

**Summary Report of a  
Needs and Satisfaction Survey  
Conducted by CLHO in 2015**

*“History and culture are important to our society and I want to benefit by learning how others are seeking to engage individuals and families so that I might do it better.” --survey respondent #108*

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July 21, 2015

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## Introduction

This survey was conducted to address two of the strategic planning goals was set by the CLHO Board in fall 2014. The first is to “Strengthen the capacity of Connecticut’s heritage organizations to be responsible stewards and engaged contributors to community life and health”, the second, to “Ensure the long-term sustainability of the CLHO.” In order to determine and prioritize the CLHO’s approach to fulfilling those goals, the first natural step was to determine who our members and supporters are, how they view their institutional needs, and what they think of the CLHO in a more general way. The survey questions were designed to complement data collected in the last CLHO member survey, conducted between fall 2010 and spring 2011. By doing so, direct comparisons could be made between data collected in portions of the current and past survey. The 2105 survey includes some new questions that are not directly comparable with the earlier survey and were included to collect responses that would yield more qualitative data.

## Method

In February 2015, CLHO created an online “Needs and Satisfaction” survey, using the tool “Survey Monkey” to collect data. The survey was aimed at both CLHO members and non-member contacts (therefore, this is not referred to as a “Member Survey”), and was designed to identify respondents’ areas of need and interests, as well as gather basic information about the institutions and organizations that many of them represent. A primary goal was to gather this data in order help CLHO evaluate its current offerings and services, and to determine future programs and other initiatives, such as additional member benefits. The survey consisted of 25 questions, 5 requiring qualitative answers. 21 questions allowed respondents to fill in answers if the choices did not fit, adding additional room for qualitative answers.

The survey was originally sent on February 13th to 612 contacts. Two hundred thirty-two (232) people opened the email that contained the survey, and 51 of them (22%) clicked through to the survey itself. The survey was sent again on three additional dates: February 20th, March 3rd and March 17th. There were no additional responses when it was sent on March 17<sup>th</sup>. Between February 13th and March 12th, 118 people responded to the survey, a 19.28% response rate, which falls at the high end of an average survey response rate between 10% and 20% (according to Constant Contact).<sup>1</sup> It should be noted that not all respondents completed all

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<sup>1</sup> See Appendix C for a snapshot of survey responses by date.

questions, and Survey Monkey categorized some surveys as “incomplete” because respondents did not progress beyond the initial few basic questions.

At the conclusion of the survey period, Survey Monkey provided statistical data for responses to each of the questions. Members of CLHO’s Member Services Committee were assigned groups of questions to analyze and summarize in order to create this narrative summary. Respondents’ comments were extracted, and can be found in the two Appendices. Selected comments have been inserted throughout this report since they provide useful “food for thought” on what people value about CLHO as well as their thoughts on the history community in general.

*“I am a member because CLHO is doing important and innovative work and is a model for the rest of the country; it's well-managed and proactive.” --survey respondent #109*

## Overview of the Respondents

Of the total respondents, close to 88% identified themselves as CLHO members, among them 66 (almost 57%) as organizational members, and 22 (almost 19%) as individual members. Thirteen (11.21%) identified themselves as both individual CLHO members and organizational members. Just over 10% were non-members.

For the purposes of answering the survey, the 117 respondents were equally split between representing an organization and those answering “on their own behalf,” some of whom are affiliated with another organization (two respondents indicated that neither choice offered was an appropriate identifier.) Among the 75 respondents to the question, “Which answer best describes your organization,” 60% (45) defined themselves as a History Museum or Historical Society. When that number is added to those who defined their organization as a Historic House Museum, the combined total encompassed nearly 75% (56) of all respondents.

Among the organizational members, 34% have been or are currently StEPs-CT participants. Respondents were asked about their other heritage-related memberships and the top three, in order, were: American Association for State and Local History (AASLH); New England Museum Association (NEMA); and American Alliance of Museums (AAM). There were quite a few additional write-in responses that identified other, mostly local, organizations.

