



**IDAHO**

**MILITARY MUSEUM**

**Boise, Idaho**

**IDAHO MILITARY HISTORY  
MUSEUM**

**STRATEGIC MASTER PLAN**

**2017 - 2023**

## **SUMMARY**

This document is the blueprint for the growth of our museum through the end of 2023. It is the product of many discussions by the Strategic Planning Committee members and feedback from several people.

We now have a revised vision of where we want to be, an assessment of where we are now and a set of criteria to measure our progress. We have defined the values that describe how we do business and developed a list of strategies and priorities to move us from where we are to where we want to be.

While there are several areas needing help, those that stood out for us to work on are increasing our limited resources such as staff, volunteers, and funding. People not knowing who we are is problematic, so having a better marketing strategy, developing partnerships, and doing more outreach. Allowing more meetings/training at the Museum and partnering with other groups or organizations would be helpful so we need to improve on the space we have for use.

Since the future is uncertain, we will always be faced with change, so we need to manage change rather than react to it. This planning process has provided us with a method to lead, manage, and change our Museum in a well-planned, integrated manner based on our strategies. The priorities from our plan become the priorities for our annual budgets, assuring that we focus our resources in those areas that move us toward our vision.

## **ACKNOWLEDGEMENTS**

The Board of Directors would like to thank the members of the Strategic Planning Committee for their time and hard work. The Committee helped determine the future direction of the Idaho Military Historical Society and Idaho Military Museum. The board also recognizes and thanks the founding members who worked diligently to put together the initial strategic plan. Many details of that first plan are in place and are an integral part of the Museum's daily operations.

## **MUSEUM HISTORY**

The Idaho Military History Society, Inc (IMHS) was incorporated on June 30, 1993. The Museum was then founded based on these articles of incorporation to "...promote the appreciation of military history inasmuch as it has a direct and geographic relation to the history of the State of Idaho and the citizens and cultural traditions of the state." The Museum moved to its current location in 2000. The existing building was remodeled in 2015 to update the interior and exterior in order to make it better meet the needs and expectations of visitors.



---

## ***SOCIETY MISSION STATEMENT***

***The Mission of the IMHS is to preserve, display, and interpret military history and artifacts that have geographical, cultural, or historical ties to the history of Idaho. The IHMS supports programs that educate and enlighten the public on the military history of Idaho.***

---

---

## SOCIETY VISION STATEMENT

*The Vision of the IMHS is to inspire a sense of place and history for the citizens of Idaho by collecting, studying, interpreting, and preserving the region's natural and cultural heritage. This includes the Museum's core areas of collecting the history of Idaho and its military presence. The Museum's focus further includes, but is not limited to the diverse military history of Idaho and all of its citizens.*

*The IMHS will educate and enlighten the people of Idaho of its proud military history. The IHMS has diversity in its large and increasing membership and encourages maximum creativity and participation from members and the citizens of Idaho. The IHMS works cooperatively with the historical programs and facilities of other historical societies along with outreach to civilian organizations, the Idaho Military Division, and other military organizations. Fundraising, Grants and Endowments are used in IHMS projects and acquisitions.*

---



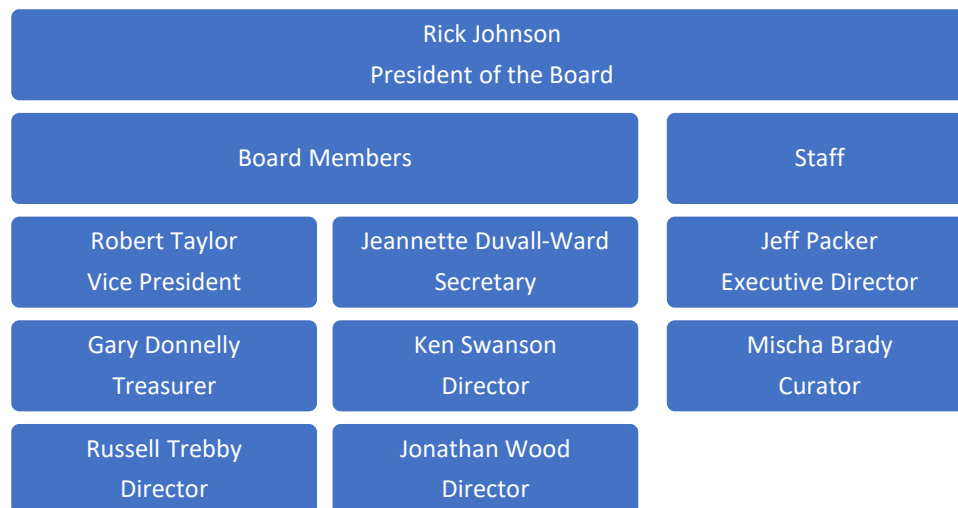
## THE PLANNING PROCESS

The planning process to update the IMHS Strategic Planning document began during the spring and summer of 2016. Members of the planning committee included members from the board of directors along with several members who wrote the original planning document in 1993. The inclusion of these early members helped to provide background and continuity to the process.

