

Draft

Findings Report
Camden County History Alliance
Partner Survey



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Camden County History Alliance Partner Survey Executive Summary

In July 2017, the Camden County Historical Society received a grant from the **New Jersey Historic Trust through the Discover NJ History License Plate Heritage Tourism Grant Program** to begin work on the Camden County Heritage Tourism Plan. The work products included an online survey of the 41 Camden County History Alliance (CCHA) partner organizations, a Findings Report (this document) about the survey results, and a memorandum about the heritage trails that could link the sites and organizations together for joint marketing purposes in the future.

The online survey had 48 questions and was open from August 10, 2017 to September 1, 2017. We were delighted that **37 of the 41 CCHA partner organizations participated** in the survey, a remarkable **90% response rate**, indicative of the enthusiasm for public history in Camden County. The Findings Report is organized into five sections: Executive Summary, survey overview and insights, analysis of survey questions, memo on possible heritage trails, and three appendices.

The CCHA organizations manage a total of 44 buildings in the county. These buildings vary from sheds to magnificent Federal style homes, repurposed churches, rectories, taverns, stores, a battleship, rowhomes, and farmhouses.

Camden County history organizations have multiple purposes. These **small, but mighty organizations** undertake a wide variety of tasks. They collect objects, manage archives, conduct outreach and tours, publish books, and are the *de facto* local preservation organizations in their community. Several service organizations cater to these nonprofit heritage organizations. Among the 37 respondents: **57% are historical societies, 45% are historic sites/historic house museums, and two (2) historical societies** said that their organization is not incorporated.

Paid and volunteer staffing

Volunteers drive most of the historic sites and history organizations in Camden County. **Over 81% of the 37 organizations are managed solely by volunteer stewards.**

- 32% say their volunteer group is stable,
- 21% declining,
- 18% growing,
- 8% don't use volunteers, and
- 18% had another response than those above.

Eleven (11) organizations have full-time paid staff, and twelve (12) organizations pay part time staff members.

- Eight (8) staffed organizations manage historic sites/house museums, and
- Three (3) staffed organizations are nonprofit service organizations.

Budgets, endowments, and top revenue sources

Close to half (43%) of the respondents said their organization did not have a formal budget.

- 75% have budgets are under \$10,000,
- One (1) staffed organization has a budget between \$101,000 and \$150,000, and
- Three (3) staffed organizations have an operating budget over \$150,000.

Six (6) organizations have an endowment, and two (2) are local historical societies. These organizations have **more than a million dollars in their endowment accounts.**

The five (5) top revenue sources of the CCHA organizations are:

- membership or individual donations,
- city or county government support,
- special events,
- gift shop/publication sales, and
- tours.

Founding, opening, restoration dates

The CCHA organizations were founded in the last 75 years, 56% of the organizations were founded between 1949-1999, and 20% were founded in the 21st century. These historic buildings opened to the public from 1914 to 2017., 32% opened in the 20th century, and 14% opened in the 21st century. Half of the 17 historic sites are managing properties that were last restored between 25 and 50 years ago. Eight of the sites are owned by the government, and we assume there would be capital funds available for necessary restorations. Still, half the sites may be facing maintenance and restoration needs as the useful life of building systems are aging.

Collections storage

Three of the historical societies stated that they do not have a location to store or display their archives or collections. Two organizations store their archives/collections in municipal building closets, and in one case archives are stored in a board member's basement.

Open times and visitation

Twelve (12) organizations said they are open only by appointment, while seven (7) respondents are available by appointment outside of their regular operating hours. The most common day for respondents to be open DAILY is on Wednesday, when nine (9) respondents are open.

Most of the volunteer run historic houses have a small number of adult visitors.

- **Half (51%) had between 1 to 500 visitors in one (1) year,**
- One (1) site claims that they receive only 100 walk-in visitors each year,
- Ten (10) sites receive between 250 to 1000 adult visitors per year,

- **Two (2) of the 17 historic sites have more than 5000 adult visitors annually.**

These sites use a combination of paid and volunteer staff to work with visitors. **The two sites that have between 20,000 and 100,000 visitors annually noted these visitation numbers in other comments in their survey.**

Forty one percent (41%) of respondents answered that they do not offer school visits to their site. Eleven (11) sites host between 100 and 1000 students yearly, with the most common range being between 100 to 250 yearly. **Almost two-thirds (65%) use some form of tracking to determine the number of visitors.** Thirteen (13) of the 17 historic sites use sign-in books or ticket sales to track visitation.

Interpretive methods and historic themes

Eight (8) historic sites said they use more than ten (10) different interpretation methods; two sites say they incorporate sixteen (16) different interpretation methods. The five most common interpretive methods used were:

1. informational brochures (57%),
2. lectures or workshops for adults (54%),
3. guided tours (49%),
4. temporary exhibits (46%), and
5. permanent exhibits (46%).

The top seven most often named interpretive themes and likely heritage trails are:

1. Architecture and design 15 organizations
2. 20th century history 14
3. Women's history 14
4. Famous person(s) 14
5. Revolutionary War and Colonial Life 13
6. African-American History (including Underground Railroad/Slavery and Civil War) 10
7. Transportation, Maritime and Industry 9

We provide a memo about possible heritage trails elsewhere in this findings report.

More than 50% of the respondents used the following outreach methods for programming purposes:

- Camden County History Alliance Magazine (62%),
- conducting outreach at large festivals or events (59%),
- maintaining a Facebook page or group (58%),
- getting coverage or having a column (not advertisements) in a local newspaper (54%),
- having a website (54%), and
- hosting lectures or workshops for adults (51%).

Mailing lists, email lists, and newsletters

Of the 37 respondents, **62% maintain a mailing (postal) list**, but the majority had less than 99 contacts (57%) in their mailing lists. Over 60% of respondents **collect email addresses**, but half (48%) have less than 99 contacts.

Two thirds (66%) of respondents noted that they don't have an e-newsletter. Thirteen (13) organizations used their regular email accounts rather than online newsletter platforms.

Social media use

Fifty-nine percent (59%) have a website, and **16% use Facebook in lieu of a website** for their online presence. About a quarter of the CCHA organizations have no website or Facebook presence. For those that do have a website, 40% know how to check their web traffic analytics.

About two thirds of the organizations are on Facebook:

- 9 organizations have 251-500 followers (39%),
- 6 organizations have 501-1000 followers (26%),
- 3 organizations have 1001-2000 (17%), and
- 3 organizations have 5000+ followers (17%).

The CCHA organizations reported more Facebook followers than email or mail contacts, suggesting that **Facebook is an effective way to reach higher numbers of people.** The organizations with email lists of 99 or fewer contacts have 250-750 Facebook followers. Nine (9) of the historic sites have a website, while three do not. Four (4) use Facebook as their online platform.

Training needs

The four top training needs for all organizations were: finding new volunteers, funding for operating expenses, funding for building restoration, and funding for special projects. We provide other topics for training in the body of this findings report.

Visitor readiness

The six bullets mentioned below are all critical components of welcoming visitors to historic sites, be they out of town visitors, schoolchildren, or community members. Survey respondents said:

- Do you believe your site is well maintained? 83% yes,
- Is your site compliant with the Americans with Disabilities Act (ADA)? 50% yes,
- Does your site have public restrooms? 82% yes,
- Are the public restrooms at your site handicapped compliant? 42% yes,
- Can a tour bus park at your site? 66% yes, and
- Does your site have dedicated visitor parking? 66% yes.

Recommendations and conclusions

We offer the following recommendations as next steps for the individual CCHA partner organizations so they can begin now to boost their organizational capacity and prepare for future elements of the Heritage Tourism Plan, if it is funded.

- Encourage sites without a website or Facebook page to create one and update it regularly, and aggressively collect email addresses.
- Review your current programming and interpretation efforts and discuss what may need to change or new methods you might use.
- Attend any relevant training program.
- Learn about the programming at nearby sites and those that share a proposed heritage trail so that you can make quality referrals and cross market your sites.
- Increase your site's online visibility by posting your site and its annual special events on www.VisitNJ.com, www.visitsouthjersey.com, and www.Journeythroughjersey.com, as well as Yelp and Trip Advisor.

Camden County's history organizations tell many different and compelling stories about our collective past. This survey begins to codify what we know about these sites, and provides insights on how to create high quality visitor experiences. We believe the future will be very bright for the CCHA partner organizations that wish plan and jointly market this fabulous collection of treasured landmarks to neighbors and visitors.

Findings Report

a. Introduction

In July 2017, the Camden County Historical Society received a grant from the New Jersey Historic Trust License Plate Program to begin work on the Camden County Heritage Tourism Plan. This project has been accomplished with financial assistance from the New Jersey Historic Trust through the Discover NJ History License Plate Heritage Tourism Grant Program.

The work products for the New Jersey Historic Trust grant are: an online survey of the 41 Camden County History Alliance (CCHA) partner organizations, a Findings Report (this document) about the survey results, and a memorandum about the heritage themes that could link the sites and organizations together for joint marketing purposes in the future.

We worked with a small committee of CCHA partner organizations to create and test the survey. We thank Tamara Gaskell of MARCH at Rutgers University, Tony Clark of the Waterford Township Historical Society, and Bonny Beth Elwell, Dr. Jack O'Byrne, and Josh Lisowski of the Camden County Historical Society for their help in crafting the survey and testing it before it was launched on August 10, 2017. Survey Monkey was used as the survey instrument.

The online survey had 48 questions and was open for three weeks from August 10, 2017 to September 1, 2017, which is usually a very slow time in the annual calendar for any nonprofit organization, as most people are on vacation. We were delighted that 37 of the 41 CCHA organizations participated in the survey, a 90% response rate. About half (56%) of the survey respondents used the Survey Monkey platform and took the survey online. All but one of the ten (10) organizations that have paid staff submitted their surveys online.

We offered all respondents the opportunity to complete the survey over the phone with Donna Ann Harris, the consultant working on this project. She spoke with 12 individuals who completed 16 surveys this way. Several interviewees provided data for two organizations. Overall, the surveys conducted over the phone resulted in rich data about the organizations.

We promised survey takers that all the data we collected would remain confidential, and that no individual answers would be ascribed to specific organizations. In a very few cases, we have edited some of the data to exclude the names of specific organizations to fulfill this promise.

Some of the organizations shared their brochures and yearly calendar of events, which helped us make recommendations for future programming of the CCHA.

The survey gathered a great deal of information about all the Camden County History Alliance Partners which will be useful for future advocacy, educational programming, and planning purposes.

We have organized this Findings Report into five sections:

1. A four-page Executive Summary which summarizes all the findings
2. Survey overview, insights and recommendations
3. Analysis of Survey Questions
4. Memo on possible Heritage Trails
5. Three appendix documents

b. Survey Overview, Insights and Recommendations

Camden County history organizations have multiple purposes. These organizations own sites, manage municipally-owned historic buildings, collect materials and objects, open their archives to the public, publish books, and are the *de facto* local preservation organizations in their communities. There are also several service organizations for nonprofit organizations in the county that participate in CCHA.

Organizational type

Of the 37 respondents, slightly more than half (57%) categorized their organization as being a Historical Society and 17 sites, almost half (45%), responded that they were a historic site/historic house museum. Twenty (20) of CCHA organizations are open to the public as house museums or historical societies with publicly accessible archives. See this list in Appendix C. Two (2) organizations said that their organization is not incorporated and both were local historical societies. The variety of organizational structures seen here is typical of small, volunteer led, nonprofit organizations.

Volunteers

Volunteers drive most of the historic sites and history organizations in Camden County and have been superb stewards of these historic resources for many generations. Over 81% of the organizations—30--responding to the survey are managed solely by volunteers. This is consistent with our knowledge that only 11 of the CCHA organizations taking part in the survey employ paid staff. Of the 37 respondents, three (3) of the staffed organizations are nonprofit service organizations and eight (8) manage staffed historic sites/historic house museums. A total of 20 of the CCHA organizations are open to the public, please see this list in Appendix C.

About a third (32%) of respondents said that their volunteer group is stable. Twenty one percent (21%) said their volunteer group is declining, and 18% said their volunteer group is growing. Three (3) organizations do not use volunteers at all. Two of these are lineage organizations and one is a nonprofit service organization. Seven (7) organizations answered "other" and provided a variety of comments. Many discussed the difficulty of finding volunteers or noted that their group of volunteers is aging.

Gathering more volunteers to help run these organizations is a top concern expressed later in this study. It is remarkable that so many volunteer-run historic sites can open their properties to the public with their small but highly dedicated volunteer corps. The extraordinary value of volunteer contributions made to the historic sites should be celebrated yearly by the CCHA and by the other volunteer-run organizations.

Staffing

Eleven (11) of the 37 organizations responding to the survey noted they had full-time paid staff. This is consistent with the known facts about the organizations in the CCHA. Most of survey respondents reported their organization employs one (1) full-time staff member. One (1) organization employs two (2) full-time staff members, and one (1) organization has sixteen (16) full-time staff members. Twelve (12) of the 37 organizations responded that they have part-time staff with staff numbers ranging between one (1) and ten (10), with two (2) part time employees being the most common.

Budgets, endowments, and top revenue sources

Close to half (43%) of respondents answered that their organization did not have a formal budget. The lack of a formal budget has many implications. A budget serves as a planning document. It clarifies revenues and expenses and presents a clear view of an organization's financial health. A formal budget is especially important for fundraising because formal funders such as foundations, government agencies, and some individual donors will not supply donations or grants to organizations without a formal, board-approved, organizational budget. Developing formal operating budgets might be a worthy training topic for the CCHA organizations.

Taken together, almost three quarters of the 37 CCHA survey respondents had budgets under \$10,000. Three (3) organizations have an annual operating budget of over \$150,000, and one (1) organization has an operating budget between \$101,000 and \$150,000, the maximum budget size the survey offered.

Six (6) organizations have an endowment. Two (2) of the organizations are local historical societies. These organizations had more than a million dollars in their endowment accounts. Creating an endowment for a historic or heritage organization assures that the organization has a future beyond its current volunteers. The CCHA should provide training to every organization but especially to longstanding historical organizations on how to ask their most invested members to consider making planned gifts to the organization in the future through their estate plans. Organizations with investment earnings provided by an endowment are better prepared for the future.

The revenue sources that appeared the MOST often in the list of an organization's largest revenue sources were:

1. Membership or individual donations,
2. City or County government support,
3. Special events,
4. Gift shop/publication sales, and
5. Tours.

This list is encouraging because most of the revenue comes from individuals, the most likely revenue source for nonprofit corporations.¹

Organizations that own historic sites that they manage outright may have access to local government funding each year through grants or appropriations. Often this stipend is often not enough to pay for interpretation activities and ongoing repairs. Training to strengthen organizational operating budgets is critical for the continued maintenance of Camden County's historic sites. This group may also need assistance or training in grant writing for planning and capital construction projects in the future from traditional grant sources such as the New Jersey Historic Trust, Camden County Cultural and Heritage Commission, and New Jersey Historical Commission.

All organizations associated with the CCHA need assistance to expand and diversify their revenue sources. Some of the historical societies have very modest budgets, often under \$500 per year. It would be worthwhile to investigate if these organizations have further ambitions to expand their interpretive programs in the future and if they want to increase their operating budgets.

Despite the very small budgets overall, it is heartening that none of the responding organizations had a deficit.

Founding dates

Most of the CCHA organizations were founded within the past 75 years. More than half (56%) of the organizations were founded between 1949 and 1999, and 18% of organizations were founded in the 21st century. These founding dates indicate that the impulse to preserve and maintain historic sites remains a contemporary issue.

The years that these buildings opened to the public ranged from 1914 to 2017, with most of the buildings providing public access in the 20th century (32%). Fourteen percent (14%) of buildings were opened to the public within the past 16 years. Six of the 17 historic sites were opened to the public before the Bicentennial, making them longstanding visitor attractions in the county.

Collections concerns

There are 44 buildings that are managed by history organizations in the county, based on these survey results. These vary from sheds to magnificent Federal style homes, repurposed churches, rectories, taverns, stores, rowhomes, a battleship, and farmhouses.

¹ The 2016 Giving USA Report on charitable contributions made by Americans accounts for 72% of all donations to charity, far more than foundations, corporations or bequests. <https://nonprofitquarterly.org/2017/06/13/giving-usas-numbers-2016-reflect-historic-opportunity/>

Three of the historical societies stated that they do not have a location to store or display their archives or collections. Two organizations store their archives/collections in municipal building closets, but in one case collection are stored in board member's basements. This raises questions about environmental and archival conditions for collections preservation and is one of the major concerns of this research study. Thirteen, or 35% of the respondents, did not have a building or answered not applicable. One organization has a building that is not yet open to the public.

Open times and visitation

We were surprised to learn that the most common day for respondents to be open DAILY is on Wednesday, when nine (9) respondents are open. If sites want more visitors to attend their programs and visit their sites, they will need to be open on weekends when casual visitors have time for leisure and educational activities.

Twelve (12) respondents said they are open only by appointment. Visitors want predictable open dates and times so they can make plans to visit historic sites. These visitors will seek out your web site or other online presence to understand when your site is open and make plans based on your posted open dates and times. Therefore, being open by appointment does not encourage drop in visitors. If the site has regular, posted visiting hours, it is acceptable to be open by appointment in addition to regular hours, as seven (7) of the respondents indicated.

More than half (51%) of respondents answered that their highest adult on site visitation was between one (1) and 500 visitors in one (1) year. Almost a quarter (27%) had between 100 and 250 adult visitors in a year. Six (6) respondents (16%) had between one (1) and 99 adult visitors in one (1) year. Three (3) respondents had between 251 and 500 adult visitors in one (1) year. One organization hosts over 100,000 visitors a year, based on write in comments.

Unfortunately, visits by school children are low across the board. Nearly half (46%) of respondents answered that their highest school children on site visitation was between one (1) and 500 visitors in one (1) year. Two (2) sites host more than 5,000 students a year and both are staffed sites. Only two (2) sites host more than 1000 school visits a year. The clear majority, 11 sites, host between 100 and 1000 students yearly, the most common range being between 100 to 250 yearly. Two (2) sites offer no school programs at all on site. While so many historic sites have a desire to work with local schools, only 32% do currently. Several comments were made about the cost for busses being the main impediment to school visits to their sites.

Historic site/house museum visitation, tracking and collaborations

Two (2) of the 17 historic sites have more than 5000 adult visitors per year. Another three (3) host 3000 to 5000 adult visitors yearly. These sites have a combination of paid and volunteer staff to work with visitors. The two sites with more than 5000 visitors have between 20,000 and 100,000 visitors annually based on other comments in their surveys.

Most of the volunteer run historic houses have small numbers of adult visitors. One (1) site claims that they receive only 100 walk-in visitors each year. Five (5) sites get under 250 adult visitors a year. The remaining five (5) sites receive between 500 to 1000 adult visitors per year.

The CCHA should poll the 11 historic sites with under 1000 adult visitors to determine if they wish to expand visitation and how these sites could marshal volunteers to help them be open more often for visitors when visitors want to come, most often on both weekend days.

Almost two-thirds (65%) of respondents said that they use some form of tracking to determine the number of visitors to their site. Four (4) respondents said that this question did not apply to their organization. Thirteen (13) of the 17 historic sites use sign-in books or ticket sales to track visitation. Three (3) historic sites acknowledge that they do not keep accurate records of visitors. Gathering reliable visitor statistics is a critical tool to monitor progress and demonstrate the success of outreach efforts to government agencies and funders. The CCHA should provide training about how to gather and report visitor statistics, especially from sites that are regularly open to the public. The CCHA should decide what visitor statistics are the most important to collect and develop forms to record that information, ideally by constructing a portal through a website to report the statistics regularly.

A third (32%) of respondents answered that they have no collaboration or links with other historic sites or historical organizations, particularly with hotels, restaurants, or other visitor amenities (ATMs, trails, other historic sites etc.) nearby. The opportunity to collaborate between sites and with other visitor serving businesses in the future is rich. Since one of the main objectives of the CCHA is to encourage more visitation to the partner organizations, such collaborations can be enhanced by making referrals to encourage your visitors to see other sites in the area or on the same heritage trail. Volunteers and staff will need basic knowledge about nearby sites so they can make appropriate referrals to visitors. The best way to learn about visitor offerings at other sites is to make a visit and take a tour yourself, so you can let your visitors know what to expect. Training on making visitor referrals should be offered to the CCHA partner organizations.

Interpretive methods and heritage trails

The five most common interpretive methods used were:

1. Informational brochures 57%,
2. Lectures or workshops 54%,
3. Guided tours 49%,
4. Temporary exhibits 46%, and
5. Permanent exhibits 46%.

As expected, the historic sites had the most varied educational programs offered for adults and children of all the CCHA organizations. Eight (8) respondents said they use more than ten (10)

of these interpretation methods at their site, with two (2) sites saying they incorporate sixteen (16) of these methods at their site. These organizations can offer a wide variety of programs because eight of the historic sites have paid staff and a larger budget size.

It is encouraging that the majority of these interpretive methods can be undertaken by the visitors themselves and do not require a guide. An important 2009 research study about visitors to historic sites and history museums notes that 45% of visitors prefer to visit historic sites with a traditional guide, while 55% want to visit “on their own,” using brochures, podcasts, cell phone tours, audio guides, stationary guides (called “guides on demand”), signage, and/or websites to learn about an historic place.² Given that this split is close to even between guided and self-guided options, it is important to continue offering both kinds of learning opportunities for visitors.

The top seven most often named interpretive themes and likely heritage trails are:

1. Architecture and design 15 organizations
2. 20th century history 14
3. Women’s history 14
4. Famous person(s) 14
5. Revolutionary War and Colonial Life 13
6. African-American History (including Underground Railroad/Slavery and Civil War) 11
7. Transportation, Maritime and Industry 9

See our memo at the end of this section about possible heritage trails for further explanation.

More than 50% of the respondents used these outreach methods:

1. Camden County History Alliance Magazine (62%)
2. Conducting outreach at large festivals or events (59%)
3. Maintaining a Facebook page or group (58%)
4. Getting coverage or having a column (not advertisements) in a local newspaper (54%)
5. Having a website (54%)
6. Hosting lectures or workshops (51%)

Mailing lists, email lists, and newsletters

More than 60% said they had a mailing (postal) list. However, these lists were small with the majority (59%) having less than 99 contacts on mailing lists

Two thirds of the organizations collect email addresses, but about half have less than 99

² http://reachadvisors.typepad.com/museum_audience_insight/2009/02/the-lovehate-relationships-with-guidedtours.html

contacts (48% of those with email lists). Only about a third said that they have an e-newsletter for the 13 organizations that did send out e-newsletters, they tended to use their regular email accounts rather than online newsletter platforms. As expected, the eight (8) staffed historic sites were more likely to have larger email lists.

Email remains the most efficient and inexpensive way for nonprofits to communicate to their members and to the public. If more of the CCHA volunteer-run organizations had email lists with large numbers of email addresses, the CCHA partners could undertake inexpensive joint marketing efforts that would benefit all. The CCHA should provide training for every organization about how to collect email addresses and how to use them to boost outreach activities.

Social media use

Fifty-nine percent (59%) of organizations have a website and 40% know how to check their web traffic. The remaining 16% use Facebook in lieu of a website for their online presence. About 20% of the CCHA organizations surveyed have no online presence. This is an obvious training topic.

Without an online presence, today's visitors will have a difficult time finding your site or learning about your organization's activities. It is clear from the answers to this question that training is needed to teach organizations with websites how to access their analytics, how they can use this information to adjust their website to attract more visitors, and how to use their website for outreach and public relations.

