



DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

AGENDA Arts & History Commission

Wednesday, February 7, 2023
5:00-6:30 pm
Greenbelt Room, 3rd Floor, Boise City Hall
150 N Capitol Blvd, Boise ID 83702

Virtual and in-person attendance is offered.

Watch via Zoom Webinar: [Registration Link](#)

- I. **Call to Order** – Kris Clegg, Chair
 - a. Land Acknowledgement – Commission Chair Kris Clegg
- II. **Minutes Approval**
 - a. **ACTION REQUESTED:** Approve Minutes from December 6, 2023 (**Exhibit A**)
- III. **Director's Update**
 - a. Introduction of New Staff
 - i. Mónica Galván, Cultural Sites Program Coordinator
 - b. Acknowledgement of Service
 - c. 5-year Internal Strategic Plan Update
 - d. Public Programming, Professional Development, and Revenue Generation Planning
 - e. Discussion of Review and Potential Rewrites of A&H Commission Policies & Procedures
- IV. **Presentations/Updates/Approvals** **Pursuant to Idaho Code Section 74-204(4), all agenda items are action items, and a vote may be taken on these items.*
 - a. Informational Item: Cultural Plan Update – Tilley Bubb & Jennifer Stevens
- V. **Adjourn Meeting**



DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

MEMO

TO: Arts & History Commissioners
FROM: Jennifer Stevens, Director
CC: Mayor McLean, Courtney Washburn, Council Member Luci Willits
DATE: 1/31/2024
RE: Director Update

ACCOMPLISHMENTS OF THE MONTH

Hiring/Organization

- During January, we posted a public arts coordinator position jointly with the Airport to implement the Master Arts plan. We hope to have the position filled by late February.
- In January, we extended an offer to Monica Galvan to be the James Castle House coordinator. She begins on February 5.
- Summer Policy Internships: two interpretive tour guides will be hired to staff our extended summer tour season.

External Partnerships

Two staff members tabled at the Idaho State Historical Society's Lunar New Year event in early February and volunteered as art judges for the associated children's art contest. We continue to demonstrate our desire to partner closely with the State Historical Society.

Strategic Planning

We have completed a draft of the department's 5-year internal Strategic Plan, as well as divisional goals that build off the Strategic Plan goals. It is currently being finalized through review with the Mayor's office. See attached for your review. No action required.

Public Programming, Professional Development, and Revenue Generation Planning

As noted in the Strategic Plan, mission-driven revenue generation will be an important piece of Arts & History's future. As you will read about this month in the Communications and Outreach team's update, Arts & History has been working on plans to streamline public programming and professional development opportunities for constituents to make our offerings more predictable. These two areas (programming and development) cut cross department divisions (public art, cultural sites, history and

archives, grants), such that coordination with the department's outreach team provides transparency and ease of access to Boise residents.

As part of these discussions, department leaders have begun to explore the possibilities of implementing fee structures for certain future learning opportunities. We are conducting research into peer programs' fee schedules (other culture/art agencies or organizations), best practices of other Boise departments such as Parks & Recreation, and the success of models like "pay as you can" or "suggested donation."

As we begin to imagine how our department might generate revenue, I have begun building out a five-year budget that accounts for programming expenses and potential revenue. As we build out this model and generate programming budget beyond the General Fund, Arts & History will be able to reinvest those dollars into additional programming and opportunities for our residents and constituents.

Grant Applications

In addition to fees, grants will also form an important part of the department's long-term revenue generation plan. We have applied for two grants this month, one from the National Trust for Historic Preservation for additional staffing at the Erma Hayman House and one from the Idaho Commission on the Arts for public arts programming.

Commission Update

Vacancies: Staff has reviewed the applications for vacancies and has provided recommendations to the Mayor accordingly. Positions will be filled shortly.

Future Commission: As we work to identify the best opportunities for the Arts & History Commission to have the greatest impact, we are embarking on a re-imagining of the commission. Modeled on the work of the Public Works Department to reimagine its own commission, we will be contacting each of you for interviews in the coming months, as we explore the goals you each have for the commission, the ways you think the commission can best assist the work of the department, and the opportunities we can provide each of you for the greatest community impact.

NEEDS FROM COMMISSIONERS

None this month





DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

MEMO

TO: Mayor McLean, Courtney Washburn, Council Member Lucy Willits, Arts & History Commissioners
FROM: Stephanie Johnson, Public Art Program Manager
CC: Jennifer Stevens, Director
DATE: 1/31/2024
RE: Public Art Program Update

ACCOMPLISHMENTS OF THE MONTH

Public Art Project Honoring JJ Saldaña

\$49,000; artist Bobby Gaytan, met with design team to kick off the project. Moving toward confirming a location and project design elements.

West Valley/Ustick NIP Public Art Project

\$140,000; James Peterson of Art + Contraptions – Artist has submitted design proposal and we're gathering feedback for modifications and review of final proposal.

CCDC Projects with Type 4 Agreements

Old Boise Blocks Barrier – Concept Proposal

\$165,000; Informed Mayor & Council of final design proposal to be installed at the edge of CW Moore Park, between the waterwheel and sidewalk along Grove St.

