



**Preservation Alliance of West Virginia
AmeriCorps Evaluation**



Date: December 1, 2018
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Executive Summary

The purpose of the Preserve WV AmeriCorps program is to implement historic preservation and heritage tourism projects throughout West Virginia. Preserve WV AmeriCorps members pursue a triple-bottom line goal: to improve historic resources, to improve volunteer management of those resources, and to increase community and tourist use of those resources. West Virginia's communities and heritage sites set it apart from other states, and Preserve WV AmeriCorps contributes to the culture and sense of community of these great places. Twenty-six members serve with 17 host organizations, focused on community development and revitalization through projects focused on historic preservation, volunteer management, and cultural heritage tourism development.

This evaluation answers these questions:

- Do the Preserve WV AmeriCorps program's activities increase people's usage of museums, historic districts, and heritage sites?
- Do the Preserve WV AmeriCorps program's activities improve economic conditions/opportunities in the West Virginia communities it serves?
- Do the Preserve WV AmeriCorps program's activities increase citizens' engagement/connection to their communities?

Visitors to five Preserve WV AmeriCorps sites completed surveys during June and July 2018. Of the 217 visitors asked, 129 agreed to complete the survey, a 59% response rate.

Key Findings

Heritage tourism is an economic engine for West Virginia.

People travel and spend money to experience the sites where Preserve WV's members serve. More than half (52%) of the visitors to museums and historical sites traveled more than 50 miles, and 31% came from 200 or more miles away. Each visit to a Preserve WV

AmeriCorps museum or historic site generates nearly one night's (.86) hotel stay. With meals and lodging, each visit is estimated to produce \$271.30 on average for the local economy. Half of the visitors expected to visit other places in the state, from parks to other heritage sites.

Museums and historical organizations contribute to the quality of life in West Virginia's cities and towns.

Tourists and local citizens visit these places in nearly equal numbers. West Virginians are devoted to their local historical sites. Events, exhibits, and cultural spaces bring locals together. Forty-eight percent of visitors to Preserve WV AmeriCorps sites live within 50 miles, and they average *eight* visits per person over time.

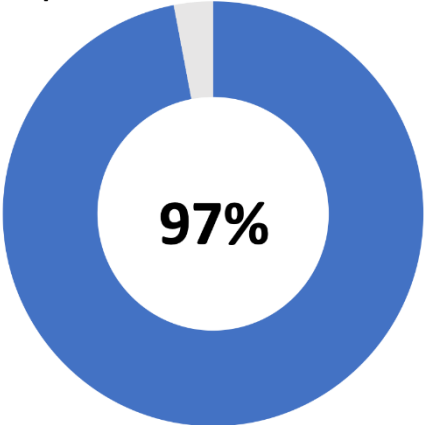
A visit to a Preserve WV
AmeriCorps museum or
historical site contributes

\$271.30

to the state and local
economy.

People enjoy and learn from their visits to Preserve WV AmeriCorps' historic host organizations.

Almost all of the visitors say the site met their expectations



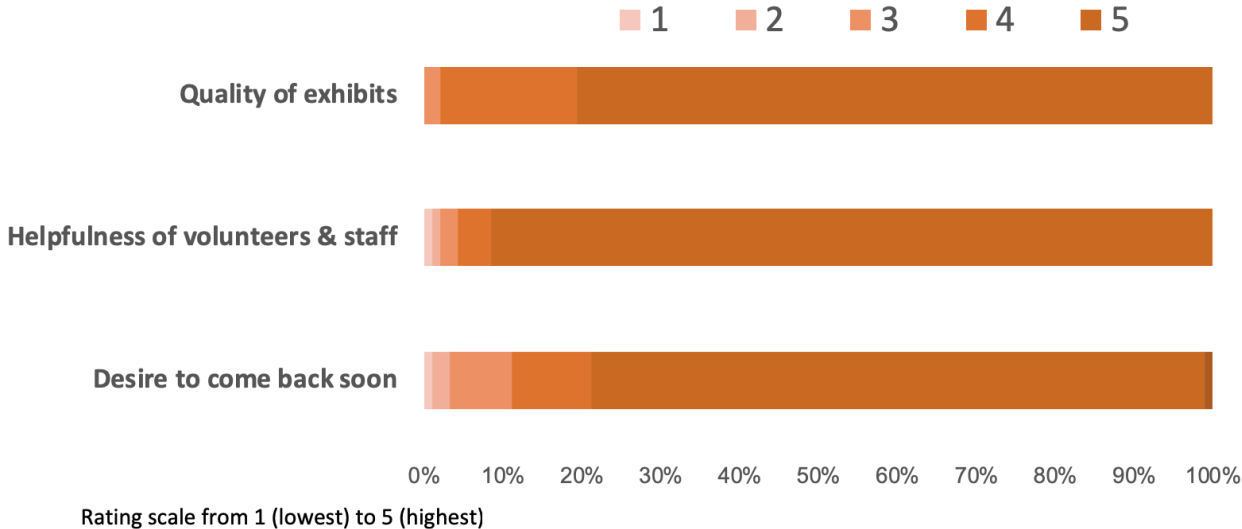
Most respondents stated they were motivated to visit because of their interest in history and culture (57%), or for personal fulfillment (relax, have fun, pass time) (51%). Another 35% responded they wanted to spend time with family and friends.

Over half of the respondents (53%) stated they visit museums and historical sites to improve their knowledge or understanding, and to satisfy personal/academic/professional interest in a subject area. Almost all, 97%, of the respondents stated that the visit to the museum/historical site met their expectations.

Preserve West Virginia AmeriCorps members have a role in increasing the capacity of these places to serve visitors.

AmeriCorps members contribute to their host organizations in many ways, specifically driving volunteer engagement and working on exhibits and events. These contributions were highly rated by visitors, particularly customer service: 94% of surveyed visitors report that the staff and volunteers are friendly and helpful.

Visitors value the specific contributions of AmeriCorps members.



Introduction

The Preservation Alliance of West Virginia¹ works to preserve the Mountain State’s precious historical resources for the benefit of present and future generations. Preserve WV AmeriCorps members are placed at historic sites across the state and tasked with projects that meet the program objectives but are unique to that organization or government agency. Preserve WV AmeriCorps members enhance community development and revitalization through projects focused on historic preservation, volunteer management, and cultural heritage tourism development.

Most West Virginia communities have historic properties, which blight and time are eroding. At the same time, many community nonprofits in the state employ two or fewer employees. Historic preservation is a multi-faceted intervention. Preserve WV AmeriCorps uses a complex program model, with a number of member roles and activities to support organizations/agencies and preserve historic properties. The outputs of this service (number of volunteers, number of properties preserved) are easy to measure. The outcomes, “improvement activities,” vary in time and financial cost. The impact, ranging from reduced crime to increased community health and tourism, are challenging to measure in one grant cycle.



On the cover: Preserve WV AmeriCorps members conduct a civic service project on behalf of the Harpers Ferry-Bolivar Historic Town Foundation. Lauren Kelly, the AmeriCorps member serving with the Jefferson County Historic Landmarks Commission, organized volunteers and helped to plan and execute this project, which involved removing a non-ADA-compliant handicapped ramp and painting at the vacant, former First Zion Baptist Church. Built by volunteers in 1893 as a church and school, First Zion was a gathering place for African-Americans in Harpers Ferry and nearby Bolivar. It is now owned by the Harpers Ferry-Bolivar Historic Town Foundation, which plans to turn it into a community center that includes interpretation of the area’s African-American history. This evaluation studies the impact of AmeriCorps member service on visitors to museums and historical sites, but it does not capture this other, essential role Preserve WV AmeriCorps members serve: helping saving many historical properties themselves.

