

HERITAGE TOURISM  
*Guidebook*





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# Introduction

Heritage tourism is one of the fastest-growing segments of the tourism industry. It is widely believed that heritage tourism can successfully help preserve resources while boosting local economies by generating jobs, new businesses and tax dollars. However, little information exists about heritage tourism development, such as who should consider it, significant aspects and how to develop a successful heritage tourism site, initiative or program.

This guidebook is designed to provide assistance to communities or individuals who are interested in developing heritage tourism to preserve historic and cultural resources and boost economies. It begins with an overview of tourism and the heritage tourism industry then identifies issues to consider before beginning a heritage tourism program. If a community or individual is interested in developing heritage tourism, this guidebook provides a step-by-step process including tips and success stories.

This guidebook contains a resources section with additional information, as well as divisions and important contacts of the Texas Historical Commission (THC) and the Texas Heritage Trail Regions of the Texas Heritage Tourism Program (THTP) of the THC.



*Heritage tourists enjoy the Japanese Garden of Peace at the National Museum of the Pacific War in Fredericksburg.*

# What is Tourism?

When most people hear the word “tourism,” they immediately think of vacations filled with entertainment and relaxation. Rarely do they think of tourism as a vital part of their community. The tourism industry is the second-leading industry in the nation, creating an increase in jobs, businesses and property values. Well-developed tourism programs improve the quality of life and instill pride in communities throughout the world.

**tour•ist** [too r-ist] *n* : someone who visits a place for pleasure and interest.

**tour•ism** [too r-iz-uh m] *n* : the business of providing services such as transportation, places to stay or entertainment for tourists.

## TOURISM IN TEXAS

Texas offers a wonderful variety of attractions and millions of tourists visit them each year. Tourism is the third-largest industry in Texas and the Lone Star State is the third most visited in the country. Tourism creates jobs and businesses, increases property values and generates revenue from taxes and other spending.

### Job Creation

- One in every 20 Texas employees works in the travel industry.
- Visitor spending directly supports 500,000 Texas jobs.
- Secondary impacts of tourism support 419,000 Texas jobs.



*Elkins Ranch, located outside Palo Duro Canyon State Park, offers authentic chuck wagon cookouts.*

### Economy Building

- Travelers spend more than \$113 billion in Texas every day.
- Total direct spending in Texas is \$44 billion yearly.
- Texas ranks third among all states in its share of domestic travel spending.
- Traveler spending produces more than \$2.9 billion in local and state taxes.
- Texas tourism programs generated a return-on-investment in state taxes of \$29.89 for each dollar budgeted.
- Without tourism, each Texas family would pay an additional \$650 in taxes per year.

Sources:

*Texas Travel FACTS* by the Office of the Governor — Economic Development and Tourism and Dean Runyan Associates, 2005

*The Economic Impact of Travel on Texas* by the Office of the Governor — Economic Development and Tourism, October 2004

# What is Heritage Tourism?

Heritage Tourism is travel directed toward experiencing the heritage of a city, region, state or country. Heritage tourism enables the tourist to learn about, and be surrounded by, local customs, traditions, history and culture.

## Heritage Tourism in the United States

Heritage tourism is an important component of the nation's tourism industry. According to the National Trust for Historic Preservation, visiting historic sites and museums is the third most popular vacation activity for U.S. travelers behind shopping and outdoor activities.

## Heritage Tourism in Texas

The history that makes Texas unique is as diverse as its landscape. From the missions of South Texas and the abandoned sawmills in East Texas to the historic forts and expansive landscapes of West Texas, the state is filled with opportunities for tourists to peer into yesteryear. Texas ranks second in the U.S. in the number of cultural and heritage travelers visiting the state. These tourists are learning more about Texas' heritage while making a valuable contribution to the state's economy.

### EXAMPLES OF HERITAGE TOURISM SITES

History Museums  
Old Battlefields  
Abandoned Forts

Spanish Missions  
Drive-in Theaters  
Train Depots



*A docent shows students how to grind corn at the Sam Houston Memorial Museum Complex in Houston.*

*Goliad's Mission Espiritu Santo historic site and nearby Presidio La Bahía comprise one of North America's most outstanding examples of a Spanish mission complex.*

## TEXAS HERITAGE TOURISM PROGRAM

The success of the Texas Heritage Tourism Program depends on public-private partnerships, local community participation and extensive volunteer commitment. In order to serve all of Texas, the program divides the state into 10 heritage regions.

The program is managed regionally by a volunteer board of directors from the tourism, preservation and economic development fields. The board is responsible for organizational, community and tourism development of the heritage region, as well as project fund raising. Through a grant from the THC, a regional coordinator is hired in each region to initially facilitate these efforts.

For additional information on how to become involved in your heritage region, please contact your regional coordinator. Visit [www.thc.state.tx.us/heritagetourism/htprogram.html](http://www.thc.state.tx.us/heritagetourism/htprogram.html) to determine what region you are in and how to contact your regional coordinator.

### Heritage Tourism Principles

The Texas Heritage Tourism Program has adapted the following five principles for a successful and sustainable heritage tourism program from the National Trust for Historic Preservation. Follow these principles to avoid challenges that could arise when preservation and tourism become partners.

■ **Preserve and protect resources** — Plan for the preservation and protection of special places, sites and traditions that attract visitors. Foster a good preservation ethic; follow the Secretary of the Interior's Standards for Historic Preservation and comply with all applicable local, state and federal laws in planning and preserving historic sites.

■ **Focus on authenticity and quality** — The contributions previous generations have made to the history and culture of the community are what make it unique and add value and appeal for visitors. Ensure

accuracy and quality when sharing these contributions with visitors.

■ **Make sites come alive with interpretation** — A destination is a place with a story. Use creative methods in interpreting the stories, special cultural sites, traditions, events and personalities that make your community or region distinctive. Be inclusive by sensitively telling the story of all groups that have made contributions to your heritage.

■ **Find the fit between community and tourism** — Educate the community about heritage tourism and historic preservation. A community that values and protects its heritage will contribute to the successful development of a project with funds, volunteers and political support.

■ **Collaborate for sustainability** — Tourism demands the participation of numerous individuals and organizations. Create partnerships to broaden support and chances for success; package sites and events in the community or region into a coherent visitor experience. Cross-promote with other sites to maximize exposure and dollars.



*A Main Street city since 2005, San Angelo embraces its historic fabric creating a unique shopping experience for visitors.*



## HERITAGE TOURISM AND PRESERVATION

Heritage tourism embodies the goals of preservation and tourism. “Heritage tourism uses assets — historic, cultural and natural resources — that already exist. Rather than creating and building attractions, destinations look to the past for a sustainable future. Indeed these assets need preservation and often restoration or interpretation, but the foundation for creating a dynamic travel experience lives on in the stories and structures of the past.” (Hargrove, 2002, 1)

The relationship between tourism and preservation can create a cycle. A growing market for tourism stimulates the restoration of historic sites, which in turn produces a strong impact to local economies from increased visitation. Establishing partnerships between the preservation community and tourism industry at the local, state and national levels will facilitate the development of heritage tourism programs that preserve, protect and promote historic and cultural resources.

### Tourism

The second-leading industry in the nation, tourism creates jobs and attracts new businesses and raises property values. An increase in tourism can improve the quality of life and create pride in a community.

### Preservation

Preservation protects historically significant sites for the enjoyment of present and future generations. Historic preservation is the good sense to keep something — an old building or neighborhood or a piece of landscape — because it is important to us as individuals.



*The Sutton County Courthouse in Sonora was restored through the THC's Texas Historic Courthouse Preservation Program.*

*City officials, local leaders and town residents gather for the ribbon cutting at the Sutton County Courthouse.*

Source:  
Hargrove, Cheryl M. 2002. Heritage Tourism. Cultural Resource Management. Issue 25-1.  
*Getting Started: How to Succeed in Heritage Tourism*. 1993. National Trust for Historic Preservation in the United States.

# Growth of the Heritage Tourism Industry

Travelers in North America are visiting historic areas in increasing numbers. According to the Travel Industry Association of America *Travelometer*, a quarterly indicator of American travel plans, visiting historic sites traditionally ranks in the top five activities chosen by travelers.

Three key factors have increased interest in American heritage:

**1. People are taking shorter holidays and vacations.**

People are choosing shorter vacations because it is becoming difficult to take multi-week vacations in two-income households. Shorter, more frequent holidays encourage repeat visitation to regional destinations. Historic sites and cultural attractions offer the traveler new opportunities for education and exploration.

**2. Authentic places are important to understanding history and culture.**

This factor is psychological. There is a strong desire to understand the diversity of our country. In order to value the present, we must understand our past. It is important to know the places and events that have affected and that continue to affect our collective thinking.

**3. Tourism is big business.**

The economic impact of tourism is perhaps the most important factor leading to an increase in tourism. As communities lose more traditional forms of economic development, tourism can be a catalyst to jump-start local economies. Since every community has a story to tell, history and culture become a basis for attracting visitors. Heritage tourism can be a sustainable form of economic development. It attracts diverse audiences with a common desire to experience first-hand the sites that served as a backdrop for a history-making event.



*Living history programs throughout the state provide an interactive history lesson.*

Source:

*Touring Historic Places, A manual for group tour operators and managers of historic and cultural attractions*, National Trust of Historic Preservation and the National Tour Association, 1995.

# The Heritage Tourism Traveler

While all spending by tourists is vital to the Texas economy, heritage and cultural travelers tend to make an even greater contribution. According to the 2003 report from the Travel Industry Association of America, more than 118 million American adults (81 percent) who traveled in the last year included at least one cultural, arts, history or heritage activity in their plans. These travelers spent more on shopping, entertainment and dining than all other types of tourists. They stayed longer, were more likely to pay for lodging and came back more often than any other type of tourist.

## Characteristics of heritage tourists compared to other tourists:

- Slightly older than other U.S. travelers (48 vs. 46)
- One-third (34 percent) are 55 or older
- More likely to have a post-high school education (23 percent vs. 20 percent)
- Tend to have higher household incomes (\$50,000 vs. \$48,000)

## Travel characteristics of heritage tourists compared to other tourists:

- Travel the most in June, July and August
- Shopping is more likely to be a part of trip (44 percent vs. 33 percent)
- Twice as likely to participate in a group tour (6 percent vs. 3 percent)
- Stay longer (4.7 nights vs. 3.4 nights)
- Stay in hotels, motels and bed-and-breakfasts more often than with family and friends (62 percent vs. 56 percent)
- Spend more per trip excluding the cost of transportation (\$623 vs. \$457)
- Spend more per day (\$103.50 per day vs. \$81.20 per day)



*Heritage travelers spend more on shopping, entertainment and dining than other types of tourists.*

## TOP 10 STATES VISITED BY HERITAGE TRAVELERS

California  
Texas  
New York  
Florida  
Pennsylvania  
Virginia  
Illinois  
Tennessee  
North Carolina  
Georgia

### Sources:

*Travel Industry of America Tourism Works for America 2002 Report, Americans for the Arts, 30 Million U.S. Travelers Lengthen Their Trips Because of Culture, Travel Industry Association of America TravelScope survey, 2003.*

# Heritage Tourism Planning

## THE FOUR STEPS IN HERITAGE TOURISM DEVELOPMENT

It is clear that heritage tourism is one of the fastest-growing segments of the tourism industry and can successfully help preserve resources while boosting local economies. However, careful consideration and planning is needed to develop a successful heritage tourism site, initiative or program.

In order to gain success through heritage tourism, the National Trust for Historic Preservation suggests engaging in the following four-step process. Each step is explored in detail throughout the guidebook.

- Step One: Assess the Potential
- Step Two: Plan and Organize
- Step Three: Prepare, Protect and Manage
- Step Four: Market for Success



*Weatherford's Parker County Peach Festival surrounds its historic courthouse.*

## STEP ONE: ASSESS THE POTENTIAL

The first step in heritage tourism development is to determine current resources that would support heritage tourism.

Are more visitors wanted? Can more visitors be supported? What resources are available that visitors would want to see? Effective heritage tourism development requires that the benefits and challenges are understood, existing and potential historic and cultural tourism attractions are identified and assessed, the audience is identified, appropriate visitor services are available and good customer service is provided. An honest assessment of these issues is the first step.

The goal in the assessment is not just to list resources, but to evaluate potential quality and level of service. This first assessment will provide baseline data that can be used to measure progress and help make key decisions as the heritage tourism program develops.

### Evaluate your assets in these three areas:

1. Attractions
2. Target Audience
3. Visitor Services

## Is Heritage Tourism Right for You?

The baseline assessment will help determine if heritage tourism is right for a site or community. Heritage tourism can deliver economic, social and environmental benefits to communities that thoughtfully and successfully develop it. It is not implemented, however, without some cost. When developing a heritage tourism site, the community and the resources must come first, and the benefits must be seen as more than economic. To make this decision, a community must evaluate the following:

- How heritage tourism can meet community needs
- The trade-off between the benefits of heritage tourism and the costs and liabilities it imposes
- Community interest in heritage tourism



*The annual Dickens on The Strand festival takes place in Galveston's The Strand National Historic Landmark District.*

## Benefits of Heritage Tourism

In addition to the economic impact, heritage tourism produces other intangible benefits. It educates visitors about the proud and rich heritage of Texas and brings people in the tourism, preservation and economic development communities together with a common purpose.

Heritage tourism can improve the quality of life and contribute to a sense of community pride. Benefits include the following:

- Promotes preservation and protection of resources
- Brings in new money and generates tax revenues
- Creates new jobs, businesses and attractions
- Supports small businesses
- Diversifies the local economy
- Helps support community amenities
- Creates opportunities for partnerships
- Attracts visitors interested in history and preservation
- Increases historic attraction revenues
- Preserves local traditions and culture
- Generates local investment in historic resources
- Increases awareness of the site or area's significance
- Enhances the community's image and pride

## Considerations for Heritage Tourism Development

In order to make an informed decision, sites and communities should also consider the challenges of heritage tourism development including the following:

- People-pressure on local resources may cause site deterioration.
- Heritage tourism may conflict with resident demands on public services and facilities.
- Heritage tourism requires operational and capital costs.
- In some communities, opposition develops between heritage tourism and community goals.
- Heritage tourism is often seasonal.



*Fort Worth depicts old-time cattle drives daily in the Stockyards National Historic District.*

## Inventories

When deciding to pursue heritage tourism development, it is imperative to begin with an honest appraisal of assets including existing attractions and those with potential for development. Both historical and physical inventories are essential for characterizing sites and activities. They answer two questions — “Where have we been?” and “Where are we now?” This leads to the next question, fundamental to all planning: “Where do we go from here?” Research will help identify the overall theme of a heritage tourism program, and it is a step in the process that should not be skipped. It is important to identify the assets that exist before they can be preserved and promoted.

### Historical inventories should indicate:

- What was on the site at a particular point in time?
- Who owned the site and how have ownership patterns changed over the years?
- What is significant about the site or ownership during this particular point in time?
- Why does the site look the way it does today?
- What use limitation does the site present?
- What are the site’s limitations?

