

Space Needs Study

Jaffrey Historical Society

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Compiled by

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A. The project

In March 2025 the Jaffrey Historical Society (JHS) hired Alan Rumrill to conduct a study of the current physical space of the JHS and to offer input on the capacity and appropriateness of the space for JHS purposes. The study was also to gauge community interest in the Historical Society, its collections, and possible alterations/changes to its physical space.

In a discussion with some of the officers and past presidents of JHS, some concern was expressed regarding the future of the collections, their use, and care based on the Society's current location in the basement of the Jaffrey Civic Center.

B. The process

During the month of March, I spent several afternoon sessions in the JHS space in the Civic Center. I reviewed collection storage, organization, and condition, as well as the exhibits and the physical environment in the space. I used that data to compare the space and its use with that of other organizations and with guidelines put forth in professional museum literature.

The JHS has undertaken or been part of several planning sessions, collection studies, and facility studies over the years. Those were reviewed and employed to learn more about JHS and its ideas regarding the future. The relationship with the Civic Center was also reviewed, as were the JHS finances, including the operating budget and the organization's investments. I used all this information in considering the care and preservation of the organization's collections and the suitability of the space that it currently occupies.

I reviewed the facilities of other historical societies in the region to determine their plans and successes with the acquisition and development of space for use as museums and storage facilities. This study offered valuable insight into the cost and investment of time necessary to renovate, purchase, and/or build useful and appropriate historical facilities.

A valuable part of this study was to interview members of the Jaffrey community to gain insight into the organization's standing in Jaffrey, a broad-based view of the collections, the activities of JHS, the JHS quarters in the Civic Center, and thoughts about the future of the organization. These interviews offered invaluable insight from the community, including potential locations for JHS should the organization decide to move in the future. These suggestions will all be outlined and discussed in this report.

C. Current space conditions

The Jaffrey Historical Society is housed in the basement of the Jaffrey Civic Center. The founding documents of the Civic Center indicate that the JHS shall have a home in the Center. The JHS currently occupies 1375 square feet of secure space in the Center. It also has exhibits in an additional 125 square feet of space in the basement stair halls. Finally, JHS is allowed occasional exhibits in glass front cases in the first-floor lobby, may use the conference room on the first floor, and is allowed use of the first-floor exhibit hall for regular and special programs. This space seats up to 100 people, using an auditorium style configuration. The cost for use of this space at the Jaffrey Civic Center is an annual donation of \$4000 to the Civic Center.

The JHS collections are probably the most important and extensive collection of historical archives and artifacts related to the town of Jaffrey. These collections are used for research, publication, exhibitions, and other educational activities.

The JHS hosts and sponsors a robust schedule of activities for an all-volunteer organization. Activities include regular society meetings, a potluck dinner, annual outing, annual meeting, Christmas party, and a 4th of July reading of the Declaration of Independence. The organization also maintains and operates the Little Red Schoolhouse and the Monadnock 4 Fire Museum. New exhibits have been installed in recent years, and the organization has published numerous items over the years.

The JHS is in an enviable position financially. The organization carefully and frugally manages its finances. JHS has investments of \$433,000 and a budget of about \$20,000 annually.

The JHS also has a leadership that is of an admirable size for the organization and is comprised of people with varied backgrounds, most of whom are well known in the community. There is a complement of 16 officers and board members. The JHS is a strong organization, with more members and a stronger financial base than most town historical societies in southwest New Hampshire.

Current Conditions photographs



Archives room



Archives room



Vault



Main exhibit room



Main exhibit room



Storage space



Exhibit case



Storage space

D. Collections

The collections of JHS are undoubtedly the most important and extensive historical collections of Jaffrey archives and artifacts in existence. Since 1958 the organization has been gathering and preserving items that can be used to illustrate the history of the town. The collecting focus is geographic – meaning that the materials relate to the history of the town of Jaffrey. This collection focus is the guideline used when decisions are made on the acceptance of donations, although there is no current written and approved collection development policy for the organization. More than 8000 entries are included in the File Maker Pro computer catalog developed by JHS.

The archives collections are invaluable in the preservation and communication of the history of the town. They are organized by subject and stored in the archives room and the vault. 243 feet of shelf space are dedicated chiefly to archival collections, although a portion of the archives room space is used for artifact storage.

