training program that aligns service with business needs, and annually deliver training in alignment with the program through FY 28.
- Formalize FIH Board Member on-boarding and off-boarding process in FY 24 and deliver for 100% of Board Members annually through FY 28.

Objective 3.7: Develop and nurture sustainable strategic partnerships.

FY 24-28 Benchmarks:

- In FY 24, deliver AASLH National Conference, and audit impact and success of the conference, and reach of partnerships built.
- Through FY 28, ensure that all partnerships have a purpose, meaning, and defined outcomes.
- By FY 24, audit the success of the past two Idaho's Heritage Conferences to assess impact and outcomes, conduct a cost-benefit analysis, forecast customer needs through Customer Discovery, and establish a projection plan for future Heritage Conference hosting capacity and statewide need.

²⁰ Idaho code 67-5309A 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.

²¹ The agency's recruitment plan will, among other things, increase the recruitment channels through which the agency advertises open positions and better communicate the benefits of state employment.

- Through FY 28, within budget and workload constraints, encourage staff to partner, offer expertise, and lend service leadership to local, regional, and national organizations.²²
- Annually, audit capacity for hosting future regional and national conferences against other business needs and project work through FY 28.
- Through FY 28, report on the status and progress of the Agency Advisory Committees quarterly.

3.8 Objective: Create standard operating procedures for all agency discipline areas.

FY 24-48 Benchmarks

- In FY 24, increase agency efficiency through Continuous Improvement Process practice, with the aim of completing a plan to audit agency policies, procedures, and best practices.
- By FY 24, audit governance documents for historic sites under ISHS-affiliated sites.
- In FY 24, standardize the practice to develop, launch, and maintain advisory committees for the Agency.
- By FY 25, audit existing agency Standard Operating Procedure (SOPs) documents.
- By FY 26, create a plan for agency-wide creation of standardization of SOPs.

Performance Measures

| Type | Measure | Performance Target | FY Deadline |
|----------------------|--|--------------------|-------------|
| Effectiveness | Increase website page views per staff. ^A | 4.4 % | FY 24 |
| | | 4.4 % | FY 25 |
| | | 4.4 % | FY 26 |
| | | 4.4 % | FY 27 |
| | | 4.4 % | FY 28 |
| Effectiveness | Increase social media followers per staff. ^B | 8.4 % | FY 24 |
| | | 8.4 % | FY 25 |
| | | 8.4 % | FY 26 |
| | | 8.4 % | FY 27 |
| | | 8.4 % | FY 28 |
| Efficiency | Increase in agency memberships per staff. ^C | 820 | FY 24 |
| | | 902 | FY 25 |
| | | 992 | FY 26 |
| | | 1091 | FY 27 |
| | | 1201 | FY 28 |
| Efficiency | Increase in agency membership retention rate per staff. ^D | 48% | FY 24 |
| | | 50% | FY 25 |
| | | 53% | FY 26 |
| | | 54% | FY 27 |
| | | 56% | FY 28 |

A. This measure is to determine how well the agency's website activities are generating engagement and driving traffic while considering the staff resources allocated to website management. An increase in website page views per staff member indicates greater effectiveness in attracting visitors and encouraging them to explore multiple pages, potentially reflecting successful website design, content optimization, marketing efforts, and user experience.

B. This measure is to determine how well the agency's social media activities are driving follower growth while considering the staff resources allocated to managing those accounts. An increase in social media followers per staff member indicates greater effectiveness in engaging and attracting new followers, potentially reflecting successful content creation, engagement tactics, and overall social media management.

C. This measure is to determine how well the agency is utilizing its staff resources to drive membership growth. An increase in memberships per staff member indicates that the agency is becoming more efficient in acquiring new members, potentially signaling successful marketing strategies, effective outreach efforts, and streamlined membership processes. Monitoring and improving this measure can help the agency identify areas for optimization and resource allocation.

²² The agency's leadership will direct through LUMA's professional development planning tool opportunities for staff to serve in a variety of organizations across all agency disciplines.

D. This measure is to assess how effectively the agency is utilizing its staff resources to retain members. An increase in the retention rate per staff indicates that the agency is becoming more efficient in retaining members, potentially demonstrating improved member satisfaction, effective engagement strategies, and successful efforts to meet member needs.

ISHS Statutory Authority 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. **(28-501)**
- 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.