### Physical inventories should describe:

- The geographic location of sites and activities within a community
- The types of resources and attractions present at those individual sites
- The condition of the facilities on site
- The needs to be addressed at the sites

To help with the physical inventory process, please refer to Appendix B: Physical Inventory Worksheet at the end of this guidebook. The form can be adapted as necessary.



*The Grove, a former ghost town, offers jamborees and antique shopping.*

**Other considerations before proceeding with heritage tourism development include infrastructure and visitor services such as:**

**Restrooms.** One of the most basic visitor needs at a tourism site is a public restroom. Make restrooms available and keep them clean.

**Parking.** Is there sufficient parking at the site? If bus tours are desired at the site, is there ample parking?

**Lodging.** Since heritage tourists pay for lodging more often than stay with family and friends, does the community have enough overnight accommodations? Heritage tourists spend more time in the communities where they stay and prefer bed-and-breakfasts to chain hotels.

**Dining.** All tourists love to eat. Are there a variety of restaurants in the community? Family-owned and historic restaurants and coffee shops are especially popular with heritage tourists.

**Shopping.** Shopping is a favorite pastime of all tourists. Heritage tourists are not different and they particularly enjoy antiquing. Are there plenty of stores, including antique stores and specialty shops, in close proximity to the site?

**Hours of operation.** Is the site open regular hours? Nothing is more frustrating to a visitor than to travel to a site during regular business hours only to discover the site is closed. Establishing and abiding by posted hours of operation is essential to visitor satisfaction.

**Wayfinding.** Signs serve two purposes: they direct people to the site and they advertise it to others. Is directional and informational signage sufficient at the site? If visitors have difficulty finding the site, their perception of the site is damaged even before they arrive. City gateway signage should also be clean and attractive because tourists form impressions based on these signs.

**Customer Service.** After determining the needs of tourists and ensuring the site meets those needs, follow with good customer service. Abide by the six Texas Friendly Hospitality Habits set forth by the Texas Friendly Hospitality Program—Texas Cooperative Extension:

- Make a good first impression
- Know your job
- Know your community
- Communicate clearly
- Handle problems effectively
- Make a good last impression



*Historic restaurants are especially popular with heritage tourists.*

All communities should conduct hospitality training on a regular basis and encourage front-line employees to attend. Regardless of a site's overall appeal, if visitors receive poor customer service, they will not return. For further information on becoming a hospitality instructor or to obtain a list of qualified instructors in the area, see the resources section under Texas Cooperative Extension.



## Audience Analysis

Once the inventory process is complete, it is important to gain solid information regarding the anticipated audience. “The more you learn about who your visitors are, where they are coming from, and their motive and expectations for their visit with you, the better you can design programs or services (present your story) to relate to their particular interests and needs” (Veverka 1994, 52). While developing a heritage tourism destination, evaluate who are the current and desired visitors and what do they want.

Two levels of visitor analysis should be undertaken in the planning process. The first level is a visitor or market analysis that uses demographics to identify the market. Visitor demographics allow a planner to identify where visitors are coming from, visitor socio-economic backgrounds, daily, seasonal and yearly-use patterns and age and gender differences. Once a general market base has been identified, the second level of visitor analysis can occur. This level identifies the market group of the site. The analysis will identify what type of visitor will most likely utilize the site. Examples of market groups include the following: traditional families, adults, empty nesters, the elderly, bus tours, fifth graders or certain clubs. It is necessary to identify the market group because each of the groups will have different needs and expectations when visiting the site (Veverka 1994).

The purpose of the audience research is to learn something new. Avoid asking the question if the answer is already known or if it is available from another source.

## Methods of Analysis

“There is no one method universally applicable to all audience analysis situations. The essential requirement is that whatever option you choose, for whatever size project, the study should be carried out with thoroughness and precision.” (Hood, 1986, 1)

Different situations and audiences, as well as research goals and techniques, require different methods for collecting data. A beginning researcher should select a method that allows the information to be easily recorded, analyzed and interpreted. Below is a list of commonly used methods. Each of these methods is complex, and further research, information and assistance should be gathered before development:

- Questionnaires
- Observations
- Tally sheets
- Pre- and post-tests
- Audio and video tapes
- Photographs
- Film
- Telephone surveys
- Focus groups
- Interviews
- Guest sign-in books
- Recording license plates from the parking lot

## SAMPLING BASICS

Depending on the total audience size, sampling 10 to 20 percent is a good standard.

Sample at all times of the day, week and year as well as during special events.

Sources:

- Developing Tourism in Your Community*, Texas Agriculture Extension Service, Department of Recreation, Park & Tourism Sciences, College Station, Texas, January 1997.
- Hood, Marilyn G., Getting Started in Audience Research, *Museum News*, v. 64, #3, February 1986.
- Veverka, John A. 1994. *Interpretive Master Planning*. Falcon Press Publishing Co.: Helena, Montana.
- Westphal, Jane., Unpublished Notes. Recreation and Parks Research and Analysis. Texas A&M University, College of Agriculture, College Station, Texas, 1985.

## STEP TWO: PLAN AND ORGANIZE

The second step in heritage tourism development is to rally the key players, and plan and organize the process.

### Collaboration

Heritage tourism endeavors require the expertise of many individuals and depend on the work of dedicated staff as well as volunteers. Once a site or community has decided to pursue heritage tourism development, it should begin to organize by building a local consensus that supports heritage tourism. This step should include gaining support from local businesses, uniting local government behind the efforts and seeking the backing of service organizations. Building these types of partnerships is essential in planning for the development of heritage tourism in a community. Partnerships ensure community buy-in and support for the project. In addition, individuals and organizations that are partners in the project are often the source of political and financial support. Partnerships are important in each step of heritage tourism development including community planning, organization, interpretation, preservation, marketing and visitor services.

### Volunteers

Volunteers are a component of collaboration with the community and play a crucial role in heritage tourism development. They provide community buy-in, political support and financial assistance for projects. With limited staff and budgets, volunteers are often the backbone of heritage tourism initiatives. Volunteers working within museums, historic sites and tourism destinations perform a variety of duties. Some examples include:

- Policy formation and management — serving on boards, committees and task forces
- Practical tasks — renovating buildings or artifacts, researching new exhibits, arranging displays or developing educational programs

- Interaction with the public — serving as greeters, docents, tour guides, on speakers' bureaus or working with children's programs
- Administration — cataloging, recording, bookkeeping or completing data entry
- Publications — writing articles, newsletters, flyers or web updates
- Fund-raising — conducting special events, selling memberships or developing new fund-raising ideas

**By definition, volunteering is done by choice, without monetary reward and for the benefit of the community.**



*Volunteers, such as the Buffalo Soldier reenactors, are often the life support of heritage tourism initiatives.*

## Benefits of volunteer involvement

### For the organization:

- Creates strong community advocates
- Initiates, enhances and extends services
- Provides a cost-effective service

### For the volunteer:

- Allows participation and involvement in new areas
- Provides the opportunity to advocate change and participate in decision making
- Allows pursuit of a long-term or new interest

## Management

Volunteers can provide different benefits to a heritage tourism project. However, proper management is necessary in order to recruit volunteers and to ensure a high retention rate. In addition, sometimes problems arise when a volunteer does a poor job or causes a conflict within the organization. Always work with the volunteer to remedy the situation, but as a last resort, a volunteer can be “fired.” Volunteer management includes recruitment, orientation, training and appreciation.

### VOLUNTEERS CAN BE MISUSED IF:

- They are assigned inappropriate tasks
- They are allocated a task against their own free will
- The program is inadequately planned or poorly managed
- Their input is discouraged

## Recruitment

Proper preparation for volunteers is the first step in planning success. Independent Sector’s latest biennial survey *Giving and Volunteering in the United States* reported that an estimated 83.9 million adults formally volunteered in 2001 representing over 15.5 billion hours,



*Volunteers encourage community involvement while providing a cost-effective service.*

9 million full-time employees and a total assigned dollar value of volunteer time of \$239 billion. Recruitment is key, as 51 percent of all people volunteering were asked to participate. When considering recruitment, keep in mind that anyone can volunteer. In the study conducted, no differences were found in the number of hours volunteered based on religious attendance, household giving patterns, age, gender, race or ethnicity.

According to an article in the August 2004 issue of *Preservation Texas Reporter*, developing a specific volunteer job title like “newsletter producer” or “volunteer receptionist” is better than a vague “office volunteer” title. Assigning the position a job description, clearly stating expected duties and writing down qualifications for the job is essential for recruitment. This helps with the successful selection of a volunteer, which involves matching the volunteer’s skills, attributes and time availability with the job description, as well as pairing the needs and expectations of the volunteer with those of the organization.

When considering volunteers for a project, it is important to remember that their involvement is not free to the organization. Direct monetary costs include:

- Expense reimbursement
- Public liability and personal accident insurance
- Supervision and/or management by paid staff
- Training costs
- Facilities
- Miscellaneous expenses (newsletters, volunteer appreciation costs such as dinners, events or awards)

The number one recruitment method is “word of mouth,” ask or bring friends, etc.

### Orientation/Training

If proper recruitment and selection procedures are utilized, orientation will begin before the volunteers start working. After recruitment, volunteers will want further information about the organization and their specific duties. Consider offering new volunteers a tour of the organization and introducing them to staff. The following is a list of information an organization should share with volunteers:

- The overall mission of the organization
- The mission of the volunteer’s project or program
- A purpose statement for the volunteer program
- A staff list and guide explaining who to contact for what purposes
- A list of different volunteer efforts within the organization
- A written, detailed description of volunteer tasks
- The volunteer/staff handbook/code of conduct/policies and guidelines on volunteer reporting during assignments
- Training manuals or materials, as appropriate



*Group training is an effective volunteer training method.*

- Newsletters and other information commonly distributed to donors (volunteers are donors)
- Feedback during and after the assignment concerning the impact of the volunteer’s contribution on the organization and those it serves
- Updates about new volunteering opportunities as they emerge

While orientation is crucial for all volunteers, training will depend on the job requirements and skill level of each volunteer. Remember that people process information in different ways and there are a variety of training methods for each style of learning. Consider the following:

- Group training sessions
- The buddy system
- Mentoring
- Modeling good practice
- Guided reading

## Appreciation

Volunteers do not expect a monetary reward for their efforts, but in addition to an enjoyable and worthwhile experience, they do expect:

- Recognition of their contributions
- Feedback concerning their performance
- Satisfactory and safe working conditions
- The right to claim out-of-pocket expenses
- Public liability and personal accident insurance coverage

If the organization has decided not to offer out-of-pocket expenses or insurance coverage, volunteers should be made aware of these facts before they begin work.

## TEN VOLUNTEER APPRECIATION IDEAS:

1. Host a “Thank You!” party. Find a sponsor and make sure volunteers are aware of that sponsorship.
2. Present a special recognition award (certificate, badge, pin, plaque, etc.).
3. Recognize years of service.
4. Write a thank you letter to the newspaper editor and list volunteers’ names in print.
5. Ask the newspaper to print a short story and thank the volunteers.
6. Offer discounts on memberships or gift shop merchandise.
7. Organize continuing education classes or lectures.
8. Host parties, exhibit openings, book signings or other special events for volunteers.
9. Institute a suggestion box and act on submissions.
10. Provide break rooms or break times with refreshments.

## TIP: TRACK YOUR ORGANIZATION’S VOLUNTEER HOURS

Always log and track the number of volunteer hours being completed for the organization. Computer programs are available to track volunteer hours, but a simple paper log will accomplish the same goals.

Tracking hours serves multiple purposes:

- Shows the number of people that care about the organization enough to give their time
- Represents in-kind donations or total hours given toward a grant project
- Provides a baseline for volunteer recognition (number of hours served)
- Tracks the total number of hours needed to operate the site (staff time plus volunteer time.)



*Docents at Fort Griffin provide a peek into the past.*

This estimated value provides a uniform method for volunteer managers, nonprofit executives, government agencies and others to account for the value of time contributed by volunteers. The value, updated yearly, is based on the average hourly earnings of all production and non-supervisory workers on private non-farm payrolls.

Sources:

*ReCollections* — Caring for Collections Across Australia.

<http://amol.org.au/recollections/>

*Independent Sector* — Online. [www.independentsector.org](http://www.independentsector.org)

*ServiceLeader.org* — Online. [www.serviceleader.org](http://www.serviceleader.org)

## Organizational Development

Once community support is gained, it is time to organize. Below are basic steps to follow when forming a nonprofit organization whether it is for heritage tourism, historic preservation or other causes.

- Recruit board members.
- Hold an organizational meeting.
- Choose board members.
- Elect officers.
- File Articles of Incorporation as a nonprofit with the Texas Secretary of State Office.
- Develop by-laws.
- File for nonprofit tax-exempt status with Internal Revenue Service.
- Develop a vision and mission statement.
- Develop a program of work with goals, objectives and actions.

A community-based, heritage tourism-oriented nonprofit organization should encourage cultural diversity and consist of members with varied backgrounds including, but not limited to, tourism, travel, economic development, education, heritage or historic preservation. The board should be an odd number, ranging in size from 9 to 13

members. Board members should be chosen through an application process to ensure the above composition is attained.

Many resources offer assistance in filing the necessary paperwork with state and federal agencies related to nonprofit organizations. For more information, see [www.firstgov.gov](http://www.firstgov.gov).

## Strategic Planning

An organization creates a program of work through strategic planning. A strategic plan will:

- Create a heritage tourism mission statement
- Define goals
- Lay out specific objectives
- Set reasonable timelines
- Develop a financial plan



*Strategic planning organizes an association's goals and objectives.*

According to the publication

*Strategic Planning for Public and Nonprofit Organizations*, strategic planning is defined as “a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does and why it does it.”

The process should include an initial in-depth planning meeting and result in a written directive document. Additional meetings may be necessary as goals and objectives are identified with action steps. Task forces or committees should be assigned the action steps for implementation.

Planning is not a one-time event, but an ongoing process that is reviewed and updated every year.

### Why is a Plan Needed?

- Creates a sense of identity and credibility
- Provides tools to measure effectiveness
- Builds teamwork
- Defines resources
- Increases efficiency
- Forces an organization to review its purpose
- Identifies areas needing change
- Creates general goals
- Delegates responsibilities
- Assists with budgeting
- Assists with recruiting board members

### When Should Planning Occur?

- A plan has not been defined or implemented
- A new source of funding is acquired
- A source of funding is lost
- Constituency is changing
- A building, land or other asset is acquired
- Staff is changing

### What is the Planning Approach?

- Interested parties are invited to meet
- Plan for at least one all-day meeting; more days may be necessary depending on the size and type of organization
- Avoid rushing decisions
- Assign tasks to sub-committees if more discussion is needed
- Hold meetings at venues large enough to accommodate the group
- Provide plenty of food and drinks
- Take breaks, including lunch

### Critical Needs

It is important for each committee member to take the time and make a critical needs list of issues facing the organization, both positive and negative. Some examples of critical needs are: lack of volunteers, staffing issues, unfocused programs, low attendance, negative public perception, lack of funding and maintenance issues. After compiling individual lists, the group should agree on the five most critical needs.



*Planning builds teamwork and delegates responsibilities.*

### Mandates

After examining and discussing the mission statement, it is important to review necessary mandates. Formal mandates and informal mandates are placed on an organization. Committee members should first do this individually and then share their thoughts with the group to compile a complete list.