**Budgets:** The operating budgets of our respondents range from “no budget” to over \$1 million. Although the largest percentage of respondents (35%) indicated that their operating budget was under \$50,000, it is interesting to note that the percentages did not get uniformly smaller as the budget figures grew larger. Exactly twice as many respondents reported annual budgets

between \$150,001 and \$300,000 as reported between \$100,001 and 150,000. However, when one combines all respondents with an annual budget of \$100,000 or less, the percentage is slightly over 50%. This is significant considering that in the previous question, 75% identified themselves as a History Museum, Historical Society, and/or Historic House Museum, implying that care and preservation of a historical property and/or collection is involved in their budget considerations.

**Membership:** Membership numbers among respondents representing organizations also vary. Of the 74 who answered the question, “approximately how many members do you have,” 17% reported they have no membership program. Twelve among the thirteen numerical categories of member numbers included a percentage, ranging from 0-50 (1.35%) to over a thousand (4.05%), with the mean just making it to the 351-400 members category, and the mode (8) appearing in two categories, 51-100 and 101-150.

**Populations Represented:** There were 67 respondents to Question 20 “What is the approximate population of my town or city?” with three answering “statewide” or “unknown.” Of the remaining 64 respondents, the data was as follows, with the city or town closest to that number in parentheses: The numbers ranged from 1,200 (Canaan) to 150,000 (Bridgeport). The mean was 15,000 (Ledyard), with the average population figure being 28,161 (New Milford). The respondents’ population average is significantly higher than the average population of Connecticut’s 169 cities and towns, 21,148 (Bloomfield), according to US Census data from 2010.

**Staff:** Over a third of the 74 responding organizations (35.14%) reported no paid staff. More than a quarter (27.03%) reported one staff member, while nearly another third (32.43%) reported having 2 to 5 staff members. The remainder (14.86%) had over five staff members. Analyzing the same data, a slim majority (31.08%) had a mixture of full and part-time employees, with almost as many (29.73%) employing strictly part-time staff, and the strictly full-time category (13.51%) was a distant third. It could be important to delve more deeply into this number to see if indeed paid staff correlates with budget size, as might be assumed.

**Sources of Income:** Participants were asked to rank eight typical sources of income from 1 to 8 in order of their importance to the organization. With the exception of the “Other/Not Applicable” category, the single largest percentile was Endowment or Invested Funds (31.34%). When one broadens the scope to include the top three most important categories, Endowment or Investment Funds expands significantly (46.27%), but it is superseded by Fundraising Events (70.15%), Membership Dues & Donations (66.67%), and Grants (54.41%). “Not Applicable” ranking for Property or Site Rental; Town Support; and “Other/N/A” was high, over 50% in each of the categories.

**Grant Sources:** As a follow-up to the sources of income question, participants were asked, “Has your organization applied for grants from any of the following (check all that apply).” There were 70 respondents to the question, and 54 (77.14%) received funding from Connecticut Humanities. Over 50% of the respondents also stated they received funding from private foundations and community foundations.

**Obstacles to Progress/Advancement/Survival:** The last question in the survey was, “Besides money, what is the single biggest obstacle that your organization is currently facing?” Well over half (59%, or 70) of the survey respondents answered the question. A handful of respondents gave more than one answer, raising the total number of responses (when responses separated into categories) to 84.

The most frequently named major obstacle facing organizations is a lack of volunteers, reported by 23%. Low membership numbers; and a lack of public support and interest in their organization, were the next two most commonly reported major obstacles, each reported by 13% of respondents. The following issues were each identified by 10% of respondents as their biggest obstacles: not enough staff; difficulty recruiting and training board members; and the ageing of volunteers and members. Lack of professional development and training was the next most frequent obstacle, reported by 6% of the respondents, followed by low site attendance and lack of collections storage and exhibit space, each reported by 5%. Maintaining buildings and grounds, and a lack of time, accounted for 2% of responses. (See Appendix B for a complete list of responses.)

The data gathered from responses to this question will be particularly useful to CLHO, since addressing constituents’ self-identified areas of need will help to determine topics for future programming and member services.