Technical assistance may be needed to make sure that all the CCHA organizations have some sort of online presence, perhaps through a joint website with a simple one-page description and photos of each organization.

About 60% or 23 organizations use Facebook, and they varied widely in how many followers subscribe to their pages and groups. Nine (9) of those on Facebook have 251 to 500 followers (39%), six (6) have 501 to 1000 followers (26%), three (3) have 1001 to 2000 followers (17%), and the remaining three (3) organizations (17%) noted an impressive 5000 or more followers.

On average, organizations logged more Facebook followers than their email or mail contacts, suggesting that Facebook is an effective way to reach larger numbers of people. For instance, most organizations with email lists of 99 or fewer contacts report having 250 to 750 Facebook followers.

Historic sites/Historic house museums

Nine (9) of the historic sites have a website. Three (3) of the historic sites do not have a website. Four (4) use Facebook as their online platform.

Training needs

Half of the 37 respondents marked finding new volunteers as their biggest problem. Funding for operating expenses was a close second, with half of respondents ranking it their first or second highest concern. Funding for building restoration and funding for special projects were both consistent worries, with the average respondent ranking them around their fourth (4th) highest concern. Historic sites ranked these issues as their four highest concerns as well. Board training was also a top concern, ranking fourth with historic sites.

Digitizing our collection, marketing and advertising our historic site in the state/region, getting more people to care about historic preservation in our town, and getting more people to use our library/archives were also top concerns. These answers were ranked within the top three (3) concerns by ten (10) or more respondents.

For historic sites, the training needs were slightly different. Marketing and advertising for our site was a top-rated concern, followed by maintenance concerns for our building, digitizing our collections, and getting people to use our archives in that order.

Based on the survey results and our experience working with volunteer managed historic sites, we suggest the following training topics (provided in no order here) in addition to those mentioned above:

- Benefits of developing a formal budget,
- Tips on volunteer retention and recognition,
- Making your site come alive for visitors through interpretation that engages the five senses,
- Creating self-guided interpretation activities,
- Evaluating visitor needs and satisfaction with your site,
- Posting your site on state/county travel websites, Yelp, and Trip Advisor,
- Making referrals to other sites and visitor serving businesses,
- Regularly collecting and reporting visitor statistics,
- Website analytics and how to use them for marketing your site,
- Annual building maintenance inspections,
- Benefits of creating e-newsletters, and
- Simple ways to ask members for planned gifts/endowment contributions.

An aggressive effort to provide training on these topics and technical assistance to the Camden County history organizations over time would have a significant impact. We are hopeful that the Rutgers University-based MARCH will help us by offering training to boost the capacity of Camden County and other South Jersey historic sites and organizations by offering the training topics mentioned above, now that we have a better understanding of the needs of these organizations.

Historic buildings

The 37 organizations manage 44 buildings varying from utilitarian sheds to 18th Century mansions, former churches adapted to new uses, rowhouses, a battleship, and an archeological site. Of the remaining 23 respondents that did occupy a building or space, ten (10) owned their own building (43% of those with buildings), while 11 occupied a municipality-owned property (48% of those with buildings), and two (2) occupied a county-owned property (9% of those with buildings).

Of those 12 who occupy a space not owned by them, five (5) have a formal lease agreement, five (5) do not have a formal lease agreement, and two (2) have an “informal (handshake) agreement.” This means that the majority of those who occupy a space that is not owned by them do not have a formal written agreement.

Is the site adequate for your needs?

Twenty-six (26) organizations found their buildings adequate for their needs. Twenty (20) of the 26 respondents with buildings (77%) marked “yes” to having adequate facilities while six (6) marked “no” (23%).

Admissions

Thirty five percent (35%) of the 37 organizations said that admission is free to everyone who visits their organization. Slightly more than half said that this question did not apply to them. Four organizations or 10% charged between \$4 and \$10 for adults and the same number (10%) of organizations charged between \$1 and \$3 for a child. We did not ask if sites actively seek donations from visitors or have a suggested/voluntary donation box, two topics worthy of further research.

Historic designations

The two most common designations were individual listings in the National Register of Historic Places and listings in the New Jersey Register of Historic Places, with 14 sites (74%) having both those designations. There was perfect overlap between sites on the National Register and the New Jersey Register. Eleven (11) of those same organizations were listed on the Camden County Inventory of Historic Sites and two (2) are impressively listed as National Historic Landmarks. Four (4) sites are locally regulated as a “local landmark designated by local preservation commission.”

The historic sites and house museums were more likely to have undertaken plans and studies noted in this question than other organizations. Eleven (11) of the 17 historic sites had undertaken National Register listing. Eight (8) of the historic sites had undertaken an

Interpretive Plan. Seven sites had undertaken a Preservation Plan or Historic Structure Report. Four had undertaken a disaster preparedness plan, strategic plan, or a historic landscape study or plan. Archival study or tourism assessments had been completed for three historic sites. Two sites were involved with historic district designations, and one organization undertook a conservation plan or an audience research study.

The American Association for State and Local History has an excellent program call StEPS (Standards and Excellence Program for History Organizations.) “It helps small- and mid-sized history museums, historic sites and houses, including all-volunteer ones, assess policies and practices, manage daily operations and plan for the future. Through a self-paced workbook, online resources, and an online community, organizations enrolled in StEPS assess their policies and practices and benchmark themselves against national museum standards.”³ The CCHA organizations interested in upgrading the work of their organization, might want to consider joining StEPS. Learn more at <http://tools.aaslh.org/steps/>

Building restoration dates

The 17 historic sites responded to this question and knew the status of their restoration projects. Three (3) of the 17 (or 18%) noted that their site “does not need restoration.” Thankfully, no organizations marked that their “building/historic site has not been restored.” That means that the 17 applicable organizations are not in need of a restoration or have already undergone a restoration at their building or site.

For those 14 organizations that have undergone a restoration, they varied greatly in how recently their restoration had taken place. Half of the 17 historic sites are managing properties that were last restored between 25 and 50 years ago. This means that some of these sites might be facing the replacement of their major building systems (roofs, furnace, water heater etc.) now, or during the next ten years.

Eight (8) of the historic sites are owned by a governmental entity, and repairs could be budgeted and scheduled through the state, city, or county annual capital program for repairs/restoration. For the historic sites that own their buildings, they must rely on savvy fundraisers on their board to raise enough money through grants or appeals to pay for needed and costly capital repairs and routine maintenance. Routine maintenance can prevent or put off costly repairs.

A training session on annual maintenance inspections might be worth considering for the CCHA organizations. Further research is needed to identify the capital needs of the 17 historic sites/historic house museums since more than half of these buildings are owned by the nonprofit organizations themselves.

³ <http://tools.aaslh.org/steps/>

Visitor readiness

Readiness to welcome visitors at historic sites varies across the county, and we use the following indicators to measure it:

- Do you believe your site is well maintained? 83% majority said yes,
- Is your site compliant with the Americans with Disabilities Act (ADA)? Half said yes,
- Does your site have public restrooms? 82% said yes,
- Are the public restrooms at your site handicapped compliant? Slightly less than half said yes,
- Can a tour bus park at your site? Two thirds said yes, and
- Does your site have dedicated visitor parking? Two thirds said yes

The six bullet points above are all critical components to welcome visitors to historic sites, be they out of town guests, schoolchildren, or community members. As the CCHA spends more time developing joint marketing projects in the future, the sites that do not yet meet these visitor ready standards can begin to plan how they will make upgrades to address these basic visitor issues.

Recommendations and next steps

This research project is the first deliverable in a much larger, three phase Heritage Tourism Plan for Camden County. We are recommending a series of activities that the individual CCHA partner organizations can begin now to boost their organizational capacity and prepare for future elements of the larger Heritage Tourism Plan, if it is funded.

Next steps

- Encourage organizations without a website or Facebook page to create one and update it regularly.
- Every organization should continue or begin to aggressively collect email addresses from visitors or users.
- Have board, staff and volunteers attend any training workshop that might be relevant to your organization
- Introduce the heritage trails being proposed by the CCHA into your interpretive planning; discuss the heritage trails with your volunteers and gain their feedback and involvement in implementing new or expanded programming.
- Review your current programming and interpretation efforts. Discuss with your board and volunteers what may need to change or new methods you might want to adopt to interpret your site based on the heritage trail(s) relevant to your site.
- Learn about the educational programming at other organizations within a mile or two of your site; visit and take a tour, so that you can make quality referrals to visitors coming to your site and other sites can make referrals to you.

- Begin or learn more about the programming at other sites on your heritage trail(s) so that you can make quality referrals to visitors coming to your site, and other sites can make similar referrals.
- Begin or deepen relationships with visitor amenities within a mile or two of your historic site (hotels, restaurants, locations of ATMs, gas stations, other historic sites, recreational locations, etc.) so that you can make referrals to them when visitors ask. A simple map can help of these nearby locations can be very helpful for visitors.
- Increase your historic site's online visibility by posting your site and its annual special events on www.VisitNJ.com, www.visitsouthjersey.com, and www.Journeythroughjersey.com web sites, as well as Yelp and Trip Advisor.

Conclusion

We are delighted that 90% of the Camden County History Alliance participated in this survey which gives us a superb, current snapshot of the activities, capacity, and future promise of the history organizations in the county.

One of the three stated goals of the CCHA are to increase visitation at partner organizations through joint marketing efforts. This survey tells us how the sites currently market themselves, and provides some good insights about the joint marketing opportunities ahead based on a series of interpretive themes that can be promoted as heritage trails.

Camden County's history organizations tell many different and compelling stories about our collective past. This survey begins to codify what we know about these sites, and provides insights on how to create new high-quality visitor experiences. We believe the future will be very bright for the CCHA partner organizations that wish to plan and jointly market this fabulous collection of treasured landmarks to neighbors and visitors alike.

c. Analysis of Survey by Question

We were delighted that 37 of the 41 CCHA organizations participated in the survey, giving us a 90% response rate. About half (56%) of the survey respondents used the Survey Monkey platform and took the survey online. All but one of the ten organizations that have paid staff submitted their surveys online.

We offered all respondents the opportunity to complete the survey over the phone with Donna Ann Harris, the consultant working on this project. She spoke with 12 individuals who completed 16 surveys this way. Several interviewees provided data for two organizations. Overall, the surveys conducted over the phone resulted in richer information about the organization.

We promised survey takers that all the data we collected would be confidential, and that no individual answers would be ascribed to specific organizations. In a very few cases, we have edited some of the data to exclude the names of specific organizations to fulfill this promise.

This findings report is organized by question. All questions were required, except questions 34 and 35. These two questions discussed training needs and not everyone responded. We provide a brief analysis about the survey responses for each question from all 37 respondents.

We also wanted to separate out the 17 organizations that own or manage an historic site, since this group is most interested in developing marketing programs to bring more visitors to their sites in the future. See the analysis of survey responses for this group at the end of each question.

Q1 What is the name of your organization? Please answer in words

Thirty-seven (37), or ninety percent (90%), of the 41 organizations that make up the Camden County History Alliance partners participated in the survey from all parts of the county.

Seventeen (17) of the twenty historic sites involved in the CCHA are represented in the survey. Forty five percent (45%) of all respondents manage a historic site/historic house museum.

Q2: What is your organization type? Please check ALL that apply to your organization.

Respondents were given several options to describe their organization type, and were asked to check all that applied. There were eight options, including an “other” category if none of the options fit.

Of the 37 respondents, slightly more than half (57%) categorized their organization as being a Historical Society and 17 sites, almost half (45%), responded that they were a historic site/historic house museum. One-third of respondents with a Historical Society said they do not have a historic site/museum but that their organization was not solely a Historical Society. Almost one-fifth of respondents (14%) said their organization was neither a Historical Society or historic site/museum. Almost three-fourths of respondents said their organization fell into only one (1) or two (2) categories.

There are a total of 20 organizations that are open to the public, please see this list in Appendix C

Other organizational options that were mentioned included community development space, artist residency, and a lineage society. Two (2) organizations noted that their organization was a suborganization of another. Two (2) respondents incorrectly used the “other” section to fill in a type that was already given.

Historic site/historic house museums

Of the 17 respondents that name themselves a historic site/house museum, many noted that they fit into other organizational types. Ten (10) of the house museums also call themselves historical societies, and six (6) also have libraries and archives at their property.

Q3 What do you call the body that oversees the work of your organization? Please check ALL that apply to your organization.

There were five options available for respondents, which permitted respondents to provide details about how their organization was governed. More than a third (37%) of respondents have Officers that oversee the work of the organization, rather than a full board of directors. Officers are most often paired with Board of Trustees, which will sometimes be referred to as a “Board of Directors” or “Executive Committee.” Half (8) of the respondents who have Officers said they have no other governing body, thus indicating that a very small group of people are charged with the responsibility of running the organization.

The “other” category applied to almost half (45%) of the 37 respondents. Two organizations said that their organization is not incorporated and both were local historical societies. Two organizations listed the State of New Jersey or one of its agencies as the oversight body. Two

organizations responded that they use other terms to describe the body that oversees their organization, including “Commission” and “Executive Committee.”

One (1) organization used the “other” category to advise us that its bylaws are changing in the immediate future, and the impact of the new bylaws may change the answers that have been given here.

Historic sites/Historic house museums

Five historic sites use a board of directors or officers as their governing body, which is the most generic form of governance for these organizations. Four (4) of the sites are owned by a county, township or state government agency, and these entities direct all activities. However, two of the government-owned organizations have nonprofit “friends of” organizations which are responsible for fundraising or supplying volunteers to augment their small, government-paid staff.

Q4 When was your organization founded? If you don't know, say so. Please answer in words or numbers.

Of the 37 respondents, 85% knew the precise year that their organization was founded and included it on the survey. The remaining 15% knew the decade that their organization was founded, with only one (1) organization unsure of when their organization was founded.

Most of the CCHA organizations were founded within the past 75 years. More than half (56%) of the organizations were founded from 1949 to 1999 and 18% of organizations were founded in the 21st century.

Three (3) organizations (9%) were founded in the late 1800's. In contrast, four (4) organizations (12%) were founded in the early 20th century.

Historic sites/Historic house museums

Of the 17 historic sites/house museums, the oldest was founded in 1777 (meaning this was the year the historic building was built). The most recent was founded last year in 2016. Nine (9) of the 17 of historic sites were founded before the bicentennial in 1976, and eight (8) were founded since 1976.

Q5 If you have a building, when was it opened to the public? If you don't know, say so. Please answer in words or numbers.

More than half of respondents (59%) said they have a building open to the public. The years that these buildings opened to the public ranged from 1914 to 2017, with most of the buildings providing public access in the 20th century (32%). Fourteen percent (14%) of buildings were opened to the public within the past 16 years.

Thirteen, or 35% of the respondents, did not have a building or answered not applicable. One organization has a building that is not yet open to the public.

Three (3) of the historical societies stated that they do not have a location to store or display their archives or collections. Two (2) organizations store their archives/collections in municipal building closets., In one case, collections are stored in board members' basements.

Several answers included the opening *times* of the organization without mentioning the year it opened to the public. This suggests that the organization does have a public building, but the year it opened has not been established in this survey.

Historic sites/Historic house museums

Six of the 17 historic sites were opened to the public before the Bicentennial, making them longstanding visitor attractions in the county.

Q6 Please tell us about how you staff your organization. Answer at least ONE question, and tell us the number of staff members in words or numbers.

Over 81% of the organizations responding to the survey are staffed entirely by volunteers. This is consistent with our knowledge that not all the CCHA organizations taking part in the survey employ paid staff. Of the 37 respondents, staffed organizations are three (3) nonprofit service organizations and eight (8) manage historic sites/house museums. Volunteers then, have been careful stewards of the majority of Camden County's historic sites for several generations.

When respondents were asked how many volunteers they use, over a third (38%) of the 37 respondents said they have between one (1) and ten (10) volunteers. Five (5) organizations said they have anywhere between one (1) and five (5) volunteers, and eight (8) organizations said they have between six (6) and ten (10) volunteers. Less than a third (32%) said they have between eleven (11) and twenty (20) volunteers who work for the organization. All the

organizations with under 20 volunteers were also volunteer run, which is consistent with national trends.

For organizations that responded they have more than twenty (20) volunteers, two (2) said they have between thirty (30) and fifty (50) volunteers. One (1) said they have one hundred (100) volunteers. The two (2) organizations with the largest volunteer staff employ around one hundred and fifty-five (155) volunteers and three hundred (300) volunteers.

Organizations with more than 20 volunteers were staffed organizations. The organizations with the most volunteers are likely to be staffed organizations, as there are staff to manage and recruit them.

Paid staff

Eleven (11) of the 37 organizations responding to the survey noted they had full-time paid staff. This is consistent with the known facts about the organizations at the CCHA, see our list of organizations with paid staff in Appendix C. For survey respondents, most of organizations consisted of one (1) full-time staff member. One (1) organization employs two (2) full-time staff members, and one (1) organization has sixteen (16) full-time staff members.

Twelve (12) of the 37 organizations responded that they have part-time staff with staff numbers ranging between one (1) and ten (10)., Two-part time employees was the most common response.

When asked if respondents utilized any consultants, ten (10) organizations responded that they did. Consultants undertake a wide range of tasks, including heritage tourism assessment, landscaping plans, signage, school tour educators, archaeology, teaching classes and workshops, financing and fundraising, and research.

Historic sites/Historic house museums

We know from other interactions with the CCHA partners that eight (8) of the historic sites, have at least part time staff. Six (6) of the historic sites say they have at least one full time staff member. Six (6) historic sites also have at least one, part time paid staff member.

Q7 Is your organization's volunteer group growing, declining, or stable? Check ONE answer.

About a third (32%) of respondents said that their volunteer group is stable. Twenty one percent (21%) of respondents said their volunteer group is declining, and 18% of respondents said their

volunteer group is growing. Three (3) organizations do not use volunteers at all. Two of these are lineage organizations and one is a nonprofit service organization.

Eighteen percent (18%) of the organizations responded with “other” and supplied comments about the growth of their volunteer group. Most of the commenters stated that although their volunteer group was steady, volunteers were aging and it is difficult to get younger volunteers involved. Other comments included that they were using outside sources, such as Volunteer Corps, to increase their volunteer numbers. One (1) organization responded that they consisted of one (1) person who is the driver of the organization.

Historic sites/Historic house museums

Of the 17 historic sites/house museums, all say they use volunteers, even if they have paid staff. For this group, slightly more than a third (38%) said their volunteer corps was stable, and about a quarter (23%) said their volunteer group was growing. Only three (3) sites said their volunteer group was declining. This group had generally hopeful comments about expanding their volunteer base.

Q8 If your organization has visitors/users, how does your organization know where your visitors/users come from? How do you track them? Please answer in words.

Almost two-thirds (65%) of respondents said that they use some form of tracking to determine where their visitors live. Four (4) respondents said that this question did not apply to their organization.

Respondents who said that they keep track of their visitors did so predominately by using a sign-in book on site. Almost half (46%) of respondents said that they had a book, both digital and on-site, in which information about visitors can be logged. These guestbooks are used at sites, meetings and lectures. Two (2) organizations mentioned that their guestbooks are optional to sign and one (1) organization said that guests often do not sign in.

Two (2) respondents said they verbally ask their visitors about themselves. One (1) of these organizations asks to take their contact information. The other organization asks if they are visiting from in-state, out of state, or internationally, and staff records the information. Other ways that organizations collect visitor information are by using ticket sales and group sales. Three (3) organizations said that visitation numbers show where guests are coming from, but did not mention how they track this information. One (1) respondent uses local newsletters to appeal to new visitors, suggesting that visitors to the site are predominately residents and are encouraged to become members of the commission.

Eight (8) of the 37 respondents, almost a quarter (21%), said that they do not track visitor information.

One (1) respondent said they are a public park, which would make it difficult for them to track visitors. One (1) respondent said that the space in which they hold their archives may keep track of this information. Two (2) organizations stated that they do not track visitor information but they think the information would be helpful, and that they should be doing a better job of gathering this type of information.

Historic sites/Historic house museums

Thirteen (13) of the 17 historic sites use sign in books or ticket sales to track visitation. Three (3) historic sites acknowledge that they do not keep records of visitors.

Q9 Please list your organization's primary community partners. Please answer in words.

Seventy percent (70%) of respondents said that they have at least one (1) community partnership. Eight (8) organizations said that they did not have community partners, and three (3) respondents said they did not formally have community partners.

Respondents listed between one (1) and ten (10) organizations that they considered their primary community partners. Of the twenty-six (26) respondents who listed community partners, a majority (30%) said they have two (2) partnerships. Over two-thirds (80%) of respondents listed one (1) to four (4) primary partnerships.

The types of community partners that were most often listed were: local borough/township/government, local historical societies, libraries, business groups/associations, schools/universities, other historic sites, and local clubs. The most commonly listed was local government, which was noted in nine (9) respondents' list of community partners. The second most popular major partnership was local historical societies, which was recorded seven (7) times.

Other lesser mentioned groups included churches, "Friends of" organizations, charitable trusts, Main Street Program, DAR/SAR, hospitals, environmental groups, Gardening Club, Police department, and New Jersey/Pennsylvania Historic Preservation Office.

Historic sites/Historic house museums

The 17 historic sites/house museums also had a wide variety of community partners, with local government being the most dominant partner. This makes sense based on the reliance on government funding for day to day operations demonstrated in later survey questions.

Q10 Does your organization have any existing collaborations or links with other historic sites, local attractions, hotels, or restaurants? Please answer in words.

A third (32%) of respondents answered that they have no collaboration or links with other historic site or historical organizations. Two (2) organizations said that they have no formal collaboration or links with other sites, but they encourage visitors to go to other sites and would like to link with other sites.

Eleven (11) respondents mentioned Historic Societies as their main collaborating entity, including six (6) that mentioned the Camden County History Alliance. Three (3) respondents noted the Camden County Historic Society as a partner.

Seven (7) respondents mentioned specific historic sites that their organizations are associated with, including Kay Evans Farmstead at Croff Farm (not currently a CCHA partner organization), Ephraim Tomlinson Mansion, Blackwood Lake Advisory Committee (Caboose Tours), Red Bank Historic Park, Battleship New Jersey, Crystal Springs and Cord Mansion, and Indian King Tavern and the Alice Paul Institute. Other sites that respondents answered with are www.visitNJ.com, Polish American Citizen Club, Camden Diocese Council for Scouting, Merchantville Community Center, Business and Professional Association, the high school, the library, and the church.

Historic sites/Historic house museums

Seventy percent (70%) of the 17 historic sites had extensive and robust partnerships and collaborations, especially for staffed historic sites. Five historic sites did not have any collaborations or partnerships with other visitor service organizations (hotels, other sites attractions, or restaurants).

Q11 What is your organization's annual operating budget? Check ONE answer.

Respondents were asked to provide their annual operating budget based on a variety of budget categories, all \$150,000 and below.

The majority (43%) of respondents answered that their organization did not have a formal budget. Almost a third (30%) of respondents said that their annual operating budget is under \$10,000. Taken together, almost three quarters of the 37 CCHA survey respondents had budgets under \$10,000.

Two (2) organizations have an operating budget between \$11,000 and \$25,000. Three (3) organizations have a budget between \$76,000 and \$100,000, and one (1) organization has a budget between \$51,000 and \$75,000. Three (3) organizations have an annual operating budget of over \$150,000, and one (1) organization has an operating budget between \$101,000 and \$150,000.