¹Preserve WV AmeriCorps is a program of the Preservation Alliance of West Virginia, the parent organization, abbreviated as PAWV in this report. AmeriCorps is a federally funded program of the Corporation for National and Community Service (CNCS), whose website says, “AmeriCorps is a network of national service programs, made up of three primary programs that each take a different approach to improving lives and fostering civic engagement. Members commit their time to address critical community needs like increasing academic achievement, mentoring youth, fighting poverty, sustaining national parks, preparing for disasters, and more.” There are more than 500 AmeriCorps programs across the nation, including eleven funded through Volunteer West Virginia, the Governor’s state service commission. PAWV applied to and received an AmeriCorps grant from Volunteer West Virginia. PAWV is required by CNCS to conduct an evaluation of its AmeriCorps program during each three-year grant cycle.

While the model of blending national service and preservation is not unique to West Virginia, the scope of it is. Preserve WV AmeriCorps is the largest program of its kind. There are smaller groups of AmeriCorps members focused on historic preservation in Ohio, Montana, Minnesota and Alaska.

MCG's landscape analysis for PAWV shows that heritage tourism and historic preservation are quite difficult to evaluate. The economic impact of preservation can be reflected in property values, local employment, and increased tourism. While organizations ranging from the National Trust for Historic Preservation to local groups are measuring the value of preservation, a challenge lies in isolating the effect of one organization (or an AmeriCorps program). PAWV seeks to learn more about improvements in a community's economy and its quality of life, and asked evaluators to measure the extent to which AmeriCorps member activities contribute to the community and to the people who visit museums and historical sites. Specifically, do AmeriCorps member activities increase **usage** of museums, historical districts and heritage sites? Do AmeriCorps member activities improve economic **conditions** in West Virginia communities? And do AmeriCorps member activities increase citizens' engagement and **connection** to their community?

PAWV worked with the evaluators to design an evaluation around visitor surveys. Their goal was to compile information from consumers about their decisions, preferences, and experiences to measure the impact that a visit to a Preserve WV AmeriCorps host site has on the individual and the community.

The evaluators worked with five Preserve WV AmeriCorps host organizations:

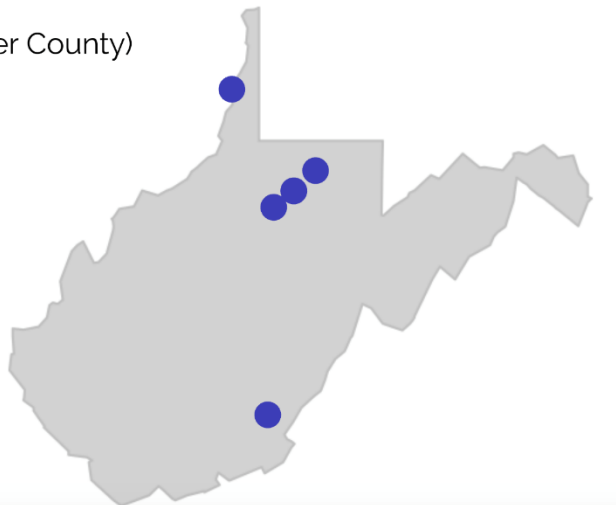
Cockayne Farmstead (Glen Dale, Marshall County)

Carnegie Hall (Lewisburg, Greenbrier County)

Pricketts Fort (Marion County)

Jacksons Mill (Lewis County)

The Waldomore (Harrison County)



Visitors to these five museums and historical sites completed surveys during June and July 2018. Of the 217 visitors asked, 129 agreed to complete the survey, a 59% response

rate. The survey itself (Appendix B) consisted of 15 questions, and it took an average of 8:37 minutes to complete in focus groups.

These organizations reflect the range of educational and cultural resources the state has to offer.

Carnegie Hall is a multi-purpose arts and education facility housed in a historic building in downtown Lewisburg. Carnegie Hall is the cultural hub of the community, with a performance hall that seats about 400 people, three galleries, pottery, painting, and weaving studios, and classrooms that are used for dozens of classes and workshops each year. Carnegie Hall hosts concerts and events that draw people from all over, and their youth education programs reach students in three to four counties each year. Carnegie Hall's Preserve WV AmeriCorps member creates exhibits, catalogs the site's archival materials, and assists with events.

The Cockayne Farmstead is a municipally owned historic house museum, heritage tourism site, and educational center consisting of a historic farmhouse, a prehistoric earthen mound, and a large collection of 19th Century artifacts. The Marshall County Historical Society operates the farmstead out of a circa-1850 residence, which was under a single family's ownership for four generations from 1850 until 2001. With one permanent staff member, Cockayne depends on a Preserve WV AmeriCorps member to manage 25 volunteers, help with the exhibits, plan events, and host visitors.

Jackson's Mill is an educational and heritage site (and state 4-H camp) owned and managed by West Virginia University Extension Service. Its Farmstead area, which includes a historic mill and other 18th and 19th Century buildings, features demonstrations of heritage arts that were part of frontier life (such as grist milling, weaving, spinning, basket making, candle dipping, wood working, blacksmithing, and paper marbling). The Preserve WV AmeriCorps member contributes in a number of ways, from accessioning artifacts and building up the volunteer program to conducting tours and leading hands-on demonstrations.

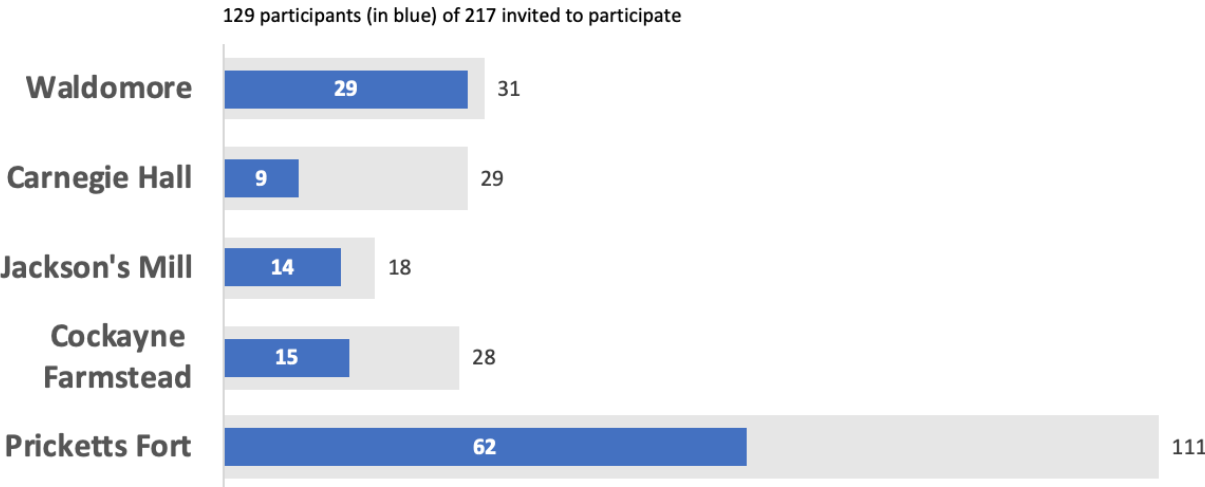
The Pricketts Fort Memorial Foundation uses a living history style of interpretation to preserve, document and exhibit the past. It features an 18th century recreation of the site's original fort, as well as historic cabins and a historic cemetery. One AmeriCorps member leads historic preservation projects around Pricketts Fort State Park, including laying shingles, repairing chimneys, re-setting headstones, and replacing logs in a period-correct manner. Another AmeriCorps member catalogs and accessions the site's collection of historic artifacts and organizes a series of historical lectures.