Formal mandates are those required by an authorizing group (municipality, board, state, county) or a funding source. These mandates are usually written and can be found in a document such as by-laws. Some examples include preserving a building, raising money, maintaining a collection and preserving the history of the region.

Informal mandates are the expectations of staff and visitors. These are typically not written or spoken in any type of official document. Some examples include serving as a resource to the community, providing public programs and having a friendly staff.

## Organization Assessment

Before moving on to the SWOT Analysis, it is important to examine past trends and future ideas. Look to the past and identify high and low points for the organization. Examine past opportunities and threats including how the organization has responded to these instances. In looking toward the future, participants should imagine what the organization can offer.



*A SWOT analysis examines an organization's strengths, weaknesses, opportunities and threats.*

Each committee member should be looking 10 years into the future. Be ambitious, but also realistic by keeping funding and staff requirements in mind. Look for five to seven ideas that the group can agree on and set them aside to use later.

## SWOT ANALYSIS (Strengths, Weaknesses, Opportunities and Threats)

When holding a planning session, it is important to consider the positive and negative effects on the organization. A brainstorming session that addresses the strengths, weaknesses, opportunities and threats of the organization can assist in plan development. When developing this list, remember that strengths refer to internal assets such as financial support, uniqueness of a community or site, paid staff, great exhibits or educational programs. Weaknesses refer to internal liabilities such as lack of volunteers, poor signage, low attendance, etc. Opportunities are external factors that could benefit the organization, such as partnering with other communities, other related organizations and other sites. Threats are external factors that negatively impact the organization, such as changing demographics, cultural trends or changes in regulation.

## Vision Statement

A well-developed vision statement paints a picture of success. It answers the question, "What will success look like?" It should address what an organization is trying to accomplish by challenging and inspiring the group to achieve its mission. To create an appropriate vision statement, brainstorm with the board and staff about what the organization would like to accomplish. Avoid writing a vision statement as a group. Have one or two participants write a vision statement to present to the other participants. The statement can be revised until something is agreeable to everyone. (*Alliance for Nonprofit Management*)



## Mission Statement

A strong mission statement is critical in determining the purpose and direction of an organization or initiative. The statement communicates the essence of the organization to its stakeholders and to the public. However, it can also say more about what the organization is, what it is doing and why the organization is doing it. The statement is articulated, understood and supported by the organization's stakeholders, board, staff, volunteers, donors, clients and collaborators. To develop a suitable mission statement, hold a retreat with board members and select staff. Use the following three questions to initiate discussion: (*Alliance for Nonprofit Management*)

- What is the organization trying to accomplish?
- Why is the organization unique?
- Who will benefit from the organization's work?

After reaching consensus on answers to these three questions, one or two individuals should draft the wording to present to the entire group. The statement can be revised until a mission statement is agreeable to everyone.

## Goal Setting

The primary purpose of strategic planning is to create a plan of action. It is important to define overall organizational goals and subsequent objectives. Goals are broad and set up the framework of the work plan. Plans typically address three to five goals. To keep them manageable, goals can be divided into two categories, internal and external. Internal goals include methods for organizational

**Goal** — A broad, general aspiration for the organization  
**Objective** — A method for accomplishing a given goal  
**Strategy** — A detailed directive for achieving an objective  
**Action** — A specific detail for accomplishing a strategy

development. External goals include the services of an organization and give the organization purpose. Objectives, strategies and actions determine methods for accomplishing the goals. Plans can be as specific as needed to provide a useful framework for the organization. A sample approach is as follows:

### What is the goal-setting approach?

- Combine information gathered with critical needs list and create one master list.
- Review organization assessment notes.
- List the most important items on each list.
- Review the SWOT analysis.
- List the most important opportunities and threats.
- Determine three to five goals for the next three to five years.

### EXAMPLE

#### Goal:

Provide opportunities for visitors to learn what life was like in (name of town) through historically accurate, research-based programs that offer memorable experiences.

#### Objectives:

1. Develop a comprehensive site plan addressing content, physical layout, approach and appearance of the museum.
2. Develop a comprehensive interpretive plan focusing on programming to serve resident families, school groups, tourists, etc.

## Written Plan

It is crucial to compile the achievements of a planning meeting into a written plan that can serve as a course of action for the organization. The facilitator or a meeting participant can be responsible for compiling the plan. However, it is important to assign this role before planning begins. The plan should be reviewed and approved by the meeting participants and reviewed and updated on an annual basis.

## Plan Components

### I. Overview and Summary

This introduction section provides a brief background and profile of the organization. It explains the purpose and process of the planning.

### II. Vision and Mission Statements

These statements convey the guiding principles set by the organization.

### III. Internal Goals and Objectives

This section addresses the goals for organizational development. They can include board development, staff growth, budgeting, etc.

### IV. External Goals and Objectives

These goals are service oriented and convey what the organization hopes to achieve, including events, education, outreach, site development, etc.

### V. SWOT Analysis Summary

Include the results of the brainstorming session that define strengths, weaknesses, opportunities and threats in this section.

Sources:

Bryson, John. *Strategic Planning for Public and Nonprofit Organizations: A guide to Strengthening and Sustaining Organizational Achievement*. Jossey-Bass Publishers, 1998.

Genoways, Hugh H. and Lynne M. Ireland. *Museum Administration: An Introduction*. Walnut Creek: Alta Mira Press, 2003.

## Budgeting

Once the strategic planning process has started and objectives have been set, budget preparation is the first step in achieving the objectives of an organization. A budget serves as a road map to help the organization plan the best use of resources, anticipate funding needs and monitor actual operations. It is an essential tool for effective management. Generally, the board treasurer of a nonprofit organization has the primary responsibility for preparing the budget with oversight from the board president. However, all board members should give input about their areas of responsibility and/or expertise so the budget reflects greater insight, shared vision and team commitment.

### BUDGET PREPARATION STEPS

Designing and managing a budget that accurately reflects the organization's funding and commitments is essential for responsible financial management. Solid, reliable budgets help organize and allocate resources, as well as show donors the long-range health of the organization is a priority. The following steps should be followed when preparing a budget:

#### Step One

- Review the organization's mission, goals and objectives.
- Evaluate existing programs and determine if these programs are currently meeting the organization's objectives.
- Determine if resources are available to meet programmatic needs.

#### Step Two

- Determine the budget time frame.
- Determine the organization's fiscal year (Does it follow the calendar year or is it September 1–August 31?).
- Determine if the annual budget should be divided into quarters or considered on a yearly basis.

### Step Three

- Identify programs, projects and/or services which the organization offers or plans to offer.
- Ensure that each component has its own budget so it can be viewed and assessed independently of the organization as a whole.

### Step Four

- Determine program needs (number of staff, amount of space, equipment, furniture, supplies, etc.).
- Analyze program needs carefully — once a budget is submitted for program funding, it is very difficult to amend it with additional program expenses.

### Step Five

- Estimate costs of identified program and marketing needs.
- Identify hidden costs associated with running the program that the grant or contract does not cover.

### Step Six

- Estimate the expected revenues of the organization.
- Ensure in-kind contributions are included.
- Does the organization have a plan to secure funds for new programs in the start-up phase?

### Step Seven

- Summarize information for each line item into totals.
- Make note of any assumptions or contingencies in the budget document. Notes can follow the budget through end noting techniques. Remember that the organization's budget is not carved in stone. It should be monitored and reviewed regularly to make any necessary changes and adjustments.

## BUDGET PREPARATION HINTS

- Budget amounts should be rounded to reflect they are estimates.
- Avoid the temptation to include unrealistic income in the budget.
- Accounts in the general ledger should correspond to the line items on the budget to facilitate the comparison of actual costs to budgeted costs.
- Be careful not to allow budget goals to become more important than the organization's service goals. Remember, the primary goal of the organization is to provide services.
- Work with the budget as a road map and helpful tool for a more efficient and effective organization.

Source: *Budgeting*, Nonprofit Financial Center. [www.NFConline.org](http://www.NFConline.org), 1994.

## BUDGET EXAMPLE

### PROPOSED BUDGET: FY 2007-2008

<b>Income Budgeted</b>	
Grant	\$50,000
<b>TOTAL Revenue</b>	<b>\$50,000</b>
<b>Expenditures</b>	
Salary	\$28,000
FICA	2,142
Telephone (including cell)	1,200
Postage	700
Office Supplies	1,000
Office Equipment	2,000
Travel Reimbursement	12,358
Training/Workshops	800
Dues & Subscriptions	1,800
<b>TOTAL Expenses</b>	<b>\$50,000</b>

## Fund-Raising

Securing the funds necessary to operate the organization's budget is an important and relentless part of organizing and administering a heritage tourism project. The first rule of fund raising is to be prepared. Applying for funding can be a long and drawn-out process. Make sure the reasons for financially supporting the project are well thought out.

### Fund-Raising Plan

A fund-raising plan will help the organization achieve its budget. A successful plan will outline different strategies to reach the overall goal. Be careful not to become too dependent on one type of funding source.



*Community events can be part of a fund-raising plan.*

To develop a fund-raising plan, complete the following steps:

1. Identify the project in need of funding.
2. Identify the project's target audience.
3. Use the target audience analysis to cultivate a list of potential donors.
4. Create a project budget to establish a fund-raising goal.
5. Identify the type of funding to be used for the project and create a schedule.

Use the example on the next page as a planning guideline.

### Fund-Raising Process

Once a fund-raising plan for a project is established, there are four main aspects of the fund-raising process:

■ **Assessment** — Use the potential donor list to identify specific targets at the local, regional, state and national levels. Identify donors that can be feasibly cultivated — those whose geographic and giving timeframe fit within the needs of the project. To identify these targets, utilize board members and current donors to determine who already gives to similar projects in the community.

■ **Cultivation** — Potential donors become actual donors through cultivation. Donors must feel they are involved in collaboration and that their participation is crucial to success. A key component of all cultivation is the gathering and utilization of knowledge about the potential donor. Find out as much as possible about them as an individual, a corporation, a foundation, etc., and use this information to make a compelling connection between their interests and the project.

■ **Solicitation** — The solicitation (the “ask”) will vary depending upon the kind of donor being asked. It can range from a formal written proposal to a personal, verbal invitation to “join the team.”

■ **Stewardship** — This is perhaps the most important part of fund raising and can ensure that a consistent base of funding and support is built. Each donor will require and respond to different kinds of acknowledgement and thanks. Be creative, sincere and appropriately personal. Donors need to feel that they are integral to the success of the project.

## PLANNING GUIDELINE EXAMPLE

TYPE OF FUNDING	DESCRIPTION	TIMELINE
Earned Income	Funding earned through admission costs, concessions, publications, space rentals, workshop fees, tuition, etc., and funding earned as interest on investments or an endowment	At time of collection
Individual Contributions	Funding received from individuals in the form of gifts, memberships, services, volunteering or other types of support	Most flexible
Public Funders	Funding from the government, including hotel-motel occupancy (bed tax) and other city, county, state, regional and national funding and support	3 to 12 months
Corporate/Business Contributions	Funding or donations of goods and services acquired through a corporation  The four primary types of support are: 1. Philanthropic gifts (tax deductible charitable deductions) 2. Sponsorships and advertising 3. Employee matching gifts 4. In-kind contributions	3 to 6 months
Corporate Foundations	Funding received from corporate foundations	4 to 6 months
Private Foundations and Trusts	Funding received from private foundations and trusts	4 to 6 months
Fund-raising Event (small, intimate)	Funding received from holding a dinner party, silent auction, raffle or other small special event	3 to 4 months
Fund-raising Event (large)	Funding received from holding a benefit, gala, festival or other large special event	6 to 12 months

Source: Texas Commission on the Arts. July 2004. *Tools for Results Tool-Kit*.

## SOURCES FOR PUBLIC FUNDING

### Local

- City government
- County government
- Local service groups (Lions Club, Women's Forum, Garden Club, etc.)

### State

- Texas Historical Commission
- Texas Commission on the Arts
- Texas Committee on Humanities
- Texas Office of Rural Community Affairs
- Texas Parks and Wildlife
- Texas Department of Agriculture

### Federal

- Advisory Council on Historic Preservation
- Institute of Museum and Library Services
- National Endowment for the Arts
- National Endowment for the Humanities
- National Trust for Historic Preservation
- National Park Service
- Preserve America
- U.S. Forest Service
- U.S. Department of Agriculture
- U.S. Department of Transportation/  
Transportation Enhancements

See the resources section for contact information.

## Texas Foundations

In Texas, there are very few professionally operated private foundations. All other private foundations and trusts in Texas are family operated. When soliciting funds from these entities, it is usually beneficial to have a family member's support. Sending unsolicited proposals to foundations is typically unsuccessful. Check with current and past board members for their connections with foundation board members.

The best way to research foundations is through a foundation library. These can be libraries or collections within libraries that have reference books and materials on private foundations and trusts. When visiting a foundation library for the first time, make an appointment with the librarian to learn how to best utilize the resources. Take a list of the projects requiring funding, the type of funding needed and a list of board members, their spouses and other well-connected individuals that support the organization. For a list of foundation libraries in Texas and their contact information, see the resources section of the guidebook. In addition, *The Directory of Texas Foundations*, published annually by the Nonprofit Resource Center of Texas, contains contact information and funding patterns of nearly 3,000 private foundations, community foundations and public charities. Contact information for Nonprofit Resource Centers of Texas can also be found in the resources section.

## TOP 10 SPECIAL EVENT FUND-RAISING TIPS:

1. Find a time of the year that works for the event and stick to it.
2. Never hold a membership campaign at the same time as the special event unless they can be incorporated.
3. Do it well, or don't do it at all. Poorly done events create problems and ill feelings.
4. Local businesses are hesitant to give cash to a new event, but will support it with in-kind gifts. When the event has a proven track record, businesses are more likely to give cash.
5. Maximize the number of ways money can be made during the event.
6. Capture the names and addresses of guests and volunteers who attend the event.
7. Create a timeline for the event and then double it when planning.
8. Set a dollar goal the event will earn and stick to it. Aim for the amount of money earned after expenses, then keep expenses to a minimum.
9. Determine the number of volunteers needed and then double or triple that number.
10. Make sure the event is fun!



*Special events draw attention to your organization.*

Source: Texas Commission on the Arts. July 2004. *Tools for Results Tool-kit*.

## STEP THREE: PREPARE, PROTECT AND MANAGE

The third step in heritage tourism development is to consider plans for protection and management in order to achieve long-term results. Runaway success can destroy the very resources on which heritage tourism depends.

The success of a heritage tourism site relies on the accurate and timely preservation of historic assets. These assets include all resources that capture a piece of the past, including historic properties such as buildings, structures, bridges, landscapes and cemeteries. Historic properties may be a single structure or an entire district or community. However, historic resources also include artifacts such as photographs, textiles and pottery. An important non-tangible resource lies within the stories passed down through generations. These stories are told through interpretation and represent a vital part of history. In heritage tourism development, it is crucial to prepare, protect and manage historic resources. This involves producing tangible improvements to historic sites and structures, ensuring the protection of all assets and artifacts and telling the story of place through interpretation.