Most of the artifact collection is on display in the enclosed basement exhibit spaces, comprising just over 800 square feet of space. The exhibits have been updated and improved in recent years. Many of the items on display are labeled and interpreted, but some are not yet labeled. Attractive displays have been installed in the basement stair hallways, making more artifacts available to the public. The consultant has some minor concern regarding the security of these items. On the other hand, what is the use of preserving these artifacts if they cannot be used and seen by the public.

Collections are the core of a historical society. Almost all other activities are derived from them. Historical societies and museums are responsible for the care of items entrusted to them. The items they own should be safely stored and maintained, and accessible to the public.

Items of different sizes and types should be stored together, such as archives, small artifacts, and large artifacts. Experts in the field recommend a minimum of three feet between rows of storage cabinets. Four feet of space is suggested for small artifact storage so that items can be moved easily and safely. Six feet of space is recommended between storage units for furniture and other large items. Space used by people, such as exhibit areas, should be separated from collection storage spaces, if possible.

An assessment of the JHS collections and facility was completed by American Conservation Consortium in 1996. This document should be used in future planning sessions.

E. Facility – Jaffrey Civic Center

The chief focus of this study is the space occupied by JHS. The purpose of the study was to gather information and input on collection storage, organization, and condition, as well as exhibits and the physical environment in the space. The consultant was also charged with gathering thoughts and data on possible future space options for JHS.

The physical space occupied by JHS is located in the basement of the Jaffrey Civic Center. The chief benefit of this space is that the only expense to the organization for the use of the space is the \$4000 annual donation to the Civic Center. The Center is in a visible location on Main Street. Furthermore, JHS is allowed use of public spaces on the first floor of the Center.

The fact that the collections are stored below ground level means that there is little danger of ultraviolet sunlight infiltration that might damage collections. The basement space is not an ideal location for JHS. Much of the space appears outdated, not having been substantially updated since the 1960s. It is not easily accessible; the access is by way of two staircases that descend from the first floor. The restrooms do not meet current code specifications.

There is also a lack of good climate control equipment in the basement. Furthermore, the storage and exhibit spaces have water pipes that run overhead in the rooms. There is potential for flooding, and I am told there has been water infiltration in the basement in the past. This is a potential danger for the important collections stored and exhibited there.

Despite the prominent location of the Civic Center on Main Street, there is no easily visible signage on the exterior of the building indicating that JHS is housed there. More than one person interviewed for this project expressed their belief that many in the community simply are not aware that JHS is located there. Consequently, JHS does not have good visitation. Furthermore, the Society does not have sufficient open hours so many who do visit must view the exhibits through glass. This can be off-putting and makes it difficult to see and understand all the exhibits. There is no security system in place in the basement, although most of the exhibits are behind glass.

The space is reasonably well used, but more could be done to increase efficiency. The archives are organized by subject and easy to access, if you are familiar with the collection. The exhibits are attractively designed and laid out.

There is some intermingling of collections with office files and with items offered for sale. Reorganizing these might improve space for collections. It has also been expressed by some that there are items in the collections that could be deaccessioned because they are not closely related to Jaffrey history, potentially freeing up additional storage space. The creation of a collection management/development policy would help alleviate this situation. Even with these changes, JHS is close to filling the space available to it in the Civic Center. There is also a severe lack of workspace in the JHS space in the basement.

F. Finances

As mentioned above, JHS carefully and frugally manages its resources. The value of the organization's investments was \$433,115 on November 30, 2024. According to the by-laws of JHS, ten percent (10%) of the income from the investment account is to be "added to the principal and the remainder added to the general funds of the Treasurer, or at the option of the trustees, held in the Trust Fund for later use by the JHS." Total expenses for the fiscal year from August 1, 2023, through July 31, 2024, were \$20,574.

The value of the investments would allow some flexibility in the budgeting process if it was deemed prudent to adopt a spending policy based on a percentage of the investment value over time. This might increase income if needed for the future expansion or ongoing maintenance of space.

G. Visibility

There was a difference of opinion regarding the visibility of the organization and need for additional marketing by JHS. This information is an outcome of the interviews that were conducted. It is not surprising that those closest to JHS feel that it is better known in the community than those who are not closely associated. Some board and executive committee members feel that the organization is well known in town, but that more could be done to improve visibility and knowledge of JHS. Some board members, regular society members, and community members feel that it is not well known by a vast majority of Jaffrey residents, many of whom simply do not know where it is located. Several interviewees suggest that the reasons for this are the lack of visibility and PR activities. Suggestions to improve this included: a wider and more active social media presence, a more active website, more signage, more press coverage, more open hours.