*“CLHO membership is a way to support the heritage community and enable the pooling and sharing of knowledge and resources.”* --survey respondent #51

### Professional Development Programs

Of 93 respondents, almost all (91) indicated that they had recently attended a professional training or development program presented by CLHO. A total of 70 attended a CLHO program in the last year (so, they're taking advantage of our offerings!). CLHO programs were followed in popularity by programs presented by Connecticut Humanities, Connecticut Trust for Historic Preservation, and Conservation ConneCTion/Connecting to Collections. Respondents also reported attending programs presented by foundations, e.g. Hartford FPG and Community Foundation of Middlesex County. When asked to indicate specific CLHO programs attended, a total of 54 people responded.

Answers ranged from StEPs-CT, Annual Conference, Professional Basics programs, and others. This data is consistent with the survey administered in 2011.

**Factors Influencing CLHO Program Attendance:** Among 100 respondents, the “Top Five” factors that were reported as “Very Important” in making a decision to attend a program were: whether the subject is of interest (almost 94%); the cost to attend (41%); location (38%); travel distance (33%); and the day of week (26%) offered. However, the percentage responding to “subject of interest” is so much higher than the other four, that a “top five” does not provide useful data unless combined with the factors that respondents considered “Somewhat Important.” Combining these shows the same five at the top, but with altered percentages that are significantly increased for those ranking second to fifth. “Subject is of interest” remains at the very top (98%) followed by location (92%), cost (90%), travel distance (88%) and day of week (74%). The factors which were reported as least likely to affect program attendance were whether the program was held at a museum or alternative venue (46%), whether the program was held in the afternoon (34%) or morning (33%), whether the program was a full day (30%) and the day of the week (21%).

**CLHO Program Topics:** Respondents were asked to indicate their interest level among a list of specific training areas and program topics. A total of 100 people responded to this question, indicating they were “Very Interested,” “Somewhat Interested,” “Convince Me,” or “Not Interested.” The Top Five among “Very Interested” respondents were the following topics: Collections Care (almost 55%), Collection Management (51%), Fund Raising and Development (50%), Digital Best Practices (49%) and Social Media and Website Best Practices (over 46%). When combining the results from the “Very Interested” and “Somewhat Interested” answers, the Top Five choices changed only slightly, with Digital Best Practices coming in at number one (88%), followed by Fund Raising and Development (85.5%), Social Media and Website Best Practices (almost 82%), Collections Management (81.5%) and Audience Development (81%).

Toward the opposite end of the scale, the five topics representing respondents’ “Convince Me” choices, were: Basic Policies and Facilities Maintenance (26%), Insurance and Risk Management (23%), Housekeeping Best Practices (19%), Mission, Vision and Strategic Planning (18%) and Financial Management and Best Practices (16%). Respondents identified the same list of topics (although with a slight difference in order) as those of least interest. Compiling a list of the program topics presented in the last three to five years might be a useful way to compare and discuss this data.

*“The more our organization works with CLHO, the more impressed we are by the range of services and the commitment of the CLHO staff.” --survey respondent #71*

**CLHO Services:** Respondents were also asked to identify their interest level regarding the “most helpful” CLHO services and program types. A total of 99 people answered the question. Among the nineteen CLHO services listed (plus one called “Other”), the majority were viewed very favorably, either in the “Very Interested” or “Somewhat Interested” categories, which is a strong indicator that what CLHO offers matches people’s interests. Low-cost half-day workshops received a “Very Interested” response by 69 people (71%), the highest among all choices, with full-day workshops coming in second at 60 (or 63%). At the opposite end of the scale of interest, those services that received the most “Not Interested” responses (over 10%) include: a printed CLHO newsletter; a low-cost two-year program of ongoing professional training, networking, and mentoring to build organizational capacity; free or low-cost site visits by CLHO staff; a mentoring program extended over time; and the Award of Merit program.