### Preservation and Restoration of Historic Properties

Often the foundation of a community's tourism efforts, historic properties represent our heritage and embody the memories of past generations. The preservation of these assets is essential to preserving the character of a community. Travelers will visit a site or structure that reveals a piece of a community's past and offers an authentic experience. Historic buildings do not have to house a museum to attract tourists. Even buildings that are not open to visitors can create ambiance and contribute to a community's sense of place. For assistance in developing a site, please contact the THC's Architecture Division prior to beginning the project. Contact information can be found in Appendix D.

### Research

When working with a historic property, it is important to compile as much information as possible about the building's history. This research will prove necessary when restoring the structure and interpreting it to visitors. For a complete guide to historical research, obtain a copy of *Remembering Texas: Guidelines for Historical Research*, from the THC web site at [www.thc.state.tx.us](http://www.thc.state.tx.us).

#### The following is a general list of helpful tips:

- Contact the THC's History Programs Division to determine if the property is listed in the National Register of Historic Places or is a Recorded Texas Historic Landmark. Ask for copies of the designation files.
- Study the former uses and ownership of the structure, as well as unique stories that communicate the building's character.
- Consult primary sources, such as public records, newspaper accounts, old city directories, Sanborn Fire Insurance maps and historical photographs. (See *Remembering Texas*.)
- Consult with local heritage organizations, such as the county historical commission.
- Talk with residents whose families are rooted in the community. Chances are their ancestors have been in stories and photographs of the town. Make sure to back up stories with factual evidence.
- Visit with a professional architect to learn about the building's style.

### Rehabilitation

The THC promotes the Secretary of the Interior's Standards for Rehabilitation. Rehabilitation is defined as the process of returning a property to a state of utility, through repair or alteration, which makes



efficient contemporary use possible while preserving portions and features of the property that are significant to its historic, architectural and cultural value. The standards pertain to all types of historic buildings and address both exterior and interior issues. The standards also encompass related landscape features, the building's site and environment, as well as attached, adjacent or related new construction. The standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility. A list of standards can be found in Appendix C: Secretary of the Interior's Standards for Rehabilitation.

## Protection

It is crucial to not only preserve, but to protect historic properties from future alteration or demolition. Formal designation can serve as a protection method for many historic properties. The designation process also offers an invaluable opportunity to compile background information on the property. For more details on this process, please visit THC's web site at [www.thc.state.tx.us](http://www.thc.state.tx.us) or contact the specific THC division listed (see Appendix D for contact information).

### Designation opportunities are as follows:

■ **Recorded Texas Historic Landmark (RTHL)** designations honor historic properties more than 50 years old that merit preservation for their architectural and historical associations. Eligible properties include houses, commercial buildings, churches and synagogues, bridges, courthouses, schools and other institutional facilities. RTHL designation is available only through participation in THC's Official Texas Historical Marker program, and purchase of a marker is required. Once RTHLs are designated, THC staff review any proposed exterior alterations. Information regarding RTHL designation and application requirements may be requested from THC's History Programs Division.

■ **Historic Texas Cemetery** designation is available for historic cemeteries more than 50 years old. Historical markers are not required for designated cemeteries but are available for purchase as an interpretive tool. Information regarding Historic Texas Cemetery designation and application requirements may be requested from THC's History Programs Division.

■ **State Archeological Landmarks** are designated by the THC and receive legal protection under the Antiquities Code of Texas. This designation stipulates the property cannot be removed, altered, damaged, salvaged or excavated without a permit from THC. It encourages preservation and ensures that resources that cannot be preserved are at least properly documented. Listing in the National Register of Historic Places is a prerequisite for State Archeological Landmark designation of a building. For more information, contact the THC's Archeology Division.

■ **The National Register of Historic Places** acknowledges properties significant in American history, architecture and archeology. Buildings, structures, sites, objects and historic districts are eligible for listing if local, state or national level significance can be demonstrated. Like RTHLs, a property listed in the National Register must be at least 50 years old, retain its historic appearance with few alterations and merit preservation for its historical and architectural associations. For more information, contact the THC's History Programs Division.

■ **Local preservation ordinances** often provide protection and financial benefits for historic properties. The Certified Local Government (CLG) program works with communities to set up ordinances that protect the historic fabric of a community for future generations. For more information on the CLG program, contact the THC's Community Heritage Development Division.

## Artifact Preservation

The primary mission of most history museums is to collect, preserve, exhibit and interpret objects of historical significance. Over time, all objects will begin to deteriorate due to environmental conditions, use, natural decay and other factors. In order to maintain the objects in such condition that they will survive for the enjoyment and education of future generations, it is vital that museums practice proper preservation measures.

Knowing the basics of artifact preservation can add a significant number of years to the life of the museum's collections. Every museum should engage in the following essential preservation procedures:

1. Know how to handle artifacts appropriately and consider every artifact fragile. Know and respect the history of each artifact.
2. Provide a suitable museum environment, including controls for temperature, relative humidity, light, air quality and pests. Maintain recommended environmental levels 24 hours a day, 365 days a year.
3. Store artifacts in preservation-quality containers on appropriate shelving and in a suitable location.
4. Exhibit artifacts using only preservation-quality materials and techniques and under strictly regulated environmental and security controls.
5. Clean artifact collections and the general museum environment only with approved products and methods.
6. Restrict access to collections and provide adequate security measures in both public and non-public areas of the museum.
7. Keep meticulous records and documentation on all aspects of the collection, including accessions, loans, catalog entries, inventories, and conditions reports. These forms should be included in the museum's collection policy.



*Children at an archeology fair piece clues together to interpret the past.*

*Pictographs are located in Panther Cave near Comstock.*

Following these fundamental preservation measures can help stabilize or at least slow the deterioration of an object. In general, museum staff and volunteers can successfully undertake most preservation practices. However, if an artifact requires repairs, major restoration, or a more thorough cleaning, or if basic preservation measures do not slow an artifact's rate of deterioration, the museum should contact a professional conservator.

Proper care of museum artifacts is complex and cannot be fully explained in one or two pages. To obtain more detailed information about preservation practices in your museum, contact the History Programs Division at the THC (see Appendix D for contact information). The Museum Services Program employs trained museum professionals to assist history museums with a variety of issues and offers technical assistance and advice free of charge to Texas' small history museums.

## Interpretation

A community's historic properties or a site's historic artifacts are associated with unique stories. What sets the community apart from others is the story presented to visitors in order to provide them with a positive experience. Every place is unique and has something to share with visitors. Interpretation is the term used to describe "telling the story of place."

### What is Interpretation?

Interpretation has existed as long as humans have been trying to explain and understand the earth and its processes. Definitions of interpretation include:

- Interpretation is a communication process that forges emotional and intellectual connections between the interests of the audience and the inherent meaning in the resource. (National Association of Interpretation)
- Interpretation facilitates a connection between the interests of the visitor and the meanings of the resource. (National Park Service)
- Interpretation is an educational activity, which aims to reveal meanings and relationships through the use of original objects, by firsthand experiences, and by illustrative media, rather than simply to communicate factual information. (Freeman Tilden)

## PRINCIPLES OF INTERPRETATION

**Interpretation vs. Information**  
**Information = Telling Facts**  
**Interpretation = Telling a Story**

Effective interpretation must be:

- Pleasurable — Fun and exciting
- Relevant — Personal to the audience
- Organized — Planned, thought out, prepared
- Thematic — One main idea or concept

Source: Ham, Sam H. 1992. *Environmental Interpretation: A Practical Guide for People with Big Ideas and Small Budgets*. Golden, Colorado: North American Press.



*A docent at the Pioneer Living History Center in Gonzales educates and entertains through storytelling.*

Put simply, interpretation is telling a story and why it is important.

Freeman Tilden is considered the father of the interpretation profession. After working as a newspaper reporter, a playwright and a nonfiction author, Tilden worked with the National Park Service analyzing interpretation within various parks. Tilden traveled for years observing ranger walks, talks and other types of interpretation. In 1957, Tilden wrote *Interpreting Our Heritage*, the first book to define interpretation as a profession. The book focuses on effective methods of interpretation, including Tilden's Six Principles of Interpretation. Today, the book continues to serve as a guide for interpretation professionals.

### Tilden's Six Principles

In *Interpreting Our Heritage*, Tilden discusses six principles of interpretation that should be used to create a successful interpretive program.

1. **Relate** — Any interpretation that does not relate what is being displayed or described to something within the personality or experience of the visitor will be sterile.
2. **Reveal** — Interpretation is not information; it is revelation based on information.
3. **Provoke** — The aim of interpretation is not instruction, but provocation. Interpretation should motivate the visitor to do something.
4. **Address the whole** — Interpretation aims to present the whole rather than a part. Interpretation is conceptual and helps others understand relationships and processes.
5. **Address different audiences** — Interpretation of a topic will vary according to the age, background and understanding of the visitor.

6. **Interpretation is an art** — Interpretation combines many arts and any art is to some degree teachable.

#### Effective Interpretation Should Address the Four Learning Styles:

1. **Visual** — seeing the information (like a chart)
2. **Auditory** — hearing the information
3. **Kinesthetic** — doing or interacting
4. **Verbal** — reading the information

Brochu, Lisa and Tim Merriman. 2002. *Certified Interpretive Guide Training Workbook*. National Association of Interpretation.

#### Most visitors retain:

- 10 percent of what they hear
- 30 percent of what they read
- 50 percent of what they see
- 90 percent of what they do (interactive, hands-on activities)

Veverka, John A. 1994. *Interpretive Master Planning*. Acorn Naturalists: Tustin, California.

### TYPES OF INTERPRETATION

There are two main categories of interpretation: guided and self-guided. Within each type of interpretation, there are various forms called interpretive media. Listed are some examples of guided and self-guided interpretive media. Each of these is complex and additional information and advice should be gathered before developing them.

#### Guided Interpretation

Guided interpretive services are those in which staff or docents are involved directly in personal communication with the visitor.

### Guided interpretive media examples include:

- Guided tours
- Talks
- Presentations
- Puppet shows
- Slide shows
- Demonstrations
- Information kiosks

### Self-Guided Interpretation

Self-guided interpretive services do not involve personal communication between the visitor and staff. Self-guided interpretation is also referred to as non-personal interpretation. Most non-personal communication uses a printed document. The effectiveness of these documents depends on the quality of their design, writing and production.

### Self-guided interpretive media examples include:

- After-hour displays
- Campground bulletin boards
- Exhibits
- Displays
- Wayside exhibits
- Interpretive signs
- Unstaffed information stations
- Kiosks
- Brochures
- Self-guided trails
- Auto tours
- Videos

### Getting to Know Your Audience

Effective interpretation must be relevant, or personal to the audience. Therefore, it is important to know as much about the audience as possible. See the guidebook section “Assess the Potential” for information on conducting an in-depth audience analysis for a site or community. When conducting guided interpretation, spend some time quickly evaluating the audience before the tour or presentation (see On-the-Spot Audience Evaluation). Remember a personal connection is what can make good interpretation unforgettable interpretation.

## ON-THE-SPOT AUDIENCE EVALUATION FOR GUIDED INTERPRETATION

Informal observation can illustrate quite a bit about the audience. Try these techniques during “free” time or immediately before the presentation.

1. Visually evaluate the group’s body language, appearance, ages and so forth.
2. Ask questions about why the audience is there, what they enjoy, where they have been, etc.
3. Pick up cues from conversations between guests and use that to understand their interests.
4. Meet and greet with name tags to get the knowledge of guests off to a good start.
5. Engage in chitchat to help get feedback on the programming and activities offered.
6. Take a poll to find out who has been there before and what they enjoyed.
7. Introduce yourself assertively but not aggressively.
8. Make a point to say hello to each guest at the first opportunity.
9. Ask questions and be aware of the response time taken because it gives an indication of comfort levels.
10. Observe responses to other activities and interpretive opportunities.

Brochu, Lisa and Tim Merriman. 2002. *Certified Interpretive Guide Training Workbook*. National Association of Interpretation.

## Thematic Interpretation

Effective interpretation should be thematic with one main idea or concept.

### What is a Theme?

A theme is:

- The take-home message
- The big picture
- The central or key idea

### Topics vs. Themes

Topics may be used to develop themes, but standing alone, topics are not adequate for interpretation. Visitors will forget facts or topics, but they will remember a theme.

TOPIC VS. THEME EXAMPLES	
TOPIC	THEME
Lincoln's tragic life	Lincoln's life was often marred by tragedy.
Literature about Mayan culture	Much of the literature about Mayan culture is incorrect.
Foreign culture	Knowing a foreigner's culture is the fastest road to friendship.
Baseball	Baseball is America's greatest gift to the world.

Themes from: Ham, Sam H. 1992. *Environmental Interpretation: A Practical Guide for People with Big Ideas and Small Budgets*. Golden, Colorado: North American Press.

### Themes should:

- Be stated as complete sentences.
- Contain one main idea.
- Reveal the overall purpose.
- Be stated in an interesting manner.
- Connect a tangible to an intangible.
- Use action verbs when possible.

To begin developing the theme of the site or community, think about what visitors should remember about the presentation, tour, exhibits or other interpretive media. For example, fill in the blank in the following sentence:

After visitors spend the day hiking trails, attending programs, participating in tours, visiting museums, viewing exhibits and taking part in all the site or community has to offer — and they only remember one thing about their day — that one thing they should remember is \_\_\_\_\_!

Once the main idea is developed, use the following steps to develop a theme:

1. **Select a general topic.** (Use the “fill in the blank” sentence above.)  
“Generally my presentation is about \_\_\_\_\_.”
2. **Narrow the topic by stating it in more specific terms.**  
“Specifically, however, I want to tell my audience about \_\_\_\_\_.”
3. **Express the theme as a complete sentence.**  
“After hearing my presentation, I want my audience to understand that \_\_\_\_\_.”

### Example:

1. **General topic:** The history of the Buffalo Soldiers, Native Americans, Mexicans and frontier men and women in Texas.
2. **Focused topic:** Buffalo Soldiers' contacts with Mexicans along the Texas border in the 1800s.
3. **In the 1800s, Buffalo Soldiers often came in contact with friendly Mexicans along the Texas border, resulting in our shared cultural heritage.**

After theme creation, develop sub-themes or supporting facts that strengthen the theme. Sub-themes should meet the same criteria as themes (see above). Up to five sub-themes can be developed to support the theme.

### Researching the Theme

To verify the theme and to find supporting sub-themes, research primary and secondary sources. Begin at the library. Consult primary sources, such as public planning records, newspaper accounts, old city directories, county tax rolls, Sanborn Fire Insurance maps and historic and aerial photographs. Search through secondary data sources such as textbooks, reference books and journals. Also talk to primary sources, such as local experts, for information about the theme and topic. Conduct interviews or collect oral histories to gather information about the theme. Public agencies, such as the THC, are also rich sources of information. See the resources section for contact information. Also visit the community historical society or museum to search for historical information.

Although everything learned from research may not be used in the interpretive presentation, this in-depth knowledge will give insight for theme development. When conducting research, keep copies of articles, photos and other reference material that could be used to enhance the interpretive presentation and add a personal touch.