521 W Grove St. Public Space, Public Art

\$400,000; Artists contracted – Hua Design Studio

(<https://www.misstangq.com/installation>) (artist team Huameng Yu and Louis Chinn); artists visited Boise and met with stakeholders January 23rd through 27th. The artist team met with many community organizations and stakeholders to get a feel for Boise and the community surrounding the future park site.

The design team and artists met for a charrette to discuss and draw layout ideas of the park design and key areas that the artists will focus on as they work to confirm design elements as public art to be integrated into the overall park design. As the artists work through their process and information gathered during the visit, the artist team will have a preliminary design proposal to share with the stakeholder group at the end of February.



521 W. Grove St. Design team participating in charrette.

Old Boise Blocks Sidewalk Element

\$23,000; Delivery of 12 sidewalk inlay medallions planned for installation with construction schedule February/March

Erma Hayman House T4

\$100,000; Interpretive signage, added lighting for artwork on wall, projection infrastructure for future art projections on River St. facing wall.

Linen Blocks

Art Ports: 1 art port completed on Grove St. between 10th and 11th streets. Partnership with sculpture class at BSU to select and display student artwork. First installation in summer/fall of 2024.

Public Works Enterprise Fund

Going Public artist networking/professional development 4-part series kicks off in February with our launch event.

Watershed Studios once monthly artist workshop with featured speaker.

Heliotrope Revitalization

Partnership with the Idaho Botanical Garden and working with collections team to replant and maintain the plantings as originally intended for the artwork on 8th street.

Traffic Boxes 2023

\$48,340; Artists are in consultation phase of project with fabricator.



Airport Enterprise Fund

Airport Art Project Coordinator position posted, closes February 12th.

NEEDS FROM COMMISSIONERS

None this month





DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

MEMO

TO: Mayor McLean, Courtney Washburn, Council Member Lucy Willits, Arts & History Commissioners

FROM: Danielle Grundel, City Archivist

CC: Jennifer Stevens, Director

DATE: 1/31/2024

RE: Archives Program Update

ACCOMPLISHMENTS OF THE MONTH

Processed Collection

Archives program recently processed the Byrne, Clawson, Virgil Families Papers. The collection consists of correspondence, land deeds, high school reunion programs, receipts and invoices, funeral ephemera, business documents, sports books, photographs, and postcards to, from, and relating to the Byrne, Clawson, and Virgil families of Boise, Idaho. View the finding aid here,

<https://boiseartsandhistory.libraryhost.com/repositories/2/resources/125>

Digital Collections

Archives has published new collections:

- MS106, the Carl Mollerup scrapbook consists of newspaper clippings, performance programs, and correspondence documenting his career as a musician and band conductor from 1909-1916. View the scrapbook here, <https://collections.boiseartsandhistory.org/explore-collections/list/collections/25>
- MS075, the Oral History Collection – as part of the department's ongoing oral history collecting initiative, the Mayor and Council oral histories have been published. View the collection here, <https://collections.boiseartsandhistory.org/explore-collections/list/collections/19>

NEEDS FROM COMMISSIONERS

None this month



DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

MEMO

TO: Mayor McLean, Courtney Washburn, Council Member Lucy Willits, Arts & History Commissioners

FROM: Jamile Shirley, Cultural Assets Program Manager

CC: Jennifer Stevens, Director

DATE: 2/1/2024

RE: Cultural Assets Program Update

ACCOMPLISHMENTS OF THE MONTH

City Hall 3rd Floor Remodel

Council Chambers and 3rd floor Lobby were repainted for the Mayoral swearing in ceremony January 9th. All artwork in these areas was deinstalled temporarily. Select walls were chosen for installation of the art rail hanging system (also seen in City Hall Lobby), and a new selection of artworks has been installed.

City Staff Graffiti Reporting System

A team of city staff from several departments has been working on an internal graffiti reporting system to track location, surfaces, and removal. The goals are to deter future vandalism, track incidents and locations, and evaluate courses of action. Jamile Shirley and Alaggio Laurino are participating in this effort.

City Hall Lobby Vitrines

The plexiglass pedestal vitrine cases which showcase some of the City's 3-dimensional artworks in the City Hall lobby have moved offsite to be refinished by the original fabricator. The vitrines will be re-faced in antique white.

Neighborhood Swim Mural Deaccession

The *Neighborhood Swim* mural (2006) by Elizabeth Wolf, located at Borah Pool (801 Aurora Dr, Boise, ID 83704) has been deaccessioned from the public art collection due to irreparable factors. The paint used in the mural has deteriorated and no longer upholds the original intent. The artwork has exceeded the anticipated lifespan of an outdoor mural (20 years). The cinderblock substrate upon which it was painted has leached a delaminating layer of minerals between the brick substrate and the paint layer. It is also believed a well-intentioned power washing further damaged the paint. Jamile Shirley and Alaggio Laurino are working closely with Parks & Rec to remove the mural in April or May and prepare the wall for a new mural, date TBD.



Neighborhood Swim – By Elizabeth Wolf, 2006



Detail of damage to Neighborhood Swim

NEEDS FROM COMMISSIONERS

None this month.





DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

MEMO

TO: Mayor McLean, Courtney Washburn, Council Member Lucy Willits, Arts & History Commissioners

FROM: Matilda "Tilley" Bubba, Cultural Planner

CC: Jennifer Stevens, Director

DATE: 1/31/2024

RE: Cultural Planning Activity

ACCOMPLISHMENTS OF THE MONTH

Establishment of a new Film Permit and developing industry support

Arts & History, Economic Development, and City Clerk's office worked together to craft a film permit and phased plan to support the industry. City Council approved the permit in December 2023. We are now working together to follow up on system implications of permit implementation, identifying data collection targets, and industry support plan.

Hosting of the Music Policy Forum (MPF)

The City of Boise was one of the hosts, along with Treefort and the Cascadia Music Corridor for the Music Policy Forum, which was held in Boise on December 7th and 8th. It was an extraordinary success with people coming in from all over the country. The public portion of the conference, The Cascadia Music Summit, included influential policymakers, music stakeholders, and artists on panels and as keynote speakers. It was very informative and inspiring. If you are interested in watching the recordings, you can find links to the event archive here: [Archive \(cascadiamusicsummit.org\)](https://cascadiamusicsummit.org)

Arts & History Division Strategic Planning

In line with our department's overall internal strategic plan, I am working with each division to build out division strategic plans. These center on the division's mission, vision, and goals. These are internal governing documents and will be highlighted in the upcoming revision of the Cultural Master Plan.

2025-30 Cultural Master Plan Update

In 2017 A&H completed its first Cultural Master Plan with the directive that it be updated in five years. That time has come, and I am preparing to embark on the planning process. Before the work is launched, it is critical to review its scope and direction with A&H Commissioners. I will present at the upcoming commission meeting and engage the Commissioners in some key conversations. For those unfamiliar with the previous plan, please familiarize yourself with the 2017 plan at this link: <https://www.boiseartsandhistory.org/learn/cultural-planning/>

NEEDS FROM COMMISSIONERS

2025-30 Cultural Master Plan

Engage in the conversation at the upcoming commission meeting around the scope of the 2025-30 Cultural Arts Master Plan.





DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

MEMO

TO: Mayor McLean, Courtney Washburn, Council Member Lucy Willits, Arts & History Commissioners
FROM: Maureen Lavelle, History Programs Manager
CC: Jennifer Stevens, Director
DATE: 1/31/2024
RE: History Program Update

PROGRAM ACCOMPLISHMENTS & UPDATES

Chinese History in Boise - Exhibit:

An exhibit describing the history of Chinese people and culture in Boise from 1863 to the present will be installed at City Hall by February 28th. This exhibit is being developed in partnership with our most recent Fettuccine Forum speakers and will include materials from the Asian American Comparative Collection at U of I. The exhibit will remain in place for a few months and then rotate out to public libraries.

Research and Event Support

Several city departments have reached out for research and additional support for upcoming events. The history program will provide research and exhibit materials to the Hillcrest library branch for their Women's History Month event featuring the history of Boise's Ribbon of Jewels.

The history program is providing additional support to a cooperative project between BSU and Parks & Rec to develop an interactive app featuring Julia Davis Park. This will include historic images and information about Chinese produce farmers, and has involved connecting app developers at BSU with community partners about these histories.

Fettuccine Forum

The February Fettuccine Forum has been rescheduled to Thursday, April 4th. Planning is underway for the next season of the Forum. The history program is making more effort to return the Forum to previous formats that are more interactive, less formal, and do not compete with other city events.

NEEDS FROM COMMISSION

None this month



DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

MEMO

TO: Mayor McLean, Courtney Washburn, Council Member Lucy Willits, Arts & History Commissioners

FROM: Jennifer Yribar, Communications Manager

CC: Jennifer Stevens, Director

DATE: 1/31/2024

RE: Communications and Outreach, Education and Public Programs

ACCOMPLISHMENTS OF THE MONTH

Campaigns

- SAY HELLO: social media campaign designed to introduce the Department of Arts & History and literally "Say Hello" to our Boise community (ongoing through February)
- [Catalyst Grant Round 1](#)
- Exhibitions:
 - [A History of Halls: City Halls Past and Present](#) (through January 31)
 - [Afro Blue: An Ode, Celebration, and Meditation](#) (through April 29)
 - [Interlude: A Five-Year Residency Retrospective](#) (through June 29)

Catalyst Grant

We launched the Catalyst Grant, a 2024 pilot program, which will award \$40,000 in four rounds to support small-scale and medium-sized cultural projects benefiting Boise residents. Applicants can submit proposals for a standard award size of \$2,000 for projects that take place within Boise City Limits before September 30, 2024.

- [Read Press Release](#)
- Round 1: January 2 – February 2, 2024
- Learn more and apply at [Catalyst Grant Program](#).
- Based on the number of applications in draft form and that have already been submitted, we anticipate approx. 16 applicants in Round 1.

Boise City Writer-in-Residence

Founded in 2023, the Boise City Writer-in-Residence is a collaborative program between the Boise City Department of Arts & History, Boise Public Library, and The Cabin. Natalie

Disney (October 2023 – March 2024) and Heidi Kraay (April – September 2024) have been named inaugural residents.