The planning committee met on four occasions. The following outlines the major focus areas of the committee:

- Ground rules set
- Other museums visited with likes and dislikes taken away
- *Strengths, Weaknesses, Opportunities, and Threats* (SWOT) analysis
- Five Planning Concepts were agreed upon to provide a framework for the Strategic Plan:
  - Administration
  - Collections
  - Education
  - Finance
  - Development
- Existing Mission Statement and Vision Statements were reviewed and rewritten to reflect current and future situations. The Board of Directors approved the new Mission and Vision Statements in a separate board meeting with minor changes.
- Goals and Objectives were set using the five Planning Concepts framework. Goals and Objectives were written that supported the new Mission and Vision statements

## ORGANIZATIONAL CHART



## PLANNING CONCEPTS

The following Planning Concepts were agreed upon to provide focus areas to expand on.

- **Administration, Collections, Education, Finance, Development**
- Discussion included **Operations** as a thread that ran through each of these concepts.
- All planning concepts were examined during the SWOT Analysis.

PLANNING CONCEPT	CONCEPT FOCUS AREAS
<b>Administration</b>	<ul style="list-style-type: none"> <li>*Staffing Shortfalls</li> <li>*Volunteers</li> <li>*Board of Directors</li> <li>*Buildings and Grounds</li> <li>*Museum Records</li> </ul>
<b>Collections</b>	<ul style="list-style-type: none"> <li>*Artifacts</li> <li>*Archives</li> <li>*Library</li> <li>*Digital Collection</li> <li>*Assets</li> <li>*Disposal of Assets</li> </ul>
<b>Education</b>	<ul style="list-style-type: none"> <li>*Public Outreach - Schools, In-house Events, etc</li> <li>*Internal - Volunteer Ed, Staff Ed</li> <li>*Attract Public to Educate as Principle Mission, Need for Advertising</li> </ul>
<b>Finance</b>	<ul style="list-style-type: none"> <li>*Endowments</li> <li>*Grants Use for Expansion</li> <li>*Revenues – Retail Sales, Donations, Dues from Membership</li> <li>*Budget Development</li> <li>*Bequeath of Artifacts or Funds</li> </ul>
<b>Development</b>	<ul style="list-style-type: none"> <li>*Expand Multi-Roles of Museum, Broaden Public Appeal</li> <li>*Develop Facilities/Infrastructure to Enable Expansion of Opportunities – Meeting/Training Rooms</li> <li>*Partner with Other Organizations</li> </ul>

## S.W.O.T ANALYSIS

The Planning Committee spent a great deal of time conducting a *Strength, Weakness, Opportunity, and Threat (SWOT)* analysis using the five Planning Concepts mentioned earlier. **Strengths** are factors which have shown the potential or have the ability to increase excellence. **Weaknesses** were identified so the efforts can be made to correct or mitigate them. Weaknesses are factors that can increase costs, limit growth, or negatively affect the quality of the museum visitor experience. **Opportunities** are those factors that have potential to increase growth by attracting new or repeat patron visits, enhancing the visitor experience and to better achieve the Society's core mission. **Threats** identified both internal and external negative factors to the success and growth of the organization.

Based on the analysis, the committee incorporated aspects of their work into the Goals and Objectives. "Some" of each category is listed below:

- **STRENGTHS**
  - Official Standing through Idaho Military Division (IMD)
  - Support of IMD Command
  - Membership Lists are available through Veterans Organizations (i.e., American Legion)
  - Good Site/Location
  - Displays – Ability to gain more artifacts for display, Tied to donations
  - Ties to State Historical Museum
  - Financially Stable
  - Dedicated Volunteers
  - Proximity to National Guard Association of the United States (NGAUS) & Enlisted Association of the National Guard of the United States (EANGUS)
  
- **WEAKNESSES**
  - No Flagship Attraction
  - Ineffective Advertising in past
  - Limited manpower for a variety of events
  - Limited help for archives/library
  - Limited visitor data collection. Visitor surveys/feedback needed
  