The Waldomore is an elegant antebellum house that has served as the archives for the adjacent Clarksburg-Harrison Public Library for more than 40 years. Waldomore has a unique community role as both a museum and a library/archive. Until recently, the museum role has been overlooked. The AmeriCorps member helps the Waldomore preserve and catalog items of historical and genealogical significance for Clarksburg and

Harrison County and foster opportunities for the community to interact with their history.

Each organization demonstrates the complexity of historic preservation in unique ways. Most have a staff of one, two, or three people, and all operate with limited budgets, depending heavily on volunteers. Local institutions have very specific assets and needs, and Preserve WV AmeriCorps members play a number of different roles to repair, maintain, and preserve properties-- as well as bringing them to life for the public.

Most of the visitors who were asked to participate agreed to take the survey.



Data and Results

Preserve WV AmeriCorps members contribute to their communities in a number of ways. Crystal Wilmer, Executive Director of the Harrison County WV Historical Society, reports, “Our AmeriCorps members have greatly improved our ability to outreach in terms of providing unique programming and workshops, and increasing awareness of HCWVHS's mission and the services we can provide to the greater community.”

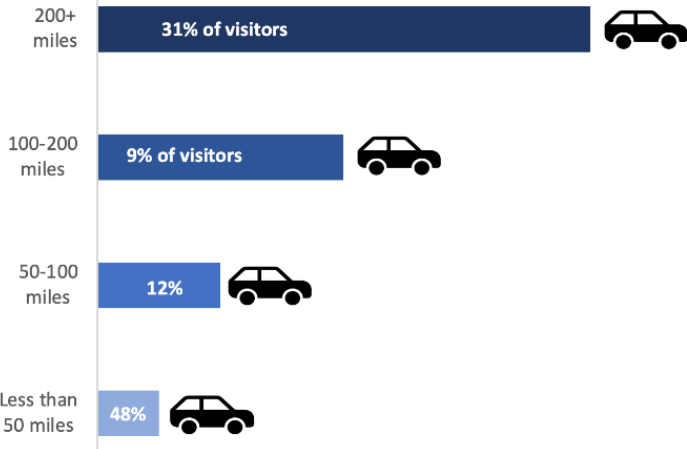
Data show that people value museums and heritage sites, whether they live in the same community or visit from other places. The econometric case for Preserve WV AmeriCorps is that people will travel to visit historic places, these visitors contribute to the local economy, and they enjoy these places and wish to return. Evaluators also observed a multiplier effect: Half of the visitors to historic places also plan to visit one or more other historic places in the same area of West Virginia as the AmeriCorps host organization².

Due to the unique geography of West Virginia, some out-of-state visitors may live five miles away, while a heritage-minded West Virginian could drive 370 miles in-state from Heritage Farm Museum and Village in Huntington to Harpers Ferry National Historical Park. Evaluators did not ask survey respondents whether they come from out-of-state, though data show two things clearly. First, many visitors come from great distances to appreciate Preserve WV AmeriCorps' partner museums and historical organizations. Second, these places are valued by the local community, with repeated visits by those living close by.

Economic Impact

Heritage tourism and visiting sites and museums is a social activity. People visit in groups. Seventy-one percent of the 129 visitors surveyed traveled with family and friends, and 32% had children in their group (118 children and 279 adults). Each visit to a Preserve WV

Almost half of the visitors are local, and one-third come from quite far away.



AmeriCorps site included, on average, 2.94 people. The vast majority of respondents, 120 (93%), were not a part of an organized tour/group. Six of the nine respondents that were part of an organized group were with some form of church or club group.

Heritage tourism is a significant economic engine for West Virginia’s communities. Twenty-six percent of visitors stayed in a West Virginia hotel, and nearly half of these travelers (48%) stayed three nights

² Heritage tourists also visit West Virginia to appreciate its natural beauty. Thirty-one percent of the long-distance visitors reported that they were also visiting state parks, forests, and other nature-oriented attractions (Valley Falls, New River Gorge, and Lost Caverns, among others). There is a clear relationship between heritage and outdoor adventure tourism.

or longer. The 129 visitors stayed in West Virginia hotels for 111 nights. Each visit to a Preserve WV AmeriCorps museum or historic site generates nearly one night's (.86) hotel stay. With meals and lodging, each visit is estimated to produce **\$271.30** on average for the local economy³.

Sense of Community

"Jackson's Mill benefits from AmeriCorps service, because our community suffers from an increasing distance from their history, and consequently, a weakened feeling of cohesion and cooperation," reports WVU Extension's Dean Hardman. "Not many know of the historic site and the history that is present in their county. Those who do know the Historic Area [Farmstead] have a real sense of pride and investment in it."

Not all visitors travel from great distances to experience historical sites. Preserve WV AmeriCorps host sites are not just tourist attractions. They also serve as cornerstones for the local community. As one supervisor described it, "AmeriCorps members have put Historic Shepherdstown [Museum] in a position to more readily and more effectively provide public access to the organization's large photographic archive."

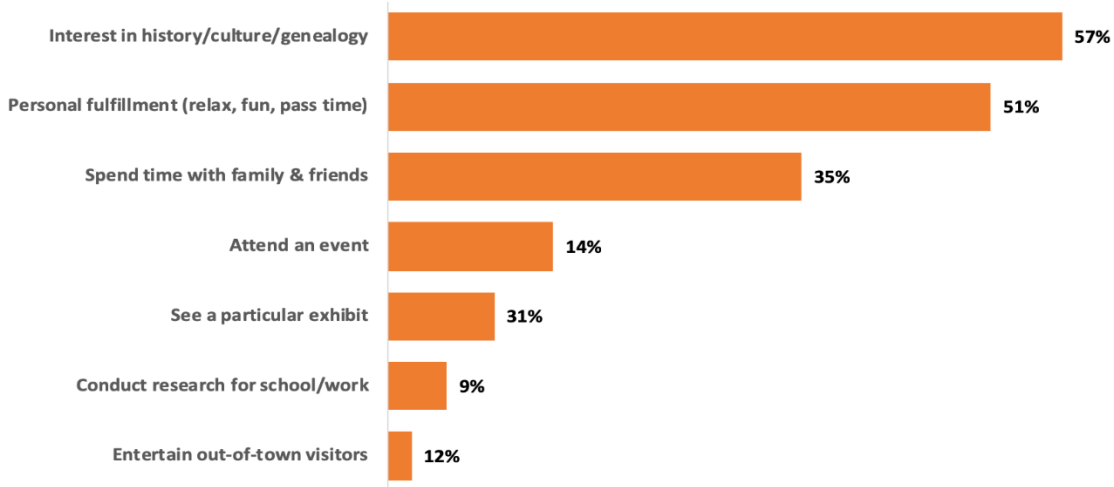
Forty-eight percent of visitors are local (and live within 50 miles of the museum or historic site), and, of these, 41% have visited more than once. The 53 individuals who had visited that site before estimated a total of 425 such visits, or an average of eight visits per person. Many visitors described how an understanding of history helped them understand where they come from. One visitor to Cockayne Farmstead reported her visit helped her understand who she is. "I really enjoyed learning about the history of my family. I never would have known what I do now from any other source."

Visitor Experience

"AmeriCorps helps us put on more events, more activities, more festivals, new programs... It helps us provide hands-on history, living history," reported one Preserve WV AmeriCorps site supervisor. "A really good tour changes people's perspectives."

