

Chebeague Island Historical Society

Strategic Planning – May 8, 2021

A meeting was held at via Zoom on May 8, 2021 from 10 AM to 1 PM. The purpose of the meeting was for the Board of Trustees to develop strategic priorities for the Society. Donna Damon and the nominees for election to the Board at the June Annual Meeting also attended.

Attendees: Damon, Emery, Festino, Hackel, Holt, Hopkins, McNulty, Sabasteanski, Tonks Hartling, Trask, Whitman Marsee

SWOT analysis

The exercise

Carol distributed an exercise prior to the meeting. Participants were asked to identify the Strengths, Weaknesses, Opportunities, and Threats facing CIHS.

Strengths and Weaknesses	factors tend to be in the present
Opportunities and Threats	factors tend to be in the future

The result

Eleven participants returned a completed the SWOT analysis. Carol prepared a summary of the results, which can be found in **EXHIBIT A**.

Strategic Priority Setting Exercise

Objectives

After discussion, the participants agreed on the following objective.

At the end of the session, we will have identified the top strategic priorities for CIHS over the next one to three years.

Chebeague Island Historical Society

Strategic Planning – May 8, 2021

The Process

- Priorities would be identified as the most important projects/tasks to get done in the next one to three years.
- Priorities would be grouped in the following categories:
 - Programs
 - Operational/Facility
 - Customer/Public/Audience
 - Employees/Volunteers
 - Financial
- **Round One:** Each participant reported what s/he felt should be the top three to five company priorities in the next one to three years. The items were divided by category. The result of this exercise is shown in **EXHIBIT B**.
- **Round Two:** Reviewing the item list, each individual voted on what s/he believed to be the top three priorities in each category. The group decided to combine Programs with Customer into a new category Programs/Audience thus reducing the total number of categories to four. Each participant had three votes per category and could vote multiple times for one item. The top priorities by category were identified through this process. See **EXHIBIT C**.
- **Round Three:** Each participant received three votes (to identify the top three priorities for the Society). S/he could vote only once for a single priority but could vote for multiple priorities in a category. See **EXHIBIT D**.
- **Final Round:** Based upon the results of Round 3, the group decided to adopt four priorities (instead of three). The top four priorities are below.

The Result

Top Priorities	Votes
Fiscal sustainability through fundraising and grants	8
Improve organizational structure – including policies and procedures	6
Enhance digital archive of collection and artwork – improving resource for visitors and research. Develop interactive online archive	5
Recruit, organize, sustain (appreciate) volunteer interaction and commitment. Board members as volunteers. Need volunteer leader	4

Next Steps

The officers will meet to prepare strategies for implementing action plans to achieve the priorities identified.

EXHIBIT A

SUMMARY OF RESULTS OF SWOT ANALYSIS COMPLETED IN APRIL 2021

Category	Area	Number of Responses	Comments
Strengths	Volunteers	7	
	Building	6	Historic building, good location, well maintained, visible, functionality, physical archive
	Stores	6	On-line and museum shops
	Exhibits	5	Exhibits help community contact,
	Lectures/Zoom Presentations	3	
	Donor base	3	
	Talents	2	Talents of board members, community members, volunteers
	Curator	2	
	Technology	1	soon will have fiber, wide range of computer skills
	Community Focus	1	
	Reputation	1	
	Current cash position	1	
	Schooner Log	1	
	Website	1	
Category	Area	Number of Responses	Comments
Weakness	Lack of space	5	Lack of storage space
	High concentration of knowledge and effort in a few people	5	Reliance on key staff/volunteers/especially curator
	Building	4	Old building, high maintenance, climate control for storage, too small
	Volunteer fatigue	4	
	Lack of young people programs/participation	3	Reach out to school? Display by children?
	Lack of volunteers and volunteer coordination	3	Potential for volunteer burnout, lack of coordination and recruitment
	Technology	2	Computer skills & training of volunteers. Limited digital access to archives
	Exhibit preparation Time	1	High hourly requirement
	Lack of policies and procedures	1	
	Decreased donations	1	
	Decreased visitors	1	
	Gift shop	1	Lack of hours/items for shop
	No organizational structure	1	can't rely on volunteers to sustain growth, lack of policies/procedures/controls

EXHIBIT A

	No benefits for members	1	
	Fundraising efforts	1	More funds needed to support current operation and growth
	No permanent island history exhibit	1	
	Inconsistency in time and skills given by board	1	
	Limited employment pool	1	Living on island - few candidates for positions
	Lack of committee structure	1	needed to institutionalize work of volunteers
	Website	1	More information s/b on website to drive traffic
Category	Area	Number of Responses	Comments
Opportunities	Donor managed and fundraising	4	bumper stickers to raise awareness? Give them to donors.
	Programs aimed at young people	4	work with schools
	Web site enhancements	3	aimed at increasing traffic, allow on line donations
	Walking/bike tours of island	3	self guided, - maybe an app or map focus on history, signs with our heritage, Indian history?
	Increase sales	3	shop by mail, expand inventory, expand hours, open all year. Prints of our collection (sold through other entity) and local artisans, shop by mail
	Expand lecture series	2	
	Network with museums, historical societies	2	
	Expand volunteer base	1	
	interactive digital archives	1	
	More grant applications	1	
	Connect with strong connection to island but live off island	1	islanders who have moved, long term summer families, etc.
	Increase island presence	1	web lectures, revolving exhibits (only pieces change)
	Charge for services/programs	1	public restroom, online speakers
	Improve organizational structure	1	technology, policies, procedures, planning, staff, etc.
	Ask Town for financial help	1	
	Bring vision to the present	1	lecture or display about our new energy efficient heating/cooling system - we are interested in conservation
	volunteer recruitment	1	coordinator to recruit and organize volunteers
	Increase visibility	1	email notices, island calendar, etc.
	Permanent exhibit on island history	1	
	Auction HS artwork	1	make digital prints first
	Correctly store original artwork	1	make digital prints first to display and sell
	Pandemic	1	presents opportunities for documenting history, involve school children
	New art fund	1	launch a fund drive to conserve original artwork and have it appraised.
	Develop committee structure	1	