H. Studies Conducted in the Past

I feel that it is worthwhile to briefly revisit planning studies and assessments that have been completed in the past. These specific projects include: Architectural Feasibility Study, 2019 (by Mike Petrovick); JHS Strategic Planning Talking Points, version 3; Collections and Architectural Assessment, 1995.

The Petrovick study suggested an addition to the Civic Center to increase space and visibility and offered a potential price for this work.

The Strategic Planning Talking Points compiled by JHS offer some excellent ideas that could be studied and enhanced further. Some of these are outlined here. The two items that were highlighted as “important” among those that the organization currently does were: 1. meetings and programs, and 2. publishing a newsletter. Others that stand out among those that were discussed include:

- What currently is the most pressing space need of the JHS?
- Should the JHS re-evaluate its collections policies?
- What shortcomings does the JHS see in its occupancy of the Civic Center?
- What possibilities exist for JHS to expand its footprint within the Civic Center. Elsewhere on the Civic Center property, in the Jaffrey Public Library, or elsewhere in Jaffrey?
- If the Melville House (stone house) – or any other Jaffrey historic/significant property became available, would the JHS consider purchasing it and moving out of the Civic Center? If so, would it retain some space/activities in the Civic Center?
- What new funding sources can be developed to help sustain both the Civic Center and the Jaffrey Historical Society?
- What potential hazards are faced by the Civic Center...?

The extensive 1995 Collections and Architectural Assessment was very detailed and suggested numerous ways to address some of those issues. Some important topics addressed by the report included: space use; accessioning/deaccessioning; exhibition issues; environmental conditions.

The Petrovick report offered one suggestion for gaining space and improving access. The strategic planning study and the collections and architectural assessment offer important thoughts and guidance that should be referred to as JHS plans for the future.

I. Space Options

The impetus and main focus for this report was to complete a study of the space currently available to JHS and to determine some possible options for alterations or additions to that space. Several options were mentioned by board members and by interviewees during the interview process. The one thing that all of these people agreed on was that any home for JHS should be located in downtown Jaffrey, ideally on Main Street. This would enhance visibility and improve access. I will outline here each option mentioned to me, but first I will offer some brief thoughts on museum design and construction.

In her article “An Architect’s Guide To: Museum Planning,” author Emma Walshaw concisely outlined the essential elements that all museum designers should be concerned with. The first of these is accessibility. The approach and entrance to the building should be safe and easily navigated, and all visitors should be able to circulate through the building using the same routes. The second concern is display and communication. How exhibits are displayed and communicated will play an important role in the visitor’s experience while in the building. The third concern is climate, environment and temperature. Museum collections must be considered when planning facilities. These collections are sensitive to fluctuations in temperature, humidity, and air pollution. Finally, security is an essential element to be considered during facility planning. The safety of staff, visitors, and collections must be considered during the planning stage. It should be noted that JHS might currently have some legitimate concerns with all these issues – accessibility, display and communication, climate, and security.

All but one of the people interviewed for this study felt that JHS does not have adequate space for its activities and collections. The following JHS space options were suggested during this study.

- Remain in the Jaffrey Civic Center with little or no change to the space.

The benefits of this are the low cost, the convenience of the location, the attractiveness of the Civic Center, and the fact that Civic Center staff can offer an overview of JHS when no Historical Society volunteers are present. The disadvantages of this option that were expressed were that the current space is not visible enough, there is not enough space for JHS, the space that is used is not ideal for visitors or collections, there is no room for expansion, and sharing space and policies with the Civic Center may limit JHS in the future. One individual believed that better organization and more efficiency in the use of the space would allow JHS to remain there for some time.

- Build an addition to the Civic Center.

This would allow JHS to maintain its current space in the Center while gaining more space that would be accessible and designed specifically for historical society uses. This would not only keep the organization in a visible location but would allow for increased visibility. JHS would have to pay for this addition but would not own it under the current legal relationship with the Civic Center. There might have to be some consideration/discussion regarding the relationship between the two organizations.

- Build a new facility adjacent to the Civic Center.

A piece of property adjacent to the Civic Center has been offered to JHS as a gift. If accepted, this would allow for the construction of a purpose designed and built

facility for JHS. This would solve any issues of access, design, climate control, and security. Depending on the cost and allowed footprint, the new facility could be limited to archives and research space or might also contain artifact storage and/or exhibit space. Although there would be no cost for land, JHS would have to pay for the design and construction of such a facility, but as new construction, there should be low maintenance and repair costs for some years.