³ To estimate the value of a visit to the local economy, evaluators used the U.S. General Services Administration per diem rates for West Virginia communities (excluding Morgantown and Charleston, which have higher amounts). Hotel rates (\$94 per night) were multiplied by the number of hotel nights per visit (.86), and meal rates (\$55 per day) were multiplied by the number of people (2.94) per group travelling more than 50 miles. The formula does not take into account the continued economic contributions of local visitors, who average eight visits per organization over time. This figure may underestimate the economic benefit of a visit. "Heritage travelers spend an average of \$994 per trip nationally compared to \$611 per trip for leisure travelers." (Accordino, 2017, p. 3)

Visitors are motivated by a number of reasons.

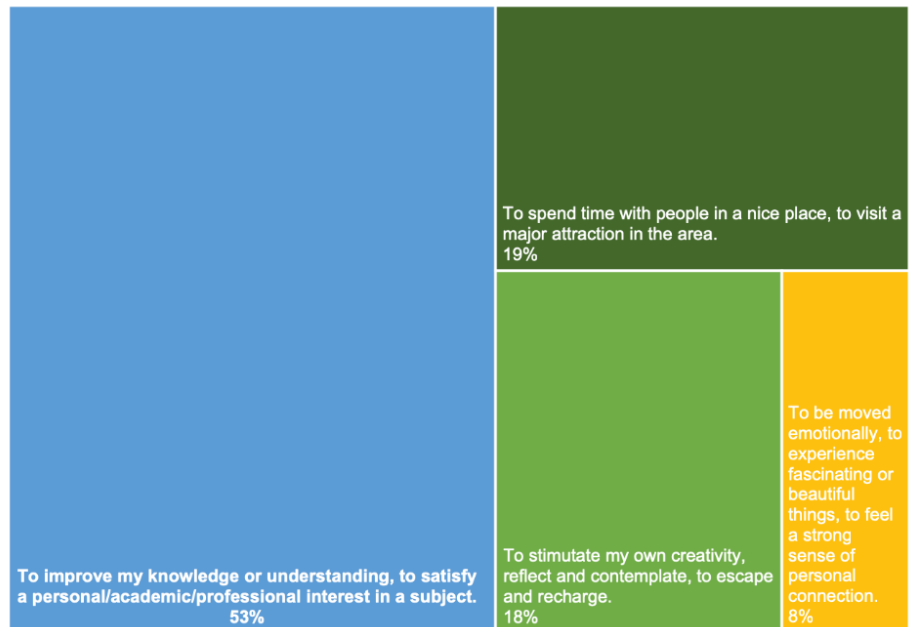


Exhibits and events draw visitors.

Of the 30 respondents that visited Pricketts Fort to see a particular exhibit or event, 16

were visiting to see the Blacksmith Shop, the African-American exhibit, spinning and weaving demonstrations, the library, and a talk about Ben Franklin. Five individuals were visiting the Waldomore and mentioned attending a genealogical lecture. Three individuals who visited Cockayne Farmstead mentioned attending the Sheep to Shawl event and a lecture by local historian Gary Rider. One individual was visiting Jackson's Mill and said they were there to see the Kite Fest⁴.

Which statement best describes why you visit museums and historical sites?



⁴ Some of the "Other" motivations for visiting included: enjoying history, seeing a sign on the side of the road, seeing the website, new to the area and exploring, bored and needed something to do, had a business meeting in the area that ended early, and they were part of an organized church group and had no choice.

Almost all, 125 (97%), of the respondents stated that the visit to the museum/historical site met their expectations. In ranking the quality of exhibits and events, almost all respondents provided positive feedback about the elements directly related to the AmeriCorps members:

- 117 (91%) - quality of exhibits = 4 or 5 (out of 5 maximum)
- 114 (88%) - exhibits met expectations = 4 or 5
- 102 (79%) - want to come back again = 4 or 5

While it is difficult to isolate the impact of AmeriCorps members on any particular area of a host site's operations, it is clear that increased capacity leads to organizational capacity and effectiveness and quality of visitor experience. "Our participation in the Preserve WV AmeriCorps program has benefited the Pricketts Fort Memorial Foundation by helping us fulfill our mission of preservation through various projects that we would not have been able to complete on our own," reports the Foundation's Jessica Kittle. (See Appendix A for visitor satisfaction data.)

Impact on Usage of Historic Sites

It is unclear whether AmeriCorps members increase the number of visitors to their host organizations. Anecdotal reports suggest that the service activities of the members increase the number of visitors to Preserve WV AmeriCorps heritage sites, and some sample data show this. The extent of these increases was not measured across the board. While improvements are being made, Preserve WV AmeriCorps' host sites have been largely unable to track visitors with consistency and accuracy due to these barriers:

Lack of baseline data. During the planning process for the evaluation, PAWV sought to demonstrate the impact of AmeriCorps members by comparing the number of visitors in the years prior to the site receiving a member, and in the years that followed. Regrettably, visitor information before and throughout the three-year grant period is not available from most sites. Attempts to gather the visitor data from sites retroactively were, for the most part, not successful. As part of a new data collection protocol, PAWV AmeriCorps host sites began to collect the info for the 2017-18 grant year. Working with the evaluator, PAWV included "Number of visitors" in its monthly data tracking forms for host sites starting in August 2017. As a result, host sites have described how AmeriCorps members have increased organizational capacity and effective data collection:

"We moved our box office from the business office upstairs to the auditorium about the same time as we started our AmeriCorps project. As a result, we now do a much better job of greeting visitors and telling them about Carnegie Hall and its history and exhibits. We also started using a visitor tracking log developed by our AmeriCorps member and our Box Office manager. That data is being entered into our CRM so that we can easily pull it for reports and grant applications. We have collected some great data about the number of

walk-in visitors, where those folks are from, and what else they did while visiting our area.”

-Sara Crickenberger, Executive Director, Carnegie Hall

Capacity issues. As part of the survey process, evaluators trained the AmeriCorps members and their site supervisors on the protocol for tracking three data points: the number of visitors, the number asked to participate in the survey, and the number of respondents.

The survey process itself exposed a data collection issue: it is impractical for many Preserve WV AmeriCorps host sites to track the number of visitors with a high level of accuracy. For instance, while attendance for performances and concerts at Carnegie Hall and the Pocahontas County Opera House is easily tracked because those events have admission fees, these organizations also welcome walk-in visitors, often through unstaffed entrances. The Waldomore serves as a library and a museum, presenting a challenge for capturing the number of heritage visitors. Cockayne Farmstead does not have admission fees and utilizes voluntary guestbooks and visitor logs. Thus, visitors may be undercounted by a significant margin (as turned out to be the case at Waldomore, where the number of submitted visitor surveys was far higher than the attendance numbers shown on the visitor logs for the survey period).

While there is a clear connection between increased organizational capacity and visitor satisfaction, the link between AmeriCorps member service and increased usage of Preserve WV AmeriCorps host museums and historical sites is ultimately not quantified in this evaluation.

Evaluation Design

As an AmeriCorps*State program with less than \$500,000 in annual federal funding, Preserve WV AmeriCorps is not required to conduct an external evaluation, but it has chosen to do so. PAWV leadership decided to hire an evaluator to design an evaluation that the organization would conduct itself. The McMahon Consulting Group (MCG) was selected for this role, and completed the following tasks:

- Conducted landscape study of preservation organizations across the nation to survey best practices to measure and demonstrate impact
- Met with PAWV staff in Morgantown to review program reports, strategize member activities, develop goals and objectives, and design evaluation questions
- Advised PAWV staff on program process, particularly the development of Civic Service Project model
- Produced program materials, including data collection forms
- Produced and revised data collection system and tools
- Created consumer survey for internal evaluation

PAWV implemented the new data collection tools for the 2017-18 program year and requested that MCG further collaborate on the evaluation project itself. MCG was responsible for the survey design and analysis. Preserve WV AmeriCorps host organizations administered the surveys, with training and guidance from MCG.