## INTERPRETATION AND THE LOCAL COMMUNITY

According to interpretation professionals and current literature, an increase in the use of local community groups has helped with the planning and budgeting of interpretive programs and exhibits. Interpretation professionals face the challenge of convincing local community groups interpretation is not a luxury, but instead, an essential service that benefits the community.

Groups becoming involved with interpretive sites include Lions Clubs, quilting clubs, radio stations, farm organizations, collector clubs, folk dance groups, Audubon Societies, Boy Scouts, fraternities, sororities and chambers of commerce.

Community groups that support interpretive sites, often called friends groups, usually precede the government in getting areas preserved and provide programming aid, exhibits, information, advice and political and financial support to the site.

Friends groups may raise funds for the site that is not allowed by a state or federal agency. They receive tax-deductible donations, manage gift shops, provide maintenance, handle cleanups and hold publicity campaigns. Collaborating with local community groups provides a unique situation for interpreters. When done correctly, these organizations can provide interpretive programs with multiple benefits.

#### Sources:

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## STEP FOUR: MARKET FOR SUCCESS

The fourth step in heritage tourism development is to specialize and deliver the message to a community, region and beyond.

Determining the most effective way to market a heritage tourism program can initially appear challenging, but many options are available to successfully reach a target audience. The critical initial steps include identifying the target audience to determine how to use effective marketing tools to reach them. Before moving forward, consider the following marketing components:

- **Target audience:** Who is the visitor? Does it include the local community, neighboring areas, the entire state or out-of-state?
- **Message:** Clearly define the message to deliver.
- **Medium:** What outlets are most effective to deliver the message? This includes all formats of advertising and public relations such as newspaper advertisements or announcements.
- **Resources:** Identify resources, including financial and staffing, available for marketing.
- **Strategy:** Determine how available media outlets or other distribution resources will reach the target audience. Examples include print, television, radio, email and direct mail.
- **Prioritize and complement:** What marketing strategies will offer the greatest return for the investment and what can be done to complement those strategies? For example, schedule a press release to run simultaneously with a print advertisement promoting the same historic site.

Below are a few marketing strategies including public relations, advertising, brochures, print pieces and web sites. Consider developing

a marketing plan that would detail how these strategies would be incorporated. A marketing plan will help you develop a strategic approach to your marketing efforts. Check local bookstores and the Internet for additional marketing resources.

### Public Relations

Good public relations present an opportunity to establish relationships with area media representatives and generate stories and articles which positively promote a site without paying for advertising. Unlike paid advertising, stories on the radio, television or in the newspaper have the advantage of offering credibility by a recognized media outlet. Writing press releases, identifying local media contacts and developing media partnerships are all components of successful public relations.

### Writing Press Releases

Press releases share newsworthy information for media outlets to publicize (i.e., funding news, events and new exhibits). Follow these tips when drafting a release:

- Press releases should be written in journalistic style. Avoid exaggerating and flattering phrases. Anticipate reader questions by providing the who, what, where, when, why and how for the news item. The most important information should be used at the top of the release and always make the most important point first.
- Keep the writing short and simple — one double-spaced page.
- Include release date, contact names (preferably two) and phone numbers. Specify “for immediate release” or to hold for a future release date.
- Develop a consistent format or look that is effective and easy to read.



- Research how local media prefer to receive press releases. Some may prefer fax, others an email message or by mail. Be as accommodating as possible.
- Distribute a press release far enough in advance to allow a publication to print it (usually a minimum of two weeks).
- Always follow up with the reporter to make sure a release was received and to see if there are any questions.
- Distribute to all appropriate media contacts.
- Develop and maintain a media database.

### Identifying Media Contacts

Maintain a detailed list of media contacts and phone numbers to efficiently communicate with key media partners. Keep the list in a database. Include newspaper, radio and television contacts as well as other publications including local trade and travel magazines. As part of the media list, detail the following:

- Outlet name, call letters, format (live, taped, talk show, print, etc.)
- Multiple contacts at each outlet
- Phone, physical address, fax and email addresses
- Deadlines, relevant comments, detailed history of interactions with your organization

### Developing Media Partnerships

Develop a good relationship with area media representatives as an investment in future publicity. Partnerships serve as a vital opportunity to enhance marketing efforts.

- Identify the most effective outlets by determining which will best deliver the message to the target audience. Is the target audience more likely to read a newspaper or magazine travel article or do they tend to receive their news and information from television or radio?
- Contact the community relations or marketing department of the potential media partner. If there is no such department, schedule a meeting with the editor, who works closely with the news team and can help bring media attention to a site.

## Advertising

Paid advertising allows you the opportunity to present a message in the exact form desired. Formats include print, radio, television, billboards or the web. Always consider how advertising efforts and public relations efforts can most effectively complement each other. Expense, appropriate format and cooperative advertising are key components to consider.



*The Texas Independence Trail Region utilizes print advertising to reach its target market.*

## Expense

Expense is arguably the greatest challenge of advertising. Depending on the frequency, expenses can vary greatly and add up quickly. Identify a realistic budget and determine which advertising media outlet will most effectively reach the target audience.

## Advertising Outlets

There are a variety of outlets that can be used to reach an audience. Those more commonly used are:

■ **Print** is a common tool for advertising that includes newspaper, magazines and inserts. A variety of cost options are available based on size of the ad, color options and frequency. Always consider the distribution of the publication and the target audience. When designing an advertisement keep it simple and include contact information.

■ **Radio** can be a very effective format, yet it is important to run the message many times to ensure listeners hear it. Expenses vary based on the length of the radio spot, number of radio spots purchased and the amount of listeners the radio station may attract.

■ An **Internet site** can offer a user-friendly and interactive experience for your visitor. Although it may serve as a growing marketing alternative, recognize it may not reach everyone intended. Furthermore, the web site needs to be created and maintained properly to be most effective (see the following Web Sites section). Keep the site simple and include contact information.

■ **Television** can be very effective and can reach many people at once. However, television is traditionally the most expensive medium. Prices vary based on length of the commercial, when it will air and size and popularity of the television station.

■ **Public service announcements (PSAs)** are free announcements run on radio and television stations promoting a project, event or facility. They can be produced independently, or written and produced, free of charge, by the broadcast facility. They are usually between 10 and 60 seconds in length, and can run at virtually any time of the day or night. Unlike paid advertising, PSA sponsors cannot request a time of day for their spot to run or appear. Contact the public service announcement director at most facilities for information on how to get a PSA on the air.

■ **Billboards** can serve as an effective way to reach the traveling public by immediately directing visitors to the site and announcing its presence in the area. Keep the design simple and include contact information. Consider using a web site address as well as a phone number on the billboard.



*The Texas Forest Trail Region billboard's simple design is easy to read by the traveling public.*

### Cooperative Advertising

Cooperative advertising is a valuable and affordable option to integrate potential advertising partners and collectively promote an area or region. The opportunity allows partners to participate in advertising that is initially cost prohibitive. It also provides the opportunity to work together as a region and promote complementary services to visitors such as entertainment, lodging and dining. For example, several area businesses, such as a heritage site, hotel and restaurant, might buy space on a billboard or print advertisement to promote their businesses simultaneously.

### Brochures and Print Pieces

Brochures can be effective in creatively sharing information with visitors. Printing costs can be expensive, so it is important to produce a brochure that includes high-quality yet affordable design, copy and photos. Always run spell check and have



several people proofread the material before it is sent to the printer. Review a printer's proof for accuracy and quality. Keep in mind that good printing quality will not enhance a bad design. The design of the printed piece, whether it is a brochure, flyer or newsletter, is crucial for success. A good design should communicate a clear message to the audience in a visually striking and compelling way.

### Brochure Design Basics

All designs use basic elements to convey the message by using words, photographs, illustrations or other graphic images. The goal of successful design is to ensure all elements are presented in a clean, simple design with lively text in a style that is appropriate for the intended market. Below are some basic principles of design with suggestions on how to incorporate them when creating a brochure.

■ Keep the design simple and copy to a minimum. A 4"x9" format fits easily into most brochure racks and into a standard #9 envelope. Keep the cover simple, preferably with a single focal point and with the most important text or heading on the top one-third of the page. This allows the brochure to be easily identified when placed in a rack.



*This direct mail postcard communicates a clear message to the audience.*

- Ensure the text copy is brief and uses action words to entice the reader. Body type should be at least 10-point type. Headlines, sub-heads and captions for photos should reinforce the main message because these are read first.
- Make sure contact information is included and current. Provide a phone number with the area code, name, address, fax, web site and email, if available.
- If appropriate, include a simple locator map with directions.
- Ensure all images are professional quality with sharp, clear and focused detail and with good color balance. Include interesting photos of people depicting a variety of ethnicity, race, age and gender. However, be aware that photos of people can appear quickly outdated due to rapid changes in hairstyles and fashion. Historic photos can add visual interest and enhance the message. It is also important to include images that show a sense of fun and adventure.
- Always include the name of the location, description of the site and proper photo credit. The photo credit should be included adjacent to the photo or with other credits in the brochure.
- Always ensure proper permission has been obtained for photos.

## Hiring Professionals

In order to produce a high-quality brochure or print piece, it may be necessary to seek the services of a professional graphic designer, copywriter or photographer. These professionals can produce complete projects or provide limited consultation.

### Graphic Designers

The most helpful and often overlooked source of information may come from an experienced graphic designer with proper training, knowledge and skills. The designer's responsibility is to combine the copy, photos or

other graphic elements to best convey the message. The designer will need to know how the promotional material will be used, method of distribution, intended market, quantity and general budget. Be clear on who will supply the copy and photos and the expected format. Remember, changes after the project has begun can be very costly. The designer can:

- Make recommendations about the most practical and economical shape, size and format for the intended print piece (type of fonts, number of pages, colors, paper stock, etc.).
- Assist in obtaining good photographs or work with a photographer to find the best images.
- Aid in technically communicating with the printer to produce the best product for the budget.
- Create a well-focused message to the public by coordinating all collateral materials, signage and web sites.

### Copywriters

Copywriters can polish text, check for accurate grammar and compel the reader with words. Look for resources in the community and seek recommendations.

### Photographers

High-quality photographs help entice and attract visitors. If money is available, consider hiring a professional photographer for the project to build a photo collection. If photos are already available but additional photos are needed to complement the project, contact freelance photographers, convention and visitors bureaus and larger museums. Fees for professional photography vary so always request a nonprofit price.

## STEPS FOR HIRING THE RIGHT PROFESSIONAL FOR THE PROJECT

1. Seek recommendations of satisfied customers, especially those with impressive brochures.
2. Review a designer's resume or web site.
3. Meet with prospective designers to review portfolios of similar projects; discuss fee structures and obtain a written bid.
4. Outline all specifics in a contract, including time frame and deadlines.

### Web Sites

Establishing an effective web site is a great marketing strategy. Investing in proper design and maintenance is very important. Keep the site simple and easy to navigate and include the web address in all marketing efforts, business cards and letterhead. As resources are available, consider hiring a professional web designer. Depending on the amount of updated information, consider hiring a web master to keep the site current.

There are several issues to consider in designing an effective web site. Three significant components are:

- **Navigation** (how people move around the site): Identify important topics the target audience will seek. These should serve as the main buttons/topics across the home page. For convenience and efficiency, use terms familiar to the audience and include a search engine (usually a purchased software program) to help users find information on the site.
- **Structure** (the organization of the data on the site): To help clarify information, use flow charts to show relationships between pages and topics. Before designing the pages, create a folder system for the site and plan to include a “site map” or index to help users search the site.

- **Layout and Design** (how it will look): Use a consistent and aesthetically pleasing design that incorporates accessibility. Create a template with a header and space for content to ensure each page has the same format. Keep the page clean and uncluttered and use graphics or photos representing the organization. The graphics should be subtle to not compromise the important information. Avoid having one long scrolling page by making several pages for a topic. Label all your images and graphics for accessibility.



## Free Publicity: Take Advantage of it!

There are numerous free outlets to promote your message, attraction or event. Here are just a few:

- Texas Historical Commission's calendar is open to public submissions related to historic preservation and heritage tourism. [www.thc.state.tx.us](http://www.thc.state.tx.us)
- The THC's Heritage Trails Program's 10 regional web sites are excellent sources for promoting events, attractions and more. Each of these regional web sites has a calendar of events and are connected by a user-friendly itinerary builder, designed specifically for this tourism initiative.

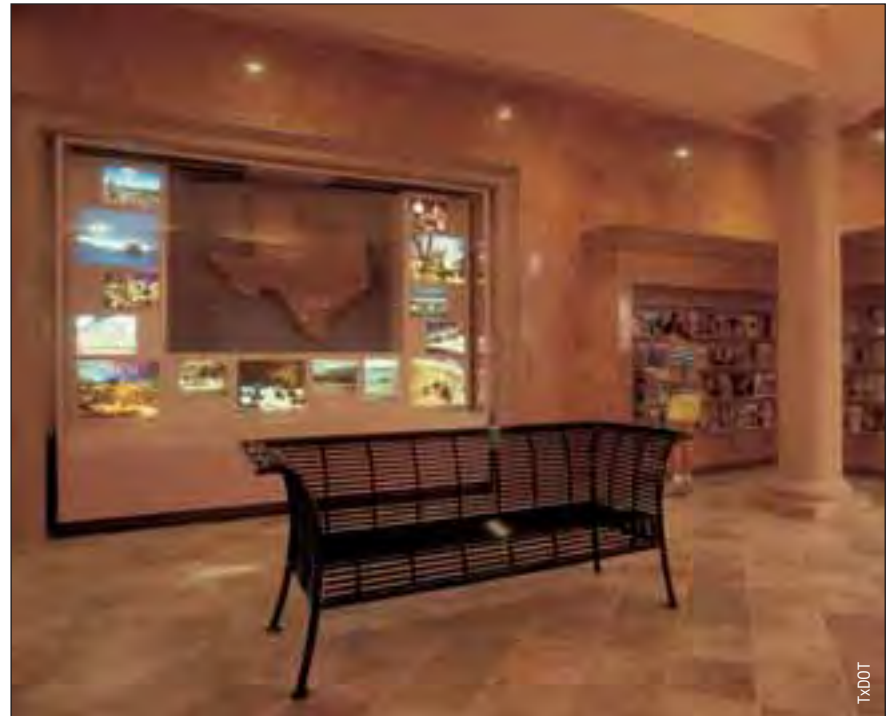
### HERITAGE TRAILS PROGRAM REGIONAL WEBSITES

- |  |  |
|--|--|
| ■ <a href="http://www.texasbrazostrail.com">www.texasbrazostrail.com</a>             | ■ <a href="http://www.texaslakestrail.com">www.texaslakestrail.com</a>       |
| ■ <a href="http://www.texasforesttrail.com">www.texasforesttrail.com</a>             | ■ <a href="http://www.texasmountaintrail.com">www.texasmountaintrail.com</a> |
| ■ <a href="http://www.texasfortstrail.com">www.texasfortstrail.com</a>               | ■ <a href="http://www.texaspecostrail.com">www.texaspecostrail.com</a>       |
| ■ <a href="http://www.txhillcountrytrail.com">www.txhillcountrytrail.com</a>         | ■ <a href="http://www.texasplainstrail.com">www.texasplainstrail.com</a>     |
| ■ <a href="http://www.texasindependencetrail.com">www.texasindependencetrail.com</a> | ■ <a href="http://www.texasropicaltrail.com">www.texasropicaltrail.com</a>   |

- Texas Events Calendar is published quarterly by the Travel Division of the Texas Department of Transportation from information supplied by Texas chambers of commerce, convention and visitors bureaus and event organizers. Contact the editor at [trv-tec@dot.state.tx.us](mailto:trv-tec@dot.state.tx.us) or call 512/486-5876. Submission deadlines are quarterly and are at least three months earlier than actual quarterly listing, i.e., Fall (Sept., Oct., Nov.) has a June 1 deadline.