Upcoming Events

- Wed, Jan 24 at the Erma Hayman House: Writing Workshop – The Power of Imagery: Writing with Sensory Language – [Learn more](#)
- Wed, Feb 7 at the Library! at Hillcrest: Writing Workshop - The Power of Imagery: Writing with Sensory Language – [Learn more](#)
- Thu, Mar 14 at the Library! at Bown Crossing: Presentation and Reading – [Learn more](#)

Public Programs Roundtable

In January 2024, Emily Chivers, Grants and Public Programs Manager, and Makenzi Dunstan, Education and Outreach Coordinator, launched the inaugural Public Programs Roundtable, a cross-departmental team that reviews upcoming programs, proposes, brainstorms, and workshops ideas, and identifies opportunities for support and collaborations internally and externally. This work is directly tied to a strategic goal to “create meaningful and predictable programming and opportunities, increase public awareness of and engagement with the Department of Arts & History, and reach a greater variety and number of Boise residents.”

Outreach: First Thursdays on the Plaza

We will be supporting the City of Boise's Community Engagement team with First Thursday planning and participation. February 1st will be the first event of 2024 and the theme is Black History Month. The Erma Hayman House will be bringing over historic photographs, informational posters, and a tablet that will play a short film featuring recordings of Erma Hayman's oral history. Upcoming First Thursday themes include:

- March: Youth Art Month
- April: Earth Day
- May: Asian American Pacific Islander (AAPI) Month
- June: World Refugee Day

NEEDS FROM COMMISSIONERS

Upcoming Campaigns*

- James Castle House Resident, [Ellen Mansfield](#)
- Black History Month
- Archives: River Street Neighborhood Collection, Opera Idaho
- Public Art: Going Public



- *Desired Action: Awareness*

* *Subject to change.*

Cultural Program Guide

This quarter's Cultural Program Guide (January – March 2024) is out!

- *Desired Action: Pick up a copy at our offices (or more!). Please share widely!*

Upcoming 2024 Grant Recipient Events

We invite you to attend the upcoming Grant Recipient events:

- Mon, Feb 5: Boise Contemporary Theater: 5x5 Reading Series
- Sun, Feb 11, 18, 25: MING Studios: 7 o'clock
- Sat, Feb 24: Capital City Club's Flute Fest 2024
- Tue, Feb 27: Story Story Night presents: FAST FORWARD

Learn more by visiting our [Events Calendar](#).





DEPARTMENT OF ARTS & HISTORY

MAYOR: Lauren McLean | DIRECTOR: Jennifer Stevens

EXHIBIT A

Minutes Arts & History Commission

Wednesday, December 6th, 2023
5:00-6:30 pm
Greenbelt Room, 3rd Floor, Boise City Hall
150 N Capitol Blvd, Boise ID 83702

Virtual and in-person attendance is offered.

Watch via Zoom Webinar: [Registration Link](#)

Commissioners Present: John Hand (Chair), Kris Clegg (Vice Chair), Melissa Thom, Gaby Thomason, Catherine Seo

Commissioners Absent: Amanda Ashley

Council Liaison:

Staff Present: Jennifer Stevens, Jillian Whitehill, Tyler Powers, Emily Chivers, Stephanie Johnson, Jennifer Yribar (online)

Public:

- I. **Call to Order** – Commission Chair, John Hand called the meeting to order at 5:03 p.m.
 - a. Land Acknowledgment – Commission Chair John Hand
- II. **Minutes Approval**
 - a. **ACTION REQUESTED:** Approve Minutes from October 4th, 2023 (**Exhibit A**)
 - i. Move to approve by Clegg at 5:03 p.m., seconded by Thom at 5:03 p.m.
All in favor
- III. **Director's Update**
 - a. The Arts & History department is hiring for James Castle House Coordinator.
Please help us spread the word.
 - b. The Arts & History department is building out a Strategic Plan and identifying core programming, initiative programming, and opportunistic programming.

- c. A few weeks ago, members of the American Alliance Museums came to review the James Castle House for museum accreditation. We are waiting to hear the decision of whether James Castle House will be approved or not.
- d. The Arts & History department is working on a new Capital City Development Corporation project which includes 16 interpretive signs along Grove St. from 3rd to 16th, that tell the history of that street.
- e. Updates on the History Program. Halfway through the Fettuccine Forum season. Launching History webpage in January. Launched new tours the day after Thanksgiving that will be added to History core programming.
- f. A&H Commissioner application is open until 12/11/23.

IV. Presentations/Updates/Approvals **Pursuant to Idaho Code Section 74-204(4), all agenda items are action items, and a vote may be taken on these items.*

- a. **ACTION REQUESTED:** Chair & Vice Chair Election (5 min)
 - i. Thom nominates Clegg for Chair. Clegg accepts. No other nominations.
 - 1. Move to approve Vice Chair Clegg for Chair by Thom at 5:33 p.m. to take effect January 1st, seconded by Thomason at 5:33 p.m. All in favor
 - ii. Thomason nominates Thom for Vice Chair. Thom accepts. No other nominations.
 - 1. Move to approve Commissioner Thom for Vice Chair by Thomason at 5:34 p.m. to take effect January 1, 2024, seconded by Seo at 5:34 p.m. All in favor.
- b. **ACTION REQUESTED:** Review & Approve Old Boise Blocks Barrier Design Proposal - Stephanie Johnson (15 min) (**Exhibit B**)
 - i. Overview - what public art is and the role the Arts & History department plays in placemaking. What pieces are in the City of Boise public art collection.
 - ii. Project Background - CCDC T4 Agreement - \$100,000 award for one artist to design artwork to be installed in front of the historic waterwheel in C.W. Moore Park.
 - iii. Review of selection panel role and responsibilities as well as the selection criteria and rubric.
 - iv. Artist Bobby Zokaites was selected for the project, to complete Clepsydra, an installation set on a sandstone block that is composed of a wheel at its center flanked by six unique vessels representing the immigrant



populations who inhabited the neighborhood: China, Germany, Sweden, Japan, Russia, and Basque region.