Because this new facility would be on land owned by the Society, JHS would own the building and determine any future use or alterations to it. JHS would still be adjacent to the Civic Center, thereby making it convenient to maintain its space in the Center while allowing the two organizations to work together on access and parking. One individual suggested that such a new facility might be used for archival storage and research. The organization could still use the Civic Center basement for artifact storage and use the collections to prepare pop-up exhibits focusing on Jaffrey history at strategic public locations in the community where a wider public audience would learn about JHS and about local history.

- Town office building.

The soon to be vacated town office building was mentioned as something that has been discussed. The chief advantage of this structure would be the expected low cost to acquire it. The building is in decent condition but there does not seem to be strong support for making this the home of JHS. The concern seems to be related to the appropriateness for the organization and utility of the building for historical purposes.

- Purchase and renovate the Melville house (stone house).

This option was supported by more interviewees than any other option (see survey results). Owning this historic house would give JHS a very visible presence in a historic structure on Main Street. It is large enough to hold the Society's collections and to allow for expansion of those collections. There should also be sufficient space for exhibits, research, and offices. The lot should also be large enough for sufficient parking. The organization would control its own future and would not have to work under the policies and procedures of the Civic Center. The current owners might make the building available to JHS at a reasonable cost. It is possible that there might be excess space that could be rented to others, at least initially, helping to cover costs.

Any option that includes the purchase of a historic house must be very carefully studied and planned. JHS would have to raise funds for the purchase of the Melville house or perhaps for any historic structure. The purchase would be just the beginning of the financial responsibilities, however. The structure would have to be renovated and updated for historical society use, for safety, and for security. Furthermore, there should be an endowment to cover (at least in part) future costs for maintenance and upkeep. I have shared an architect's square footage estimates for renovation and new construction of historical society/museum spaces, below. Finally, a stand-alone home for JHS would require staff or a well-planned volunteer program to operate effectively. The biggest disadvantage of owning a historic structure is the ongoing cost of maintenance and repairs.

- Purchase and renovate the Eaves house.

Another historic structure that has been mentioned as a potential home for JHS is the Eaves house. This structure has similar advantages and disadvantages to the Melville house. One additional benefit is that the cost of purchasing this building might be

very low or perhaps even free. It would need renovations, as would the Melville house. No one that I spoke with seems to know the exact condition of the interior of the house.

This structure is not on Main Street, but it is very close to Main Street. It would be a visible home for the organization. It may not be as historic and visible as the Melville house, but it is a historic property and would probably have sufficient space for JHS needs. Despite the potentially low purchase price, JHS would have to plan (and fundraise) for renovations and ongoing maintenance and repairs.

J. The experiences of some Monadnock Region historical societies/museums with facility acquisition and renovation.

I will share the experiences of some other local historical organizations in the acquisition or construction of historical society facilities. I will also share the potential per foot cost of renovation and new construction.

The Chesterfield Historical Society recently undertook a successful purchase and renovation project over several years. The organization raised funds to purchase the historic and very visible Stone House on Route 9 in Chesterfield. The Stone House is similar to the Melville home, although it has an ell that contains two apartments. The Chesterfield society purchased the house for \$300,000 in April of 2018. The cost of renovations, including in the two apartments, was well over \$300,000. The Chesterfield Historical Society will open the Stone House to the public this summer; a visit to this museum/historic house would be very informative for the members of the JHS board.

The Rindge Historical Society underwent a similar project. The Rindge society purchased the 1815 Freeborn Stearns house in historic Rindge Center in 1995. The organization had previously been housed in the basement of the town library. The society expressed its need for a more suitable home for its “expanding collection of historical artifacts, household items, war memorabilia, papers, textiles,” and more. The cost of purchase and renovation of this historic home are unknown to me, but I am sure they would share that information and, as with the Chesterfield society, a visit to this building would be very informative.

Finally, the Dublin Historical Society went in a different direction when it built a new facility to house archives in 1996. Most of the society’s artifacts are stored in a historic one-room schoolhouse in the town. This purpose designed and built facility incorporated the layout, accessibility, utility, climate control, and security desired by the Dublin society. The 1,220 square foot building cost \$130,000 to build in 1996 – a cost of \$197 per square foot. The facility contains 1012 square feet of storage, work, and research space (22 x 46 feet in size). The mechanicals, restroom, and entry space fill the additional 208 square feet. The Dublin Historical Society shares this space with the Town of Dublin, which also uses the facility to store the town archives. The town and the society share the annual operating costs. The town assumes any capital costs. As with the two facilities mentioned above, the board should make a visit to the Dublin town and historical society archives building.