This evaluation is a quasi-experimental design⁵ with the intent to measure the extent to which AmeriCorps program activities enhance the quality of life and economic well-being of select West Virginia communities. Survey responses were gathered from heritage tourists who visit Preserve WV AmeriCorps host organizations during a six-week period. The inclusion of five sites in the evaluation design was intended to provide the opportunity to compare outcomes across sites.

Variables considered include, but are not limited to: sense of community, change in knowledge, distance travelled to visit, number of visits, and costs incurred to visit. The evaluation questions are:

- Do the Preserve WV AmeriCorps program's activities increase people's usage of museums, historic districts, and heritage sites?
- Do the Preserve WV AmeriCorps program's activities improve economic conditions/opportunities in the West Virginia communities it serves?
- Do the Preserve WV AmeriCorps program's activities increase citizens' engagement/connection to their communities?

⁵ PAWV leadership and the evaluators pursued several avenues to design an evaluation with a random control trial but found it impractical for the field of historic preservation. No two communities or historic properties in West Virginia can properly be matched for the purpose of such a comparison.

Variables considered include, but are not limited to: sense of community, change in knowledge, distance travelled to visit, number of visits, and costs incurred to visit. To participate in this evaluation, sites also have to be currently participating in the Preserve WV AmeriCorps program and have consistent records dating back to the year prior to their participation.

Description of study group:

PAWV established these parameters for site partners to participate in the evaluation.

- Commitment to effective data collection, including demonstrated data validity, completeness, consistency, accuracy and verifiability
- Consistent and timely reporting for first year of AmeriCorps funding
- Member role includes to support and increase visitation
- Geographic distribution across the state of West Virginia
- Blend of new and old sites
- Destinations with over 100 visitors during the summer

Based on the criteria, these organizations were asked to participate: Cockayne Farmstead, Carnegie Hall, Pricketts Fort, Jackson's Mill, and the Waldomore.

Methodology

From the start of the project, PAWV's leadership insisted on conducting an evaluation that would resonate beyond the state and the national service field. Their stated goal was to advance the state of the evidence for the practice of historic preservation. For this reason, Executive Director Danielle Parker and the board decided to solicit an external evaluation. However, logistics and funding limitations made it impossible for evaluators to conduct and collect the surveys, necessitating a partnership. Moreover, the participating host organizations themselves have limited staff (between one and 12 staff members), and PAWV has two full-time employees. PAWV sought and received permission from Volunteer West Virginia for AmeriCorps members to conduct and collect the surveys.

PAWV and the evaluators deliberated at length on data collection and analysis. To ensure the highest possible rigor and accuracy, the evaluators created a three-pronged strategy:

- Training for AmeriCorps members and staff on evaluation, appreciative inquiry, and survey administration.
- Creation of tracking protocols and a system of document management and storage (both paper and electronic).
- Establishing a firewall between PAWV staff and evaluators, so that the evaluation analysis in this report is wholly the work of the evaluators.

The evaluators developed the protocols and conducted a training for all parties on May 25, 2018 at the Morgantown Public Library (Appendix C).

Administration of the surveys was intended to take place across the host organizations from June 14-July 13, 2018. The stated goal was to ask at least 30 visitors at each organization to participate⁶, but the organizations have vastly different numbers of visitors. Two organizations asked for a different four-week period in June and July due to limited staff capacity and to coincide with the greatest volume of visitors. The survey was later extended from four weeks to six weeks to capture more visitation data. By design, all visitors to these organizations were to be informed about the evaluation and invited to participate at the start of their visit. Due to the level of interaction with visitors, a 10% participation rate was anticipated. As described above, host organizations were unable to invite all visitors to participate; to do so would have required AmeriCorps members to do little else for the busiest month of the year. Further, most of these host organizations were unable to track attendance with a confidence level sufficient for inclusion in the evaluation. The survey participation rate (59%) reflects a high level of visitor satisfaction, which is clearly demonstrated by the results.

Completed evaluations were scanned and mailed once each week by each organization to Kelley Research Associates (KRA). Survey data was managed by KRA. Personal identifiers were excluded from the database and cannot be reported in any subsequent reporting. The survey does not include personal information (other than travel preferences), and the absence of personal identifiers in the database will provides sufficient security. All survey responses are entered into an SPSS 24 database designed for this project. Analysis of the responses was completed utilizing SPSS 24. Survey results were analyzed by mode or by the sum of the percentages, depending on the question type. In addition, independent samples' t-tests were used to determine the statistical significance of any variations found between sites. For all analyses of statistical significance, the significance level was set at $p < .05$.

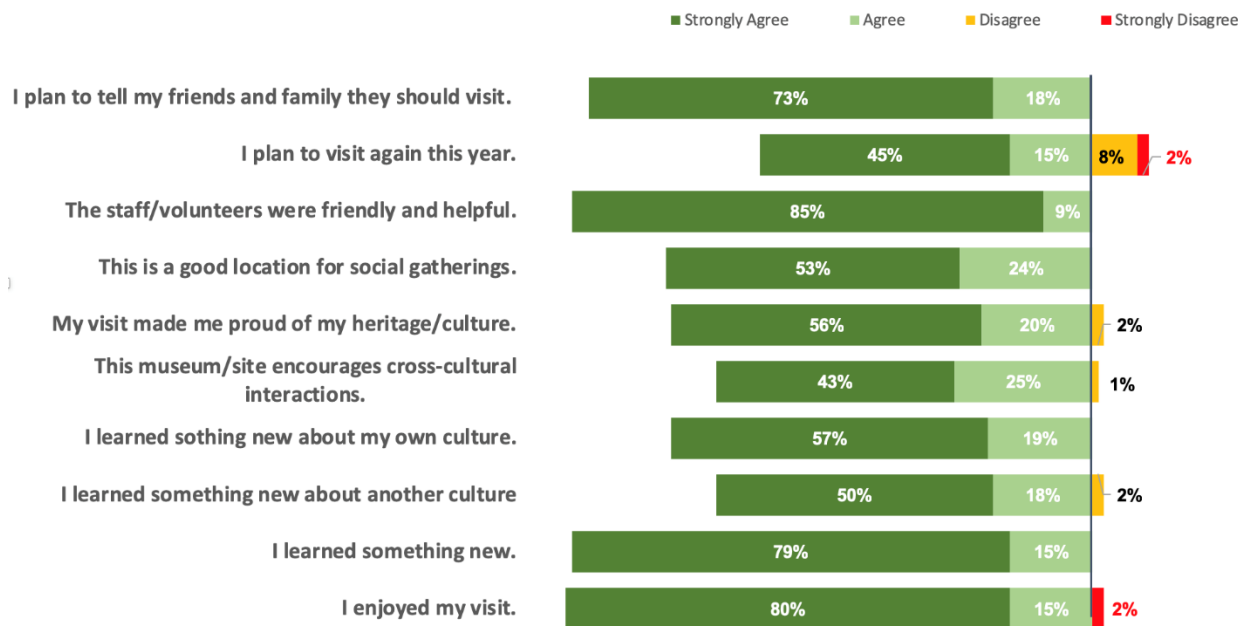
⁶ To achieve a p value of $> .05$, the evaluators developed this strategy: "PAWV staff will compile longitudinal data on tourism for all of its current host sites, dating to the year prior to hosting an AmeriCorps member. The evaluator will review year-to-year visitor attendance information to analyze and report on changes over time, by location. Using attendance trend data for the participating sites, the evaluator will determine how many visitor surveys will be needed."