1. Move to approve to take to City Council by Thom at 5:53 p.m., seconded by Clegg at 5:53 p.m. All in favor

c. Informational Item: 521 W. Grove St. Artist Selection – Stephanie Johnson

- i. Artist has been selected but the contract has not yet been finalized so there will be an announcement on this later and we will pass the item for today.

d. Informational Item: Catalyst Grant Pilot Program – Emily Chivers (10 min)

- i. Background - \$41,882 unspent in FY23, due to lingering effects of COVID, that we're hoping to rebudget into FY24 to grant back into the community.
- ii. Overview – Standard awards size \$2,000 awarded 4 times throughout the year to support small-scale and mid-sized organizations
- iii. Program Eligibility
- iv. Program Timeline – 4 rounds, one month for applications, 3 weeks for review, final reports due at the end of the fiscal year. Grants awarded in full. Will have panel rubric and scoring sheet. Awardees can only apply to one round. If not awarded then can apply for another round.
- v. Review Criteria – Evaluated based on quality, community benefit, accessibility, management, and alignment with A&H mission.
- vi. Program Review Panel – Made up of A&H Commission, Staff, and community members. 8 month commitment spread out. 5 in-person meetings. Trainings offered. Expecting 30-50 applications.
- vii. Planning for the Future – Piloting model and gaining feedback from the community to apply to annual program.
- viii. Council decision will be on 12/12 to see if the rebudget is approved.

V. **Adjourn Meeting**

- a. Commission Chair Hand asks commissioners to offer a motion to adjourn.
 - i. Clegg motion to adjourn, Thomason seconds; all in favor. So moved at 6:15 p.m.



A&H Strategic Plan, FY2024-FY2026

By Jennifer Stevens

Introduction

As the City of Boise continues its pattern of population growth, the cultural services offered by the Department of Arts & History must grow and evolve. We must aim to better preserve the city's history, offer more relevant cultural opportunities for increasingly diverse residents, and create more professional opportunities for artists and history practitioners in all mediums. The Department will need to be disciplined and to adopt clear and efficient systems in order to achieve the growth sought by this plan. Close adherence to well-defined systems will allow the department to unleash greater capacity, permitting greater service to Boise residents.

The Department of Arts & History's 15-year anniversary offers an opportunity to reevaluate the public's awareness of and engagement with the department's cultural programming. Our hope with this strategic plan is that the Department of Arts & History becomes known throughout the City of Boise as a cultural leader and a first-line partner in all things related to history, art, and culture.

We pledge to: Embrace difficult conversations. Serve the least represented among us. Meet the communities of Boise where they are. Contribute meaningfully to civic life.

As such, following staff retreats and great deliberation, the Department of Arts & History staff adopted the following Vision, Mission, and Values statements in spring 2023.

Vision: A leading cultural agency recognized for fostering a sense of belonging through accessible and place-based arts and history.

Mission: Cultivating a distinct sense of place that reflects Boise's rich past, diverse communities, and unique natural setting.

Values: Our operations will empower and serve Boise residents. Our activities will create opportunities that nurture and sustain Boise's past and its creative economy.

To reflect the department's vision, mission, and values, the following questions are helpful to guide decision making among the department's divisional leaders:

1. Does it improve public access to culture?
2. Does it advance the needs of underserved populations?
3. Does it build relationships across the City of Boise or with outside, aligned organizations?
4. Does it lift and support an aligned community organization?
5. Does it contribute to placemaking?

Strengths, Weaknesses, Opportunities, Threats (SWOT)