- **OPPORTUNITIES**
  - Broaden variety of civil/community events
  - Better attraction/utilization of retiree resources
  - Aggressive statewide advertising program
  - Wider School Outreach
  - Vigorous Pursuit of Grants
  - Expand Physical Footprint with multi-use facilities that can attract users and generate income (one example: Training/Meeting/Conference room)
  - Partnership with NGAUS and EANGUS may be beneficial
  - Increase Current Service Member Involvement
  - Increase inventory/footprint of Bookstore and Gift Shop
  - Cooperation with other groups to leverage resources

- THREATS

- Limited Resources
- Loss of interest/volunteerism/apathy
- Public's perception of military can be negative in some cases
- Fire through facility would lose everything
- Valley competition
- Current one-dimensional viewpoint – More equally represent all services – (USA, USAF, USN, USMC, USCG)





## **GOALS, OBJECTIVES, AND STRATEGIES**

Previously determined focus areas of Administration, Collections, Education, Finance, and Development were used to look at priorities to determine Goals that should be included in the Strategic Plan. The previously completed SWOT Analysis (Strengths, Weaknesses, Opportunities, and Threats) was also used as a reference.

### **GOAL 1**

#### **STRIVE FOR OPERATIONAL EFFECTIVENESS**

- 1) Provide for Adequate Staffing
  - Maintain resources to provide for 2 Board of Directors funded full time employees
  - Maintain a large Cadre of knowledgeable volunteers
  - Improve collection storage facility to meet archival standards

### **GOAL 2**

#### **ACHIEVE FINANCIAL EFFECTIVENESS**

- 1) Employ forward thinking financial planning tools.
  - Develop an annual income plan, focused on membership endowments
  - Create Multi-Year Financial Plan for a minimum of 5% growth over a 1, 3, and 5 year outlook
- 2) Maximize Funding Opportunities
  - Engage with Grant writers to enhance operations and facilities
  - Maintain or increase effective advertising alternatives to increase museum visitor traffic and donation/endowment options for military and public
  - Increase retail sales opportunities

### **GOAL 3**

#### **BECOME KNOWN AS THE PREEMINENT (or “Must See”) CENTER FOR IDAHO MILITARY HISTORY**

- 1) Create and maintain a corps of professional and knowledgeable volunteers and staff
  - Retain corps of volunteers, Attract new volunteers
  - Create effective training program for new staff/volunteers
- 2) Expand outreach to additional school districts and institutes of higher education throughout Southwest Idaho by 25% or greater by 2021
  - Advertise to emphasize the IMHS Museum
  - Apply resources, archives and volunteers to groups on-site or at requested locations
- 3) Provide comprehensive pre-statehood and post-statehood artifacts, records, and library and allow full public access to research materials at nominal cost
  - Catalogue all current collections in “Past Perfect” to include digital access by 2020.
  - Advertise the availability of these assets statewide

## **GOAL 4**

### **OBTAIN, IMPROVE AND MAINTAIN IMHS FACILITIES**

- 1) Develop a Master Plan for facilities growth
  - Board of Directors develop needs statement(s) to justify/show need for greater footprint
  - Engage with facility/architecture planners to develop master plan document(s)
- 2) Expand museum foot print by 50% or greater over present first floor square feet by 2025
  - Use Master Plan as expansion guide
  - Develop funding options to support expansion
- 3) Improve physical facilities to support a variety of educational and social events on-site, to maintain control of market share
  - Include repairs and minor improvements in budget planning cycle
  - Develop funding options to support major improvements

### **MEASURING SUCCESS**

The Strategic Plan is a living document which may be adjusted annually. Progress of the plan will be monitored in four ways:

#### **Monthly Staff Meetings**

Museum staff will come together for a monthly status meeting with selected board members and other vested individuals to report on progress, identify points of collaboration on upcoming tasks, and tackle issues that may be causing delays.

#### **Quarterly Board Meetings**

The Chair of the Strategic Planning Committee will provide quarterly updates to the Board. The information provided in the update will be based on reports from and discussion with the Director, any other staff members or other vested individuals who may be responsible for key tasks that quarter.

#### **Annual Performance Reviews**

The Action Plan, once developed, provides a framework for evaluating staff members (when assigned) against concrete goals, objectives, and tasks. The Action Plan should be used as a reference document during the performance review process to ensure that each staff member is carrying out this segment of their responsibilities as planned.

#### **Annual Reporting on Metrics**

Measurable outcomes are critical to demonstrate progress, growth, and comparative impact from year to year. Funders, partners, and other supporters all seek metrics as a means for understanding the success of the organization. The performance measures outlined in the Action Plan will be tracked, year to year, to ensure consistent evaluation.