Appendix A: Visitor Satisfaction Results.

Evaluators asked a number of questions about the quality of visitors' experience. This information does not pertain to the Preserve WV AmeriCorps theory of change, and it does not speak specifically to the service of AmeriCorps members. Nevertheless, AmeriCorps members contribute to organizations/agencies in a number of ways, such as volunteer management, creating exhibits that visitors come to the sites to see, and organizing events that visitors attend.

How much do you agree with the following statement?

n=127



"No Opinion" and No Response not included.

Rank the quality of your visit 1 to 5 (with 1 being the lowest ranking and 5 the highest)

Category	1	2	3	4	5	No Response	Mean Ranking
a. Quality and presentation of exhibits and/or event	0 (0%)	0 (0%)	3 (2%)	21 (16%)	96 (75%)	9 (7%)	4.78
b. Exhibits and/or event met your expectations	0 (0%)	0 (0%)	4 (3%)	18 (14%)	96 (75%)	11 (8%)	4.76
c. Helpfulness and courtesy of staff/volunteers	1 (1%)	1 (1%)	3 (2%)	5 (4%)	111 (86%)	8 (6%)	4.85
d. Exhibits and/or event sparked curiosity of children (if applicable)	2 (2%)	0 (0%)	4 (3%)	7 (5%)	43 (33%)	73 (57%)	4.59
e. Exhibits and/or event were easy to talk about with children (if applicable)	1 (1%)	2 (2%)	3 (2%)	9 (7%)	43 (33%)	71 (55%)	4.57
f. You want to come back to visit again soon	1 (1%)	2 (2%)	9 (7%)	12 (9%)	90 (70%)	15 (11%)	4.65

Appendix B: Visitor Demographics

OVERALL TOTALS:

- **129 surveys submitted** between 6/2/18 and 7/28/18 from five different sites
- 217 people were asked to complete the survey, which equals a **59% response rate**
- No consistent data on how many actual visitors there were over the survey period

Pricketts Fort (6 weeks):

- 62 surveys submitted
- 111 people asked to complete = 56% response rate
- No consistent data on how many actual visitors there were over the survey period

Cockayne Farmstead (6 weeks):

- 15 surveys submitted
- 28 people asked to complete = 54% response rate
- No consistent data on how many actual visitors there were over the survey period

Jackson Mill (6 weeks):

- 14 surveys submitted
- 18 people asked to complete = 78% response rate
- No consistent data on how many actual visitors there were over the survey period

Carnegie Hall (4 weeks):

- 9 surveys submitted
- 29 people asked to complete = 31% response rate
- 251 total visitors over the four weeks = only 12% of the visitors were asked to complete a survey.

Waldomore (6 weeks):

- 29 surveys submitted
- 31 people asked to complete = 94% response rate
- No consistent data on how many actual visitors there were over the survey period

Respondent Demographics

Gender

- Male 42 (32%)
- Female 81 (63%)
- No Response 6 (5%)

Age Range

- 19 or Under 6 (5%)
- 20 - 29 19 (15%)
- 30 - 39 12 (9%)
- 40 - 49 18 (14%)
- 50+ 69 (53%)
- No Response 5 (4%)

Race

- African-American 1 (1%)
- Native Hawaiian/Pacific Islander 1 (1%)
- White 114 (88%)
- Two or More Races 5 (4%)
- Hispanic/Latino 1 (1%)
- Other 1 (1%)
- No Response 6 (5%)

Appendix C: PAWV Survey Administration Guidance

May 25, 2018 Training materials, survey protocols, and document management instructions for AmeriCorps members:

Things to consider about the survey process:

- 1) **Verify your 30-day survey period with Kelli Shapiro, PhD** (PAWV Program Associate). The period in the evaluation plan is June 14-July 13, but sites may certify a different 30-day period. Consistency across this month is important, and the higher the response rate, the better.
- 2) **Please label your surveys with the name of your organization.** It seems simple, but this information is essential. Print as many copies of the survey as you need.
- 3) **Where will they be approaching people to complete the survey?**

The Evaluation Plan states that visitors will be approached as they come in and provided an incentive to complete it on the way out. Think about if this will work. Or, is it better to just position a person in the correct location as people leave and ask them at that point to participate? Each site can determine which method will work for them.

But whichever you choose these things must be kept in mind:

- People need to complete the survey **AFTER** they visit the site since questions ask about their experience.
 - The location where people are approached should be a place where the staff will have access to almost all visitors.
 - The actual survey administration site (where people will complete it) needs to be in a location where the people can take a seat and/or comfortably be able to complete the survey.
 - Staff should keep a record of the total number of visitors in a week, and a tally of number of people approached for the survey that will be helpful in determining an actual response rate. Kelli has provided a simple tally sheet can be kept for each week with the name of the site and the date at the top. Every time they ask someone to do the survey just put a tally mark down under a Yes or No column. These should be turned in with the surveys each Wednesday.
- 4) **Staff should develop a personalized script that they are comfortable with.**

For example:

“Hi, my name is Kiersten and I am a Preserve WV AmeriCorps member serving here at Cockayne. We are conducting an anonymous short survey today to gather visitor opinions and info. This helps us spread the word and sustain our work. It will only take you 5 – 7 minutes to complete and we are providing a gift as a thank you for taking the time to help us out.”

You can create this script to fit language they are comfortable with, so it should sound like a friendly conversation and not something they are reading from a paper.

Try to avoid asking people at the end of the script if they will participate. This gives people an out. Obviously, if someone says they aren’t interested then just say thank you, but if you

act as if you presume they will complete it by just trying to hand it to them and showing them a seat or to the location where they can complete it you might get a higher response rate. Basically, if you say “do you have 5 minutes” or “would you like to take the survey” you are likely to get a lot of No Thank You responses. But, again, each staff person will have to do what you are comfortable with.

Most important if the volunteer or staff person asking is uncomfortable or not friendly and outgoing, that will reflect in the response rate. So, choose the person to administer these surveys carefully and have them practice delivering the script in a friendly and cheerful manner.

If people ask to take the survey home, please provide them the stamped envelope with the evaluator’s address.

5) Give people privacy while completing the survey and turning it in.

Once the survey is handed to the visitor and they are provided a spot to complete it, the staff person should walk away and engage others or simply stay away from the person, so they feel as if their answers are private.

Plans for how the person will turn the survey in should also be determined before this process begins. Will there be a box for them to place the completed survey in? Will they have to hand it back to the staff person? My recommendation, for an anonymous survey it is much better to have some location they can just deposit the survey in when they are done so they feel as if their privacy is protected. So, the staff person can give them the survey, show them to the location where they will complete it, and explain they can just drop it in the box when they are done. The box should be somewhat protected (have a cover on it at least) so it is just not an open box on a table that anyone can access. Or you could provide an envelope for them to seal the survey in and then drop it in a box with a slit in the top like a mail box. Each site should just figure out what will work for them. If they will be hand collecting the surveys back from the visitors, I highly suggest having the visitor place it in a box, envelope or the clipboard. Completed surveys should be sealed or protected in some way.

6) If visitors have questions about the survey....

Any staff or volunteers who hand out a survey should be familiar with the survey questions. We didn’t have questions for clarification at the training, but we recommend that others fill it out just to be sure.