Department of Arts & History SWOT ANALYSIS		
	Strengths <ul style="list-style-type: none"> • Staff commitment/devotion • Staff's collaborative nature • Devoted community following • Strong professional knowledge in many areas • Some institutional knowledge • Extensive community connections • Strength of city government behind us 	Weaknesses <ul style="list-style-type: none"> • Newness of team and individuals • Inexperience of some team members • Funding • Lack of clear organizational goals • Physical space • Poor, non-existent, or inconsistently followed processes
Opportunities <ul style="list-style-type: none"> • Partnerships with many organizations and individuals • Partnership with other city departments • Administration's focus on creative economy in economic development • Administrative support for art and humanities in placemaking • Administrative support for the value of humanities in policy and operations • Expand audience and reach new demographics 	Opportunity-Strength (OS) Strategies: using strengths to take advantage of opportunities: <ul style="list-style-type: none"> • Use staff's community connections to establish partnerships with external organizations • Use staff's collaborative nature to partner with other city departments to build capacity • Use staff's content knowledge to take advantage of administration's focus on creative economy, art, and humanities in placemaking • Use the power of the city government apparatus for convening and facilitating partnerships between external organizations • Use department's devoted community following to expand audience 	Opportunity-Weakness Strategies (OW): overcoming weaknesses by taking advantage of opportunities <ul style="list-style-type: none"> • Use mentors in other city departments to build experience and balance the newness • Use Administration's city vision to establish clear organizational goals that align accordingly • Partner with other city departments to identify space solutions
Threats <ul style="list-style-type: none"> • Former perceptions of the department, both internally and externally • Funding • Changing demographics • Idaho State Legislature 	Threat-Strength Strategies (TS): using strengths to avoid threats <ul style="list-style-type: none"> • Use staff commitment and collaborative nature to overcome former perceptions • Leverage Department's community following to support community partners during legislative session • Leverage Department's community following to evangelize among Boise residents to reach new and intended demographics 	Threat-Weaknesses (TW) Strategies: minimizing weaknesses and avoiding threats <ul style="list-style-type: none"> • Minimize public and internal exposure for new staff members • Leverage the newness of the staff to deeply establish new, collaborative culture • Leverage the newness of staff to re-establish Department reputation both internally and externally

Goals and Objectives

The following goals and objectives are intended to guide the Department of Arts & History for the next three years and beyond, as it builds on the preexisting foundation and prepares for long-term sustainability and success. It should be assumed that partnerships both internally with the City of Boise organization (Library, PDS, CE, Parks) as well as with our externally aligned partners will be integral to the implementation of this plan.

Legend: CS (Cultural Sites); Hist (History); PA (Public Art); Admin (Director/EA); Arch (Archives); CP (Cultural Planner); PP (Public Programming); Comms (Communications and Outreach); Ed (Education)

Goal I: Reimagine a Department that Reflects City's Growth

Objective	Who?	Measure?	Start	End	Related Program Goal
1.1: Design revenue generation plan that will generate \$150,000 in repeatable annual revenue by year three (3), with funds to be used for staffing and annually for special projects.					
Task: 1.1.1. Design revenue generation plans for Cultural Sites, History, and Public Art programs	CS, Hist, PA, Admin	3 year plan	1/1/2024	3/31/2024	Briefly mentioned in CS plan, needs refining; Hist, PA, Admin missing
Task: 1.1.2. Develop a grant seeking plan	Admin	2 grants annually	11/1/2023	1/15/2024	JS
Objective	Who?	Measure?	Start	End	
1.2. Operate a fully functioning Boise City Archives with public access to historical records.	Admin and Hist/Arch	Open facility by 2026	11/1/2023	1/1/2028	Hist 3
Task: 1.2.1. Work with Facilities (FSO) and Department of Finance and Administration (DFA) to create a 5-year facilities plan for records center and archives	Admin				JS
Task: 1.2.2. Working with Legal, DFA, IT, and Mayor's Office, complete a new Records Retention Schedule	Admin, Arch		1/1/2023	12/31/2024	Arch 1.2
Task: 1.2.3. Working with DFA, complete a new Records Manual	Arch				Arch 1.1
Task: 1.2.4. Obtain budget approval for additional full-time staff to accommodate collection acquisitions, digitization, public open hours, and internal organizational acquisitions	Admin				JS

Objective	Who?	Measure?	Start	End	
1.3. Identify a long-term Cultural Sites Program strategy that will serve the needs of entire community.	CS, CP	Complete and adopted plan	11/1/2023	6/1/2024	CP 1.4, Hist 4, CS needs refining
Task 1.3.1. Research best practices from peer agencies and/or programs	CP	Brief memo	Already begun	12/31/2023	CP1.4
Task 1.3.2. Create plan documents for the Erma Hayman House that provide a 5-year vision, plan, and outreach opportunities.	CS, CP	Plan docs as outlined in CS division goals	12/1/2023	6/1/2024	XCS draft yes. Needs refining

Goal 2: Create meaningful and predictable programming and opportunities, increase public awareness of and engagement with Department offerings, and reach a greater variety and number of Boise residents.

Objective	Who?	Measure?	Start	End	Related Program Goal
2.1. Design and offer regular, core, predictable, repeatable programming as to cadence, medium, and content.					
Task: 2.1.1. Public Art and History Tours	Hist/PA	Core repeatable tours, annual schedule, cost v. free	11/15/23	6/1/24	Hist 1, PA?
Task: 2.1.2. Develop Lecture and Workshop Series	Hist/PA/CS	Core repeatable workshops, annual schedule, fee schedule	1/1/24	12/31/24	X All missing
Task: 2.1.3. Develop Professional Development Series	PA/PP-Grants/(Hist?)	Core repeatable development workshops, annual schedule, fee schedule	6/1/24	6/1/25	PP 3 PA?
Task 2.1.4. Develop Passport Program	CTEAM LIFT	Rev generation, increased visitorship by 50%	1/1/25	12/31/25	X
Task 2.1.5. Develop Exhibition Rotation Schedule	Hist/Arch/PP (with CS support)	Rotation schedule	1/1/24	6/30/25	Hist 2, PA 1,
Task 2.1.7. Grant Program Revision	PP	Refresh, new metrics of	11/1/23	9/1/24	PP 2