Historic sites/Historic house museums

Organizations maintaining historic sites were more likely to have staff, and therefore higher budgets. Three organizations had budgets over \$150,000. Five (5) of the eight (8) organizations with staff have modest budgets under \$150,000.

More than third of the 17 historic sites, 35%, said they had no formal budget. Eight (8) organizations had budgets from \$10,000 to \$150,000.

Q12 Does your organization have any kind of endowment or a board designated fund that functions like an endowment? Check ONE answer.

Almost two-thirds (70%) of respondents said that their organization does NOT have an endowment, or a board designated fund that functions like an endowment. Seven (7) respondents said that this question is not applicable to their organization.

Only six organizations had an endowment. Two (2) of the organizations are local historical societies.

Historic sites/Historic house museums

Four (4) of the historic sites have an endowment, and all noted that their endowment was a close to a million dollars or more.

Q13 Did your organization have a surplus, deficit, or balanced budget last year? Check ONE answer.

A majority (35%) of respondents answered that last year their organization had a balanced budget. Almost one-third (32%) of respondents said that their organization does not have a formal budget, thus indicating that they had a surplus in the organization's checking account. No respondents (0%) answered that their organization saw a deficit last year.

Q14 What are your organization's top five (5) sources of revenue? Please CHECK the top five (5) revenue sources. Answer not applicable for the rest. One answer per row please.

Respondents were given a list of eighteen (18) possible revenue sources and asked to rank them from one to five, with one being the highest source of revenue. Any revenue source not in the organization's top five was checked not applicable, even if the organization saw some funding from that source.

The revenue sources that appeared the MOST in the list of organization's highest revenue sources were:

1. Membership or individual donations
2. City or county government support
3. Special events
4. Gift shop/publication sales
5. Tours

Top revenue sources

Membership or individual donations and **city or county government support** were listed most often as a top revenue source, with seventeen (17) organizations in total listing membership/donations as one of their two highest revenue sources. Most respondents placed membership or individual donations in their top five sources of revenue. However, twelve (12) respondents answered that membership or individual donations were not applicable. Twenty two percent (22%) of respondents said that donations were their top revenue source, 22% said that it was their second highest revenue source, and 11% of respondents said it was their third highest revenue source. 5% of respondents said that donations were their fourth highest revenue source, and 8% said they were their fifth highest revenue source.

City or county government support was listed as a high source of revenue by 35% of respondents. It was listed as a top revenue source by most respondents (22%). Eight (8) organizations listed it as their top revenue source, while two (2) organizations listed it as their second highest revenue source. It was listed once (1) as a third, fourth, and fifth highest revenue source.

Gift shop/publication sales was listed as a top five revenue source by 38% of respondents. One (1) organization listed this as its top revenue source. Four (4) organizations listed it as their second highest revenue source, six (6) respondents listed it as their third highest revenue source, and three (3) respondents listed it as their fourth highest revenue source.

Special events were listed as a revenue source by sixteen (16) respondents. It was listed the most times as a third highest source of revenue by six (6) organizations. Four (4) respondents said it was their top source of revenue, one (1) organization said it was their second highest source of revenue, two (2) respondents said it was their fourth highest source of revenue, and three (3) respondents said it was their fifth highest source of revenue.

Tours were listed as a revenue source by only seven (7) organizations. It was listed by one (1) organization as a top revenue source, as a fourth highest revenue source, and as a fifth highest revenue source. Two (2) organizations listed it as a second highest revenue source, and two (2) organizations listed it as a third highest revenue source.

Revenue sources used some of the time

Foundation or corporate grants were listed as a predictable revenue source by six (6) organizations, but no one listed it as their top revenue source. One (1) organization listed it as their second highest revenue source, two (2) organizations listed it as their third highest revenue source, one (1) organization listed it as their fourth highest revenue source, and two (2) organizations listed it as their fifth highest revenue source.

Appeals were listed as an important revenue source by five (5) organizations. One (1) organization listed it as their second highest revenue source, two (2) organizations listed it as its fourth highest revenue source, and two (2) organizations listed it as their fifth highest revenue source.

Special project appeals were listed by seven (7) organizations as a regular source of revenue, but no one listed it as their top revenue source. Special projects appear were listed by four (4) groups their fourth highest revenue source. It was listed one (1) time as a second highest revenue source, one (1) time as a third highest revenue source, and one (1) time as a fifth highest revenue source.

Endowments were listed as a regular revenue source for four (4) organizations. Two (2) respondents listed it as their top revenue source, one (1) organization listed it as their third highest revenue source, and one (1) organization listed it as their fourth highest revenue source.

Admissions was listed as not applicable by 84% of respondents. However, six (6) organizations placed it in their top five. Two (2) organizations listed it as their top revenue source, one (1)

organization listed it as their second highest revenue source, and three (3) listed it as their fifth highest revenue source.

Vendor fees/other earned income was listed by six (6) respondents as a high source of revenue. One (1) organization listed it as their top revenue source, two (2) respondents listed it as their second highest revenue source, one (1) respondent listed it as their third highest revenue source, and two (2) respondents listed it as their fourth highest revenue source.

State government support was listed by three (3) organizations as their top revenue source, and by two (2) organizations as their second highest revenue source. This is consistent with ownership patterns noted earlier in this report.

Government grants were listed as a revenue source by five (5) organizations. One (1) organization listed it as their top revenue source, one (1) organization listed it as their second highest revenue source, and three (3) organizations listed it as their third highest revenue source.

Infrequently used revenue sources

No organization used **crowdfunding**.

College/university support was listed by one (1) organization as a top revenue source. All other respondents said it was not applicable.

Eighty nine percent (89%) of respondents said that **gala dinner or party** was not applicable. It is an important revenue source though, for three (3) organizations that listed it as their top revenue source, and for one (1) organization listed it as its second highest revenue source.

Ninety-two (92%) of respondents said that **sponsorship** was not applicable. Three (3) organizations listed it as a high source of revenue. One (1) organization listed it as their second highest revenue source, and two (2) organizations listed it as their fourth highest revenue source.

While 97% of respondents answered that **raffles** were not applicable, one (1) organization listed it as their second highest revenue source.

Other revenue sources

If respondents had other sources of revenue that were not listed, they had the option of specifying them at the end of the question. There are some instances of respondents putting revenue sources in the "other" category that were already listed in the survey question.

Respondents listed the following revenue sources under “other”: a gardening program, wedding rentals, concerts, and ad books. Four (4) organizations listed that they sell specialty items, cards, calendars etc.

Historic sites/Historic house museums

Historic sites/house museum relied on a different mixture of financial support for their organizations than the majority of the 37 respondents.

For this group, **city or county government support** provided the top revenue source for five historic sites (31%). State government support was the highest revenue source for two organizations. Government grants were the highest revenue source for one organization.

Since four (4) of the historic sites have endowments, this revenue source was tied with memberships/individual donations as the highest revenue source for two organizations.

All sites used the following two revenue sources: membership/individual donations and tours. These revenue sources varied from first to fifth in ranking for the 17 historic sites/house museums.

Other revenue sources used by at least one, but not all, of the historic sites/house museums were: admissions, gift shop sales, or vendor fees.

No historic site/house museum used raffles, crowdfunding, or college or university support. Only one organization used sponsorship. Two organizations used gala dinners as a revenue source.

Historic sites also added some out of the ordinary revenue sources under “other” compared to the other CCHA organizations.

Historic sites listed the following revenue sources under “other”: a gardening program, wedding rentals, concerts, and ad books. Four (4) organizations listed that they sell specialty items. One (1) historic site responded that they do not solicit any funds.

**Q15 Is there anything else we should know about your organization?
Optional open-ended response. Please answer in words.**

Respondents were asked an open-ended question to provide any other information they believe we should know about their organization. Sixty five percent (65%) of respondents chose to answer this question.

Three (3) organizations added information about their budget. Two (3) respondents spoke about their meeting times or locations. Two (2) respondents let us know where they were located, which included the Camden County College and a local library.

Four (4) respondents wrote about their collections and archival material. One (1) organization said that they have an extensive amount of historical material.

One (1) respondent mentioned that their archival material is housed in members' homes, and one (1) respondent said that their archival material needs organization and cataloging. One (1) responded said they are a growing lineage society. One (1) respondent said that they are affiliated with a local church. One (1) respondent said that they receive contributions from the local mosque. One (1) respondent spoke about their organization's history as preservation activists against demolition, but expressed that their activity has diminished as demolitions have decreased. Now, much of their activities have been absorbed by the borough.

One (1) organization said that they are not incorporated, and one (1) organization said they are considering a merger. One (1) organization said they have a mutually beneficial relationship with the library. One (1) organization expressed concern about the difficulty they have filling board vacancies. Many of their volunteers work on one event and do not return. One (1) organization is starting a new artist residency in October, and has adopted the adjacent park. They also mentioned partnering on a new art district.

Historic sites/Historic house museums

Historic sites offered more detail about their organizations.

One (1) organization said they are in their early phase. They are included in local walking tours. They also have plans for events and activities, but are not yet ready to implement them.

Two (2) respondents said that they work with students in various programs. One (1) hosts student performances, teacher training, and educational programs. One (1) hosts a student boatbuilding program once a week.

One (1) organization said they are considering a merger. One (1) organization said that they own their furniture while the township owns the historic building and land.

Three (3) respondents spoke about their building. One (1) organization said that they own their building, but it needs constant maintenance. One (1) respondent said that the city provides their

building rent free. One (1) respondent said that they receive contributions from the local mosque.

One (1) respondent said that they have a very successful overnight student visit/educational program, which is listed as one of the top 15 in the world.

Q16 What kind of interpretation methods or public programming activities has your organization hosted in the last three years on site? Check ALL that apply to your organization.

Respondents were given nineteen (19) options to choose from, and were asked to check all that applied to their organization.

More than half (27%) of respondents use six (6) to ten (10) of these interpretation methods at their site. Over one-third (38%) of respondents use one (1) to five (5) of these interpretive methods, with most organizations using two (2) of these interpretation methods at their site.

The top five interpretive methods used were:

1. Informational brochures 57%
2. Lectures or workshops 54%
3. Guided tours 49%
4. Temporary exhibits 46%
5. Permanent exhibits 46%

The most common interpretation method respondents used were **informational brochures**. Over half (57%) of respondents said that their organization used informational brochures at their site.

Over half (54%) of respondents said that their organization hosted **lectures or workshops** for adults.

Guided tours were used often, with almost half (49%) of respondents saying they use this method at their site. Festivals and other special events are also used by almost half of respondents (49%).

Temporary exhibits and **long-term/permanent exhibits** are both used often with 46% of respondents saying they use these interpretation methods at their site. Fourteen (14) sites have both long-term and temporary exhibits. Three (3) sites have temporary exhibits, but not long-

term exhibits. Three (3) sites have long-term exhibits, but not temporary exhibits. 46% of respondents said that their organization uses a website.

Forty percent (40%) of respondents have **published books, monographs, or pamphlets** related to their historic site for sale on site.

Interpretive signage for the historic site was incorporated 32% of the time, and an archive or research library was also used by 32% of respondents.

Only ten (10) respondents (27%) offer **school tours** on site. Ten (10) respondents use reenactments on site as programs. Ten (10) respondents have an **audio-visual presentation** at their site.

Twenty two percent (22%) of respondents said that their organization has **rack cards** for their historic site, and 19% of respondents said that they have **self-guided tour brochures** available.

Sixteen percent (16%) of respondents have **hands-on children's activities** on site, and 14% of respondents said that they have **CDs, DVDs, tapes, podcasts**, or other AV products related to their site for sale on site.

The least used interpretation method was **teacher programs on site**, which was used by only four (4) respondents (11%).

Seven (7) respondents said that their site **does not offer interpretive programs** on site.

Respondents had the option to list other interpretation methods they use on site. One (1) organization said that they have a laptop program available for ADA accessibility purposes.

One (1) organization said that they have tours available by appointment and during meetings on the second Thursday of each month. One (1) organization has PowerPoint presentations to introduce artifacts to an audience. Two (2) organizations display objects from the collection at local events. One (1) organization said that they sell notecards and t-shirts on site. One (1) organization said their archive is not organized or accessible to the public. One (1) organization said they cannot host school groups on site because it is too difficult to handle many children on site at one time. One (1) site said they have other interpretation methods planned, but did not expand on what they are.

Historic sites/Historic house museums

Historic sites had the most varied educational programs offered for adults and children of all the CCHA organizations. Eight (8) respondents said they use more than ten (10) of these interpretation methods at their site, with two (2) sites saying they incorporate sixteen (16) of

these methods at their site. These organizations can offer a wide variety of programs because they have paid staff and, most often, a larger budget.

No one specific interpretive or educational method was used by all 17 historic sites, and at least one organization used all the 18 interpretive methods in the survey. One (1) historic site said they do not offer interpretive programs on site.

Thirteen (13) historic sites used guided tours, long term exhibitions, and informational brochures.

Other interpretative methods frequently used by eight (8) to twelve (12) historic sites were websites, school tours, reenactors on site, AV presentation on site, published books available for sale on site, lectures, temporary exhibits, festivals/special events, and school tours.

Infrequently used interpretive methods by fewer than seven (7) historic sites were CD/DVDS for sale, rack cards, hands-on activities for kids, self-guided tour brochures, archive or research library, and programs for teachers on site.

Q17 What kind of interpretation methods or public programming activities does your organization conduct off site? Check ALL that apply to your organization.

Nine (9) options were provided. Most respondents (43%) said that they do not offer interpretive activities off site. Thirty eight percent (38%) of respondents said that they offer lectures or workshops for adults off site. Twenty two percent (22%) of respondents offer temporary exhibits off site.

Nineteen percent (19%) of respondents have informational brochures/rack cards at other locations. 19% of respondents also have traveling trunks for schools or for off-site use. 19% of respondents have audio visual presentations off site.

Eight percent (8%) of respondents say that they have brochures for self-guided tours/rack cards at other locations, and 5% of respondents said that they have programs for teachers off site. Four (4) organizations listed that they have tables at events in the “other” option. One (1) organization said that they have an occasional history column in the township newsletter.

Historic sites/Historic house museums

Historic sites were LESS likely to offer programs off site. Seven (7) of the 17 historic sites do not offer interpretive or educational programs off site. This was the highest number of all the off-site options.

Five (5) house museums offer lectures or workshops and temporary exhibitions off site. Four (4) offer traveling trunks for off-site school visits or informational brochures/rack cards off site. One or two historic sites offered teacher off site programs and self-guided brochures for the site in another location.

Q18 What interpretive themes does your organization use for tours or other programming? Check ALL that apply to your organization.

Respondents were provided with twenty-one (21) options to choose. On average, respondents answered that their sites are associated with five (5) different themes. Three (3) organizations said that this question was not applicable to their organization.

The top five most often named themes for all respondents were:

1. 20th century history 14
2. Architecture and design 13
3. Women's history 12
4. Revolutionary War 11
5. Famous person(s) 11

Over one-third (38%) of respondents said their site associates with the theme of 20th century history. 35% of respondents said their site is associated with architecture and design. Thirty two percent (32%) of respondents said their site is related to women's history. Thirty percent (30%) of respondents associated their site to the Revolutionary War, and 30% of respondents have an interpretive theme associated with (a) famous person(s).

Almost a quarter (24%) of respondents said their sites are associated with themes surrounding World War 2, including World War 2 and Post World War 2 history.

Seven (7) sites (19%) of respondents answered that an interpretive theme they use is colonial life, and seven (7) respondents answered their site is associated with immigration or ethnic history.

Sixteen percent (16%) of respondents associate their site with the Civil War. 16% of respondents also associate their sites with African American history, transportation, and agriculture.

Fourteen percent (14%) of respondents answered that their site uses an interpretation theme associated with the underground railroad/slavery. 14% of respondents have an interpretive theme associated with industry.

World War 1, Victorian life, and entertainment/recreation each were associated with 11% of respondents' sites.

The theme that occurred least in the survey was maritime history, which is associated with only three (3) sites, all of which are staffed.

Other

Respondents had the option to write in other interpretive themes that they use in tours or programming at their site. Eight (8) sites included interpretive themes associated with their area's local history, including Barrington, Audubon, Camden, Haddon Heights, Magnolia, and Haddon Township/Saddlertown.

Three (3) sites also said that New Jersey state history is a part of their interpretive themes. Two (2) respondents mentioned that their sites are associated with literature, and two (2) sites included Walt Whitman in their interpretive theme. Other interpretive themes mentioned included: early American life, "living history", Quaker history, the Roman Catholic Church, farming, and diversity.

One (1) respondent specified that their site is associated with transportation near Camden, and "celebrities in their time". One (1) site specified that they are associated with abolition and women's suffrage. One (1) site has an "Encyclopedia Project" that covers all the subjects in the survey, as well as a "Cooper Street Project" which covers most of the subjects in the survey.

Historic sites/Historic house museums

Historic sites used the following interpretive themes in order of frequency:

1. 20th century history 8
2. Women's history 8
3. Revolutionary War 7
4. Architecture and design 7
5. Colonial life 6
6. Transportation 6
7. Famous person (5)
8. Industry (5)
9. Civil War (5)

See our memo at the end of the section that details likely heritage trails.

**Q19 What days and hours is your organization open to the public?
Answer at least ONE question, and explain your answer in words.**

Respondents were given eight (8) options to choose from for this question. Six (6) respondents (16%) answered that their organization is generally not open to the public. Three (3) respondents wrote in this space that they did not have a building.

Twelve (12) respondents said they are available by appointment. Five (5) of these respondents are available by appointment only, while seven (7) respondents are available by appointment outside of their regular operating hours.

The most common day for respondents to be open DAILY is on Wednesday, when nine (9) respondents are open. Six (6) respondents noted their organization's hours. Two (2) organizations are open from 1PM- 4PM. Two (2) organizations are open from 7PM-9PM. One (1) organization is open from 9AM-9PM, and one (1) organization is open from 10AM-4PM.

Seven (7) organizations are open every Thursday. Three (3) organizations gave us their operating hours. One (1) organization is open 9AM-9PM. One (1) organization is open 10AM-4PM, and one (1) organization is open 6PM-8PM.

Seven (7) organizations are open every Sunday. Three (3) organizations gave us their operating hours. One (1) organization is open 9AM-9PM, and two (2) organizations are open noon-3PM.

Five (5) organizations are open every Friday. Two (2) organizations gave us their operating hours. One (1) organization is open 9AM-9PM, and one (1) organization is open 10AM-4PM. Four (4) organizations are open every Saturday. One (1) organization provided us their operating hours, which are 9AM-9PM. Three (3) organizations are open every Tuesday. One (1) organization provided us their operating hours, which are 9AM-9PM. Two (2) organizations are open every Monday. One (1) organization provided us their operating hours, which are 9AM-9PM.

In addition to these DAILY operating hours, five (5) respondents answered that they are open MONTHLY at special times. Four (4) organizations are open the 1st Sunday of every month. Two (2) organizations are open from 1PM-4PM on this day, and one (1) organization is open from 1PM-3PM. One (1) organization is open on the 1st and 3rd Saturday of every month from 11AM-2PM.

Twelve (12) respondents answered that they are open year-round.

Three (3) respondents said that their site is open seasonally. One (1) respondent is not open during August (NOTE: This is in addition to another site that answered it is closed in August).

One (1) respondent is open seasonally from March to November. One (1) organization is open from April to December.

Three (3) respondents gave us their site's seasonal opening and closing dates. One (1) organization opens in March and closes in November. One (1) organization opens in September and closes in June. One (1) organization has two opening and closing dates: it opens in March and September, and closes in January and July.

Respondents were given the option to provide us with any other information pertaining to their operating hours. Three (3) respondents wrote in that they do not have a facility. Four (4) respondents mentioned that they are open during special events throughout the year. One (1) respondent wrote that they have four (4) meetings a year.

Historic sites/Historic house museums

Historic sites are more likely to be open regular hours because they are staffed with paid employees. Six (6) of the sites are open year-round. One (1) respondent said they are a park that is open 24/7, and one (1) organization noted that they are not open in August. Five (5) historic sites are open by appointment only or for school groups. Two (2) sites are open seasonally. One (1) organization mentioned that their organization is not open on Christmas or Thanksgiving.

Q20 How are your organization's open hours posted? Please check ALL that apply to your organization.

Almost half of respondents (46%) use their website/Facebook page to post their organizations hours. Close to a third (32%) of respondents answered that they have a sign on site to post their hours. Almost a quarter (24%) of respondents post their hours in their brochure, and 24% of respondents post their hours in their newsletter. Almost one third (30%) of respondents answered not applicable/we don't have a site.

Forty six percent (46%) of respondents said that they use other places to post their organization's hours. Six (6) respondents said that they have their hours posted on their phone menu. Three (3) respondents said they use their township website or newsletter to post their hours. One (1) respondent said that their hours are posted on the borough Facebook page.

Two (2) respondents answered they don't have regular hours and one (1) organization is not yet open. One (1) organization said that they are always open to the public street and sidewalks.

Two (2) organizations said that they have an "open" sign outside their building.

Historic site/Historic house museums

The most common way to let visitors know when the site is open is through a website or Facebook page. Eleven (11) sites use this method. Nine (9) sites use their telephone answering system to tell visitors when they are open. Nine sites use a sign on their property with their opening hours. The second most popular method for advertising open hours was on their brochure. Seven (7) sites use this method.

Q21 Please tell us your highest on-site visitation for adult visitors in one year during the last three years? Check ONE answer.

One of the three goals of the CCHA is to expand visitation to the affiliated sites and organizations, and this question was meant to provide baseline information. Respondents were asked to provide us with their highest on-site visitation for adult visitors in one year within the last three years. They were to only check one answer.

Over half (51%) of respondents answered that their highest adult on site visitation was between 1 and 500 visitors in one (1) year.

Most respondents (27%) had between 100 and 250 adult visitors in a year. Six (6) respondents (16%) had between 1 and 99 adult visitors in one (1) year. Three (3) respondents had between 251 and 500 adult visitors in a year. Ten (10) organizations (27%) answered that they had 500 adult visitors in one (1) year.

One (1) organization had between 501 and 750 adult visitors in a year. Two (2) organizations had between 751 and 1000 adult visitors in one (1) year. Two (2) organizations had between 3001 and 4000 adult visitors in a year. One (1) organization had between 4001 and 5000 adult visitors in one (1) year. Two (2) organizations had over 5000 adult visitors a year.

Almost a quarter (22%) of respondents answered that this question did not apply to their organization.

Historic sites/Historic house museums

Five (5) of the historic sites acknowledged in a previous question that they do not track visitors to their site, while others use sign in books. Some noted that these sign in books do not capture all the visitors that come to the site, and therefore visitor numbers may not be accurate. Given these previous comments, these responses should be used as estimates at best.

Two (2) of the 17 historic sites have more than 5000 adult visitors per year. Another three (3) host from 3000 to 5000 adult visitors yearly. These sites have a combination of paid and volunteer staff to work with visitors. The two sites with more than 5000 visitors have between 20,000 and 100,000 visitors annually based on other comments in their surveys.

Some volunteer run historic houses have small numbers of adult visitors. One (1) site claims that they receive only 100 walk-in visitors each year. Five (5) sites get under 250 adult visitors a year. The remaining five (5) sites receive between 500 to 1000 adult visitors per year.

Q22 Please tell us your highest on-site visitation for school children in one year during the last three years? Check ONE answer.