7) Keep the surveys safe and send them to Pam Kelley.

Make sure any completed surveys are secured at the end of each day. Keep them in one place, not in the clipboard or a box at the site if you are using one, but some other secure location. Each Wednesday during the survey administration month, package them up and send them to KRA Associates.

Appendix C: Visitor Survey

Preserve West Virginia AmeriCorps Visitor Survey

Site Code: _____

Date of Your Visit: _____

1) Approximately how far did you travel to visit this museum/historical site? (Check One)

- _____ Less than 50 miles
- _____ 50 -100 miles
- _____ 100 -200 miles
- _____ 200+ miles

2) Are you staying in a West Virginia hotel or motel on this visit? (Circle One)

Yes No

If yes, how many nights are you staying? _____

3) How many people are in your group for each age category? (record the number on the space provided)

- _____ Children (17 and under)
- _____ Adults (18+)

4) Have you ever visited this event/museum/historical site before? (Circle One)

Yes No

If yes, how many times?: _____

5) Are there other museums/historical sites/events you plan to visit in this area of West Virginia? (Circle One)

Yes No

If yes, which ones? _____

6) Did you visit today as part of a pre-organized tour group? (Circle One)

Yes No

If yes, what kind? (Check One)

- _____ School field trip
- _____ Outing organized by an organization/club/etc.
- _____ Part of a bus tour going to multiple locations in area/state
- _____ Other: _____



7) What motivated you to visit today? (Check All That Apply)

- _____ See a particular exhibit
If so, which one?: _____
- _____ Attend a particular event
If so, which one?: _____
- _____ Conduct research for school/work assignment
- _____ Personal fulfillment (relax, pass time, fun)
- _____ Interest in history/culture/genealogy
- _____ Spend time with family/friends
- _____ Entertain out-of-town visitors
- _____ Other: _____

8) Of the following statements, which one **best** describes why you visit museums and historical sites? (Check Only One)

- _____ To stimulate my own creativity, to reflect and contemplate, to escape or recharge.
- _____ To be moved emotionally, to experience fascinating or beautiful things, to feel a strong sense of personal connection.
- _____ To improve my knowledge or understanding, to satisfy a personal/academic/professional interest in a subject.
- _____ To spend time with people in a nice place, to visit a major attraction in the area.

9) Reflecting on your answer above, did your visit to this museum/event/historical site meet your expectations? (Circle One)

Yes No

If no, why not?: _____



Preserve West Virginia AmeriCorps Visitor Survey

Site Code: _____

10) Rank the quality of your visit 1 to 5 (with 1 being the lowest ranking and 5 the highest)

Category	Ranking 1 — 5
a. Quality and presentation of exhibits and/or event	
b. Exhibits and/or event met your expectations	
c. Helpfulness and courtesy of staff/volunteers	
d. Exhibits and/or event sparked curiosity of children (if applicable)	
e. Exhibits and/or event were easy to talk about with children (if applicable)	
f. You want to come back to visit again soon	

11) Please tell us how much you agree with the following statements regarding your visit:
(Check one box for each statement)

	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
I enjoyed my visit.					
I learned something new.					
I learned something new about another culture.					
I learned something new about my own culture.					
This museum/site encourages cross-cultural interactions.					
My visit made me proud of my heritage/culture.					
This is a good location for social gatherings.					
The staff/volunteers were friendly and helpful.					
I plan to visit again this year.					
I plan to tell my friends and family they should visit.					



12) What did you enjoy most about your visit?

Optional questions:

13) What is your gender? (Circle One)

Male

Female

14) What age group do you fall within? (Check One)

_____ 19 or under

_____ 20 – 29

_____ 30 – 39

_____ 40 – 49

_____ 50+

15) How would you define your race? (Check One)

_____ African-American

_____ American Indian/Alaskan

_____ Asian-American

_____ Native Hawaiian/Pacific Islander

_____ White

_____ Two or More Races

_____ Hispanic/Latino

_____ Other: _____

THANK YOU FOR YOUR PARTICIPATION!



Appendix D: Research Scan on Measuring Impact of Historic Preservation

During the design phase of the evaluation, MCG conducted a scan of available research to best measure the impact of historic preservation. This is the result of that research.

Considerations for choosing metrics:

Audiences: Although many methods will be presented here, the selection and application of these methods will depend on the situations and subgroups of the various stakeholders. We seek to present information that shows the whole, true impact of PAWV to a general audience, but with specific elements for important stakeholders. This will make the final work of organizing and presenting the data more efficient and will lead to a greater, more accurate understanding for all involved.

Specificity: This report is specific to PAWV; therefore, every opportunity has been taken to place it in the context of the Mountain State.

Categories: The original proposal identified four goal areas to be addressed:

1. Increasing *capacity* of the nonprofit;
2. Measuring the *use* of under-utilized historic resources;
3. Measuring *community investment*, and;
4. Measuring *economic opportunity*.

These goals will be referenced throughout.

Locality: Even within the PAWV AmeriCorps program, there is a broad range of member roles, partner missions and outcomes. Each metric will be paired with specific PAWV projects—both past and future—that would seem to benefit most from that method of study. Included here is a brief look at how that metric might be deployed, followed by a longer discussion of its use in the ‘big picture.’ Finally, specific locations are mentioned as models for implementation.

Method #1: Property value impacted

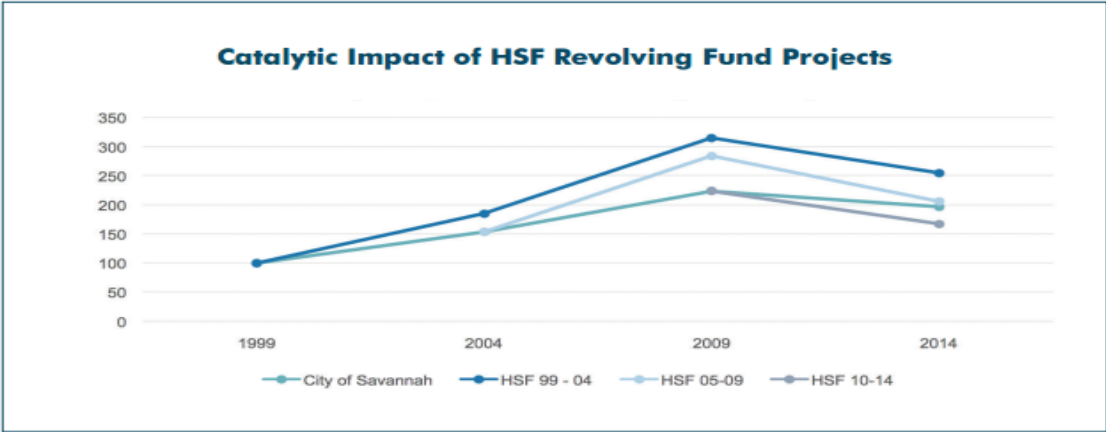
Metric: Although specific parameters can be adjusted, an effective measurement is the value of the properties within a 500-foot radius of the preserved property in question every five years. It would be recorded in percent change over time.

Recording: The local municipality’s tax office would house these records.

Analysis: This method addresses, at least, the 4th goal of economic opportunity, although it may also address the 3rd goal of community investment as well. Increase in property value increase is a great metric as it has something for everyone. People who are concerned with the financial bottom line get to see a dollar amount that they will value. Meanwhile, people interested in more intangible things like community-building will see a

place where people are going to be more likely to move, build, or invest, and thus the PAWV site ideally becomes a beacon for a neighborhood identity.