		success, mentorship and staging opportunities, clear mission			
Objective	Who?	Measure?	Start	End	
2.2. Offer unique and initiative-driven programming that may build and leverage external partnerships and will serve as complementary add-ons to the core programming noted above, offered at unique intervals and providing content which reflects city priorities and cultural and creative trends.					
Task: 2.2.1. Public Art and History Tours	Hist/PA	Initiative-based plan, implemented annually	6/1/24	12/31/24	Hist 2; PA missing
Task: 2.2.2. Develop Lecture and Workshop Series	Hist/PA/CS	Initiative-based plan, implemented annually	1/1/24	12/31/24	Hist 2 (CS, needs refining and a number)
Task: 2.2.3. Professional Development Series	PA/PP/(Hist?)	Initiative-based plan, implemented annually	6/1/24	6/1/25	PP 3; Hist Missing
Task 2.2.4. Develop Passport Program	TEAM LIFT	Initiative-based plan, implemented annually	1/1/25	12/31/25	X
Task 2.2.5. Develop Exhibition Rotations	Hist/Arch/PP (with CS support)	Initiative-based plan, implemented annually	1/1/24	6/30/25	Hist 2; CS, Arch, PP missing
Task 2.2.6. Grant Program Revision	PP	Initiative-based plan, implemented annually	11/1/23	3/31/24	PP 2
Objective	Who?	Measure?	Start	End	
2.3. Expand audience by developing K-12 programming and partnerships with education community (aligned with Mayor's emphasis on youth mental health and also with goal of civic engagement and placemaking)					
Hist 4, Ed 1, Ed 2					
Task 2.3.1. Identify community partners that can help A&H reach K-12 audience	PA, Ed	Fully functioning Ed Advisory Board	1/1/2024	6/30/25	Ed 1

Task 2.3.2. Translate Goal 2 tours and activities at A&H Cultural Sites to K-12 audience	Ed, support from all teams				Ed 2
Task 2.3.3. Design passport program Passport 1: Design passport annual activities with social media to engage youth in public art Passport 2: Work with community partners to design city-wide passport for kids to multiple cultural sites	FULL TEAM LIFT		10/1/24	3/31/25	X
Task 2.3.4. Work with educational partners to design Boise- history curriculum unit for 4 th graders	Ed, Hist		7/1/24	6/20/25, to implemen t in FY26	X all missing
Task 2.3.5. Reach K-12 Audience through communications and outreach plan	Comms	Plan creation	7/1/24	12/31/24	Comms 4
2.4. Expand audience by developing programming and partnerships with community groups that serve the 50+ population ED 2					
Task 2.4.1. Identify community partners that serve 50+ population	Comms				Ed 2
Task 2.4.2. Work with community partners (including YMCA,	Comms, PA, Hist				Ed 2

Osher Institute, retirement homes, and others) to a) identify programming of interest to this Boise population and b) design said programming, and c) execute said programming					
Task 2.4.3. Reach seniors through communications and outreach plan	Comms	Plan creation	7/1/24	12/31/24	Comms
Objective	Who?	Measure?	Start	End	
2.5. Expand audience by developing programming and partnerships with community groups that cater to Boise's underrepresented and refugee populations					
Task 2.5.1. Identify community partners	Comm				Ed 3?
Task 2.5.2. Work with community partners to determine desired programming from A&H	Comm, PA, Hist, CS	Survey and focus group results, interviews and informal conversations	1/1/24	12/31/24	X Not clear in any division goals Ed 3? CS?
Task 2.5.3. Design and implement (with community partners) a participatory archiving program to capture the histories of Boise's underrepresented populations.	Hist, Arch, Comm		1/1/24	Kickoff 6/1/24	CS (no number); Arch 2 (undeveloped) Hist and Comms missing
Objective	Who?	Measure?	Start	End	
2.6. Build Communications and Outreach Plan					

Task 2.6.1. Social Media: Identify tools for efficient social media work; create strategy and metrics for social media posts	Comms	Schedule	7/1/24	12/31/24	Comms 3
Task 2.6.2. Develop and implement new brand marketing strategy and roll out.	Comms	Clear set of new brand guidelines	11/15/23	7/15/24	Comms 1
Task 2.6.3. Audit and update marketing collateral	Comms	Updated collateral and deaccession and proper disposal/archiving of old materials	10/1/23	9/30/24	Comms 2
Task 2.6.4. Set schedule for annual updates of departmental collateral	Comms	Schedule	10/1/23	9/30/24	Comms 2
Task 2.6.5. Build relationships and long-term events or programs with other City of Boise departments.	Comms, CS, Hist, PA				CS Goal: develop book lists (no number);
Objective	Who?	Measure?	Start	End	
2.7. Create regular, predictable opportunities for artists in all mediums, historians, and other related professionals					
	PA, Hist, CS	3 repeatable opportunities each in the history, public art, and cultural sites divisions; annual call schedule	1/1/24	6/30/24	Missing from all
2.7.1. Identify and develop schedule for repeat public art	PA	Annual schedule	1/1/24	6/30/24	Missing


opportunities (traffic boxes, art ports, temporary art exhibitions)					
2.7.2. Identify and develop schedule for regular, repeatable opportunities for museum and history professionals	Hist/Arch/CS (for CS, this might mean offering workshops or guest curation opportunities at sites)		1/1/24	6/30/24	Missing

Goal 3: Become the go-to resource and the Hub for cultural leaders and creators in the City of Boise.