Nearly half (46%) of respondents answered that their highest school children on site visitation was between 1 and 500 visitors in one (1) year.

Most respondents (22%) said they hosted between 100 and 250 school children in one (1) year. Sixteen percent (16%) hosted between 1 and 99 school children visitors in a year. Eight percent (8%) hosted between 251 and 500 school children visitors annually.

Five (5) organizations (14%) said that they had over 500 school children visitors in one year. Two (2) organizations had over 5000 school children visitors.

One (1) organization had between 501 and 750 school children visitors a year. One (1) organization had between 751 and 1000 school children visitors. One (1) organization had between 1501 and 2000 school children visitors. Forty one percent (41%) of respondents answered that this question was not applicable to their site

Historic sites/Historic house museums

Two (2) sites host more than 5,000 students a year and both are staffed sites. Only two (2) sites get more than 1000 school visits a year. The clear majority, 11 sites, host between 100 and 1000 students yearly, the most common being between 100 to 250 yearly. Two (2) sites offer no school programs at all on site.

Q23 What type of visitor parking is available at your historic site/building? Check ONE answer.

Respondents were asked about the type of visitor parking available at their historic site/building. They were given four (4) options.

Almost a third (30%) of respondents have off street paved parking available. More than a quarter (27%) of respondents have on street parking available. Sixteen percent (16%) of respondents have off street unpaved parking available.

Respondents were also given the opportunity to write in words other parking options their site uses. Four (4) organizations wrote that there is a parking lot available for visitors. One (1) organization mentioned that their sidewalks are wheelchair accessible.

One (1) organization said that parking is the biggest problem they have. Most respondents (35%) answered not applicable/don't have a building or site.

Historic sites/Historic house museums

Six (6) of the 17 historic sites have a paved parking lot. Seven organizations rely on street parking for visitor parking. One organization said they had no official parking location.

Q24 What types of visitor amenities are available at or near the historic site/building, such as hiking trails, gift shop, picnic tables, waterfront, etc. If you don't have a site, say so. Please answer in words.

Respondents most often noted that they had walking trails, picnic tables, parks, gift shops, a waterfront, restaurants, restrooms, and benches in their answers. Seven (7) respondents said that they have walking trails, seven (7) respondents said they have picnic tables, and seven (7) respondents said there are parks nearby. Five (5) respondents said they have a gift shop. Four (4) respondents said public restrooms are available, both ADA and non-ADA compliant. Three (3) respondents answered they are near a waterfront, three (3) respondents said they are near restaurants, and three (3) respondents said benches are available.

Public transportation, a playground, a plaza, and a downtown were each mentioned two (2) times in respondent answers. Other answers that were included in the survey include a garden, a kitchen, monuments, a marina, the "Water Ice Factory," and the Camden County Boathouse.

Forty one percent (41%) of respondents answered that they did not have a site or there were no nearby amenities available.

Historic sites/Historic house museums

The 17 house museums had many visitor amenities at their sites. The six (6) staffed organizations offer the widest variety of amenities including trails, gift shops, and picnic tables. They also noted they had public restrooms, and walled-in, covered, or tented areas for visitors to rest. The smaller historic sites offered restrooms (5), gift shops (4), and access to public transit.

Question 25: In the past year, what methods has your organization used to reach the public? Check ALL that apply to your organization.

This survey question provided respondents with 28 answer choices, and an open ended “other” response to gauge their media platforms of choice and their level of sophistication toward public outreach.

These were the most popular choices for public outreach among those surveyed, with over 50% responding:

1. Camden County History Alliance Magazine (62%)
2. conducting outreach at large festivals or events (59%)
3. maintaining a Facebook page or group (58%)
4. getting coverage or having a column (not advertisements) in a local newspaper (54%)
5. having a website (54%)
6. hosting lectures or workshops (51%)

In-person outreach was one of the more common forms of connecting with the public. As mentioned above, 62% of those surveyed conduct outreach at large festivals or events and just over half (51%) host lectures and workshops. Twenty-seven (27%) offer off-site speaking engagements.

Traditional and print media was arguably the most common approach to public outreach among those surveyed. Sixty-two percent (62%) gained publicity through the Camden County History Alliance Magazine, 54% secured articles in local newspapers, 32% produced their own print flyers and handouts, 24% placed ads in local newspapers, 22% used cable TV or Public Access coverage or advertising, 16% were included in a statewide or regional print visitor guide, and 8% used radio ads.

Despite the Internet’s ubiquity across modern lives, web presence among the organizations surveyed was could be boosted. Just over half (54%) have a website. Of the 20 (out of 37) organizations with a website, only eight (8) of them have their site linked on other tourism websites.

Participation in social media could be improved. Less than two-thirds (58%) of respondents are

on Facebook. A meager 13.5% are on Instagram, 11% are on Twitter, and 8% are on YouTube. Aside from managing their own websites, few organizations took advantage of existing tourism websites specific to the region. Twenty-two percent (22%) of respondents were listed on VisitNJ.com, JourneyThroughJersey.com, and/or Camden County's website. Sixteen percent (16%) were listed on VisitSouthJersey.com.

Interestingly, the number of organizations that maintain a mailed newsletter and email newsletter were almost equal. Nine (9) of 37 respondents sent out a mailed newsletter while ten (10) sent out an email newsletter. Upon closer review of the data, only four (4) of these respondents sent out *both* email and print newsletters, presumably sending out the same newsletter on different platforms to capture separate audiences. The remaining respondents either only sent out an email newsletter *or* only sent out a mail newsletter.

Forty-six percent (46%) of respondents send out "other email communications," which could be event reminders, volunteer engagement emails, and the like. Two (2) respondents wrote in that they take advantage of their local Recreation Department's website and their email list of 7,000 contacts to publicize their programming.

Historic sites/Historic house museums

This group used a wide variety of media to connect with the public, and did so in higher percentages than the complete list of 37 CCHA respondents as noted above. These are the public outreach methods that historic sites use most often.

1. Camden County History Alliance Magazine (81%)
2. Maintaining a Facebook page or group (75%)
3. Conducting outreach at large festivals or events (68%)
4. Other email communications (68%)
5. Having a website (62%)
6. Lectures or workshops (68%)
7. Articles in local newspapers (50%)
8. Linked our sites to other tourism web sites (50%)
9. Included in Visit NJ website (state tourism web site) (50%)
10. Included in Journey through Jersey web site (50%)

At least one of the historic sites used every one of the 28 methods to communicate about their site to the public. This group also used the recreation department's email blast newsletter to provide information and participated in the Crossroads of the American Revolution Heritage Area publicity to promote their site to the public.

Question 26: How many names/addresses do you have on your organization's postal (snail mail) mailing list? Check ONE answer.

Slightly more than two thirds-- 23 respondents-- maintain a mailing list, but the majority had less than 99 contacts (57% of those with mailing lists). Of the remaining 23 groups with mailing lists, four (4) had 100 to 250 contacts, three (3) had 251 to 500 contacts, one (1) had 1501 to 2000 contacts, and two (2) outlier organizations had over 5000 contacts. Of the 37 responses to this question, 14 (or 38%) did not have a mailing (postal) list at all.

Historic sites/Historic house museums

Forty percent (40%) of the historic sites do not have a snail mail mailing list. One (1) organization has more than 5,000 names. The remaining eight (8) sites have between 1 and 15000 names.

Question 27: How many email addresses do you have on your organization's list? Check ONE answer.

Two thirds of the 37 respondents maintain an email list, but about half have less than 99 contacts (48% of those with email lists). Of the remaining 25 groups with email lists, four (4) have 100 to 250 contacts, four (4) have 501 to 750 contacts, one (1) has 751 to 1000 contacts, one (1) has 1001 to 1500 contacts, one (1) has 1501 to 2000 contacts, and two (2) outlier organizations have over 5000 contacts.

About a third (32%) of the CCHA organizations do not collect email addresses.

Historic sites/Historic house museums

Only three (3) of the 17 historic sites do not collect email addresses, which is encouraging. Only one organization has more than 5000 email addresses. Another has more than 2000 names. Eleven (11) historic sites have under 1000 names on their email list.

Question 28: Do you use an e-newsletter platform to send regular communications to your organization's e-mail list? Please check ALL that apply to your organization.

Two thirds (66%) of respondents noted that they don't have an e-newsletter, and therefore don't

require an e-newsletter platform.

The remaining 35% of respondents, 13 organizations that did send out e-newsletters, tended to use their regular email accounts (5) or Constant Contact (5), Mail Chimp (2), or Vertical Response (1). Two (2) organizations wrote in that they have their announcements listed on their local Recreation Department's email blasts, which goes to over 7,000 email addresses.

Historic sites/Historic house museums

Of the 17 historic sites/house museums sites, only seven use an email newsletter platform. Three (3) use Constant Contact, one (1) uses Vertical Response, and four (4) use regular email to send newsletters to their contacts.

Question 29: Does your organization have a website? Check ONE answer.

Fifty-nine percent (59%) of organizations responded that they have a website while 24% responded that they do not have a website. The remaining 16% stated that they use Facebook in lieu of a website for their online presence.

Historic sites/Historic house museums

Nine (9) of the historic sites have a website. Three (3) of the historic sites do not have a website. Four (4) use Facebook as their online platform.

Question 30: How many visitors to your website does your organization get a month, on average? Check ALL that apply to your organization.

About two thirds of the organizations have websites, say they don't know how to check their web traffic (58%). Six (6) of the 24 respondents with websites (or 25%) had between 1 to 99 monthly hits. Two (2) respondents had 251 to 500 monthly hits, and one outlier had over 5000 monthly hits.

Thirteen (13) of the 37 organizations (or 35%) reported that they do not have websites.

There are some data inconsistencies between questions 29 and 30. On question 29, nine (9) respondents said that they didn't have a website and six (6) said they use Facebook, for a total of 15 without websites. On question 30, 13 respondents said they don't have a website.

Historic sites/Historic house museums

There is inconsistent data between question 30 and question 29. In question 30, five historic sites claim they do not have a website. Three (3) responded to question 29 by saying they do not have a website.

Six (6) organizations do not know how to view their web site hits. One organization gets 5,000 hits a month. The other four (4) organizations get under 500 web hits a month.

Question 31: How many followers do you have on your organization's Facebook page or Facebook group page? Check ONE answer.

About two thirds of the organizations (62%) are use Facebook. Nine (9) of those on Facebook have 251 to 500 followers (or 39%), six (6) have 501 to 1000 followers (or 26%), three (3) have 1001 to 2000 followers (or 17%), and the remaining three (3) organizations (or 17%) logged an impressive 5000+ followers.

On average, organizations logged more Facebook followers than their email or mail contacts, suggesting that Facebook is an effective way to reach higher numbers of people. For instance, most organizations with email lists of 99 or fewer contacts have 250 to 750 Facebook followers.

Fourteen (14) of the 37 organizations (or 38%) reported that they do not have a Facebook page or group.

Historic sites/Historic house museums

Only three (3) of the 17 historic sites do not have a Facebook page, which is excellent. Two historic sites have more than 5,000 followers/fans. Nine (9) have under 1000 followers, and two have between 1000 and 3000 fans/followers on Facebook.

Question 32: How many followers/fans do you have on your organization's other social media accounts? Answer at least ONE question. Please supply the number of followers/fans/friends.

Of the 19% of respondents present on other social media platforms, four (4) had Instagram accounts with 27, 66, 280, and 1,760 followers respectively. Three (3) had Twitter accounts with

55, 677, and 7,517 followers respectively. Only one organization listed an active Youtube page, which had 207 followers. No organization used Pinterest or public Flickr pages.

Only seven (7) of the 37 organizations surveyed had any social media beyond Facebook.

**Question 33: Please supply your organization's social media addresses.
Answer at least ONE question in words.**

If applicable, respondents provided their social media addresses. We are not including them here for sake of brevity.

34. Is your organization facing any of these nonprofit management issues? Please RANK the following statements, one answer per row, one answer per column.

Despite its urgency, this was an optional question. Not all respondents chose to answer it. We supply the analysis of those who responded. We used the actual responses supplied by the respondents rather than rely on the Survey Monkey charts. Respondents had 12 answers to choose from and ranked them from one (1) to twelve (12), one (1) being their "biggest problem" and 12 being their issue of least concern.

Half of the 36 respondents marked "finding new volunteers" as their "biggest problem." "Funding for operating expenses" was a close second, with half of respondents ranking it their first or second highest concern.

"Funding for building restoration" and "funding for special projects" were both consistent worries, with the average respondent ranking them around their fourth (4th) highest concern.

Medium level concerns among those surveyed tended to be "retaining our existing volunteers," "board and officer succession planning," and "strategic planning for our organization."

"Staff training," "board training," and "relationship with local government" were, on average, the least pressing concerns facing the organizations surveyed. This makes sense considering only 11 of the 37 respondents have staff. We are surprised that board training ranked low here, given the succession planning needs noted above.

Question 35: Is your organization facing any of these visitor, building, collections, or public programming issues? Please RANK each statement, one answer per row, one answer per column.

Again, this question was optional, and not all respondents chose to answer it. We supply the analysis of those who responded. We used the actual responses supplied by the respondents rather than rely on the Survey Monkey charts. Respondents had 14 answers to choose from and ranked them from one (1) to fourteen (14), one (1) being their “biggest problem” and fourteen (14) being their issue of least concern.

The most consistently highest-ranking concern among the 32 respondents was “digitizing our collection,” with eight (8) ranking it as their top concern and another 11 ranking it within their top five (5) of fourteen (14) concerns.

“Marketing and advertising our historic site in the state/region,” “getting more people to care about historic preservation in our town,” and “getting more people to use our library/archives” were also top concerns. These answers were ranked within the top three (3) concerns by ten (10) or more respondents.

Less pressing but still apparent concerns for many organizations were the following:

- Understanding social media or websites
- Proper archive or library storage
- Declining visitation by school groups
- Choosing or using the right collections management software
- Significant maintenance issues with current structures

The lowest ranking concerns, on average, were the following:

- Choosing or using the right membership/donor management software
- Lack of or inadequate parking
- Declining visitation by independent travelers
- Pedestrian walkways and linkages between other historic sites
- Visitor safety or perception of safety when visiting the historic site

These responses for Questions 34 and 35 provide advice about the training needed for the CCHA organizations in the future.

Historic sites/Historic house museums

“Marketing and advertising for our site” was a top-rated concern for historic sites, along with “maintenance concerns for our building.” “Digitizing our collections” and “getting people to use our archives” were the highest rated concerns for historic sites.

Q36 How many buildings are at your historic site? Please list and describe each building/space that you use for your operations (historic building, non-historic building, auditorium, sheds, storage buildings, etc.). If you don't have a historic site or building, answer none.

This open-ended question garnered a wide variety of responses and identified 44 buildings being managed, used, or cared for by CCHA survey participants. Seventy percent (70%) of survey takers listed one (1) or more structures ranging from storage closets in libraries to battleships with adjoining gift shops.

Seventeen (17) of the 26 organizations with structures had one building (65%) and nine (9) had more than one (1) structure at their site (35%). To break this down further, five (5) organizations had two (2) to three (3) buildings and four (4) organizations had four (4) to five (5) buildings. Note that quantity doesn't necessarily mean quality. Some organizations listed having multiple small-scale structures like storage containers while others listed having one relatively large or very well restored historic building.

About one-third of the organizations with one or more structures (35%) noted that these structures were *not* historic. For instance, a historic society might operate out of a room in a new city library branch. The other two-thirds of the organizations with one or more buildings (65%) listed that one or more of their structures was historic. The most common types of historic structures listed are as follows:

- Houses, farm houses, or house museums (9 listed)
- A store, tavern, train station, or other type of historic commercial property (4 listed)
- A hall, church, assembly room, or other historic gathering space (4 listed)

Eleven (11) of the 37 organizations surveyed (30%) did not have a building or site and responded "none" or left the field blank.

Historic sites/Historic house museums

Historic sites mentioned a wide variety of building types including houses, sheds, stores, taverns, train stations, row homes, former churches, former rectories, and other buildings where they display objects, store archives, or have exhibits or provide programming to the public.

Question 37: How many buildings are at your historic site? Please list and describe each building/space that you use for your operations (historic building, non-historic building, auditorium, sheds, storage buildings, etc.). If you don't have a historic site or building, answer none.

Sixty two percent (63%) or 27 respondents say they occupy a building or space, ten (10) owned their own property (43% of those with buildings) while 11 occupied a municipality-owned property (48% of those with buildings). Two (2) occupied a county-owned property (9% of those with buildings).

Historic sites/Historic house museums

Nine (9) sites said they owned their own building, and seven (7) said the municipality owned the building.

Question 38: Does your organization have a formal lease/rental agreement with the owner of the space? Check ONE answer.

About a third (32%) or 12 organizations, occupy in a space not owned by them, five (5) have a formal lease agreement, five (5) do not have a formal lease agreement, and two (2) have an “informal (handshake) agreement.” This means that the majority of those who occupy a space they do not own do not have a formal written agreement.

Historic sites/Historic house museums

Three (3) of the 17 historic sites said they had a formal lease agreement with the owner. One site said they had no agreement, and one had a handshake agreement. Twelve said this was not applicable, probably because they owned their building.

Question 39: Is the space that your organization uses adequate for your organization’s needs? Check ONE answer.

Seventy percent (70%) found their buildings adequate for their needs. Twenty (20) of the 26 respondents with buildings (77%) marked “yes” to having adequate facilities while six (6) marked “no” (23). Thirty percent (30%) of those surveyed marked that this question did not apply to them.

Historic sites/Historic house museums

Twelve (12) of the 17 historic sites said their space was adequate for their needs. Four (4) sites said the space was not adequate, while one noted that the question did not apply to them.

Question 40: Does your organization charge admission to your historic site? Please select ALL that apply to your organization.

For the 17 organizations with a site, 13 (or 77%) were quite generous in opening their sites to the public for free. Only five (5) organizations charge admission. Four (4) of them charge \$4 to \$10 per adult and \$1 to \$3 per child. The remaining organization charges over \$11 per adult and \$4 to \$10 per child.

A little over half of those surveyed indicated that admission charges did not apply to their organizations because they don't have a historic site.

Historic sites/Historic house museums

Eleven of the 17 historic sites do not charge admission and are open free to the public. Four sites charge between \$4 to \$10 per adult, and \$1 to \$3 per child. One site charges more, over \$11 per adult and \$4 - \$10 per child.

Question 41: Does your historic site have any of the following historic designations? Check ALL that apply to your organization.

The two most common designations were individual listings in the National Register of Historic Places and listings in the New Jersey Register of Historic Places, with 14 sites (74%) having both those designations. There was perfect overlap between sites on the National Register and the New Jersey Register. No sites were on one but not the other. Eleven (11) of those same organizations were listed on the Camden County Inventory of Historic Sites and two (2) are impressively listed as National Historic Landmarks. Four (4) sites are locally regulated as a "local landmark designated by local preservation commission."

About half (18 of 37) of the organizations said this question was not relevant to them, either because their building isn't historic or because they don't have building.

Historic sites/Historic house museums

The 17 historic sites mirror the above commentary. Thirteen (13) of the sites are listed both in the National and New Jersey Registers of Historic Places. Two (2) sites say they are contributing to National Register Historic Districts, and two (2) are National Historic Landmarks. Eleven (11) are included on the Camden County Inventory of Historic Sites. Four (4) of these historic sites are locally designated by local landmark commission.

Question 42: Has your organization or other entity undertaken any of the following research reports about your building or historic site? Check ALL that apply to your organization.

About two thirds of the survey takers had a National Register nomination for their site, 44% had an interpretive plan, 41% had a preservation plan and/or a historic structure report and/or a furnishing plan, and 29% had an archeology report. Less common types of plans among those 17 applicable organizations were historic landscape reports or studies (24%), strategic plans (24%), collections management plans (24%), disaster preparedness plans (24%), heritage tourism assessments (18%), Conservation Assessment Programs (18%), archival studies or assessments (18%), and historic district nominations for the site or surrounding area. Only one (1) organization had an audience research study or a conservation plan.

Over half of the organizations surveyed (20 of 37) marked themselves inapplicable from the question.

Historic sites/Historic house museums

The historic sites and house museums were more likely to have undertaken plans and studies noted in this question than other organizations.

Eight (8) of the historic sites had undertaken an Interpretive Plan. Eleven (11) of the 17 sites had undertaken National Register listing. Seven (7) sites had undertaken a Preservation Plan or Historic Structure Report. Four (4) had undertaken a disaster preparedness plan, a strategic plan, or a historic landscape study or plan. Archival studies or tourism assessments had been completed for three (3) historic sites. Two (2) sites were involved with historic district designations, and one (1) organization completed a conservation plan or an audience research study.

Question 43: When was your organization's building(s) restored? Check ALL that apply to your organization.

The 17 historic sites responded to this question and knew the status of their restoration projects. Three (3) of the 17 (or 18%) noted that their site "does not need restoration." Thankfully, no organizations marked that their "building/historic site has not been restored." That means that all the 17 applicable organizations are not in need of a restoration or have already undergone a restoration at their building or site.

The 14 organizations that have undergone a restoration varied greatly in how recently their restoration had taken place. Three (3) were restored in the last five (5) years, three (3) were

restored in the last 6-15 years, seven (7) were restored in the last 16-25 years, and four (4) were restored in the last 30-50 years.

Question 44: Please share your opinions about your building or historic site. Answer at least ONE question. Answer not applicable if you do not have a historic site or building. ONE answer per row.

This question asked respondents if their site had six (6) attributes common to many historic sites.

- Do you believe your site is well maintained? 19 yes, 3 no. This means that a strong 83% majority of applicable organizations believe their site is well maintained.
- Is your site compliant with the Americans with Disabilities Act (ADA)? 11 yes, 9 no. About half of applicable organizations offer site-wide ADA accommodations like handicapped parking spaces, ramps, widened doorways, and wheelchair accessible restrooms.
- Does your site have public restrooms? 18 yes, 4 no. A robust 82% of applicable organizations offer public restrooms.
- Are the public restrooms at your site handicapped compliant? 10 yes, 9 no. Half of applicable organizations offer handicapped compliant restrooms. It's important to note that this data is inconsistent with the responses above regarding full ADA compliance.
- Can a tour bus park at your site? 15 yes, 7 no. Two (2) organizations commented that their bus parking was not offered on-site but on adjacent properties or nearby roads. This means that two-thirds of applicable organizations have tour bus parking available to tour groups.
- Does your site have dedicated visitor parking? 15 yes, 7 no. This means that two-thirds of applicable organizations have on-site parking available to visitors.

About half of respondents answered, "not applicable" to all the questions because they don't have a building, or the attribute in question doesn't apply to their building.

Q45. Is there anything else we missed, or you think we should know about your organization? Optional open-ended response. Please answer in words.

See Appendix B for all comments.

September 27, 2017

To: Dr. Jack O'Byrne and Bonny Beth Elwell

From: Donna Ann Harris

Subject: Possible heritage trails for Camden County

One of the deliverables for the New Jersey Historic Trust License Plate grant was a memo regarding possible heritage trails for the county. Question 18 of the online survey of the Camden County History Alliance partners required partners to identify the interpretive themes that their organization uses for tours or other programming. Survey takers were provided with twenty-one (21) options, including "other," and were asked to check all that applied to their organization.

On average, the 37 respondents selected with five (5) different interpretive themes for their organizations. Three (3) organizations said that this question was not applicable, and these were all the nonprofit service organizations.