Looking at how the services rank when “Very interested” and “Somewhat Interested” responses are combined may be a better way to define areas of strongest interest across the spectrum of choices. The workshops retained their first and second ranks when both the “Very interested” and “Somewhat Interested” responses were combined. CLHO’s E-blasts, which received 58 “Very Interested” responses, was also very high, ranking a fraction of a percentage below full-day workshops when both the “Very Interested” and “Somewhat Interested” choices are combined. Next “most valued” based on the combined ranks, were: networking events (88%); CLHO web site (almost 88%); and a CLHO online newsletter (86%). The value of a membership directory was also ranked highly (almost 83%) when “Very Interested” and “Somewhat Interested” choices are combined.

**Most Valued CLHO Services:** Aligning with the previous question, the next question asked respondents to select just 10 out of 20 CLHO services that are of “most value” to themselves or their organization. Here, the top three are the same as noted in the previous question: half-day and full-day workshops. and CLHO E-blasts. Following these were: a statewide program to improve collections management (63%), and an internship program (60%). Ranking at 55% each were: general advice, coaching, and referrals from CLHO staff; and free or low-cost visits by CLHO staff.

*“I belong to a number of organizations, and CLHO is a great value for the membership cost and workshop fees.”* --survey respondent #115

## **Membership in CLHO**

**Reasons for being a member:** The sense of the respondents was strongly directed toward having communication and building connections among individuals and organizations in the state’s heritage community, and the importance of CLHO’s role in promoting the same (94%). Another frequently cited reason was the importance of the state’s history and culture, and the need to support it (92%).



Almost 81% of respondents value CLHO's timely communications about grants, programs, and news in the heritage community. Comments also touched on areas such as value of training received from CLHO programs (75.5%) and the desire to have support for heritage museums and historical societies to have a voice in the State legislature (76.5%).

An overwhelming majority (95%) of respondents believe that CLHO membership is a good value for the cost. No one answered negatively; the remaining 5% either "didn't know" or wanted to explain in a comment. One commented that their use of CLHO services or programs varies from year to year so that some years the value received is not high (presumably the respondent refers to direct values such as program content and discounts). Comments touched on the range and quality of CLHO services and the fact that membership is a sign of support for the state's heritage community. One respondent suggested that the majority of services are geared to medium and large institutions, which seems a bit unusual given that so many of the respondents are participants in programs like StEPs-CT. Since this only reflects one response, it may not be indicative of the majority of people, though important to consider.

*"I believe there should be a state-wide organization to connect and enhance local historical societies, organizations, and museums."* –survey respondent #33

**Reasons for not joining:** When asked about factors that respondents felt prohibited membership, the few non-member respondents to this question gave the following reasons:

- the cost [too high] for small organization to join
- was never asked (individual)
- the respondent's organization is not a museum
- out-of-state resident needs to support their own state's initiatives
- no financial impetus to join since staff can attend the programs without being a CLHO member

## Member Benefits and Services

**Interest in Potential Member Benefits and/or Services:** There were 99 responses to this question. The top three benefits and services people identified as being "Very Interested" in are: an online platform to search for artifacts and objects held in CT collections; online sharing of educational offerings with schools; and discounts for bulk purchases. Combining the choices under "Very Interested" and "Somewhat Interested" headings, the top three programs felt to be of most value are the same as the first and second noted above, but the third was supplanted by "an easy to use list serv to post questions and/or share resources."

**New Member Benefits Suggested:** When asked for suggestions regarding new membership benefits, several respondents focused on CLHO serving as a clearinghouse of information for things like heritage programming statewide and funding opportunities for heritage organizations. Others suggested CLHO arrange for member discounts on archival supplies, subscription services (e.g., J-STOR) or statewide reciprocal admissions between member heritage organizations. Providing assistance (in the form of programs or consultants) focused particularly on small, all-volunteer collecting organizations was also suggested. Funding support suggestions include developing simplified grant applications for small grants and advocating for heritage organizations both at the state legislature and with federal granting agencies.

## Appendix A

### Extracted Comments Compiled from Needs and Satisfaction Survey, 2015

**Description:** Only write-in comments that pertain to things like CLHO services, members benefits, and so on are included here, the idea being that these comments will help to inform out decisions about forming Task Achievement Groups or TAGs. Not included here are write-in comments such as what grant agencies people have applied to, or write-in comments pertaining to the respondents' organizational data, etc.