- Magazines such as *Southern Living* accept event calendar submissions. ([www.southernliving.com/southern/travel](http://www.southernliving.com/southern/travel))

- Texas Department of Transportation's (TxDOT) Travel Information Centers offer a unique destination marketing opportunity. Texas regional tourism organizations can partner with TxDOT by showcasing travel destinations through photographs and promotional items. The display cases are offered free of charge twice a year to eligible organizations. For more information go to [www.dot.state.tx.us](http://www.dot.state.tx.us).



TxDOT's Travel Information Centers, such as this one in Laredo, offer free marketing opportunities.

## CONCLUSION

Heritage tourism is one of the fastest-growing segments of the tourism industry. This guidebook was designed specifically to provide direction and assistance to communities or individuals interested in developing a heritage tourism venture as an economic development strategy to preserve historic and cultural resources. By following the National Trust for Historic Preservation's four-step process, you will maximize your success in your heritage tourism endeavor.

- Step One: Assess the Potential
- Step Two: Plan and Organize
- Step Three: Prepare, Protect and Manage
- Step Four: Market for Success

This guidebook does not cover all aspects of heritage tourism development; however, the following appendices can help in your endeavor. Resources include heritage tourism success stories, physical inventory, the Secretary of the Interior's Standards for Rehabilitation appendices, division contacts for the Texas Historical Commission and the Texas Heritage Tourism Program, as well as a state and local tourism and preservation directory.

Good luck with your heritage tourism venture!



# *A* Appendix A: Success Stories

## **SITE COLLABORATION: DENTON COUNTY MUSEUMS**

Two Denton historic sites, Courthouse-on-the-Square Museum and Bayless-Selby House Museum, collaborate with various city and community organizations, leveraging promotional efforts. One of their most successful ventures is the Holiday Lighting Festival, an annual event the Thursday after Thanksgiving. Now in its 17th year, the festival is planned and organized by the Denton Holiday Festival Association Board of Directors, including members from the Main Street Association, the Denton County museums, the Denton County Historical Commission, the Denton Convention and Visitors Bureau, the city of Denton and local businesses.



Focused around the Denton County Courthouse and courthouse museum, the event features musical performances on the lawn, courthouse hallways and commissioners courtroom, while special events take place inside the museum. A trolley shuttles visitors to the Bayless-Selby House Museum located off the square for more musical events and holiday decorations.

Decorated storefronts line the square and merchants compete for the best hot apple cider drink in the Wassail Fest. The evening concludes with the performance by Brave Combo, the two-time Grammy Award-winning Denton polka band.

This event is a true partnership and has created a Denton holiday tradition attracting more than 8,000 people from Denton and the surrounding area.



## MUSEUM COLLABORATION: THE LA SALLE ODYSSEY PROJECT

In 1995, the Texas Historical Commission (THC) discovered 17th-century famed French explorer Robert Cavelier, Sieur de La Salle's ship, the *Belle*, in Matagorda Bay. The ship was part of an expedition to establish a colony in the New World. THC archeologists fully excavated the *Belle* in 1996 and 1997, conserving artifacts for display in Texas museums.

The La Salle Odyssey Project is a joint effort of the THC and six coastal counties to interpret the *Belle* artifacts in local museums. A series of exhibits in seven museums, the project tells the story of this ill-fated expedition and the remarkable discovery and excavation of the *Belle* and Fort St. Louis 300 years later. Each museum explores part of the saga, showcasing artifacts never before seen by the public. Participating museums include Texas Maritime Museum, Rockport; Texana Museum, Edna; Matagorda County Museum, Bay City; Museum of the Coastal Bend, Victoria; Calhoun County Museum, Port Lavaca; Palacios Area Historical Association Museum and Corpus Christi Museum of History and Science, Corpus Christi.

The La Salle Odyssey is a result of the partnership and cooperative efforts of these seven museums. The THC created a brochure promoting the project and various museums, and the La Salle Odyssey has become a major tourist attraction for visitors from around the world. It has also encouraged cooperative efforts among the partners, allowing small museums with little funding access to knowledge and assistance provided by larger museums.



## YOUTHFUL PARTNERSHIPS: LOG CABIN VILLAGE

The partnership between the Applied Learning Academy of Fort Worth (ALA) and Log Cabin Village (LCV), a 19th-century living history museum, enriches students' lives by providing hands-on work experience in a professional environment. Since 1999, ALA students have served as LCV junior interpreters, enlivening history thought to appeal only to adults.

Employment at LCV is part of a regular school day for students involved in ALA's Working Wednesday's program. Students submit resumes and attend comprehensive job interviews to be considered for positions.

Once selected, students agree to fulfill various requirements, including reading books related to their chosen vocation, completing a project that will benefit LCV and working on-site at least two Wednesday mornings a month.

The partnership is advantageous to both organizations. The students learn 19th-century history while experiencing it in a real-life work setting. They are treated as employees and rise to the challenges that face those in the working world. In return, Log Cabin Village gets enthusiastic volunteers who offer fresh perspectives on a familiar history. The students are often able to relate to visiting children in a way that adult interpreters cannot. The partnership also enables LCV to reach an underserved audience — middle-school students caught between the elementary field trip and high school research project. The staff of Log Cabin Village considers the LCV-ALA partnership one of their most exciting and beneficial ventures and they look forward to continuing this successful relationship for many years to come.



## RESTORE & REUSE: TEMPLE'S RAILROAD & HERITAGE MUSEUM RESTORATION PROJECT

When Temple's Railroad & Heritage Museum needed room to expand in 1995, museum supporters looked for space in other community buildings. The downtown 1910 Santa Fe depot, evacuated by the railroad and slated for demolition, was identified as a perfect place to grow.

Obtaining community support for an expensive restoration project was a challenge. In 1996, museum staff applied for and received an Intermodal Surface Transportation Efficiency Act (ISTEA) grant to renovate the depot.

Museum supporters campaigned for community collaboration and the project became a city-wide, multi-partnership effort, leading Temple's downtown revitalization movement. The chamber of commerce promoted the project as the cornerstone of the downtown restoration. The Downtown Merchants Association supported its potential to increase downtown property values. Local banks offered low-interest loans to other businesses for storefront restoration. The city of Temple believed the revitalization would boost property taxes, sales tax and heritage tourism in the city. The city also administered the restoration project.

The museum worked with numerous organizations to restore, reuse and preserve a historically significant depot while solving the space problems at the museum.



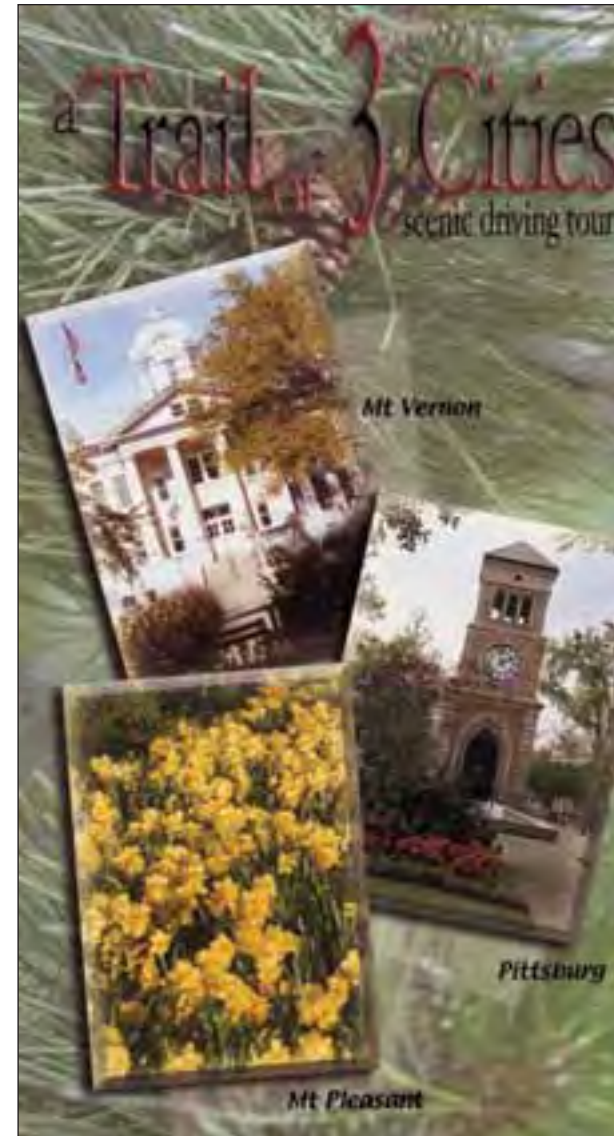
## REGIONAL DESTINATION: A TRAIL OF 3 CITIES

Located within a 30-mile radius, Mount Vernon, Mount Pleasant and Pittsburg had limited resources to attract travelers by themselves. By pooling resources and creating a regional destination, the area became more appealing to nature, cultural and heritage tourism travelers.

City representatives met and discussed ways to leverage their partnership, compiling information about respective attractions and sites. They agreed a brochure was the most efficient method of publicizing what all three had to offer.

The group received a \$5,000 Texas Historical Commission (THC) Heritage Tourism Partnership Grant to publish the brochure. The THC also selected them as the location for the Texas Main Street Summer Training. More than 60 Main Street managers stayed in the region for three days buying food and gasoline, staying in hotels and visiting retailers.

Visitors now trek through town with the brochure in hand, and according to hotel/motel tax receipts in Franklin County, visits are increasing. The three cities also chartered a bus, filled it with city residents and traveled to the THC Forest Trail Region Tourism Summit at the Texas State Railroad. Ultimately, the partnership created an invaluable camaraderie that continues six years later.



# B Appendix B: Physical Inventory Worksheet

**NAME OF SITE/ACTIVITY**

**WHAT COUNTY IS SITE/ACTIVITY LOCATED IN?**

**PHYSICAL LOCATION OF SITE/ACTIVITY, INCLUDING CITY**

**TYPE OF SITE/ACTIVITY**

- |   |   |
|---|---|
| <input type="checkbox"/> historic district                | <input type="checkbox"/> historic structure or object   |
| <input type="checkbox"/> historic/archeological site      | <input type="checkbox"/> museum/cultural center   |
| <input type="checkbox"/> memorial/monument                | <input type="checkbox"/> park/recreation site   |
| <input type="checkbox"/> heritage site                    | <input type="checkbox"/> scenic drive   |
| <input type="checkbox"/> cultural event/heritage festival | <input type="checkbox"/> natural attraction   |
| <input type="checkbox"/> tourist support amenity/service  | <input type="checkbox"/> Historic Landmark, National Register Property, State Archeological Landmark, Historic State Cemetery, or Local Designation |

**WHAT IS SIGNIFICANT ABOUT THE SITE/ACTIVITY?**

(Include date built or established.)

**OWNER/ORGANIZATION NAME**

**OWNERSHIP**

- |                                  |                                     |                                  |                                       |
|----------------------------------|-------------------------------------|----------------------------------|---------------------------------------|
| <input type="checkbox"/> city    | <input type="checkbox"/> county     | <input type="checkbox"/> state   | <input type="checkbox"/> semi-public  |
| <input type="checkbox"/> private | <input type="checkbox"/> non-profit | <input type="checkbox"/> federal | <input type="checkbox"/> other: _____ |

**OWNER/ORGANIZATION ADDRESS**

**OWNER/ORGANIZATION PHONE NUMBER**

**OWNER/ORGANIZATION EMAIL ADDRESS**

**VISITORSHIP TO SITE/ACTIVITY**

(Include method used to determine visitorship.)

**MARKETING EFFORTS AT SITE/ACTIVITY**

(Please attach calendar of events and other promotional material.)

**LIST ACTIVITIES AT SITE, IF APPLICABLE**

(Please include dates, locations and purposes of activities.)

**SLIDES OF SITES AND ACTIVITIES**

(Please label and attach.)

**HOURS OF OPERATION AT SITE/ACTIVITY**

(Please list days of the week and times open to public.)

**ENTRANCE FEE CHARGED AT SITE/ACTIVITY?**

- yes How much? \_\_\_\_\_
- no \_\_\_\_\_

**PUBLIC RESTROOMS AVAILABLE AT SITE/ACTIVITY?**

- yes
- no

**ACCESSIBILITY OF SITE/ACTIVITY TO POPULATION SERVED**

- good
- fair
- poor

**IS SITE/ACTIVITY HANDICAP ACCESSIBLE/ADA COMPLIANT?**

- yes
- no

**ROUTES USED TO REACH SITE/ACTIVITY FROM NEAREST CITY**

**NAME TWO FEATURES OF THE SITE/ACTIVITY THAT MAKE IT UNIQUE FROM OTHER SITES**

(i.e. a trap door in the courtroom that was used as a means of escape by the judge if needed in the early 1900s)

**IMPROVEMENTS MOST NEEDED TO ENHANCE THE OVERALL TOURIST EXPERIENCE AT SITE/ACTIVITY**

- more staff/volunteers
- more parking
- more/better interpretive signage
- more/better directional signage
- more money for advertising
- other: \_\_\_\_\_

# *C* Appendix C: Secretary of the Interior's Standards for Rehabilitation

- A property will be used as it was historically or be given a new use that requires minimal change to its distinctive materials, features, spaces and spatial relationships.
- The historic character of a property will be retained and preserved. The removal of distinctive materials or alteration of features, spaces and spatial relationships that characterize a property will be avoided.
- Each property will be recognized as a physical record of its time, place and use. Changes that create a false sense of historical development, such as adding conjectural features or elements from other historic properties, will not be undertaken.
- Changes to a property that have acquired historic significance in their own right will be retained and preserved.
- Distinctive materials, features, finishes and construction techniques or examples of craftsmanship that characterize a property will be preserved.
- Deteriorated historic features will be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature will match the old in design, color, texture and, where possible, materials. Replacement of missing features will be substantiated by documentary and physical evidence.
- Chemical or physical treatments, if appropriate, will be undertaken using the gentlest means possible. Treatments that cause damage to historic materials will not be used.
- Archeological resources will be protected and preserved in place. If such resources must be disturbed, mitigation measures will be undertaken.
- New additions, exterior alterations or related new construction will not destroy historic materials, features and spatial relationships that characterize the property. The new work shall be differentiated from the old and will be compatible with the historic materials, features, size, scale and proportion, and massing to protect the integrity of the property and its environment.
- New additions and adjacent or related new construction will be undertaken in such a manner that, if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

# D Appendix D: Texas Historical Commission and Regional Contacts

The Texas Historical Commission (THC) is the state agency for historic preservation. THC staff consults with citizens and organizations to preserve Texas' architectural, archeological and cultural landmarks. The agency is recognized for its preservation programs, including the Texas Heritage Trails Program, a 2005 Preserve America Presidential award recipient. Below are key THC contacts for heritage tourism-related issues.