There was no one, single interpretive theme that captured most of the CCHA partner organizations. Rather, about one third of the 41 organizations appeared in seven of the most cited interpretive themes.

After our discussion on September 21, we agreed that some of the themes should be joined together to create potentially more robust story telling opportunities for interpretation by the CCHA partners in the future. We agreed that the following heritage trails made the most sense for the CCHA partner organizations.

1. Architecture and design 15 organizations
2. 20th century history 14
3. Women's history 14
4. Famous person(s) 14
5. Revolutionary War and Colonial Life 13
6. African-American History (including Underground Railroad/Slavery and Civil War) 11
7. Transportation, Maritime and Industry 9

These trails will need "marketing type" names such as 20th C. Stories, Women's Lives, Legendary Residents, Revolutionary! Architectural Marvels, Ships and Trains, African American Heritage, or something in that vein.

The following pages include a list of all the organizations that should participate in each of the seven heritage trails mentioned above. Based on our discussions, we added the Magnolia Historical Society to the transportation trail based on their stewardship of reproduction

transportation buildings. Only four of the CCHA partners are not included in ANY of these themes. Two are the historical societies of Winslow Township and Haddon Heights. We believe that further discussion with these societies will permit us to place them into at least one or more heritage trails.

Proposed Camden County Heritage Themes

Red --sites with buildings open to the public

Green-- historical societies or other organizations

Architecture and design

1. Camden County Historical Society
2. Barclay Farmstead, Cherry Hill Township
3. Historical Society of Haddonfield
4. Battleship New Jersey Museum and Memorial
5. Griffith Morgan Committee Inc
6. Friends of Collings-Knight House
7. Gloucester Township Historic and Scenic Preservation Committee
8. Pennsauken Historical Society
9. Stratford Historical Preservation Commission
10. Gloucester City Historical Society
11. Saint Joseph's History Society of South Camden
12. Merchantville Historical Society
13. Heights Heritage League
14. Cherry Hill Historical Commission
15. Mid-Atlantic Regional Center for the Humanities, Rutgers-Camden

20th Century

1. Camden County Historical Society
2. Camden Shipyard & Maritime Museum
3. Battleship New Jersey Museum and Memorial
4. Ester Raab Holocaust Museum Goodwin Education Center
5. Griffith Morgan Committee Inc
6. Lawnside Historical Society Peter Mott House
7. Stratford Historical Preservation Commission
8. Historical Society of Winslow Township
9. Oaklyn Historical Society
10. Merchantville Historical Society
11. Audubon Historical Society
12. Haddon Township Historical Society
13. Cherry Hill Historical Commission
14. Barrington Historical Society

Women's history

1. Camden County Historical Society
2. Barclay Farmstead, Cherry Hill Township
3. Historical Society of Haddonfield
4. Gloucester Township Historic and Scenic Preservation Committee
5. Friends of Collings-Knight House
6. Battleship New Jersey Museum and Memorial
7. Ester Raab Holocaust Museum Goodwin Education Center
8. Lawnside Historical Society Peter Mott House
9. Oaklyn Historical Society
10. Merchantville Historical Society
11. Cherry Hill Historical Commission
12. Barrington Historical Society
13. Ye Olde Newton Nassau Chapter of NSDAR
14. Haddonfield Chapter Daughters of the American Revolution

Famous person(s)

1. Camden County Historical Society
2. Battleship New Jersey Museum and Memorial
3. Ester Raab Holocaust Museum Goodwin Education Center
4. Indian King Tavern Museum
5. Walt Whitman House
6. Whitman Stafford Committee
7. Historical Society of Haddonfield
8. Friends of Collings-Knight House
9. Gloucester City Historical Society
10. Griffith Morgan Committee Inc
11. Merchantville Historical Society
12. Cherry Hill Historical Commission
13. Barrington Historical Society
14. South Jersey Chapter Sons of the American Revolution

Revolutionary War and Colonial Life

1. Camden County Historical Society
2. Historical Society of Haddonfield
3. Barclay Farmstead, Cherry Hill Township
4. Indian King Tavern Museum
5. Griffith Morgan Committee Inc
6. Pennsauken Historical Society
7. Gloucester Township Historic and Scenic Preservation Committee

8. Gloucester City Historical Society
9. Friends of the Glover Fulling Mill Park
10. Heights Heritage League
11. South Jersey Chapter Sons of the American Revolution
12. Ye Olde Newton Nassau Chapter of NSDAR
13. Haddonfield Chapter Daughters of the American Revolution

African American History, Underground Railroad/Slavery, Civil War

1. Camden County Historical Society
2. Walt Whitman House
3. Friends of the Collings Knight House
4. Pennsauken Historical Society
5. Lawnside Historical Society Peter Mott House
6. Berlin Township Historical Society
7. Heights Heritage League
8. Historical Society of Haddon Township
9. Historical Society of Winslow Township
10. MLK site (not yet preserved, not a CCHA partner)
11. Croft Farm (not open as a historic site, not a CCHA partner)

Transportation, maritime, industry

1. Camden County Historical Society
2. Camden Shipyard & Maritime Museum
3. Battleship New Jersey Museum and Memorial
4. Barclay Farmstead, Cherry Hill Township
5. Historical Society of Haddonfield
6. Long a Coming Historical Society/Berlin Train Station
7. Magnolia Historical Society
8. Griffith Morgan Committee Inc
9. Friends of Glover Fulling Mill

CCHA PARTNERS NOT INCLUDED IN ANY OF THE THESE THEMES ABOVE:

- Haddon Heights Historical Society
- Waterford Township Historical Society, Inc.
- Camden County Cultural and Heritage Commission
- Camden County Outreach

CCHA Partners who did not participate in the Survey

1. Clementon Historical Museum
2. Champion School

3. The Vault
4. Visit South Jersey

Chapter 4. Credits

Donna Ann Harris wrote this Findings Report for the Camden County History Alliance Survey. [Xochilt Del Rosal Armenta](#), an intern with Heritage Consulting Inc., analyzed survey questions 1-24 and wrote a draft of this report. Philip Green, a consultant working with Heritage Consulting Inc., provided a draft of the analysis of the survey questions. Donna Ann Harris wrote the Executive Summary, Survey Insights, Overview and Recommendations, and edited and revised this report. Helen Gassmann, another intern working for Heritage Consulting Inc, edited this document.

Donna Ann Harris is the principal of Heritage Consulting Inc., a Philadelphia-based consulting firm that works nationwide in several practice areas: downtown and commercial district revitalization, historic preservation, heritage tourism, program evaluation, and nonprofit organizational development. Prior to starting her firm eleven years ago, Ms. Harris was state coordinator for the Illinois Main Street program for two years and the manager of the Illinois suburban Main Street program for four years. During her tenure, Ms. Harris served 56 Illinois Main Street communities, led a staff of 12, and managed a budget of over a million dollars.

Prior to her Main Street career, Ms. Harris spent 15 years as an executive director of three startup and two mature preservation organizations, each with its own organizational and fundraising challenges. AltaMira Press published her book *New Solutions for House Museums: Ensuring the Long-Term Preservation of America's Historic Houses* in 2007. In the past eleven years, Ms. Harris has spoken at more than 35 national, regional, and statewide conferences about historic house museums, alternative uses, and stewardship responsibilities. Ms. Harris has published articles about the reuse of historic house museums in *History News*, the quarterly magazine of the American Association for State and Local History, and *Forum Journal*, the quarterly journal of the National Trust for Historic Preservation. Preparing heritage tourism plans, assessments, and audience research studies have been a major focus of her practice for the last seven years.

[Xochilt Del Rosal Armenta](#)

Xochilt Armenta is a second year graduate student in Historic Preservation at the University of Pennsylvania. She received her B.A. in Middle East/South Asia Studies and History from the University of California, Davis. Her research interests include the management and preservation of heritage sites within regions of conflict, specifically sites in the Middle East. Her thesis will analyze preservation issues and solutions in the context of the UNESCO World Heritage site of Sana'a, Yemen, the city that inspired her to pursue a career in architectural preservation.

Philip Green

Philip Green is dedicated to broadening economic opportunities and fostering community connectedness across the Philadelphia region. He is a freelance business and nonprofit consultant, graphic designer, and photographer.

He was the Program Co-Director and Corridor Development Manager for the North 5th Street Revitalization Project from 2011-2017. He used a grassroots and creative placemaking approach to drive equitable development in Philadelphia's most ethnically diverse neighborhood.

Philip holds a Bachelor of Arts Magna Cum Laude in Sociology from Portland State University. He has presented at numerous economic development conferences and in 2015, he accepted the Philadelphia Association of Community Development Corporations' Rising Star Award. In his spare time, Philip pitches an 18-foot tall teepee that he made himself in parks across Philadelphia so that the public has a tranquil space to enjoy.

Helen Gassmann

Helen Gassmann is a public historian and museum professional based in Philadelphia, PA. Helen is a graduate of Temple University with a BA in History, where she was awarded the Wachman History Scholarship. She earned her MA in Public History from Villanova University. Helen's research focuses on the history of planning and the built environment. She has held roles in membership coordination, communications, and public engagement at museums and heritage organizations in Philadelphia. Helen specializes in connecting people to history through guided tours and educational programming.

Contact:

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Appendix A

Survey Monkey Charts

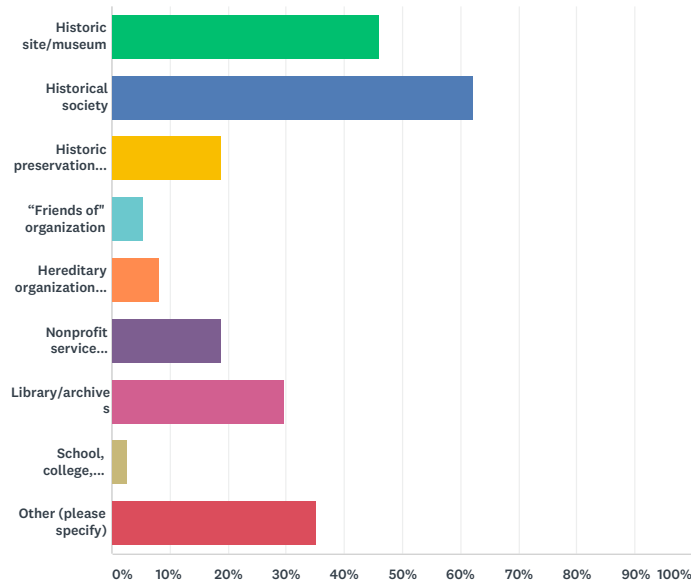
Note: Unlike the 48 questions in the survey, Questions 34 and 35 did not require an answer. As a result, many respondents skipped these questions or gave fragmentary answers. We used the actual responses from survey respondents in our analysis. Therefore, the charts presented here for Questions 34 and 35 are not accurate compared to other questions where responses were required.

Q1 What is the name of your organization? Please answer in words.

Answered: 37 Skipped: 0

Q2 What is your organization type? Please check ALL that apply to your organization.

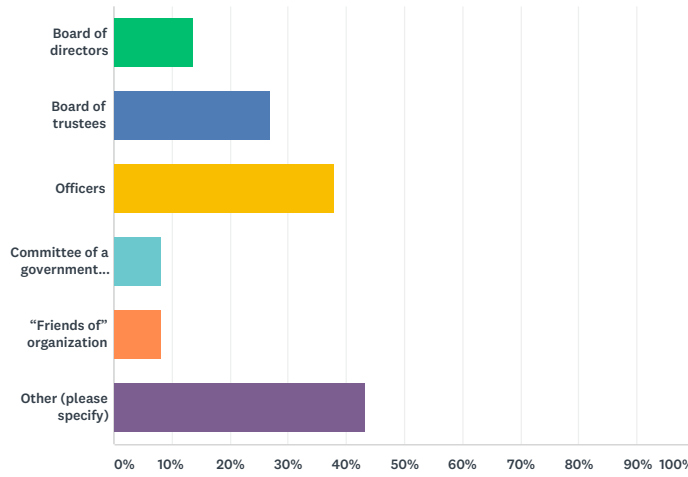
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Historic site/museum	45.95%	17
Historical society	62.16%	23
Historic preservation organization	18.92%	7
"Friends of" organization	5.41%	2
Hereditary organization (DAR, SAR etc.)	8.11%	3
Nonprofit service organization	18.92%	7
Library/archives	29.73%	11
School, college, university	2.70%	1
Other (please specify)	35.14%	13
Total Respondents: 37		

Q3 What do you call the body that oversees the work of your organization? Please check ALL that apply to your organization.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Board of directors	13.51%	5
Board of trustees	27.03%	10
Officers	37.84%	14
Committee of a government entity	8.11%	3
"Friends of" organization	8.11%	3
Other (please specify)	43.24%	16
Total Respondents: 37		

Q4 When was your organization founded? If you don't know, say so.
Please answer in words or numbers.

Answered: 37 Skipped: 0

Q5 If you have a building, when was it opened to the public? If you don't know, say so. Please answer in words or numbers.

Answered: 37 Skipped: 0

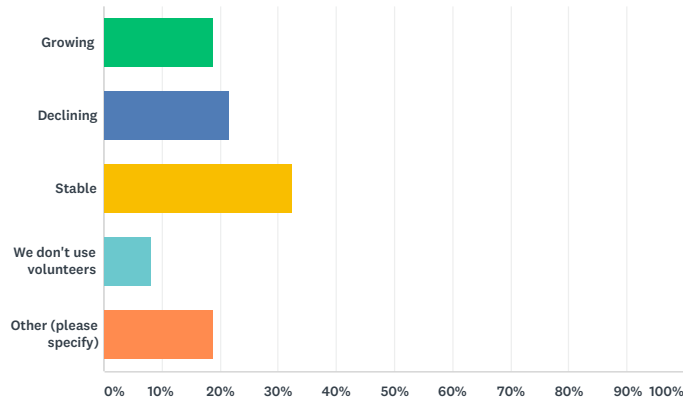
Q6 Please tell us about how you staff your organization. Answer at least ONE question, and tell us the number of staff members in words or numbers.

Answered: 37 Skipped: 0

ANSWER CHOICES	RESPONSES	
We use volunteers only, provide the number of volunteers	81.08%	30
Full time, provide the number of staff	29.73%	11
Part time, provide the number of staff	32.43%	12
Consultants, provide the number of consultants	27.03%	10
What do your consultants do? Describe in words	21.62%	8

**Q7 Is your organization's volunteer group growing, declining, or stable?
Check ONE answer.**

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Growing	18.92%	7
Declining	21.62%	8
Stable	32.43%	12
We don't use volunteers	8.11%	3
Other (please specify)	18.92%	7
TOTAL		37

Q8 If your organization has visitors/users, how does your organization know where your visitors/users come from? How do you track them?
Please answer in words.

Answered: 37 Skipped: 0

Q9 Please list your organization's primary community partners. Please answer in words.

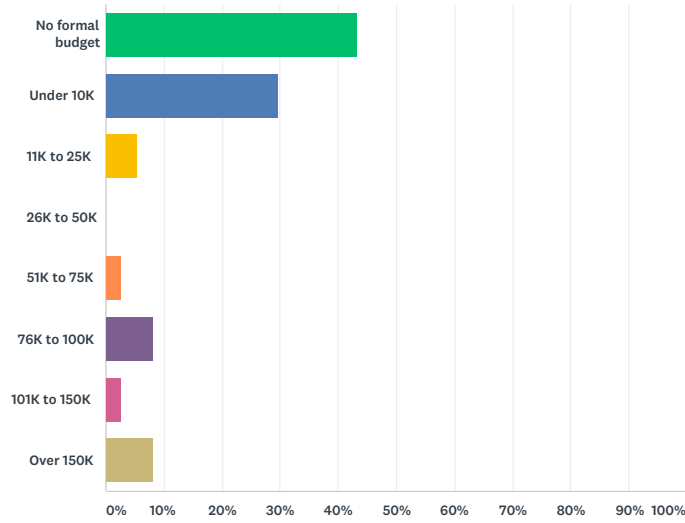
Answered: 37 Skipped: 0

Q10 Does your organization have any existing collaborations or links with other historic sites, local attractions, hotels or restaurants? Please answer in words.

Answered: 37 Skipped: 0

Q11 What is your organization's annual operating budget? Check ONE answer.

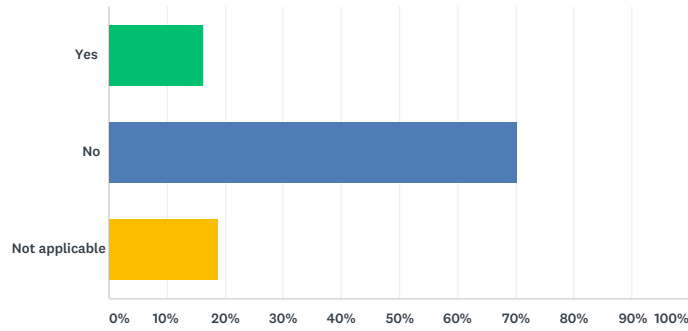
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
No formal budget	43.24% 16
Under 10K	29.73% 11
11K to 25K	5.41% 2
26K to 50K	0.00% 0
51K to 75K	2.70% 1
76K to 100K	8.11% 3
101K to 150K	2.70% 1
Over 150K	8.11% 3
TOTAL	37

Q12 Does your organization have any kind of endowment or board designated fund that functions like an endowment? Check ONE answer.

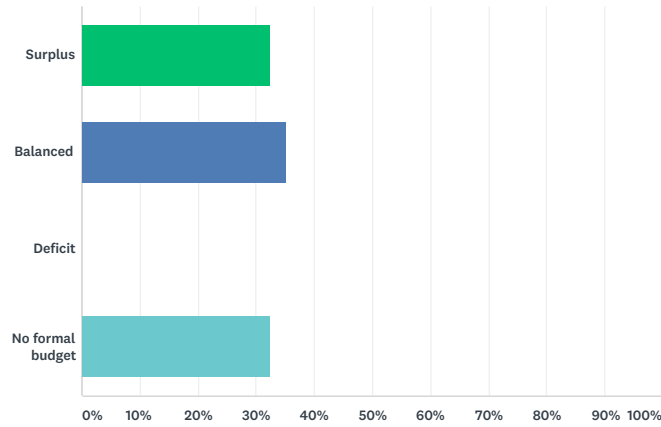
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	16.22%	6
No	70.27%	26
Not applicable	18.92%	7
Total Respondents: 37		

Q13 Did your organization have a surplus, deficit or balanced budget last year? Check ONE answer.

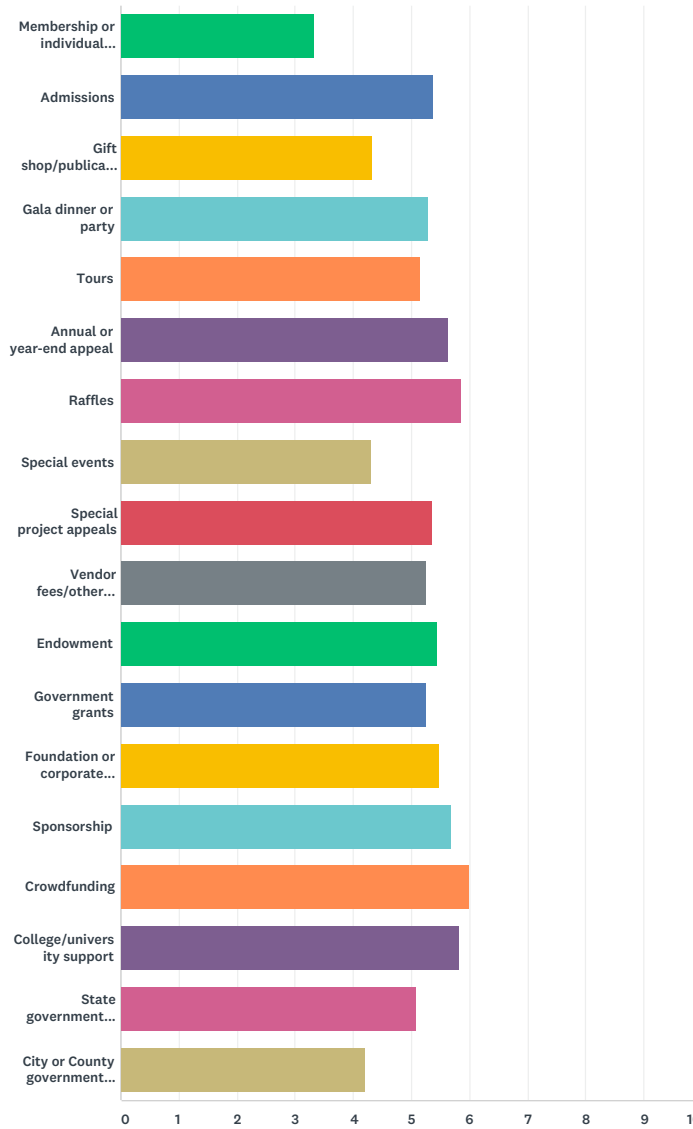
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Surplus	32.43%	12
Balanced	35.14%	13
Deficit	0.00%	0
No formal budget	32.43%	12
TOTAL		37

Q14 What are your organization's top five (5) sources of revenue? Please CHECK the top five (5) revenue sources. Answer not applicable for the rest. One answer per row please.