Q 3: *Is or has your organization been a part of the StEPs program?*

Westport Historical Society is thrilled to have been one of the 23 organizations selected to participate in the class of 2015-2017. This program will help us work toward achieving the highest standards of museum practices and management as we strive to better serve our Westport community, and our visitors from around the state and country. #97

Q9: *CLHO services you would find most helpful*

Advocating for arts & culture funding from the state; advocating for easier granting models for smaller orgs. #61

Development of museum-quality exhibits for SMALL historical society #53

Q10: *"Other" of 10 most valuable services for CLHO to provide*

Providing a strong, unified "face" of the history community, advocating for its value to CT residents, students & educators, and visitors/tourists. Help to elevate the history community's status and gain wider recognition. #86

State-wide advocacy for smaller organizations. # 61

Only if [the CLHO service, such as] workshop, coaching, etc. advanced the goal of development of museum-quality exhibits for SMALL historical society. # 53

I have already started a networking group of local historical societies that meet every two months. I would love to get more input from you on organizing it. So far, we are keeping it very informal so that no one has to feel they have to come to every meeting. Also there is no commitment as far as dues or responsibilities. I think we all have enough responsibilities - most volunteer- to have any pressure from our group! Also by meeting locally and in person, we get to know each other and have fun! #44

Opportunities like the women's leadership program #42

Difficult to answer since some are my personal interests, but not sure about other organization members. Also dependent on cost and timing. People are overstretched with commitments within & outside the museum. #39

I am working in a public library, so, regrettably, most of CLHO's programs are not applicable to my organization. #26

Assistance for very small, low budget, all volunteer but super enthusiastic groups on how to make the very best of their resources. #18

Scholarly docent training seminars similar to those once offered by GHAHMH. #11

A simpler than CT Humanities grant program for programs, supplies, services up to \$1,500. Alternatively, urge CT. Humanities to simplify. #8

**Q11: *Additional benefits/services you'd be interested in***

Some mechanism to facilitate communication and cooperation between all of the various organizations operating w/ similar missions in our state. #67

Presentations of thematic/timely historical content from organizations around the state - "lunch and learn" style #60

Free sources of online research areas/sources . . .thinking we all might have our favorites but there are probably many out there where research can be conducted even more efficiently from the desktop. It would be nice to know the extent of fee-free options #58

Has anyone made an effort to create a dedicated lending library of museum/archival/library reference and training materials that can be shared through ICONN? I'm sure that many titles must be available (I haven't taken the time to check), but has anyone sought to make sure that a well-chosen list of such materials is available and that a "catalog" of those materials, with request instructions, is available to CLHO members? How about a museum "book club," where members have a list-serv or a live on-line chat room to discuss a manual or training publication during or after reading it? I'd volunteer to monitor and mentor such a thing. Hey, we could do it like "One Book" -- a training book each year in each of the major areas of concern: artifact collections, archives, building and grounds, administration, for example. People could focus on what they need and have a state full of friends to discuss it with. #15

**Q12: *Explanation of factor ranking in determining whether to attend CLHO programs***

Would go anywhere in CT for a CLHO program. Inexpensive is important, time of day is not - however weekends are & need staff available. Require personal vehicles & therefore parking. #87

If program location means a long drive, I am more interested in attending it if it is a full day program, making the drive worthwhile. Half day programs are fine if the purpose is only to see another place's facility, but are not necessarily adequate for presenting in-depth information and instruction, and they could preclude the networking benefit if there isn't a lunch or "break time" to meet others. A full day combination of seeing behind the scenes at another museum or seeing what their "visitor experience" is like, plus having some workshop/program sessions seems best in most cases. #86

I work but also have at least one of my kids with me all of the time, so I have to balance childcare and school schedules to attend presentations #40

Someone to drive with. Otherwise I will go anywhere at anytime. #36

I find that many of the programs are too basic for my needs at this time. That is one of the biggest factor that keeps me from attending/participating programs at this time. #26

I need to coordinate child care before attending any program so scheduling availability is primary at this time of my life. #20