During 2024 another local historical society took part in a study to investigate the purchase, renovation, and addition to an existing residential structure. The cost per square foot for the various elements of that proposed project are enlightening. The architect involved in the study suggested the following costs. For moderate renovations - \$250/SF; for major renovations - \$400/SF; for new construction - \$500/SF.

K. Financial considerations regarding space

Any move to a new space would require a fundraising project. The organization's investments could potentially result in more income to assist with the maintenance of a JHS building, but the purchase and renovation of space would require additional funding. The interviewees were asked their thoughts about a potential JHS capital campaign. Five interviewees believed that the people in Jaffrey would support a campaign to expand the JHS footprint. One interviewee said they did not know if there would be support and one thought that maybe the town would support it.

When questioned about the potential success of a \$1 million campaign, two indicated that they believed it would be possible and two thought it would probably be possible. Two answered that such a campaign goal might be successful and one indicated that they believed it would not be possible.

L. Priorities and recommendations

This study focused specifically on the space occupied by JHS and ideas for the expansion of that space. The results of the study offered important insight into other aspects of JHS operations as well. The organization is in an enviable position with more members and a larger investment fund than most historical societies in southwest New Hampshire. It has a strong leadership team and accomplishes a great deal for an all-volunteer organization.

JHS is indeed approaching a time when its space in the Jaffrey Civic Center will become overcrowded and ineffective for the preservation, exhibition, and use of its important collections. Just as important, the space is not completely appropriate for historical collections and is not easily accessible to the public. There is apparently support for a fundraising campaign to improve the JHS physical presence, but there is work to be done before such a campaign could be launched.

As an all-volunteer organization, the focus has been chiefly on collections and programming. Planning and marketing have been less of a focus. The organization is respected in Jaffrey, but it is mostly unknown to many residents. Several studies that would be useful in planning have been conducted but have not been effectively used for that purpose.

Some specific planning efforts would improve opportunity for success going forward. As Bruce Hill suggested in his "2020 Wrap-up Thoughts on Future of JHS Facilities":

“First, we need to decide what is important.” Perhaps the best way to do this is to develop a strategic plan for the organization. This would outline specific plans for the future, along with goals and measurable objectives to accomplish those plans. The plan would presumably contain a detailed focus on JHS physical facilities. This written document would guide JHS into the future. The best way to begin to compile a strategic plan for the organization would be by reviewing the informal thoughts compiled by the board in the document entitled “JHS Strategic Planning Talking Points.”

Another document that would be useful immediately, and in the future, would be a Collection Development Policy. There is an unwritten policy regarding the acceptance of items into the collections, but a formal written policy would guide all collections committee members and could be used in the event the organization is approached by a potential donor who wishes to donate items that do not fit the collecting policy. The document would also contain language regarding the deaccession of items from the collections. This could be used immediately to ensure the removal of such items that are already in the collections. This would immediately free up some space and might thereby allow JHS more time to decide its future facility goals.

The JHS is not adequately known in the community to ensure the success of a substantial fundraising campaign. Some community members expressed concern regarding public knowledge of the organization, its activities, and therefore its need for additional or different space. The members seem to be aware of JHS activities, but the general public is not. The obvious, but not necessarily simple, solution to this issue is the improved and increased marketing of JHS. A marketing volunteer or committee should develop more traditional PR and a more substantial social media presence for the organization. A wider knowledge of JHS and its importance to the community would improve the chance of fundraising success.

The board and/or executive committee of JHS should carefully study all the space options which are of interest and feasible for the organization. Visit the spaces, gather information on project costs, and plan how the space would be used. It would be ideal to have at least several months to do this. However, if there is an option that the board decides to move forward with, any current owners should be approached soon and included in plans for acquiring the space and the deadline for doing so.

Any resulting capital campaign should be carefully and thoughtfully planned and carried out. This might require consultation with a professional development person, or at least the development of a specific plan and procedure to guide the entire process. One interviewee suggested a steering committee to assist with the entire process. This group, or members of it, might then become part of a campaign committee.

It is not my place to try to make a recommendation regarding which option JHS should choose. The two future space options that gained the most support during the interview process were the Melville house and a purpose-built facility adjacent to the Civic Center. Both options have advantages and disadvantages, as outlined above.