Answered: 37 Skipped: 0



	TOP REVENUE SOURCE	SECOND HIGHEST REVENUE SOURCE	THIRD HIGHEST REVENUE SOURCE	FOURTH HIGHEST REVENUE SOURCE	FIFTH HIGHEST REVENUE SOURCE	NOT APPLICABLE	TOTAL	WEIGHTED AVERAGE
Membership or individual donations	23.53% 8	23.53% 8	11.76% 4	5.88% 2	8.82% 3	26.47% 9	34	3.32
Admissions	7.41% 2	3.70% 1	0.00% 0	0.00% 0	11.11% 3	77.78% 21	27	5.37
Gift shop/publication sales	3.70% 1	14.81% 4	22.22% 6	11.11% 3	0.00% 0	48.15% 13	27	4.33
Gala dinner or party	11.11% 3	3.70% 1	0.00% 0	0.00% 0	0.00% 0	85.19% 23	27	5.30
Tours	3.85% 1	7.69% 2	7.69% 2	3.85% 1	3.85% 1	73.08% 19	26	5.15
Annual or year-end appeal	0.00% 0	3.85% 1	0.00% 0	7.69% 2	7.69% 2	80.77% 21	26	5.62
Raffles	0.00% 0	3.85% 1	0.00% 0	0.00% 0	0.00% 0	96.15% 25	26	5.85
Special events	13.79% 4	3.45% 1	20.69% 6	6.90% 2	10.34% 3	44.83% 13	29	4.31

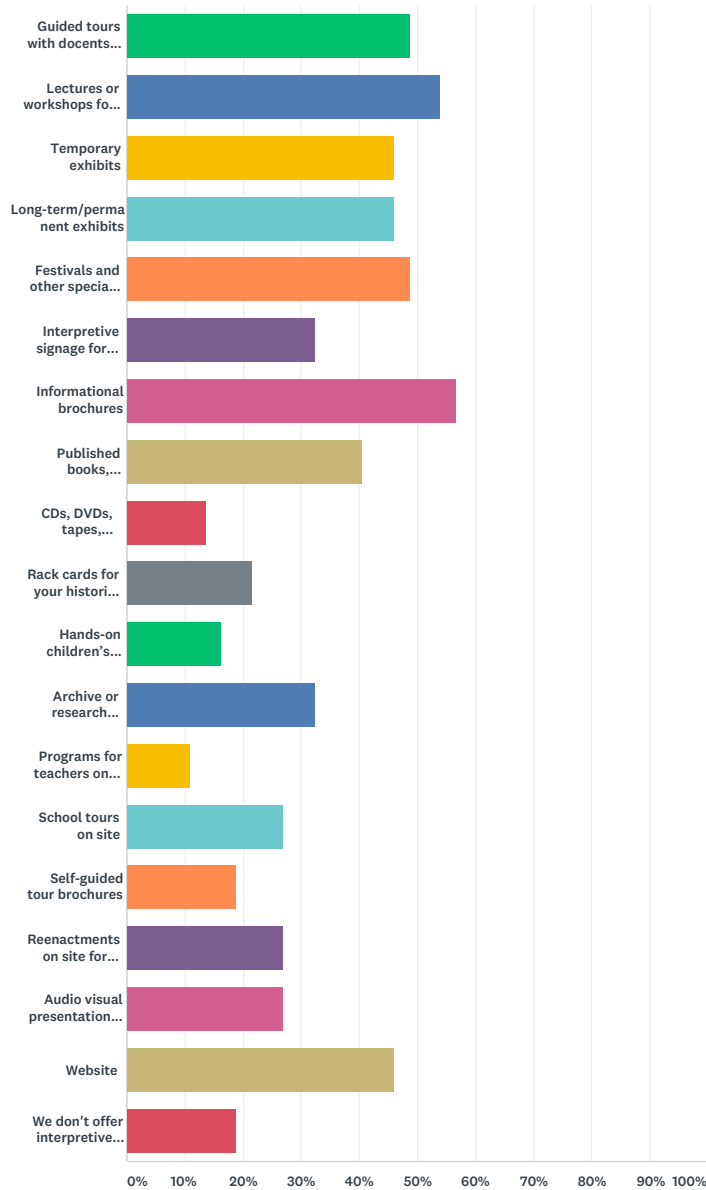
Special project appeals	0.00% 0	4.00% 1	4.00% 1	16.00% 4	4.00% 1	72.00% 18	25	5.36
Vendor fees/other earned income	3.70% 1	7.41% 2	3.70% 1	7.41% 2	0.00% 0	77.78% 21	27	5.26
Endowment	7.41% 2	0.00% 0	3.70% 1	3.70% 1	0.00% 0	85.19% 23	27	5.44
Government grants	4.17% 1	4.17% 1	12.50% 3	0.00% 0	0.00% 0	79.17% 19	24	5.25
Foundation or corporate grants	0.00% 0	3.70% 1	7.41% 2	3.70% 1	7.41% 2	77.78% 21	27	5.48
Sponsorship	0.00% 0	4.00% 1	0.00% 0	8.00% 2	0.00% 0	88.00% 22	25	5.68
Crowdfunding	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	100.00% 25	25	6.00
College/university support	3.70% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	96.30% 26	27	5.81
State government support	12.00% 3	8.00% 2	0.00% 0	0.00% 0	0.00% 0	80.00% 20	25	5.08
City or County government support	26.67% 8	6.67% 2	3.33% 1	3.33% 1	3.33% 1	56.67% 17	30	4.20

Q15 Is there anything else we should know about your organization?
Optional open ended response. Please answer in words.

Answered: 27 Skipped: 10

Q16 What kind of interpretation methods or public programming activities has your organization hosted in the last three years on site ? Check ALL that apply to your organization.

Answered: 37 Skipped: 0

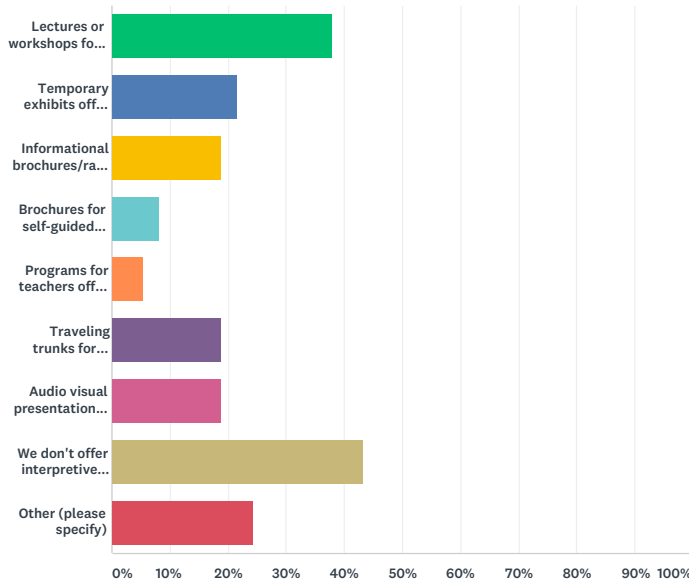


ANSWER CHOICES	RESPONSES
Guided tours with docents, interpreters, rangers, etc.	48.65% 18
Lectures or workshops for adults	54.05% 20
Temporary exhibits	45.95% 17
Long-term/permanent exhibits	45.95% 17
Festivals and other special events	48.65% 18
Interpretive signage for your historic site	32.43% 12
Informational brochures	56.76% 21
Published books, monographs or pamphlets related to the historic site for sale on site	40.54% 15
CDs, DVDs, tapes, podcasts, or other AV products related to the site for sale on site	13.51% 5
Rack cards for your historic site	21.62% 8
Hands-on children's activities on site	16.22% 6
Archive or research library	32.43% 12

Programs for teachers on site	10.81%	4
School tours on site	27.03%	10
Self-guided tour brochures	18.92%	7
Reenactments on site for programs	27.03%	10
Audio visual presentation (e.g. screen kiosk, theater, etc.) at the site	27.03%	10
Website	45.95%	17
We don't offer interpretive programs on site	18.92%	7
Total Respondents: 37		

Q17 What kind of interpretation methods or public programming activities does your organization conduct off site? Check ALL that apply to your organization.

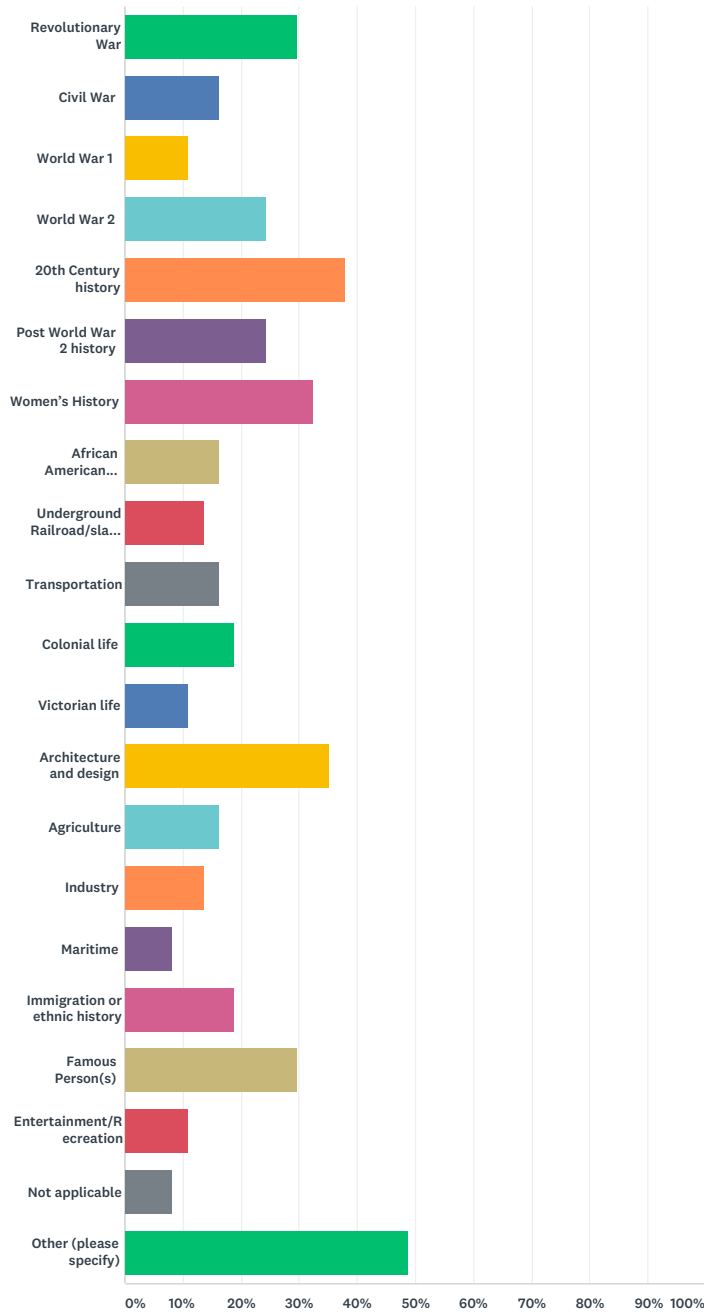
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Lectures or workshops for adults off site	37.84%	14
Temporary exhibits off site	21.62%	8
Informational brochures/rack cards at other locations	18.92%	7
Brochures for self-guided tours/rack cards at other locations	8.11%	3
Programs for teachers off site	5.41%	2
Traveling trunks for schools, for off site use	18.92%	7
Audio visual presentations off site	18.92%	7
We don't offer interpretive activities off site	43.24%	16
Other (please specify)	24.32%	9
Total Respondents: 37		

Q18 What interpretive themes does your organization use for tours or other programming? Check ALL that apply to your organization.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Revolutionary War	29.73%	11
Civil War	16.22%	6
World War 1	10.81%	4
World War 2	24.32%	9
20th Century history	37.84%	14
Post World War 2 history	24.32%	9
Women's History	32.43%	12
African American History	16.22%	6
Underground Railroad/slavery	13.51%	5

Transportation	16.22%	6
Colonial life	18.92%	7
Victorian life	10.81%	4
Architecture and design	35.14%	13
Agriculture	16.22%	6
Industry	13.51%	5
Maritime	8.11%	3
Immigration or ethnic history	18.92%	7
Famous Person(s)	29.73%	11
Entertainment/Recreation	10.81%	4
Not applicable	8.11%	3
Other (please specify)	48.65%	18
Total Respondents: 37		

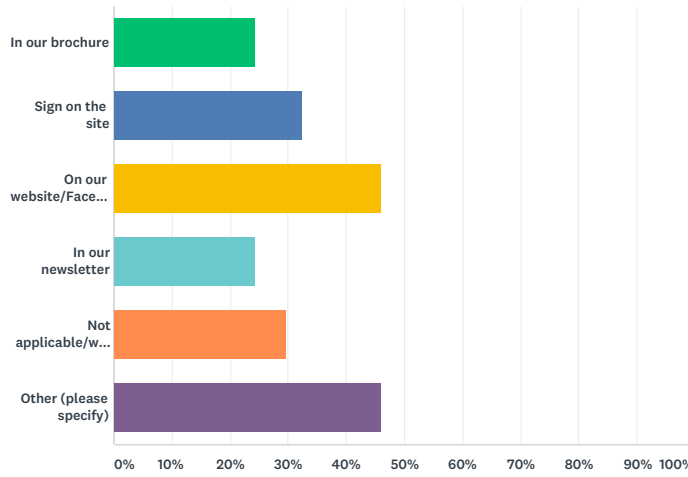
Q19 What days and hours is your organization open to the public?
Answer at least ONE question, and explain your answer in words.

Answered: 37 Skipped: 0

ANSWER CHOICES	RESPONSES	
We are open certain days each week/month, explain	62.16%	23
We are open year round	32.43%	12
We are open by appointment only	32.43%	12
We are open seasonally, explain	10.81%	4
What date does your site open for the season each year?	13.51%	5
What date does your site close for the season each year?	13.51%	5
We are generally not open to the public	16.22%	6
Other (please explain)	35.14%	13

Q20 How are your organization's open hours posted? Please check ALL that apply to your organization.

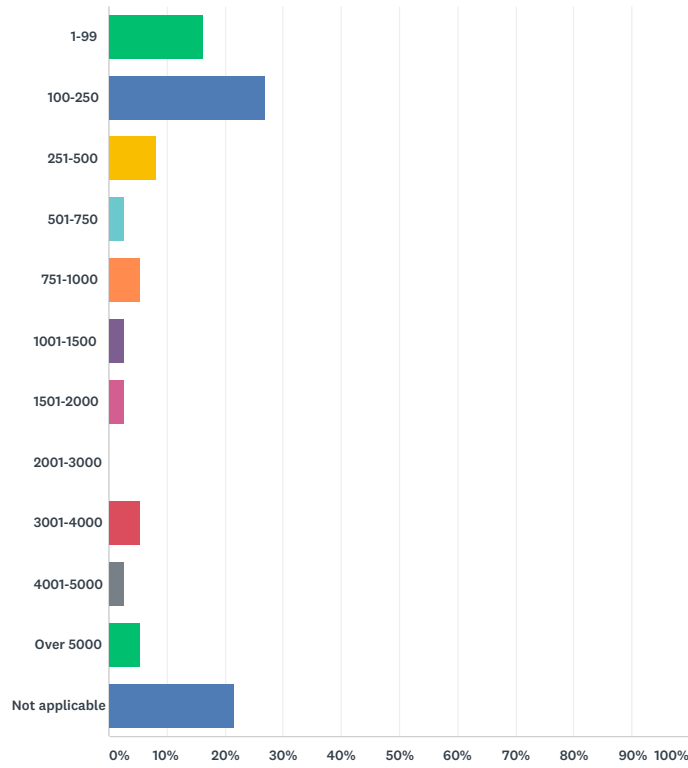
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
In our brochure	24.32%	9
Sign on the site	32.43%	12
On our website/Facebook page	45.95%	17
In our newsletter	24.32%	9
Not applicable/we don't have a site	29.73%	11
Other (please specify)	45.95%	17
Total Respondents: 37		

Q21 Please tell us your highest on site visitation for adult visitors in one year during the last three years? Check ONE answer.

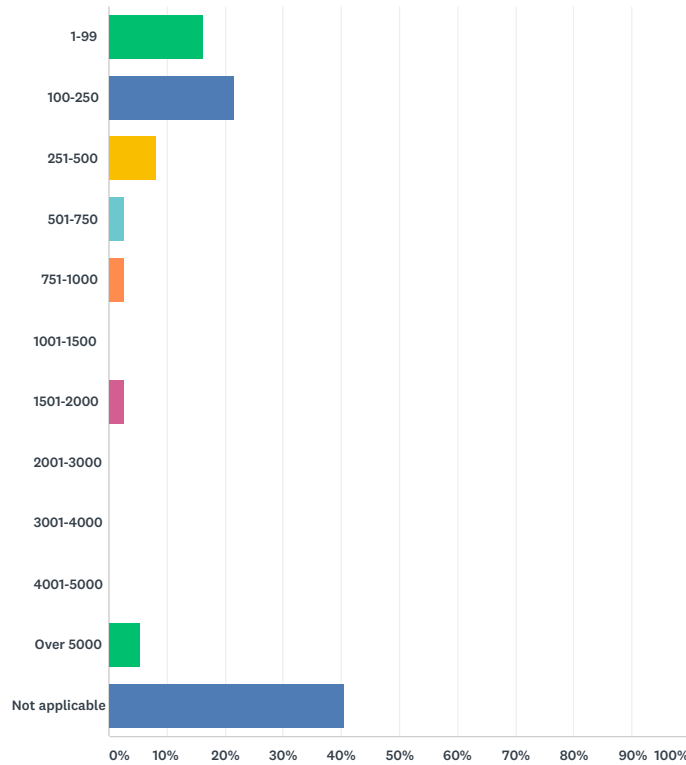
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
1-99	16.22%	6
100-250	27.03%	10
251-500	8.11%	3
501-750	2.70%	1
751-1000	5.41%	2
1001-1500	2.70%	1
1501-2000	2.70%	1
2001-3000	0.00%	0
3001-4000	5.41%	2
4001-5000	2.70%	1
Over 5000	5.41%	2
Not applicable	21.62%	8
TOTAL		37

Q22 Please tell us your highest on site visitation for school children in one year during the last three years? Check ONE answer.

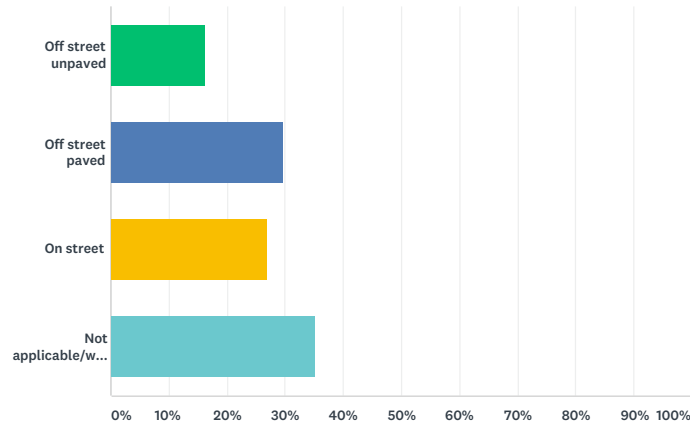
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
1-99	16.22%	6
100-250	21.62%	8
251-500	8.11%	3
501-750	2.70%	1
751-1000	2.70%	1
1001-1500	0.00%	0
1501-2000	2.70%	1
2001-3000	0.00%	0
3001-4000	0.00%	0
4001-5000	0.00%	0
Over 5000	5.41%	2
Not applicable	40.54%	15
TOTAL		37

Q23 What type of visitor parking is available at your historic site/building?
Check ONE answer.

Answered: 37 Skipped: 0



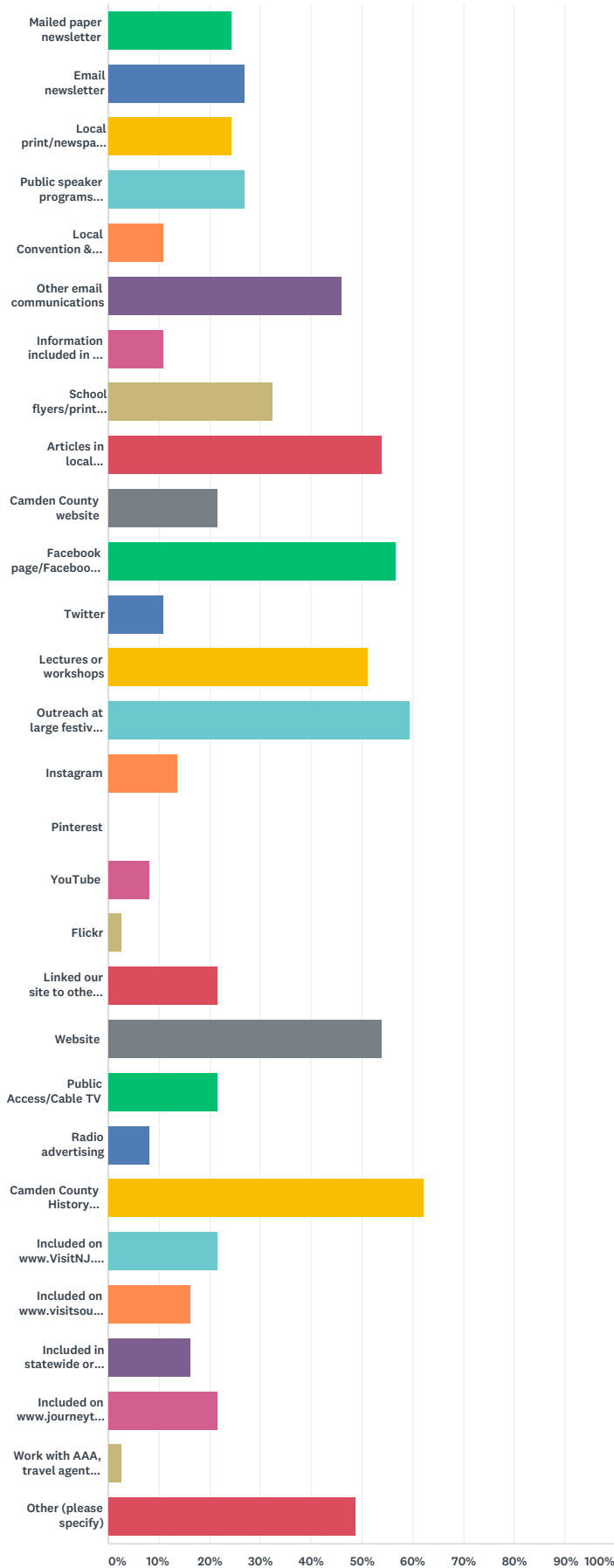
ANSWER CHOICES	RESPONSES	
Off street unpaved	16.22%	6
Off street paved	29.73%	11
On street	27.03%	10
Not applicable/we don't have a building or site	35.14%	13
Total Respondents: 37		

Q24 What types of visitor amenities are available at or near the historic site/building, such as hiking trails, gift shop, picnic tables, waterfront., etc. If you don't have a site, say so. Please answer in words.

Answered: 37 Skipped: 0

Q25 In the past year, what methods has your organization used to reach the public? Check ALL that apply to your organization.

Answered: 37 Skipped: 0



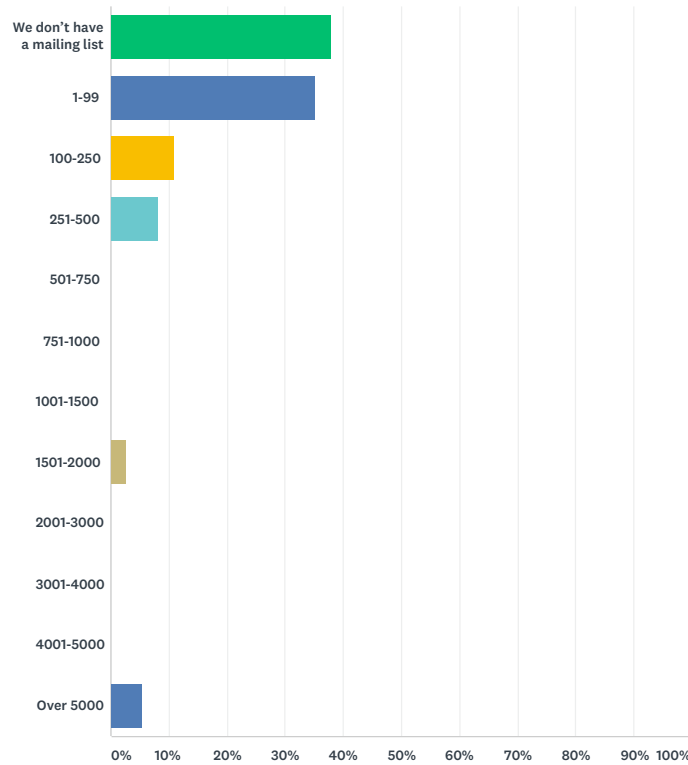
ANSWER CHOICES

RESPONSES

Mailed paper newsletter	24.32%	9
Email newsletter	27.03%	10
Local print/newspaper advertising	24.32%	9
Public speaker programs offsite	27.03%	10
Local Convention & Visitors Bureau activities	10.81%	4
Other email communications	45.95%	17
Information included in a municipal tax/utility bill	10.81%	4
School flyers/printed handouts	32.43%	12
Articles in local newspaper/column	54.05%	20
Camden County website	21.62%	8
Facebook page/Facebook group page	56.76%	21
Twitter	10.81%	4
Lectures or workshops	51.35%	19
Outreach at large festivals or events	59.46%	22
Instagram	13.51%	5
Pinterest	0.00%	0
YouTube	8.11%	3
Flickr	2.70%	1
Linked our site to other tourism websites	21.62%	8
Website	54.05%	20
Public Access/Cable TV	21.62%	8
Radio advertising	8.11%	3
Camden County History Alliance Magazine	62.16%	23
Included on www.VisitNJ.org (state tourism) website	21.62%	8
Included on www.visitsouthjersey.com (regional tourism) website	16.22%	6
Included in statewide or regional printed visitor guide	16.22%	6
Included on www.journeythroughjersey.com (New Jersey Historic Trust tourism) website	21.62%	8
Work with AAA, travel agents, tour groups	2.70%	1
Other (please specify)	48.65%	18
Total Respondents: 37		

Q26 How many names/addresses do you have on your organization's postal (snail mail) mailing list? Check ONE answer.