Property value is an attractive metric, but there are two possible drawbacks. First, if PAWV may need data more frequently than assessments occur. While you could look at tax records year-to-year, these may fluctuate it has the because of the range of variables that affect property values. Five years is long enough to see deeper, more stable trends. Another thing to consider is the type of property in question. This metric works much better for urban properties that have many lots in the 500-foot radius to impact. A rural location might touch only three or four properties and therefore have less chance for positive impact. But if applicable, this metric can show dramatic numbers. One case study in the city of Savannah, Georgia, showed 30% increases in the property values of lots adjacent to Historic Savannah (HSF) properties compared to the average city increase because, “The stabilizing effect of HSF’s investments encouraged others nearby to invest in their own properties and increased market confidence in the area which is reflected in greater demand for the properties.” (HSF, 2015 p. 41)



Method #2: Employment hours created

Metric: Number of billable/labor hours

Recording: Payroll of contracted firms/individuals

Analysis: Employment numbers would address your goal of creating economic opportunity. This is the classic metric for community investment, and for good reason. While this method is fairly self-explanatory there are some considerations that can further understanding. To put some numbers on the basic premise, it’s helpful to look at Kentucky, as many of its socio-economic indicators are similar to West Virginia. Kentucky, as a leader in historic preservation, has reaped large, tangible benefits in job creation that exceed private enterprise in comparable categories: “... investment in new construction creates 40 jobs per US \$1 million compared with an investment in historic rehabilitation, which results in anywhere from 43 jobs per US \$1 million to 49 new jobs per rehabilitation

project.”² This specifically means that, “...7365 jobs were created as a result of Kentucky State Tax Credits program from 2005 to 2007, resulting from direct, indirect, and induced effects of the US \$171 million spent. From this investment, the PEI approximates that US \$229 million of income was generated...” (Gilderbloom, 2009). Similar numbers were found in Georgia, where there were 1.2 jobs created on average at historical preservation sites for every one job in comparable private locations. (HSF, 2105, p.16)

Two quick considerations on this, based on adjacent states’ experiences with this metric: First, consider measuring billable hours vs. number of jobs created as you want to capture all economic investment, including part-time and all forms of subcontracted labor. Second, PAWV can focus on your use of local “labor” to keep money in the local economy. Nearby Carroll County, Ohio is a good example of what can happen if employers promise jobs, then import out-of-state labor to do the work. Now, there are as many out-of-state license plates in Carroll County as there are Ohio plates; and many dollars from those paychecks are being “sent back home,” and out of the area that was supposed to reap the economic benefits.

Method #3: Structures supported

Metric: Depending on the need this could be recorded as an absolute number or as a percentage (change over previous year).

Recording: Self-reported, based on PAWV books

Analysis: Needless to say, counting the properties preserved is your most important output, but there is a great deal to determine about the longer-term impact of each one. This simple but useful metric will address two goals laid out in the proposal: increase in capacity and under-utilized resources. On one level, it directly addresses the need to increase capacity; however, this may be the most import of the metrics listed in this report as it is a multiplier for all other metrics. The more sites PAWV has, the more jobs you can “create,” and the more property values increase, etc. This data can also be used to leverage itself, creating a positive feedback loop among sites, impact, and investors. Historic Savannah has exploded in terms of number of sites acquired and uses this metric to show efficacy and impact. If you look at the following data, it doesn’t seem difficult to justify gaining new structures when you multiply this back to the jobs and properties metrics. Each building represents another ‘seed,’ within a single neighborhood to grow jobs and property values. Additionally, notice how the number of neighborhoods affected has expanded as the programs swells, spreading the wealth out concentrically.

HSF Sites by Decade		
Decade	Number of New Sites Acquired	Number of Neighborhoods Involved
1960’s (baseline)	37 (baseline)	1
1970’s	13	1

1980's	19	2
1990's	10	2
2000's	44	5

Method #4: Attendance increased

Metric: Absolute number of people who actively engage in your supported sites (with the additional possibility of also reporting economic impacts from those individuals).

Recording: Two possible ways:

1. Non-staffed structures: a sign-in or log book at each supported structured (including outdoor structures, such as the Avis Overhead Bridge in Hinton) accompanied by a brief explanation to the visitor on how critical it is to record their visit; and,
2. Staffed structures: actual head count or estimate by PAWV staff or a sign-in that is staffed.

Analysis: This metric combines economic goals with community values. It is possible to simply leave this as an absolute number of people and use this to demonstrate interest in the sites. However, it is possible with a fairly simple follow-up to count the number of people from outside the region (“heritage tourists”) and create a dollar estimate as well. By simply adding a column in a logbook or sign-in sheet for the home ZIP code of the visitor, and then multiplying the number of outside visitors times the average spending for this kind of tourism, an economic impact can be calculated. The commonly accepted data on this even shows the differentiation between two kinds of tourism, thus boosting the case for PAWV specifically: “Heritage travelers spend an average of \$994 per trip nationally compared to \$611 per trip for leisure travelers.” (Accordino, 2017, p. 3) Even if West Virginia in on the lower half of this average, the 38.5% increase is a reasonable estimate for whatever baseline dollar figures local economies might bring in. The amount of support for the projects by local visitors can be indicated this way as well; it really comes down to the desire and the available analysis time. This metric is presented this way to give the maximum amount of leeway to reflect PAWV goals. Since it is possible that some of the PAWV sites aren’t necessarily about heritage tourism this flexibility allows for anything from a blanket policy to a site-by-site application of this metric.

Additional Options and Final Comments:

This report outlines four metrics that would meet PAWV goals in the most efficient and effective way, but it is not an exhaustive list by design. Many organizations chase too many outcomes, and this is often not worth the effort. That said, there are other metrics to consider. Some of these that are in use around the country include:

- volunteer hours (in absolute numbers),
- media attention (in number of articles, Facebook posts, etc.),
- construction expenditures (in dollars),

- types of jobs created (public vs private, permanent vs temporary, etc.),
- and economic integration (historic sites repurposed for private use).

However, it should be noted that we do not believe these metrics meet the needs you have outlined, four main metrics listed are the most effective and efficient way for PAWV to reach its goals.

Works Consulted

Accordino, John et al. "The Economic Impact of Heritage Tourism in Virginia"
http://www.preservationvirginia.com/images/programs/HeritageTourism_FINALE_02-16-17secured.pdf

Bowen, Eric, et al. "The Economic Impact of Historic Rehabilitation in West Virginia"
<http://busecon.wvu.edu/bber/pdfs/BBER-2015-13.pdf>

Bureau of Labor Statistics https://www.bls.gov/cps/cps_htgm.htm

Gilderbloom, John I., et al.
<http://www.tandfonline.com/doi/full/10.1080/17549170903056821?scroll=top&needAccess=true>

Historical Savannah Foundation <http://www.placeeconomics.com/wp-content/uploads/2016/08/HSF-Beyond-Tourism-Report-2015-v4.pdf>

National Trust for Historic Preservation <https://savingplaces.org/we-are-saving-places#.WSHyWGgrLIW>

New Jersey Heritage Tourism Plan
<http://www.njht.org/dca/njht/touring/New%20Jersey%20Econ%20Impact%20HT%20Report%20FINAL.pdf>

Preservation Alliance of West Virginia <http://pawv.org/>

Realtor.Com http://www.realtor.com/local/Lewisburg_WV

Rypkema, Donovan, et al. "Measuring Economic Impacts of Historic Preservation"
<http://www.preserveamerica.gov/docs/economic-impacts-of-historic-preservation-study.pdf>

West Virginia Department of Commerce
<http://www.wvcommerce.org/people/communityresources/communityrevitalization/ontac/resources.aspx>