Objective	Who?	Measure?	Start	End	Related Program Goal
3.1 Create plan for rotating art exhibits in private and public spaces throughout the City of Boise					
Task 3.1.1. Identify partners for exhibition	CP, PA				CP 1.2 (sort of); PA missing
Task 3.1.2. Develop process, timeline and rotation schedule(s), outreach plan	CP, PA				CP 1.5; PA missing
Task 3.1.3. Develop internal City of Boise building art rotation schedule.	CP, PA				CP 1.2, PA missing
Objective	Who?	Measure?	Start	End	
Objective 3.2. Create policies that encourage a greater volume of art and cultural activity throughout Boise					
Task 3.2.1. Work with Planning Development Services to identify opportunities for art and other placemaking in new Modern Zoning Code	CP				CP 2? (add to existing projects?)
Task 3.2.2. Work with Mayor's economic development team to identify and implement tools to	CP				CP 2?

educate developers on the economic benefits of placemaking in development					
Objective	Who?	Measure?	Start	End	
Objective 3.3 Connect creative and cultural communities together and serve as convenor and facilitator					
Task 3.3.1. Create annual series of 1-day convenings for different sectors including but not limited to: non-profit creatives; history and museum community; visual artists; film artists; writers	Comm, PA, Hist, other, Admin				X Missing from all
Task 3.3.1a. Create comprehensive lists of entities/individuals in each category above	PA, Hist, CS, Admin, Comms				X Missing from all

Goal 4: Serve as a resource for residents wanting to become self-sustaining artists, non-profits, historians, archivists, etc.

Objective	Who?	Measure?	Start	End
4.1 Work with higher education institutions to provide regular, predictable professional opportunities for students in all relevant disciplines, including arts, history, urban studies, and humanities	Admin and divisions	2-3 opportunities annually	1/1/24	
Task 4.1.1. Design and implement Docent Class program for students in relevant disciplines	PA, Hist, Arch			Hist 1.2; Arch 5; Missing from PA
4.2 Create professional development series				
Task 4.2.1 Design and implement				PP 3

Goal 5: Enhance and streamline departmental operations

Objective	Who?	Measure?	Start	End
5.1 Document processes, guidelines, and policies			10/1/23	7/1/24
Task 5.1.1. Create inventory of department's core processes to identify and define the daily work and annual demand	Admin	10/1/24	9/30/24	JS
Task 5.1.2. Create handbook that documents daily work processes by division	Admin and divisions	10/1/24	9/30/24	JS/JW

Task 5.1.3. Create updated guidelines for: grant proposals and scoring; service on selection panels; other	PA, CS,			Missing from CS, PA
Task 5.1.4. Update policy guidelines for public art, collections, and research requests	CP, PA			CP 1.3, PA yes
Task 5.1.5. Create curatorial vision for the Public Art Program	PA			Missing from PA
5.2 Document departmental budget operations				
5.2.1. Identify workflows for program managers and Executive Assistant to build and manage division budgets		10/1/23	3/31/24	
5.2.2. Identify and document purchasing and finance workflows		10/1/23	9/30/24	
5.3 Identify employee wellness opportunities				
5.3.1. Identify professional development needs, opportunities, and benefit structure.		1/1/24	9/30/24	
5.3.2. Identify opportunities for staff appreciation, support, and team building.		1/1/24	9/30/24	
5.4 Identify and formalize tools for employee success				
5.4.1. Collect and monitor the department's subscription use, tracking system, and invoice management.		10/1/23	12/31/23	
5.4.2. Identify and roll out the integrated use and management of Legrand CRM		10/1/23	9/30/24	
5.4.3. Once the collection policy is updated, support Archives with Onbase data merge.				
5.4.4. Once the city retention schedule is updated, manage Drive cleanup.				

Identify clear Levels of Service

DIVISION MISSIONS:

Executive and Administrative:

To provide leadership, guiding strategy, and support to A&H Divisions for day-to-day operations through communications, education, planning, budget development, policy, thus providing accurate and valuable information to empower Boise's diverse communities.

Outreach and Education:

To provide coordinated, effective, and accessible communications, meaningful public engagement, and educational opportunities with a community-centered approach.

Cultural Planning:

To evaluate existing conditions and provide strategic direction for future cultural resource investments.

Grants and Public Programming:

To foster a robust creative community by serving cultural constituents through grants, trainings, and programming.

Public Art:

To provide meaningful experiences and opportunities through accessible public art and programming that reflects the evolving identity of Boise and fosters a sense of place.

Cultural Sites:

To foster a local, regional, and national appreciation of Boise's unique and complex heritage and culture by preserving and activating a network of irreplaceable sites.

History:

To become the community-recognized experts on and keepers of Boise history.

Archives:

To serve as the city's memory bank of its government and cultural heritage by preserving history and enhancing public access, fostering scholarship and diffusing knowledge, thus promoting transparency and government accountability.