## TEXAS HISTORICAL COMMISSION

P.O. Box 12276  
Austin, TX 78711-2276  
Phone: 512/463-6100  
Fax: 512/475-4872  
Email: thc@thc.state.tx.us

### *Executive Director*

Texas Historical Commission  
512/463-6100; FAX: 512/475-4872

### *Deputy Executive Director*

Texas Historical Commission  
512/463-6100; FAX: 512/475-4872

## Archeology Division

The Archeology Division works to identify, protect and preserve Texas' irreplaceable archeological heritage.

### *How to reach us:*

Elrose Building, 108 W. 16th St.  
Austin, TX 78701  
Phone: 512/463-6096  
Fax: 512/463-8927  
Email: archeology@thc.state.tx.us

## Architecture Division

The Architecture Division works to preserve and protect Texas' diverse architectural heritage.

### *How to reach us:*

Elrose Building, 108 W. 16th St.  
Austin, TX 78701  
Phone: 512/463-6094  
Fax: 512/463-6095  
Email: doa@thc.state.tx.us

## Community Heritage Development Division

The Community Heritage Development Division works in partnership with communities and regions to revitalize historic areas, stimulate tourism and encourage economic development through the use of preservation strategies.

- Certified Local Government
- Texas Heritage Tourism Program



- Texas Main Street Program
- Visionaries in Preservation Program

*How to reach us:*

Christianson-Leberman Building, 1304 Colorado St.  
 Austin, TX 78701  
 Phone: 512/463-6092  
 Fax: 512/463-5862  
 Email: community-heritage@thc.state.tx.us

**History Programs Division**

The History Programs Division works with citizens, county historical commissions, museums, cemetery associations, local governments, state and federal agencies, and other interested parties to identify, evaluate and interpret the historic and cultural resources of Texas.

- Historic Cemetery Program
- Museum Services Program

*How to reach us:*

Luther Hall, 105 W. 16th St.  
 Austin, TX 78701  
 Phone: 512/463-5853  
 Fax: 512/475-3122  
 Email: history@thc.state.tx.us

**Marketing Communications Division**

The Marketing Communications Division promotes the agency's programs and projects and develops outreach strategies to increase awareness of the agency's mission and purpose.

*How to reach us:*

Carrington-Covert House, 1511 Colorado St.  
 Austin, TX 78701  
 Phone: 512/463-6255  
 Fax: 512/463-6374  
 Email: thc@thc.state.tx.us

**HERITAGE TOURISM CONTACTS**

**Heritage Tourism Staff**

*State Coordinator*

Heritage Tourism Program  
 512/463-5754; FAX: 512/463-5862

*Assistant State Coordinator*

Heritage Tourism Program  
 512/463-5755; FAX: 512/463-5862  
 Contact for Preserve America grant and program questions.

*Program Development Specialist*

Heritage Tourism Program  
 512/463-3893; FAX: 512/463-5862  
 Contact for nonprofit management, strategic planning and board development.

*Program Development Specialist*

Heritage Tourism Program  
 512/463-5861; FAX: 512/463-5862  
 Contact for site evaluation trips and reports questions.

*Program Development Specialist*

Heritage Tourism Program  
 512/463-2630; FAX: 512/463-5862  
 Contact for partnership grant questions.

*Sr. Communications Specialist*  
Marketing/Communications Division  
512/475-1576; FAX: 512/463-6374  
Contact for marketing questions.

*Brochure Development Coordinator*  
Marketing/Communications Division  
512/936-6441; FAX: 512/463-6374  
Contact for brochure questions.

*Director*  
Community Heritage Development Division  
512/936-2315; FAX: 512/463-5862

*Director*  
Marketing Communications Division  
512/463-7096; FAX: 512/463-6374

Correspondence by mail can be sent to any of the above at:  
Texas Historical Commission  
P.O. Box 12276  
Austin, TX 78711-2276

Heritage Tourism staff is available to answer questions regarding the Texas Heritage Trails Program or to consult about heritage tourism. Tourism and marketing specialists can assist communities and sites with heritage tourism needs. If you are interested in a particular region, please contact the appropriate regional coordinator.

**Regional Coordinators**  
*Texas Brazos Trail Region*  
Regional Coordinator  
115 North Ave. D  
Clifton, TX 76634  
Office phone: 254/749-5256  
Web site: [www.texasbrazostrail.com](http://www.texasbrazostrail.com)

*Texas Forest Trail Region*  
Regional Coordinator  
202 East Pilar St., Room 214  
Nacogdoches, TX 75961  
Office phone: 936/560-3699  
Web site: [www.texasforesttrail.com](http://www.texasforesttrail.com)

*Texas Forts Trail Region*  
Regional Coordinator  
841 North Judge Ely  
Abilene, TX 79601  
Office phone: 325/676-1762  
Web site: [www.texasfortstrail.com](http://www.texasfortstrail.com)

*Texas Hill Country Trail Region*  
Regional Coordinator  
306 East Austin St., Suite C  
Fredericksburg, TX 78624  
Office phone: 830/792-3535  
Web site: [www.txhillcountrytrail.com](http://www.txhillcountrytrail.com)

*Texas Independence Trail Region*  
Regional Coordinator  
P.O. Drawer 460  
Richmond, TX 77406  
Office phone: 281/239-9235

Web site: [www.texasindependencetrail.com](http://www.texasindependencetrail.com)

*Texas Lakes Trail Region*

Regional Coordinator

116 West Bridge St.

Granbury, TX 76048

Office phone: 817/573-1114, ext. 139

Web site: [www.texaslakestrail.com](http://www.texaslakestrail.com)

*Texas Mountain Trail Region*

Regional Coordinator

P.O. Box 517

Van Horn, TX 79855

Office phone: 432/284-0002

Web site: [www.texasmountaintrail.com](http://www.texasmountaintrail.com)

*Texas Pecos Trail Region*

Regional Coordinator

P.O. Box 212

Sonora, TX 76950

Office phone: 325/387-2927

Web site: [www.texaspecostrail.com](http://www.texaspecostrail.com)

*Texas Plains Trail Region*

Regional Coordinator

P.O. Box 661

Borger, TX 79008

Office phone: 806/273-0920

Web site: [www.texasplainstrail.com](http://www.texasplainstrail.com)

*Texas Tropical Trail Region*

Regional Coordinator

635 E. King, Room 102

Kingsville, TX 78363

Office phone: 361/522-3215

Web site: [www.texastropicaltrail.com](http://www.texastropicaltrail.com)

# *E* Appendix E: Tourism and Preservation Directory

## STATE AND LOCAL TOURISM AND PRESERVATION DIRECTORY

American Planning Association, Texas Chapter  
P.O. Box 684889  
Austin, TX 78767  
512/306-1674  
[www.texasapa.org](http://www.texasapa.org)

Baylor University  
Department of Museum Studies  
P.O. Box 97154  
Waco, TX 76798-7154  
254/710-1233  
[www3.baylor.edu/Museum\\_Studies/](http://www3.baylor.edu/Museum_Studies/)

Bob Bullock Texas State History Museum  
P.O. Box 12847  
Austin, TX 78711  
512/936-8746  
[www.storyoftexas.com](http://www.storyoftexas.com)

Center for Nature and Heritage Tourism  
Department of Geography  
Texas State University  
601 University Dr.  
San Marcos, TX 78666  
512/245-2111  
[www.geo.swt.edu/nht/index.html](http://www.geo.swt.edu/nht/index.html)

Council of Texas Archeologists  
c/o Geo-Marine, Inc.  
550 East 15th St.  
Plano, TX 75074  
[www.c-tx-arch.org](http://www.c-tx-arch.org)

Economic Development and Tourism  
Office of the Governor  
P.O. Box 12728  
Austin, TX 78711-2728  
512/463-9191; F: 512/936-0088 or 512/936-0089  
[www.tded.state.tx.us/tourism](http://www.tded.state.tx.us/tourism)

Family Land Heritage Program  
Texas Department of Agriculture  
P.O. Box 78711  
512/463-2631  
[www.agr.state.tx.us](http://www.agr.state.tx.us)

The Handbook of Texas Online  
[www.tsha.utexas.edu/handbook/online/](http://www.tsha.utexas.edu/handbook/online/)

Historic and Hospitality Accommodations of Texas  
P.O. Box 1399  
Fredericksburg, TX 78624  
800/428-0368; F: 281/403-9335  
[www.hat.org](http://www.hat.org)

The Institute for Economic Development  
University of Texas at San Antonio  
145 Duncan Dr., Suite 200  
San Antonio, TX 78226-1816  
210/458-2020; F: 210/458-2425  
[www.iedtexas.org/](http://www.iedtexas.org/)

Institute of Texan Cultures  
801 South Bowie St.  
San Antonio, TX 78205  
210/458-2300  
[www.texancultures.utsa.edu](http://www.texancultures.utsa.edu)

Junior Historians of Texas  
c/o Texas State Historical Association  
2/306 Sid Richardson Hall  
University of Texas  
Austin, TX 78712  
512/471-1525  
[www.tsha.utexas.edu](http://www.tsha.utexas.edu)

Keep Texas Beautiful  
P.O. Box 2251  
Austin, TX 78768  
512/478-8813; 800/CLEANTX;  
F: 512/478-2640  
[www.ktb.org](http://www.ktb.org)

National Trust for Historic Preservation  
Southwest Regional Office  
500 Main St., Suite 1030  
Fort Worth, TX 76102  
817/332-4398  
[www.nationaltrust.org](http://www.nationaltrust.org)

The Nature Conservancy of Texas  
P.O. Box 1440  
711 Navarro, Suite 410  
San Antonio, TX 78295  
210/224-8774; F: 210/228-9805  
[www.nature.org/wherewework/northamerica/states/texas/](http://www.nature.org/wherewework/northamerica/states/texas/)

Nonprofit Resource Center of Texas  
P.O. Box 27215  
San Antonio, TX 78227-0215  
210/227-4333; F: 210/227-0310  
[www.nprc.org](http://www.nprc.org)

Office of the Attorney General  
Municipal Affairs Section  
P.O. Box 12548  
300 West 15th St.  
Austin, TX 78711-2548  
512/463-2057; 800/252-8011  
[www.oag.state.tx.us](http://www.oag.state.tx.us)

Office of Rural Community Affairs  
P.O. Box 12877  
1700 North Congress, Suite 220  
Austin, TX 78711  
512/936-6701; 800/554-2042;  
F: 512/936-6776  
[www.orca.state.tx.us](http://www.orca.state.tx.us)

Preservation Texas  
P.O. Box 12832  
Austin, TX 78711  
512/472-0102; F: 512/472-0740  
[www.preservationtexas.org](http://www.preservationtexas.org)

Professional Tour Guide Association of San Antonio  
P.O. Box 830917  
San Antonio, TX 78283-0917  
210/228-5097; F: 210/684-4488  
[www.sanantoniotourguides.com](http://www.sanantoniotourguides.com)

Real Estate Center  
313 Wehner  
Texas A&M University  
College Station, TX 77843-2115  
979/845-2031; F: 979/845-0460  
[www.recenter.tamu.edu](http://www.recenter.tamu.edu)

Save Texas Cemeteries, Inc.  
P.O. Box 202975  
Austin, TX 78720-2975  
512/258-5688  
[www.rootsweb.com/~txstc/](http://www.rootsweb.com/~txstc/)

Stephen F. Austin State University  
Department of Human Sciences  
Hospitality Administration  
P.O. Box 13014  
SFA Station  
Nacogdoches, TX 75962-3014  
409/468-4502; F: 409/468-2140  
[www.sfasu.edu/hms/hospitality/default.htm](http://www.sfasu.edu/hms/hospitality/default.htm)

Texas A&M University Extension Services  
Department of Recreation, Park & Tourism Sciences  
2261 TAMU  
Room 212 Francis Hall  
College Station, TX 77873-2261  
979/845-5411; F: 979/845-0446  
[www.rpts.tamu.edu/rps/](http://www.rpts.tamu.edu/rps/)

Texas African-American Heritage Organization, Inc.  
c/o Dr. David A. Williams  
P.O. Box 141038  
Austin, TX 78714  
512/837-1405  
[www.taaho.org](http://www.taaho.org)

Texas Archeological Society  
Center for Archaeological Research  
U.T.S.A., 6900 North Loop 1604 West  
San Antonio, TX 78249-0658  
210/458-4393  
[www.txarch.org](http://www.txarch.org)

Texas Association of Business and Chambers of Commerce  
1209 Nueces  
Austin, TX 78701  
512/477-6721; F: 512/477-0836  
[www.tabcc.org](http://www.tabcc.org)

Texas Association of Campground Owners  
6425 South IH-35, Suite 105-110  
Austin, TX 78744  
512/495-8226; F: 512/707-9171  
[www.gocampingamerica.com/texas](http://www.gocampingamerica.com/texas)

Texas Association of Convention and Visitors Bureaus  
311 South Station  
Port Aransas, TX 78373  
361/749-0467  
[www.tacvb.org](http://www.tacvb.org)

Texas Association of Fairs and Events  
P.O. Box 1025  
Fredericksburg, TX 78624  
800/990-1332; F: 830/990-1370  
[www.texasfairs.com](http://www.texasfairs.com)

Texas Association of Museums  
3939 Bee Caves, Building A, Suite 1B  
Austin, TX 78746  
512/328-6812; 888/842-7491;  
F: 512/327-9775  
[www.io.com/~tam](http://www.io.com/~tam)

Texas Association of Resource Conservation & Development  
1716 Briarcrest, Suite 510  
Bryan, TX 77802 USA  
409/846-0819; F: 409/846-0923  
[www.rtis.com/pagegen/realtime/texasrcd](http://www.rtis.com/pagegen/realtime/texasrcd)

Texas Center for Rural Entrepreneurship  
(formerly the Texas Rural Entrepreneurship Initiative)  
[www.ruralbusiness.tamu.edu/](http://www.ruralbusiness.tamu.edu/)

Texas Commission on the Arts  
P.O. Box 13406  
920 Colorado, Suite 501  
Austin, TX 78711-3406  
512/463-5535; 800/252-9415;  
F: 512/475-2699  
[www.arts.state.tx.us](http://www.arts.state.tx.us)

Texas Comptroller of Public Accounts  
111 East 17th St.  
Austin, TX 78774  
512/463-4600; 800/252-5555;  
F: 512/475-0900  
[www.cpa.state.tx.us](http://www.cpa.state.tx.us)

Texas Cooperative Extension  
Texas A&M University  
Texas Friendly/Hospitality Program  
Texas Event Leadership Program  
212 Francis Hall  
2261 TAMU  
College Station, TX 77843  
979/845-5419; F: 979/845-0871  
[www.rpts.tamu.edu/tce/](http://www.rpts.tamu.edu/tce/)