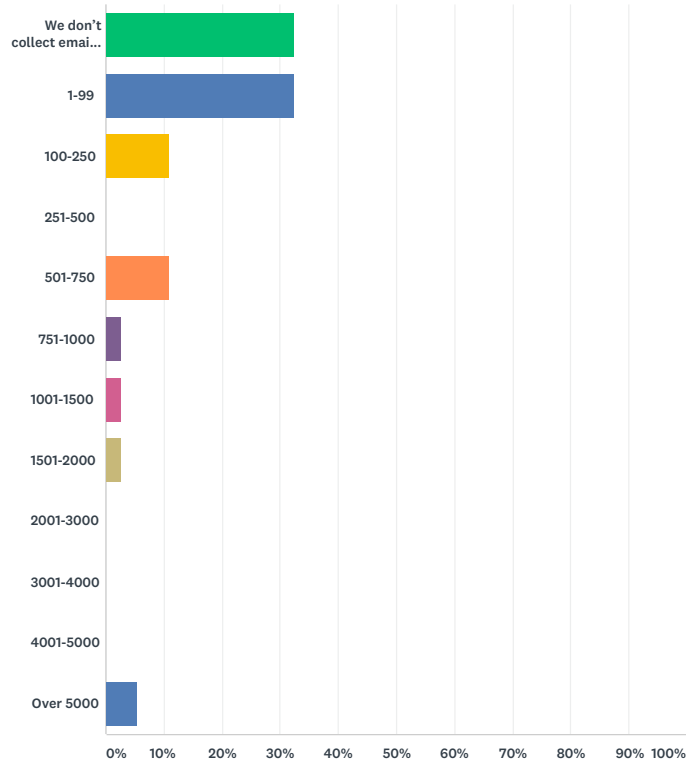
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
We don't have a mailing list	37.84%	14
1-99	35.14%	13
100-250	10.81%	4
251-500	8.11%	3
501-750	0.00%	0
751-1000	0.00%	0
1001-1500	0.00%	0
1501-2000	2.70%	1
2001-3000	0.00%	0
3001-4000	0.00%	0
4001-5000	0.00%	0
Over 5000	5.41%	2
TOTAL		37

**Q27 How many email addresses do you have on your organization's list?
Check ONE answer.**

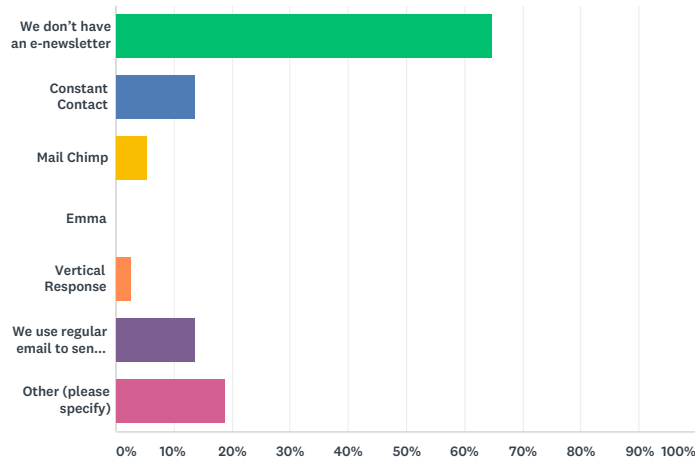
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
We don't collect email addresses	32.43%	12
1-99	32.43%	12
100-250	10.81%	4
251-500	0.00%	0
501-750	10.81%	4
751-1000	2.70%	1
1001-1500	2.70%	1
1501-2000	2.70%	1
2001-3000	0.00%	0
3001-4000	0.00%	0
4001-5000	0.00%	0
Over 5000	5.41%	2
TOTAL		37

Q28 Do you use an e-newsletter platform to send regular communications to your organization's e-mail list? Please check ALL that apply to your organization.

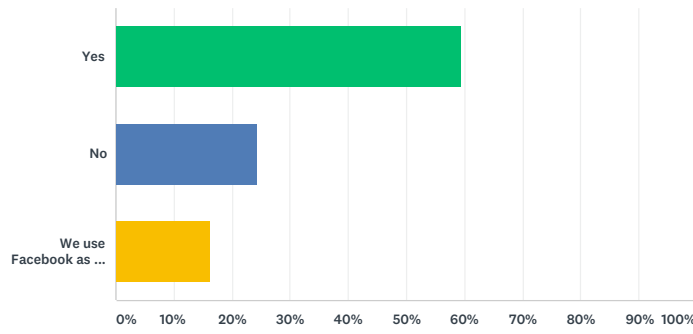
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
We don't have an e-newsletter	64.86%	24
Constant Contact	13.51%	5
Mail Chimp	5.41%	2
Emma	0.00%	0
Vertical Response	2.70%	1
We use regular email to send e-newsletters	13.51%	5
Other (please specify)	18.92%	7
Total Respondents: 37		

Q29 Does your organization have a website? Check ONE answer.

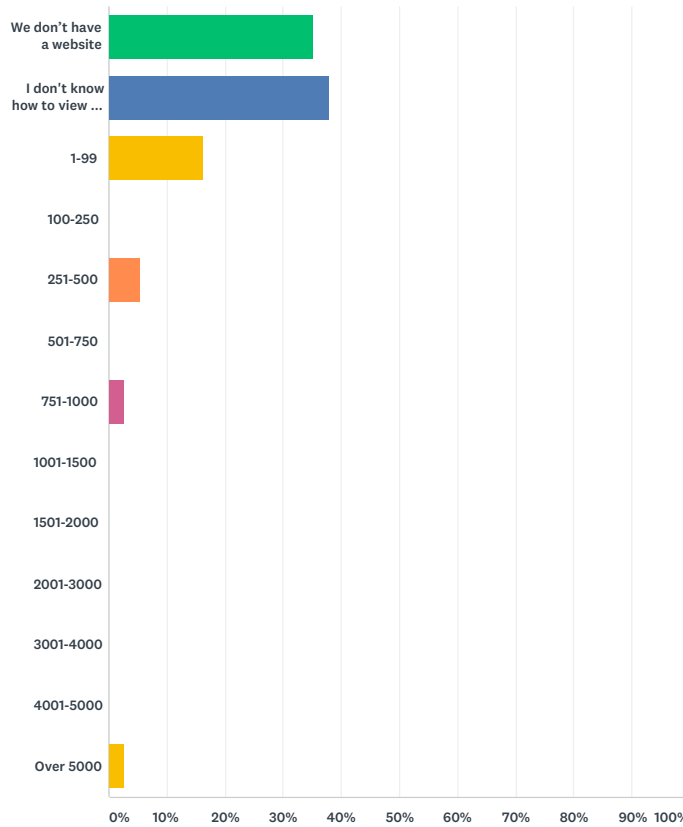
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Yes	59.46% 22
No	24.32% 9
We use Facebook as our online presence	16.22% 6
TOTAL	37

Q30 How many visitors to your website does your organization get a month, on average? Check ALL that apply to your organization.

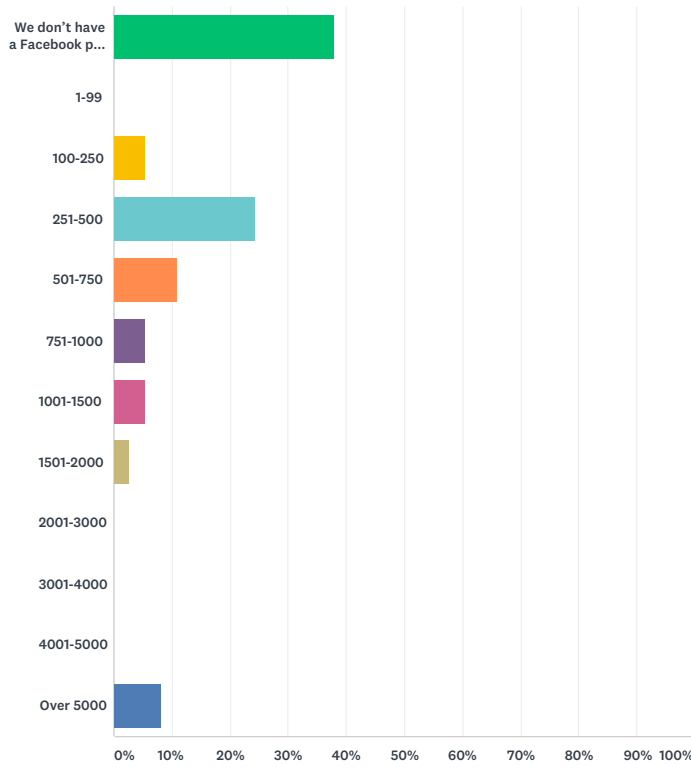
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
We don't have a website	35.14%	13
I don't know how to view my website hits	37.84%	14
1-99	16.22%	6
100-250	0.00%	0
251-500	5.41%	2
501-750	0.00%	0
751-1000	2.70%	1
1001-1500	0.00%	0
1501-2000	0.00%	0
2001-3000	0.00%	0
3001-4000	0.00%	0
4001-5000	0.00%	0
Over 5000	2.70%	1
Total Respondents: 37		

Q31 How many followers do you have on your organization's Facebook page or Facebook group page? Check ONE answer.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
We don't have a Facebook page or group page	37.84%	14
1-99	0.00%	0
100-250	5.41%	2
251-500	24.32%	9
501-750	10.81%	4
751-1000	5.41%	2
1001-1500	5.41%	2
1501-2000	2.70%	1
2001-3000	0.00%	0
3001-4000	0.00%	0
4001-5000	0.00%	0
Over 5000	8.11%	3
TOTAL		37

Q32 How many followers/fans do you have on your organization's other social media accounts? Answer at least ONE question. Please supply the number of followers/fans/friends.

Answered: 37 Skipped: 0

ANSWER CHOICES	RESPONSES	
No social media? answer 0 please	70.27%	26
Twitter, how many followers?	21.62%	8
Instagram, how many followers?	16.22%	6
YouTube, how many followers?	10.81%	4
Pinterest, how many followers?	8.11%	3
Flickr, how many followers?	8.11%	3
Other (please specify)	10.81%	4

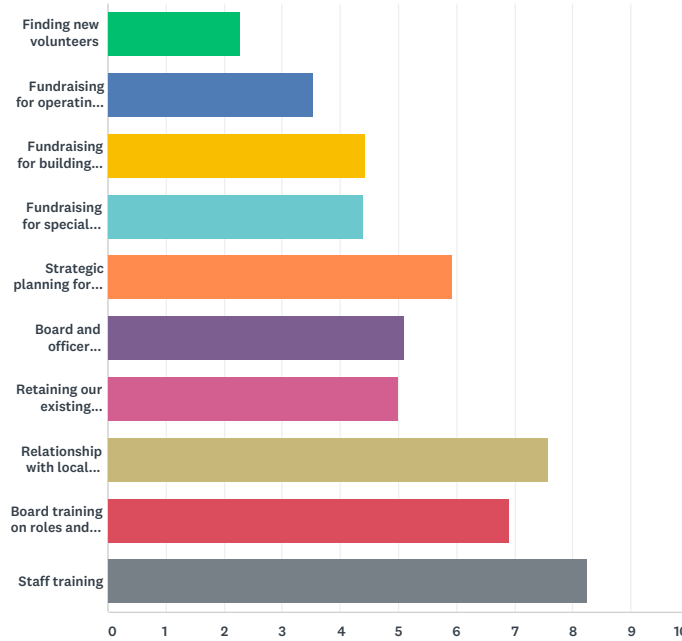
Q33 Please supply your organization's social media addresses. Answer at least ONE question in words.

Answered: 37 Skipped: 0

ANSWER CHOICES	RESPONSES	
No social media? answer none please	29.73%	11
Website address	54.05%	20
Facebook page/group page address	64.86%	24
Twitter	10.81%	4
Instagram	10.81%	4
You Tube	2.70%	1
Pinterest	2.70%	1
Flickr	2.70%	1
Other	5.41%	2

Q34 Is your organization facing any of these nonprofit management issues? Please RANK the following statements, one answer per row, one answer per column.

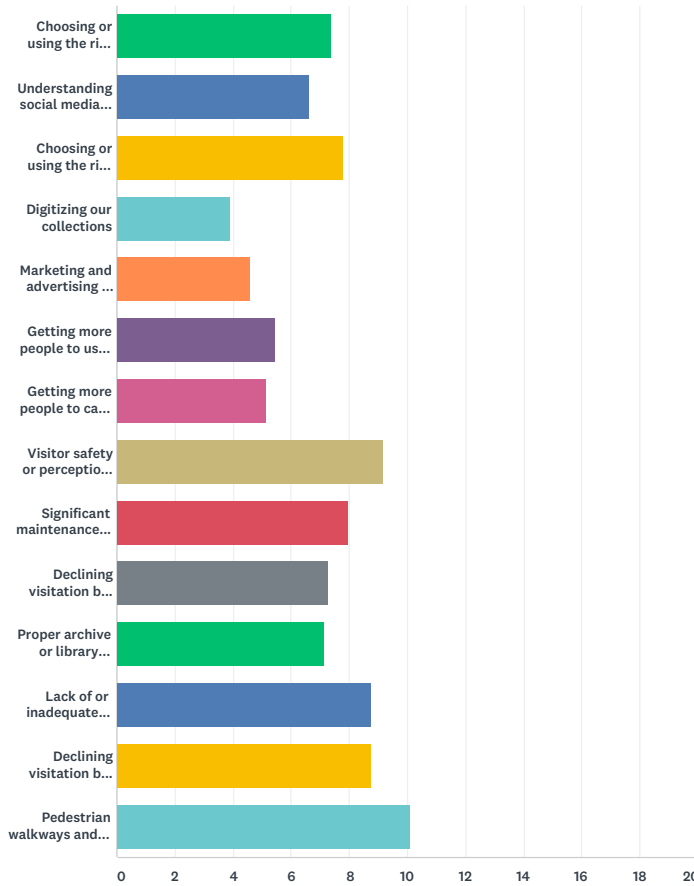
Answered: 36 Skipped: 1



	BIGGEST PROBLEM	SECOND	THIRD	FOURTH	FIFTH	SIXTH	SEVENTH	EIGHT	NINE	TENTH	TOTAL	WEIGHTED AVERAGE
Finding new volunteers	58.06% 18	3.23% 1	12.90% 4	12.90% 4	3.23% 1	9.68% 3	0.00% 0	0.00% 0	0.00% 0	0.00% 0	31	2.29
Fundraising for operating expenses	20.00% 6	43.33% 13	3.33% 1	6.67% 2	0.00% 0	3.33% 1	10.00% 3	3.33% 1	6.67% 2	3.33% 1	30	3.53
Fundraising for building restoration needs	13.04% 3	13.04% 3	17.39% 4	13.04% 3	13.04% 3	8.70% 2	8.70% 2	4.35% 1	0.00% 0	8.70% 2	23	4.43
Fundraising for special projects	6.67% 2	3.33% 1	33.33% 10	20.00% 6	13.33% 4	3.33% 1	6.67% 2	6.67% 2	6.67% 2	0.00% 0	30	4.40
Strategic planning for our organization	10.71% 3	3.57% 1	7.14% 2	3.57% 1	10.71% 3	17.86% 5	17.86% 5	10.71% 3	10.71% 3	7.14% 2	28	5.93
Board and officer succession planning	0.00% 0	22.22% 6	7.41% 2	14.81% 4	7.41% 2	14.81% 4	14.81% 4	14.81% 4	0.00% 0	3.70% 1	27	5.11
Retaining our existing volunteers	7.14% 2	14.29% 4	3.57% 1	14.29% 4	21.43% 6	7.14% 2	17.86% 5	10.71% 3	0.00% 0	3.57% 1	28	5.00
Relationship with local government	4.17% 1	0.00% 0	4.17% 1	0.00% 0	12.50% 3	8.33% 2	0.00% 0	29.17% 7	20.83% 5	20.83% 5	24	7.58
Board training on roles and responsibilities	0.00% 0	4.35% 1	17.39% 4	0.00% 0	8.70% 2	4.35% 1	8.70% 2	13.04% 3	39.13% 9	4.35% 1	23	6.91
Staff training	0.00% 0	0.00% 0	4.00% 1	8.00% 2	0.00% 0	16.00% 4	4.00% 1	4.00% 1	16.00% 4	48.00% 12	25	8.24

Q35 Is your organization facing any of these visitor, building, collections or public programming issues? Please RANK each statement, one answer per row, one answer per column.

Answered: 32 Skipped: 5



	BIGGEST PROBLEM	SECOND	THIRD	FOURTH	FIFTH	SIXTH	SEVENTH	EIGHTH	NINTH	TENTH	ELEVENTH	TWELFTH	THIRTEENTH
Choosing or using the right collections management software	10.00% 2	20.00% 4	10.00% 2	5.00% 1	5.00% 1	5.00% 1	5.00% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Understanding social media or websites	5.26% 1	10.53% 2	10.53% 2	21.05% 4	0.00% 0	10.53% 2	0.00% 0	15.79% 3	0.00% 0	0.00% 0	0.00% 0	15.79% 3	0.00% 0
Choosing or using the right membership/donor management software	0.00% 0	0.00% 0	16.67% 3	16.67% 3	11.11% 2	5.56% 1	0.00% 0	0.00% 0	11.11% 2	0.00% 0	5.56% 1	22.22% 4	0.00% 0
Digitizing our collections	34.78% 8	13.04% 3	8.70% 2	13.04% 3	13.04% 3	0.00% 0	0.00% 0	0.00% 0	4.35% 1	0.00% 0	8.70% 2	4.35% 1	0.00% 0
Marketing and advertising our historic site in the state/region	22.73% 5	18.18% 4	4.55% 1	4.55% 1	13.64% 3	4.55% 1	18.18% 4	0.00% 0	4.55% 1	4.55% 1	0.00% 0	0.00% 0	0.00% 0
Getting more people to use our library/archives	4.35% 1	30.43% 7	13.04% 3	13.04% 3	0.00% 0	8.70% 2	0.00% 0	0.00% 0	4.35% 1	8.70% 2	8.70% 2	4.35% 1	0.00% 0
Getting more people to care about historic preservation in our town	14.81% 4	7.41% 2	14.81% 4	11.11% 3	14.81% 4	0.00% 0	14.81% 4	7.41% 2	3.70% 1	3.70% 1	3.70% 1	0.00% 0	0.00% 0
Visitor safety or perception of safety when visiting the historic site	4.55% 1	4.55% 1	0.00% 0	0.00% 0	0.00% 0	9.09% 2	13.64% 3	13.64% 3	4.55% 1	9.09% 2	9.09% 2	13.64% 3	0.00% 0

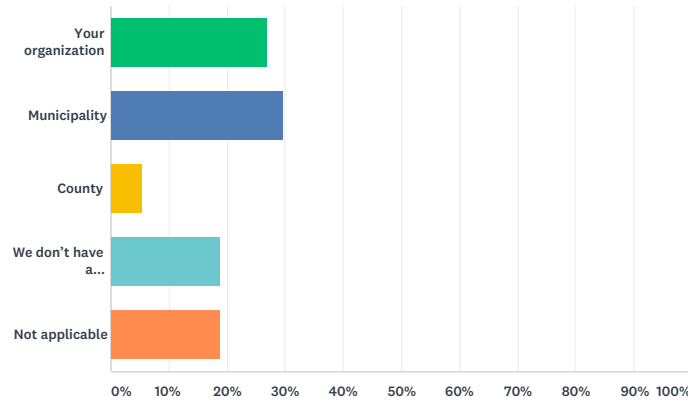
Significant maintenance issues with current structures	13.04% 3	0.00% 0	0.00% 0	8.70% 2	4.35% 1	8.70% 2	4.35% 1	4.35% 1	17.39% 4	4.35% 1	17.39% 4	8.70% 2
Declining visitation by school groups	10.00% 2	5.00% 1	0.00% 0	5.00% 1	20.00% 4	10.00% 2	5.00% 1	5.00% 1	0.00% 0	15.00% 3	10.00% 2	5.00% 1
Proper archive or library storage	9.09% 2	4.55% 1	9.09% 2	4.55% 1	4.55% 1	9.09% 2	4.55% 1	9.09% 2	9.09% 2	18.18% 4	13.64% 3	4.55% 1
Lack of or inadequate parking	0.00% 0	5.00% 1	5.00% 1	5.00% 1	0.00% 0	10.00% 2	5.00% 1	10.00% 2	15.00% 3	15.00% 3	0.00% 0	20.00% 4
Declining visitation by independent travelers	8.70% 2	4.35% 1	8.70% 2	0.00% 0	0.00% 0	0.00% 0	8.70% 2	8.70% 2	13.04% 3	4.35% 1	13.04% 3	4.35% 1
Pedestrian walkways and linkages between other historic sites	0.00% 0	4.55% 1	9.09% 2	0.00% 0	0.00% 0	4.55% 1	9.09% 2	4.55% 1	9.09% 2	9.09% 2	4.55% 1	4.55% 1

Q36 How many buildings are at your historic site? Please list and describe each building/space that you use for your operations (historic building, non-historic building, auditorium, sheds, storage buildings, etc.).
If you don't have a historic site or building, answer none.

Answered: 37 Skipped: 0

Q37 Who owns the building/space that your organization uses?
Check ONE answer.

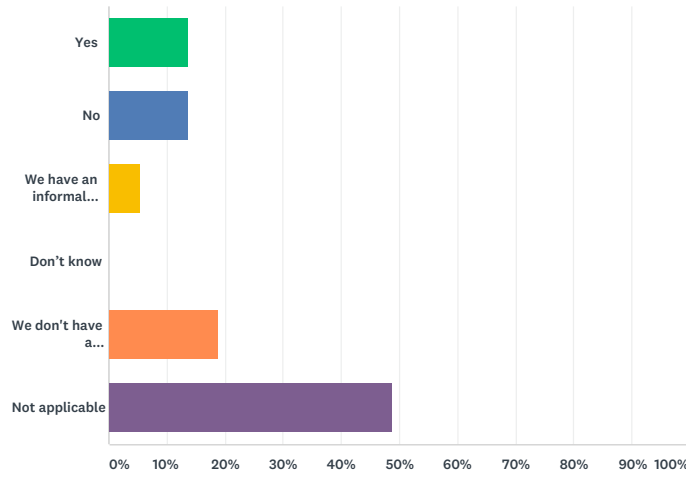
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Your organization	27.03%	10
Municipality	29.73%	11
County	5.41%	2
We don't have a building/space	18.92%	7
Not applicable	18.92%	7
TOTAL		37

Q38 Does your organization have a formal lease/rental agreement with the owner of the space? Check ONE answer.