I could teach most of the programs that were listed earlier, so I'm not so inclined to spend money and time on going to one of those unless there is something new for me, like a tour of a new expansion or a behind-the-scenes. I'm always interested in areas where things are changing rapidly, though, such as anything digital/electronic. #15

Whether new-to-me information will be shared. #8

Q13: *Reason for being a CLHO member or for joining*

Support of like-minded individuals and institutions. #117

Because the CLHO is doing important & innovative work and is a model for the rest of the country, and because it's well-managed and proactive. #109

Because history and culture are important to our society and I want to benefit by learning how others are seeking to engage individuals and families so that I might do it better. Looking at our past gives one clues as to how to solve problems of today and ideas for the future. #108

Because CT people, towns, and organizations in general seem to like to operate "independently" from one another, it is very important to have an organization to counter that isolationist habit (one of the "steady habits" we ought to give up) in the history community. In today's world, things don't happen for small organizations unless there is collaboration, sharing of resources/knowledge,

developing creative strategies, and finding ways to be heard. CLHO plays an important role in facilitating these. #86

If the budget goes forward as recommended by Governor Malloy, CLHO will be effectively gutted. that cannot happen. It would set history and heritage back for years to come. #81

Because you should as a professional or volunteer working in the field #42

I believe there should be a state-wide organization to connect and enhance local historical societies, organizations, and museums. #33

Value for annual membership is key to whether or not this makes it into our budget #31  
[respondent organization is not a member]

Top benefit for us is the local/regional meetings for networking and support. #18

Because I am a consultant and I need to maintain contacts in the field and promote my services. #7

Q14: *Explanation about whether CLHO membership is a good value for the cost*

I belong to a number of organizations, and CLHO is a great value for the membership cost and workshop fees. # 115

The more we work with CLHO, the more impressed we are by the range of services and the commitment of the CLHO staff. #71

I heartily support your efforts; however, I find they are mostly geared toward LARGE or MEDIUM sized organizations. #53

I do not necessarily view the membership as I would the purchase of a tangible product. It is a way to support the heritage community and enable the pooling and sharing of knowledge and resources. The years that I/our institution join and use CLHO's resources heavily may be offset by years that we don't access them at all. #51

Necessary for an organization such as ours if we are to be viable in the marketplace. #41

For the current level of services received, I feel it is a bit expensive. The addition of an online newsletter and a fully "loaded" website would help reduce this feeling. #26

Well, to be honest, it hasn't garnered me any actual business yet. However, I have had inquiries--but when people/organizations find out that I do this for a living and not for fun and I have to charge at a certain rate, they back out. So, I'd like for CLHO to offer programs that help organizations to understand the benefits and realities of hiring a consultant (like me). #6

Q15: *If you are not a member of CLHO, why not?*

Never was asked. I'm not an organization. #77

Organization is not a museum. #76 [cemetery association]

Live in another state where I need to support heritage issues. #73

We partner with CLHO #68

Since we can attend programs without being a member it [membership] just doesn't get allocated into our budget. I have attended several programs/workshops and they are well worth my time so there's no impetus to join #33

Q16: *New membership benefits that would be valuable to you/your organization.*

List of outside presentations/programs that other organizations have had at their sites, with recommendations (or not!) # 115

Directory #107

On-Site training for staff, board, and volunteers conducted by CLHO staff/mentors/museum professionals #97

If member of one CT historical society...then can attend other CT historical societies #94

Discounts on archival supplies purchasing. #86

Materials targeted to small, volunteer-based societies with collections, archives and/or libraries. #85

Funding sources specifically for Historical Societies #55

Perhaps a museum admission reciprocity program & general interest topic programs for at all museum volunteers/docents. Something similar to the annual meetings GHAHMM used to have. #39

Access to subscriptions like JStor #28

Member discount at Gaylord or University Products. #9

Pooled health insurance. A simple grant application for projects under \$1,500. Advocacy to our CT legislators, and to national organizations (NEA, NEH, National Trust) that should to a greater extent be supporting the many small and competent heritage organizations throughout the nation. #8