EXHIBIT A

Category	Area	Number of Responses	Comments
Threats	Lack of funds to run operations	5	need more funding to run operations (buildings, stores, exhibits, archive)at current levels, let alone expand. Increased operating costs, lack of professional staff funding
	Declining interest from public	5	New residents, aging population, volunteers aging, less interest in history, lack of interest from young people
	Competition for funds	4	other stores, other charities
	Lack of organization	2	technology not organized, inadequate policies and procedures, inadequate planning, succession planning for curator
	Reduced visitors	2	Covid 19
	Lack of paid staff	1	We rely too much on a couple of people. Need paid staff to keep organization growing

EXHIBIT B

RESULTS OF ROUND 1- IDENTIFY PRIORITIES OF PARTICIPANTS (Each participant could list their top three to five priorities)

<u>Programs</u>	<u>Operational & Facility</u>	<u>Customer/Public/Audience</u>	<u>Employees/ Volunteers</u>	<u>Financial</u>
permanent and temporary exhibits	timely maintenance of facility	engaging community & membership thru programs & exhibits	Sustain volunteer interaction and commitment	Fiscal sustainability re growth and need
develop catalogue for sale of reproduction of collection items: photos, prints maps	hire part-time administrator (paid)	upgrade website: content and technical	organize recruitment and organization of volunteer workforce	simplify/integrate accounting for museum shop
expand online programs	create IT technology plan- who does what, who runs, what it does	website function as exhibit space; interactive archive	succession plan	enhance fundraising: all kinds
develop family and children/youth programs (full time and seasonal): in person and online. (baseline programs, house tours, gardens.) (historical sites, for walking/biking tours.)	overall policies and procedures; organizational structure and improvement		Introductory letter to new Board members; Board orientation book; list of Board members and contact information	to develop and innovate fundraising opportunities
store	improve overall storage, employee workspace		Reward donors and volunteers	
digital archive of artwork	artwork storage (physical)		Need volunteer leader; ?? Part-time or honorarium?	
networking with other museums and historical societies regarding programs			Bumper sticker/something for car.	
Involve Native Americans in exhibits; link to Native Am websites				
develop innovative programs to acquaint residents and visitors with history: house, garden tours, audio tours for walking/biking.				
research & publications				

EXHIBIT C

RESULTS OF ROUND 2 - IDENTIFY THE TOP PRIORITIES BY CATEGORY (Each participant gets 3 votes per category)

Votes	Programs/Audience	Votes	Operational & Facility	Votes	Employees/Volunteer	Votes	Financial
13	digital archive of collection and artwork; resource for visitors and research; interactive online archive.	10	overall policies and procedures; organizational structure and improvement	18	Recruit, organize, Sustain (appreciate) volunteer interaction and commitment. (Board members are volunteers) Need volunteer leader.	19	Fiscal sustainability thru fundraising and grants
5	permanent and temporary exhibits (website as exhibit space)	7	hire part-time administrator (paid)	7	Introductory letter to new Board members; Board orientation book; list of Board members and contact information	11	simplify/integrate accounting for museum shop
5	expand online programs	4	improve overall storage, employee workspace; artwork storage (physical)	5	succession plan		
3	develop catalogue for sale of reproduction of collection items: photos, prints maps	4	upgrade website: content and technical				
2	expanding in-person programs (innovative, digital,	3	timely maintenance of facility				
1	expand museum store operation	2	create IT technology plan- who does what, who runs, what it does				
1	research & publications						
0	networking with other museums and historical societies regarding programs						

EXHIBIT D

RESULTS OF ROUND 3 - IDENTIFY THE TOP PRIORITIES FOR THE ORGANIZATION. (Each participant gets 3 votes)

<i>Votes</i>	<u>Programs/Audience</u>	<i>Votes</i>	<u>Operational & Facility</u>	<i>Votes</i>	<u>Employees/Volunteer</u>	<i>Votes</i>	<u>Financial</u>
5	digital archive of collection and artwork; resource for visitors and research; interactive online archive.	6	overall policies and procedures; organizational structure and improvement	4	Recruit, organize, Sustain (appreciate) volunteer interaction and commitment. (Board members are volunteers) Need volunteer leader.	8	Fiscal sustainability thru fundraising and grants
	permanent and temporary exhibits (website as exhibit space)	2	hire part-time administrator (paid)	1	Introductory letter to new Board members; Board orientation book; list of Board members and contact information	0	simplify/integrate accounting for museum shop
	expand online programs	1	improve overall storage, employee workspace; artwork storage (physical)	0	succession plan		
	develop catalogue for sale of reproduction of collection items: photos, prints maps	3	upgrade website: content and technical				
2	expanding in-person programs (innovative, digital,	3	timely maintenance of facility				
1	expand museum store operation	2	create IT technology plan- who does what, who runs, what it does				
1	research & publications						
0	networking with other museums and historical societies regarding programs						