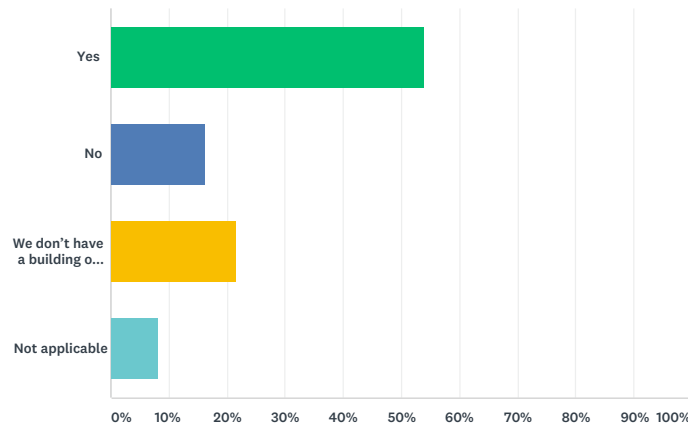
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	13.51%	5
No	13.51%	5
We have an informal (handshake) agreement	5.41%	2
Don't know	0.00%	0
We don't have a building/space	18.92%	7
Not applicable	48.65%	18
TOTAL		37

Q39 Is the space that your organization uses adequate for your organization's needs? Check ONE answer.

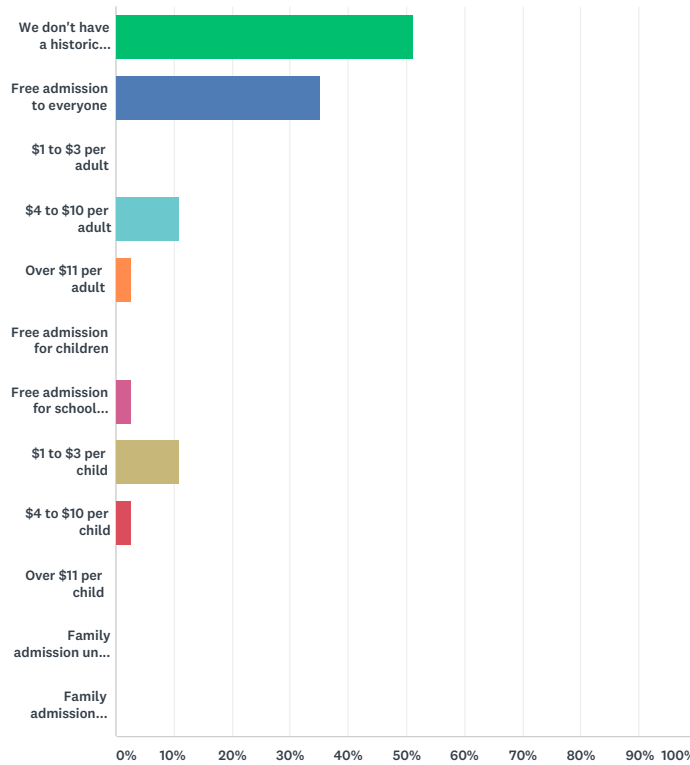
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	54.05%	20
No	16.22%	6
We don't have a building or space	21.62%	8
Not applicable	8.11%	3
TOTAL		37

Q40 Does your organization charge admission to your historic site?
 Please select ALL that apply to your organization.

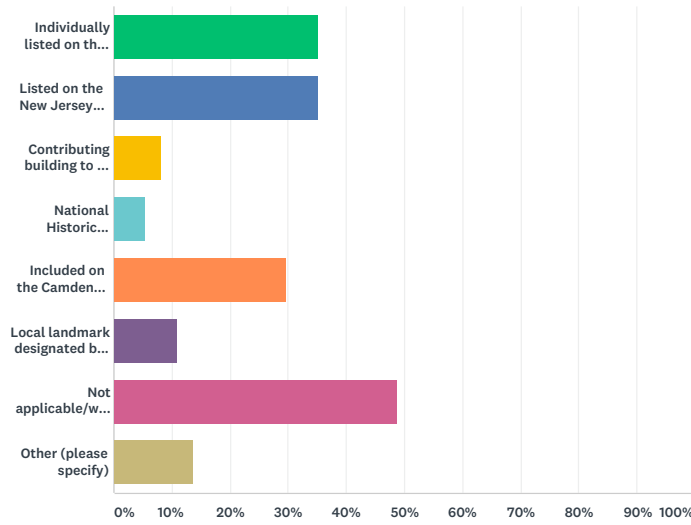
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
We don't have a historic site/building	51.35%	19
Free admission to everyone	35.14%	13
\$1 to \$3 per adult	0.00%	0
\$4 to \$10 per adult	10.81%	4
Over \$11 per adult	2.70%	1
Free admission for children	0.00%	0
Free admission for school children for class visits	2.70%	1
\$1 to \$3 per child	10.81%	4
\$4 to \$10 per child	2.70%	1
Over \$11 per child	0.00%	0
Family admission under \$10 per family	0.00%	0
Family admission between \$11 and \$20 per family	0.00%	0
Total Respondents: 37		

Q41 Does your historic site have any of the following historic designations? Check ALL that apply to your organization.

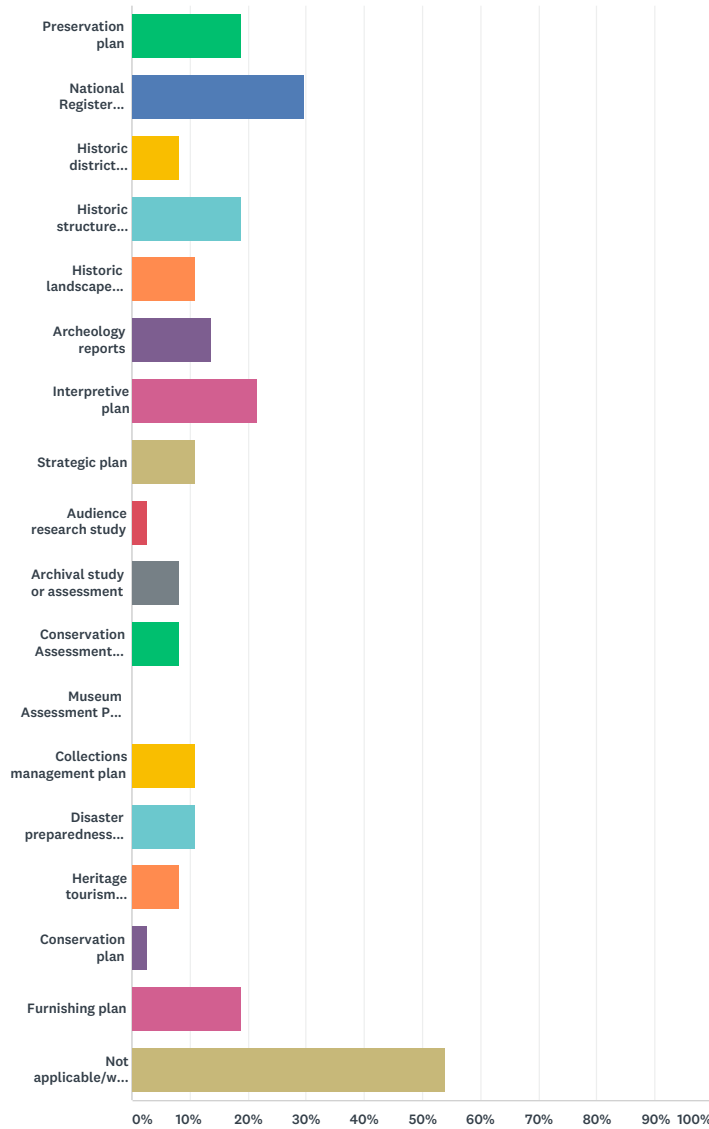
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES
Individually listed on the National Register of Historic Places	35.14% 13
Listed on the New Jersey Register of Historic Places	35.14% 13
Contributing building to a National Register Historic District	8.11% 3
National Historic Landmark	5.41% 2
Included on the Camden County Inventory of Historic Sites	29.73% 11
Local landmark designated by local preservation commission	10.81% 4
Not applicable/we don't have a building or site	48.65% 18
Other (please specify)	13.51% 5
Total Respondents: 37	

Q42 Has your organization or other entity undertaken any of the following research reports about your building or historic site? Check ALL that apply to your organization.

Answered: 37 Skipped: 0

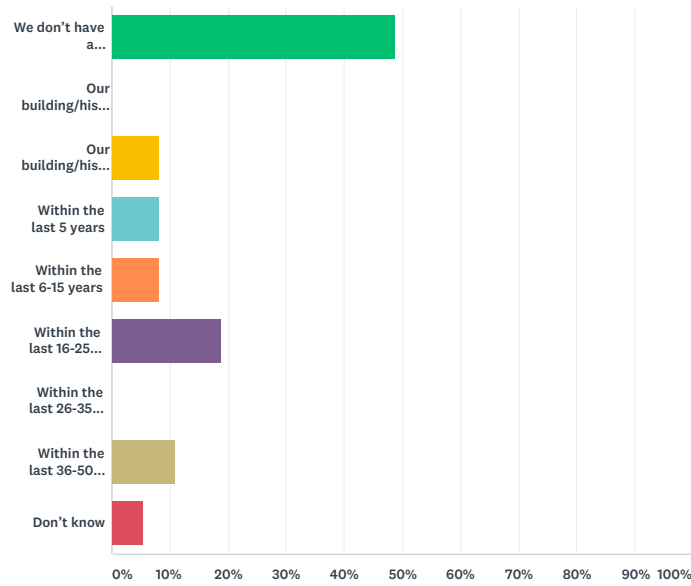


ANSWER CHOICES	RESPONSES
Preservation plan	18.92% 7
National Register nomination for your site	29.73% 11
Historic district nomination for your site/surrounding area	8.11% 3
Historic structure report	18.92% 7
Historic landscape report or study	10.81% 4
Archeology reports	13.51% 5
Interpretive plan	21.62% 8
Strategic plan	10.81% 4
Audience research study	2.70% 1
Archival study or assessment	8.11% 3
Conservation Assessment Program (CAP)	8.11% 3
Museum Assessment Plan (MAP)	0.00% 0
Collections management plan	10.81% 4

Disaster preparedness plan	10.81%	4
Heritage tourism assessment	8.11%	3
Conservation plan	2.70%	1
Furnishing plan	18.92%	7
Not applicable/we don't have a historic site or building	54.05%	20
Total Respondents: 37		

Q43 When was your organization's building(s) restored? Check ALL that apply to your organization

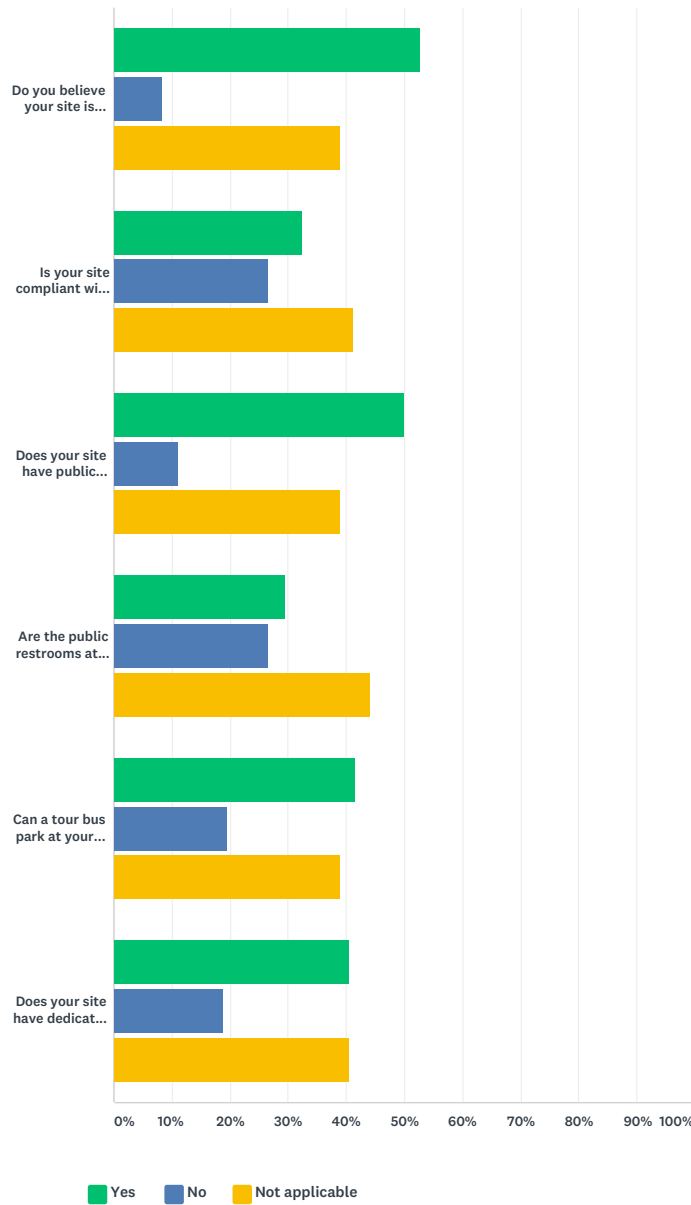
Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
We don't have a building/historic site	48.65%	18
Our building/historic site has not been restored	0.00%	0
Our building/historic does not need restoration	8.11%	3
Within the last 5 years	8.11%	3
Within the last 6-15 years	8.11%	3
Within the last 16-25 years	18.92%	7
Within the last 26-35 years	0.00%	0
Within the last 36-50 years	10.81%	4
Don't know	5.41%	2
Total Respondents: 37		

**Q44 Please share your opinions about your building or historic site.
Answer at least ONE question. Answer not applicable if you do not have
a historic site or building. ONE answer per row.**

Answered: 37 Skipped: 0



	YES	NO	NOT APPLICABLE	TOTAL
Do you believe your site is well maintained?	52.78% 19	8.33% 3	38.89% 14	36
Is your site compliant with the Americans with Disabilities Act (ADA)?	32.35% 11	26.47% 9	41.18% 14	34
Does your site have public restrooms?	50.00% 18	11.11% 4	38.89% 14	36
Are the public restrooms at your site handicapped compliant?	29.41% 10	26.47% 9	44.12% 15	34
Can a tour bus park at your site?	41.67% 15	19.44% 7	38.89% 14	36
Does your site have dedicated visitor parking?	40.54% 15	18.92% 7	40.54% 15	37

Q45 Is there anything else we missed, or you think we should know about your organization? Optional open ended response. Please answer in words.

Answered: 19 Skipped: 18

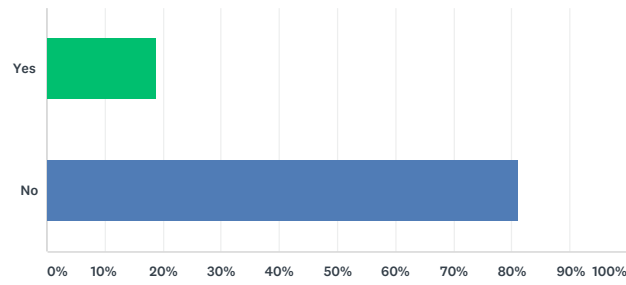
Q46 How can we get in touch with you if we have questions? Please provide ALL information below in words or numbers.

Answered: 37 Skipped: 0

ANSWER CHOICES	RESPONSES	
First and Last Name	100.00%	37
Organization	100.00%	37
Address	0.00%	0
Address 2	0.00%	0
City/Town	0.00%	0
State/Province	0.00%	0
ZIP/Postal Code	0.00%	0
Country	0.00%	0
Best Email Address to reach you	100.00%	37
Best Phone Number to reach you	100.00%	37

Q47 Have you sent the requested information? Check ONE answer.

Answered: 37 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	18.92%	7
No	81.08%	30
TOTAL		37

Appendix B

Open ended responses

All comments are included here, none have been eliminated or edited. We have corrected obvious spelling errors.

Q15 Is there anything else we should know about your organization? Optional open-ended response. Please answer in words.

- Our Friends group raises money for projects use. They own the furniture; the township owns house/land. Friends have committees: Membership, Interior Design, the Herb Garden and Apple Orchard, Museum Shop, Holiday House, Bus Trip, Spring Luncheon, Barclay Farmstead Quilters. There are no IRS 990s filed on Guide star for the Friends group, tax status as of 2014, budget on Guide star is 12K
- CCHC housed in Institutional Advancement division of Camden County College for last 7 years
- Local History Collection in lower level of CH library is open and staffed by CHHPC members each Wed from 7-9PM all year long
- 4 meetings a year Sept., Nov., Feb. and May, meetings are held during the daytime.
- Our budget is about 90K, half comes from endowment, pays for archive staff, we do weddings on site 6 a year, until 2012 we were all volunteer then bequest came and we could hire staff
- We have programs where students come to us for performances (up to 300 in our auditorium), we send survivors out to schools, or they come here. We do teacher training, send people to read to classrooms
- Boro gives us \$200 year for mailings for our 4 meetings, archives in storage in municipal building. Not sorted or catalogued right now
- Our organization is not incorporated.
- We are a growing lineage society
- Considering a merger between Griffith Morgan House and Pennsauken Historical Society.
- Organization founded in 1985 to fight demolitions in historic districts and be a watchdog for other demolition/inappropriate activity. HHL heavily promoted the historic districts and preservation in the first two decades. That activity has diminished as threats have decreased. Some of the activities have been transferred or absorbed by the Borough (Revolutionary War Re-enactment, Down by the Station Day, Glover Fulling Mill Park grant) or historic society (historic markers).
- We own our building but it needs constant maintenance, sell pictorial calendar, t shirts, DVDs contributions from other group--local mosque--
- We have been affiliated with St. Joseph's Polish Roman Catholic Parish which was recently merged into the Cathedral of the Immaculate Conception Parish. St. Joseph's new role will now be the apostolate of the Diocese of Camden.

- Having difficulty filling board vacancies. Most volunteers only want to do an event, then disappear. Where are the long-term planners?
- Fun fact their overnight program is listed as one of top 15 in the world according to a leading travel magazine. Admission costs \$21.95 adults, \$17.00 children, firepower ticket, for Turret ticket on weekends and holidays adults 29.95 and \$25.95 for kids
- The objective of the Stratford Historical Preservation Commission is to maintain a historical building with a foundation going back to the 1740's. The building was reconstructed in 1850. The Commission also archives historical photos, documents. The building, known as "The Quaker Store", preserves hundreds of items of historical significance. Some items are history books, old bottles found when doing renovations, old carpenter's tools.
- We work with library to buy the equipment that we need and they use laser pointer, computer
- Our archive materials are stored in Board member's homes
- No additional information to give.
- None
- We get by
- We hold general business meeting and most special events off-site at the Township Senior Citizens facility.
- We are just getting started. We have plans for events, activities, and school group visits, but are not ready to implement yet. Our site is included in local walking tours.
- n/a
- We are fortunate enough to have a building that is supplied to us by the city rent free.
- Our budget varies from year to year, with salaries of two staff and work study students paid by university. Other student workers paid through grants. Contracted instructors paid from revenues from registration fees.
- We are a history museum, host for a student boatbuilding program of over 120 students per week, starting a new artist residency in October, partnering on a new art district, and have adopted the adjacent park.

Q 45. Is there anything else we missed, or you think we should know about your organization? Optional open-ended response. Please answer in words.

- None
- Tried to help save Hugg House.
- We are raising money now to replace a garage with a new archives facility
- not incorporated, meetings held on the 4th Thursday of the month in April and May and Sept and October
- We recently were given a small room at the Historic Berlin Hotel to use as a library or archive space, but we have not moved our collections there yet

- "<http://yeoldenewtonnassau.homestead.com/> www.facebook.com/Ye-Olde-Newton-Nassau-Chapter-NSDAR-431390193612662/"
- Because the Heights Heritage League was very active in the past (1980's-1990's) with demolitions and inappropriate infill (Commerce Bank). Because our board members are active and because we still hold bi-annual walking tours and the Revolutionary War Encampment that generate good publicity and attendance, people assume it is still a larger organization than it is. Many of our former members have died or moved. ALL board members are now active in town boards and represent the preservation community on 1) Council, 2) HPC, 3) Library, 4) senior housing and are active in Historical Society.
- Our site has a fair amount of open space, several acres, part of which is relatively open and flat and part covered by forest. The grounds offer recreational, picnic and re-enactment or other performance potential.
- Thank you for all your help and support in preserving history in our town. Please feel free to contact me if you need any additional information or if you need any clarification of the information above.
- Our meetings are held the third Monday of the month in Jan April July and October, Jan meeting is held 2 or 4 Mon. we can get up to 60 people at a meeting
- We need a space to store our collections, host four events a year Community day, 4 of July parade, Black history month, Italian American lectures and Memorial Day parade. senior recognition day. We are not yet incorporated had an attorney working on it but not done yet.
- No additional comments
- Our buildings are replicas
- We obtained our 501(c)(3) letter of determination in 2011. Our primary source of income is through the sale of 2 books: "Images of America - Haddon Township" (Arcadia Publishing, 2011) and "Down A Country Lane" (Camden County Historical Society Publication, 1999). Both books were authored by our historical society's officers. Our historical society assisted the Township on Haddon in providing photos for 2 municipal calendars, and has assisted our schools, local businesses, and residents who requested images and information for various projects, displays and celebrations.
- Additional information will be given to you at the August 23 CCHA meeting.
- We used a NJHT HSM (Planning) Grant to get the site protected/fenced now that it would be open to the public, and to develop tools to help us promote the site. We now need help to move forward and work with other sites.
- Visitation to the museum continues to grow as does programming.
- Nothing

Appendix C

List of historic sites with buildings open to the public and list of organizations with paid staff responding to the CCHA survey.

Orange staffed sites

Black volunteer run sites

HISTORIC SITES WITH BUILDINGS/SITES OPEN TO THE PUBLIC

1. Battleship New Jersey Museum and Memorial
2. Barclay Farmstead, Cherry Hill Township
3. Historical Society of Haddonfield
4. Ester Raab Holocaust Museum Goodwin Education Center
5. Camden County Historical Society
6. Indian King Tavern Museum, A New Jersey State Historic Site
7. Walt Whitman House
8. Camden Shipyard & Maritime Museum
9. Long-A-Coming Historical Society Berlin Train Station
10. Griffith Morgan Committee Inc.
11. Pennsauken Historical Society
12. Lawnside Historical Society Peter Mott House
13. Pennsauken Historical Society
14. Stratford Historical Preservation Commission
15. Gloucester Township Historic and Scenic Preservation Committee
16. Friends of the Glover Fulling Mill Park
17. Whitman Stafford Committee

Three other sites are open to the public, but they did not self-identify as historic house museums.

18. Magnolia Historical Society
19. Gloucester City Historical Society
20. Historical Society of Winslow Township

STAFFED SITES

1. Barclay Farmstead 2-part time, 12 hourly school guides
2. Camden County Historical Society, 3-part time
3. Historical Society of Haddonfield, 2-part time
4. Holocaust museum, 1 FT, 4-part time
5. Walt Whitman House, 1 full time 1-part time
6. Battleship NJ, 16 full time
7. Camden Ship Building Museum, 1-part time contracted
8. Indian King Tavern, 1 fulltime, 2-part time

9. MARCH, Rutgers University, 2 full time 2-part time
10. Camden County Historical Commission, 1 full time 3-part time
11. Camden County Outreach Office