There would be no cost for the land adjacent to the Civic Center, but an agreement might have to be made with the Center regarding access and parking. The square footage cost of new construction is higher than renovation of existing space. The maintenance

and upkeep cost of a new structure should be lower, and the building would be designed specifically for historical society use.

The Melville house is historic and very visible. There would be purchase costs, renovation costs, and fairly substantial operating and upkeep costs. On the other hand, there might be unused space in the facility that could be rented to produce some income. The cost of renovating an existing building is lower per square foot than building a new structure. If this property is seriously considered, might there be a possibility that the current owners would reduce (or eliminate) the purchase price as their gift to a capital campaign? This would reduce the campaign goal considerably, would be a good tax deduction for the donors, and would be a wonderful launch for such a campaign. It should also be noted that the Chesterfield Historical Society submitted multiple successful LCHIP grant applications for its project to renovate a historic house for society use.

Some important decisions should be made soon for the future of JHS. The alternative is for the organization to continue to operate as it has in the past. This is a successful organization, but it could become even more important to the community if the members are willing and able to invest the time and energy needed to accomplish even more for JHS and for the town of Jaffrey.

Appendix - Interview questions and results.

An integral part of this study involved the execution of interviews with several board members, JHS society members, and community members. The questions are listed below, along with compiled answers. Some answers of interest have been included below the compiled answers. The interviewees were assured that their responses would remain confidential.

Seven individuals were interviewed. Two additional individuals were approached but did not respond. The seven consisted of four board and/or executive committee members, 2 general members of JHS (one of whom was not very familiar with the organization), and one community member not associated with JHS.

1. How important is the Historical Society to the town of Jaffrey?

Very important – 4

Somewhat important – 2

Not important – 1

History is invaluable to help us learn from the past.

People love the Society when they see it, but it is not known in the community.

2. If not important enough, how might that be changed?

Increased visibility – 3

Increased open hours – 2

Do away with the “private club” image.

JHS should visit or communicate with new residents.

3. What are the most important things that the Society does?

Education/public outreach –2

Archives – 2

Meetings

Tours of other facilities

Website

Repository of history – collect, preserve, use

Exhibits

4. Does the Historical Society have adequate space for its activities and collections? Is the space appropriate and effectively used? What would additional space be used for, if it was available?

No – 6

Yes – 1 (but it is not used appropriately)

Most say the space is used as effectively as possible under the circumstances.

More archival space is needed.

More exhibit space is needed.

5. What are the advantages and disadvantages of being located in the Civic Center?

Advantages:

Low cost, one set fee

Convenient location, downtown

The Civic Center is an attractive facility

Civic Center staff can offer an overview of JHS when historical society volunteers are not present

Disadvantages:

Not enough space

Not accessible enough

Not visible, it is secret, too hidden

Basement not ideal for collections or visitors

Shared use and policies limit what JHS can do

No room for expansion

JHS and Civic Center do not work hand-in-hand

6. If the Society was to expand its footprint, how and where might that happen?

All said in the downtown, preferably on Main Street, or adjacent to it.

Melville/Stone house – 3

Purpose built structure on donated land adjacent to Civic Center – 2

Eaves house – 1

7. Do you believe that Jaffery would support a capital campaign to expand the organization's footprint and an endowment for the maintenance of that space?

Yes, if carefully planned and executed – 4

Yes, the town is very generous to nonprofits – 1

Maybe – 1

Don't know – 1

Businesses would be essential to this (Millipore, Belletetes, Atlas, Savings Bank of Walpole, Peard Properties, Red's, small businesses, etc.)

There is not a campaign currently going on, so the timing is good.

8. Would a \$1 million campaign be successful?

Yes – 2

Probably – 2

Maybe, but this should be the goal anyway – 1

Maybe, but it would be a shame not to try – 1

No – 1

9. Would you personally support such a campaign and, if so, would you be a minor or a major supporter/donor?

Yes, generous donor – 2

Yes, mid-range donor – 1

Yes, minor donor – 3

No – 1

10. What else would you like the board to know or consider?

Advertise

JHS not visible enough

Establish steering committee to study and plan a campaign, 5-6 people in size, with JHS members and community members. The person who suggested this volunteered to serve on such a committee.

Gather input from all members before major changes are made, transparency is important

Extend elevator to basement

Develop a more active board

Digitized records don't attract visitors, programming and exhibits do

Develop a strategic plan

Deaccession non-local, unimportant items

JHS too frugal, use more of income

If JHS added on to the Civic Center, the property would still belong to the Civic Center and future leadership of the Center is unknown