Reinstatement of the passes to other member institutions #6

Non-work, social-only, gathering opportunities #5

## Appendix B

### Responses to Question 24: What is the Biggest Obstacle for your Organization?

These responses seem to correlate with the fact that the majority of our members are small, all volunteer organizations. The data is worrisome and follows national trends suggesting an aging population that is less interested in history and less willing to actively become involved in our member organizations, especially the youngest generation. What will happen to our members and CLHO in the future if these trends continue? Will they be able to sustain themselves over the long term with an aging volunteers and declining membership? Despite this decline there will be great opportunities in the near future with the retirement of the Baby Boom generation, a potentially lucrative source of volunteers for our member organizations. CLHO should remain an active advocate of history in Connecticut and especially concentrate efforts to ensure that students are learning about the heritage of Connecticut through their local history museums. It is important for the future of our member organizations and CLHO to introduce and engage students in local history at a young age, for they will become our members, donors, and volunteers in the future. CLHO programming at all levels should be developed to address the obstacles facing our members with professional development opportunities such as: how to develop a successful volunteer program, how to manage your organizations public relations, how to built a prosperous membership program, how to recruit, train, and retain quality board members, how to engage with school students, how to care for your collection, how to maintain your historic buildings, and more.

As noted in the report, 70 people responded to this question out of the 118 survey respondents; among them, a handful noted more than one obstacle. The responses were organized into fourteen categories of obstacle types. The number of responses is noted in each category, and arranged highest to lowest. With the extra responses provided by some, the total number equals 84. Examples of respondent comments are included.

#### **Obstacles by Category:**

##### Lack of Volunteers/Attracting Dedicated and Active Volunteers: 19

- *Need volunteers. If we had money, we could hire people to do work, but we do not have money, so a volunteer base would be helpful.*
- *Volunteer staff & people willing to serve on board*
- *Dedicated, committed, educated volunteers*
- *Attracting volunteers.*
- *How to sustain and build an all-volunteer organization*
- *Finding enthusiastic volunteers*
- *Volunteers - there just aren't enough of them who can dedicate enough time*



- *Volunteer recruitment, cultivation, and retention*
- *Lack of volunteer leadership*

### Lack of Community Support: 11

*(public perception) + (creating greater awareness) + (respect from the entities that support culture & heritage) + (engaging the public -- getting past their perception that history is irrelevant) + (audience engagement) + (Reaching the community as a whole) + (public perception of our city) + (Public disinterest, even aversion to history) + (Educating our community and elected officials about the value we bring to the community) + (We need more members and board members excited about our heritage) **Action Step: Public Relations***

### Low Membership: 11

- *Building Membership base*
- *Active membership*
- *Gaining new members*
- *Low membership*

### Not Enough Staff: 8

### Old Age of Volunteers and Members: 8

- *Recruiting younger members*
- *We need younger and more board members*
- *Need younger directors*
- *Ageing membership*
- *Our volunteers are numerous but ageing and not yet being fully replaced by younger folks*

### Board Issues: 7

- *Board leadership is not strong and therefore Board involvement and action is not at the level required to overcome major challenges*
- *Idiots on the Board*
- *Succession planning*
- *Reopening with a clear and effective re-envisioned mission and design.*
- *Board recruitment and development*
- *Finding qualified and dedicated board members who are willing to continue to attend board development events*

### Education/Professional Development: 5

- *Finding staff with excellent research and writing skills*
- *Understanding of Mission and Collection knowledge*

- *Training board members, volunteers & staff with modern professional expectations in administration, programming, and collections care.*
- *Training, because we are a small volunteer group.*
- *Training for board members*

Lack of Space: 4

- *display/interpretation, storage and retrieval of collection items*

Low attendance: 4

- *Declining on-site visitation*
- *Getting people in the door (other than events)*

Buildings and Grounds: 2

- *Facilities improvements/enhancements*
- *Property management, i.e. buildings & grounds repairs and maintenance*

Lack of Time: 2

Snow:1

Lack of state vision: 1

N/A: 1

Appendix C

Raw data compiled from Question 24 before sorting into categories :

- Space for display/interpretation
- Volunteers
- Lack of community support
- Attracting dedicated and active volunteers
- Not enough staff
- Understanding of Mission and Collection knowledge.
- Older volunteers
- Number of volunteers
- membership
- Membership
- small staff
- Facilities improvements/enhancements

- Finding staff with excellent research and writing skills
- low attendance at events
- Public perception
- Need volunteers. If we had money, we could hire people to do work, but we do not have money, so a volunteer base would be helpful.
- Training board members, volunteers & staff with modern professional expectations in administration, programing, and collections care.
- Board leadership is not strong and therefore Board involvement and action is not at the level required to overcome major challenges
- Aging membership
- Building Membership base
- Active membership
- Lack of state vision.
- volunteer staff & people willing to serve on board
- creating greater awareness
- N/A
- Dedicated, committed, educated volunteers
- Adequate staffing
- Time
- Gaining new members
- storage and retrieval of collection items
- Declining onsite visitation
- Age
- Training, because we are a small volunteer group. Finding enthusiastic volunteers. By the way, we don't get money from the Town, but they help us with tree work, etc.
- staffing
- membership
- How to sustain and build an all volunteer organization
- Attracting volunteers.
- Volunteer recruitment, cultivation, and retention; our volunteers are numerous but aging and not yet being fully replaced by younger folks
- Getting people in the door (other than events)
- Space needs
- low membership and need more younger directors
- volunteers - there just aren't enough of them who can dedicate enough time.
- Growing staff and volunteers.
- low membership
- Increasing attendance, membership, volunteers & people to fill key roles. Age & burn out.
- Idiots on the Board
- Volunteers and membership.
- succession planning
- volunteers

- Engaging the public -- getting past their perception that history is irrelevant.
- Reopening with a clear and effective re-envisioned mission and design.
- audience engagement
- need to build the board, get more volunteers, training for board members, increase membership and donations, low wattage. We need more members and board members excited about our heritage
- Reaching the community as a whole and recruiting younger members.
- Need for more volunteers
- Board recruitment and development
- Volunteers
- Finding qualified and dedicated board members who are willing to continue to attend board development events.
- Trying to get the job done with limited personnel
- We need younger and more board members.
- Space and time.
- Educating our community and elected officials about the value we bring to the community.
- Lack of volunteer leadership
- Public disinterest, even aversion to history.
- snow . . .
- public perception of our city
- Property management, i.e. buildings & grounds repairs and maintenance.
- limited staffing
- Not enough staff.
- respect from the entities that support culture & heritage

## Appendix C

### Survey Responses by Date Pictograph

#### Needs & Satisfaction Survey for C...

Summary

Design Survey

Collect Responses

Analyze Results

##### DESIGN SUMMARY



##### Needs & Satisfaction Survey for Connecticut Heritage Organizations

Created on 2/9/2015

✓ Questions: 25, Pages: 4

✓ Survey language: English

✓ Theme: CLHO

✓ Logo added

No logic added

Edit Design

Preview Survey

##### KNOW WHERE YOU REALLY STAND

SurveyMonkey Benchmarks makes it easy to:

- ✓ Assess performance metrics more accurately
- ✓ Compare yourself to industry leaders
- ✓ Identify best practices



##### RESPONSE SUMMARY

SURVEY ALERTS: ON

118

Total Responses

OPEN

Overall Survey Status

##### Collectors

Web Link

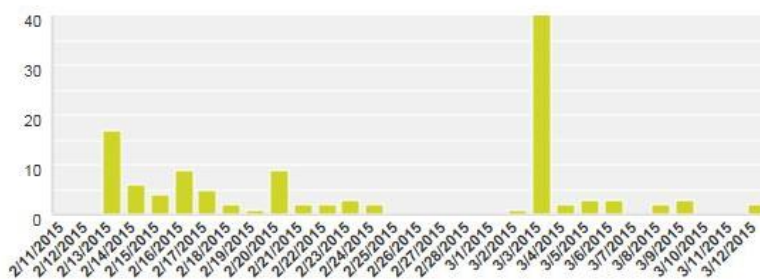
Responses: 118

Since 2/13/2015

OPEN

##### Responses Volume

2/11/2015 - 3/12/2015



Analyze Results