Texas Council for the Humanities  
3809-A South 2th St.  
Austin, TX 78704-7058  
512/440-1991; F: 512/440-0115  
[www.public-humanities.org/](http://www.public-humanities.org/)

Texas Cultural and Heritage Tourism Council  
Texas Travel Industry Association  
812 San Antonio St., Suite 401  
Austin, TX 78701  
512/476-4472; F: 512/478-9177  
[www.tia.org](http://www.tia.org)

Texas Department of Agriculture  
P.O. Box 12847  
Austin, TX 78711  
512/463-7476; F: 512/463-1104  
[www.agr.state.tx.us](http://www.agr.state.tx.us)

Texas Department of Housing and Community Affairs  
P.O. Box 13941  
Austin, TX 78711-3941  
512/475-3800; F: 512/475-3840  
[www.tdhca.state.tx.us](http://www.tdhca.state.tx.us)

Texas Department of Transportation  
Travel Division  
125 East 11th St.  
Austin, TX 78701-2483  
512/486-5900; F: 512/486-5909  
[www.dot.state.tx.us/trv/default.htm](http://www.dot.state.tx.us/trv/default.htm)

Texas Downtown Association  
P.O. Box 203455  
Austin, TX 78720-3455  
512/472-7832; F: 512/249-2672  
[www.texasdowntown.org](http://www.texasdowntown.org)

Texas Economic Development Council  
1301 Nueces St., Suite 101  
Austin, TX 78701  
512/480-8432; F: 512/472-7907  
[www.texasedc.org](http://www.texasedc.org)

Texas Film Commission  
Office of the Governor  
P.O. Box 13246  
Austin, TX 78711  
512/463-9200; F: 512/463-4114  
[www.governor.state.tx.us/divisions/film](http://www.governor.state.tx.us/divisions/film)

Texas Forest Service  
John B. Connally Building  
301 Tarrow, Suite 364  
College Station, TX 77840  
979/458-6650; F: 979/458-6655  
[www.txforestsERVICE.tamu.edu](http://www.txforestsERVICE.tamu.edu)

Texas General Land Office  
1700 North Congress Ave.  
Austin, TX 78701-1495  
512/463-5001; F: 512/463-5233  
[www.glo.state.tx.us](http://www.glo.state.tx.us)



Texas Historical Foundation  
P.O. Box 50314  
Austin, TX 78763  
512/453-2154  
[www.texashf.org](http://www.texashf.org)

Texas Hotel and Lodging Association  
1701 West Ave.  
Austin, TX 78701  
800/856-4328; F: 512/480-0773  
[www.texaslodging.com](http://www.texaslodging.com)

Texas Information Site  
[www.lone-star.net/mall/main-areas/txtrails.htm](http://www.lone-star.net/mall/main-areas/txtrails.htm)

Texas Legislature Online  
[www.capitol.state.tx.us](http://www.capitol.state.tx.us)

Texas Music Office  
Office of the Governor  
1100 San Jacinto Blvd., Suite 3.410  
Austin, TX 78711  
512/463-6666; F: 512/463-4114  
[www.governor.state.tx.us/music](http://www.governor.state.tx.us/music)

Texas Nature Tourism Council  
512/476-4483  
[www.tourtexas.com/tnta](http://www.tourtexas.com/tnta)

Texas Oral History Association  
Baylor University  
P.O. Box 97271  
Waco, TX 76798-7271  
254/710-3437; F: 254/710-1571  
[www3.baylor.edu/TOHA](http://www3.baylor.edu/TOHA)

Texas Parks and Wildlife Department  
4200 Smith School Rd.  
Austin, TX 78744  
512/389-4800; 800/792-1112;  
F: 512/389-8042  
[www.tpwd.state.tx.us](http://www.tpwd.state.tx.us)

Texas Recreation and Park Society  
P.O. Box 5188  
Jonestown, TX 78645  
512/267-5550; F: 512/267-5557  
[www.traps.org](http://www.traps.org)

Texas Recreational Vehicle Association  
3355 Bee Caves Rd., Suite 104  
Austin, TX 78746-6751  
512/327-4514; 800/880-7303;  
F: 512/327-4515  
[www.trva.org](http://www.trva.org)

Texas Restaurant Association  
1400 Lavaca St.  
Austin, TX 78701  
800/395-2872; F: 512/472-2777  
[www.restaurantville.com](http://www.restaurantville.com)

Texas Rural Communities, Inc.  
12401 Hymeadow Dr.  
Building 1, Suite 1-B  
Austin, TX 78750  
512/219-0468; F: 512/219-0416  
[www.texasrural.org](http://www.texasrural.org)

Texas Rural Leadership Program  
8140 Burnet Rd., Suite 218  
Austin, TX 78757  
512/323-6515; F: 512/323-2516  
[www.trlp.org](http://www.trlp.org)

Texas Rural Partners, Inc.  
(formerly Texas Rural Development Council)  
8140 Burnet Rd., Suite 218  
Austin, TX 78757-7799  
512/323-6515; F: 512/323-6256  
[www.trdc.org](http://www.trdc.org)

Texas Sea Grant College Program  
2700 Earl Rudder Freeway South  
Suite 1800  
College Station, TX 77845  
979/845-3845; F: 979/845-7525  
[www.texas-sea-grant.tamu.edu/](http://www.texas-sea-grant.tamu.edu/)

Texas Secretary of State  
Business and Public Filings Divisions  
P.O. Box 12887  
Austin, TX 78711-2887  
512/463-5555; F: 512/463-5709  
[www.sos.state.tx.us](http://www.sos.state.tx.us)

Texas Society of Architects  
816 Congress Ave., Suite 970  
Austin, TX 78701  
512/478-7386  
[www.texasarchitect.org](http://www.texasarchitect.org)

Texas State Data Center  
Texas A&M University  
Department of Rural Sociology  
College Station, TX 77843  
979/845-5115; F: 979/862-3061  
[www.txsd.c.tamu.edu/tindex.html](http://www.txsd.c.tamu.edu/tindex.html)

Texas State Historical Association  
1 University Station D0901  
Austin, TX 78712-0332  
512/471-1525; F: 512/471-1551  
[www.tsha.utexas.edu/](http://www.tsha.utexas.edu/)  
(see also Handbook of Texas online)

Texas State Library and Archives  
P.O. Box 12927  
Austin, TX 78711  
512/463-5455  
[www.tsl.state.tx.us](http://www.tsl.state.tx.us)

Texas State Preservation Board  
201 East 14th St., Suite 950  
Austin, TX 78701  
512/463-5495; F: 512/475-3366  
[www.tspb.state.tx.us](http://www.tspb.state.tx.us)

Texas Tech University  
Education, Nutrition and Restaurant/Hotel Management  
P.O. Box 41162  
Lubbock, TX 79409-1162  
806/742-3068; F: 806/742-3042  
[www.hs.ttu.edu/enrhm/rhim](http://www.hs.ttu.edu/enrhm/rhim)

Texas Travel Industry Association (TTIA)  
812 San Antonio St., Suite 401  
Austin, TX 78701  
512/476-4472; F: 512/478-9177  
[www.ttia.org](http://www.ttia.org)

Texas United States Department of Agriculture  
Rural Development State Office  
101 South Main St., Suite 102  
Temple, TX 76501  
254/742-9700; F: 254/742-9709  
[www.rurdev.usda.gov/tx](http://www.rurdev.usda.gov/tx)

Texas Workforce Commission  
101 East 15th St.  
Austin, TX 78778-0001  
512/463-2222; F: 512/475-2321  
[www.twc.state.tx.us](http://www.twc.state.tx.us)

TourTexas.com  
(affiliated with TTIA)  
[www.tourtexas.com](http://www.tourtexas.com)

University of Houston  
Conrad Hilton College of Hotel and Restaurant Management  
4800 Calhoun  
Houston, TX 77004  
713/741-2447; F: 713/743-2498  
[www.hrm.uh.edu/index.html](http://www.hrm.uh.edu/index.html)

The University of Texas at Austin  
School of Architecture  
Historic Preservation Programs  
1 University Station B7500  
Austin, TX 78712-0222  
512/471-1922; F: 512/471-0716  
[www.wntapp.cc.utexas.edu/~architecture/arch/academic/architecture/grad/histpres.html](http://www.wntapp.cc.utexas.edu/~architecture/arch/academic/architecture/grad/histpres.html)

The University of Texas at San Antonio  
Tourism Research Center  
6900 North Loop 1604 West  
San Antonio, TX 78249-0631  
210/458-7323; F: 210/458-4395  
[www.tourism.utsa.edu](http://www.tourism.utsa.edu)

## NATIONAL AND INTERNATIONAL TOURISM AND PRESERVATION DIRECTORY

Advisory Council on Historic Preservation  
1100 Pennsylvania Ave. NW, Suite 809  
Old Post Office Building  
Washington, D.C. 20004  
202/606-8503  
[www.achp.gov](http://www.achp.gov)

African American Heritage Preservation Foundation  
420 Seventh St. NW, Suite 501  
Washington, D.C. 20004-2211  
[www.aahpf.org](http://www.aahpf.org)

Air Transport Association of American  
1301 Pennsylvania Ave. NW, Suite 1100  
Washington, D.C. 20004-1707  
202/626-4000; F: 202/626-4181  
[www.air-transport.org](http://www.air-transport.org)

The Alliance for Historic Landscape Preservation  
82 Wall St., Suite 1105  
New York, NY 10005  
[www.ahlp.org](http://www.ahlp.org)

Alternative Enterprises and Agritourism  
(Natural Resources Conservancy Services)  
[www.nrcs.usda.gov/technical/RESS/altenterprise/](http://www.nrcs.usda.gov/technical/RESS/altenterprise/)

American Association of Museums  
1575 Eye St. NW, Suite 400  
Washington, D.C. 20005  
202/289-1818; F: 202/289-6578  
[www.aam-us.org](http://www.aam-us.org)

American Association of State and Local History  
1717 Church St.  
Nashville, TN 37203-2294  
615/320-3203; F: 615/320-9013  
[www.aaslh.org](http://www.aaslh.org)

American Automobile Association  
1000 AAA Dr.  
Heathrow, FL 32746-5063  
407/444-7000; F: 407/444-7380  
[www.aaa.com/](http://www.aaa.com/)

American Birding Association  
P.O. Box 6599  
Colorado Springs, CO 80934  
800/850-2473; F: 719/578-1480  
[www.americanbirding.org](http://www.americanbirding.org)

American Bus Association  
1100 New York Ave. NW, Suite 1050  
Washington, D.C. 20005-3934  
202/842-1645; F: 202/842-0850  
[www.buses.org](http://www.buses.org)

American Farmland Trust  
1200 18th St. NW, Suite 800  
Washington, D.C. 20036  
202/331-7300; F: 202/659-8339  
[www.farmland.org](http://www.farmland.org)

American Heritage Rivers Initiative  
[www.epa.gov/rivers/](http://www.epa.gov/rivers/)

American Historical Association  
400 A St. SE  
Washington, D.C. 20003-3889  
202/544-2422; F: 202/544-8307  
[www.theaha.org](http://www.theaha.org)

American Hotel and Motel Association  
1201 New York Ave. NW, Suite 600  
Washington, D.C. 20005-3931  
202/289-3193; F: 202/289-3186  
[www.ahma.com](http://www.ahma.com)

American Recreation Coalition  
Scenic Byways  
1225 New York Ave. NW, Suite 450  
Washington, D.C. 20005  
202/682-9530; F: 202/682-9529  
[www.funoutdoors.com/ScenicByways/](http://www.funoutdoors.com/ScenicByways/)

American Society of Travel Agents  
1101 King St., Suite 200  
Alexandria, VA 22314  
703/739-2782; F: 703/684-8319  
[www.astanet.com](http://www.astanet.com)

American Zoo and Aquarium Association  
Executive Office  
8403 Colesville, Suite 710  
Silver Spring, MD 20910  
301/562-0777; F: 301/562-0888  
[www.aza.org](http://www.aza.org)

Americans for the Arts  
1000 Vermont Ave. NW, 12th Floor  
Washington, D.C. 20005  
202/371-2830; F: 202/371-0424  
Publications: 800/321-4510, ext. 241  
[www.artsusa.org](http://www.artsusa.org)

Association for Gravestone Studies  
278 Main St., Suite 207  
Greenfield, MA 01301  
412/772-0836  
[www.gravestonestudies.org](http://www.gravestonestudies.org)

Association of Living History Farms and Agricultural Museums  
c/o Brownwood Farm  
8774 Rd. 45 NW  
North Bloomfield, OH 44450-9701  
216/685-4410; F: 216/685-4410  
[www.alhfam.org](http://www.alhfam.org)

Association of Travel Marketing Executives, Inc.  
305 Madison Ave.  
New York, NY 10165  
212/973-9085; 800/526-0041;  
F: 212/973-9086  
[www.atme.org](http://www.atme.org)

Boy Scouts of America  
P.O. Box 152079  
Irving, TX 75015-2079  
972/580-2000; F: 972/580-2502  
[www.scouting.org](http://www.scouting.org)

Boys and Girls Clubs of America  
1230 West Peachtree St. NW  
Atlanta, GA 30309-3447  
404/487-5739; 800/854-CLUB;  
F: 404/487-5787  
[www.bgca.org](http://www.bgca.org)

Camp Fire Boys and Girls  
4601 Madison Ave.  
Kansas City, MO 64112  
816/756-1950; F: 816/756-0258  
[www.campfire.org](http://www.campfire.org)

Center for Rural Entrepreneurship  
317 South 12th St., Suite 200  
Lincoln, NE 68508-2197  
402/323-7339; F: 402/323-7349  
[www.ruralship.org](http://www.ruralship.org)

Commerce/Tourism Industries (research)  
[www.tinet.ita.doc.gov](http://www.tinet.ita.doc.gov)

Community Block Grants  
[www.hud.gov/offices/cpd/communitydevelopment/index.cfm](http://www.hud.gov/offices/cpd/communitydevelopment/index.cfm)

The Conservation Fund  
1800 North Kent St., Suite 1120  
Arlington, VA 22209-2156  
703/525-6300; F: 703/525-4610  
[www.conservationfund.org](http://www.conservationfund.org)

Council on Hotel, Restaurant and Institutional Education  
1200 17th St. NW  
Washington, D.C. 20036  
202/331-5990; F: 202/973-3955  
[www.chrie.org](http://www.chrie.org)

Cruise Lines International Association  
500 Fifth Ave., Suite 1407  
New York, NY 10110  
212/921-0066; F: 212/921-0549  
[www.cruising.org](http://www.cruising.org)

The Cultural Landscape Foundation  
1909 Que St. NW, Second Floor  
Washington, D.C. 20009  
202/483-0553; F: 202/483-0761  
[www.tclf.org](http://www.tclf.org)

Defenders of Wildlife  
1101 14th St. NW, Suite 1400  
Washington, D.C. 20005  
202/682-9400; 800/989-8981;  
F: 202/682-1131  
[www.defenders.org](http://www.defenders.org)

Dude Ranchers' Association  
P.O. Box 471  
La Porte, CO 80535  
970/223-8440; F: 970/223-0201  
[www.duderanch.org](http://www.duderanch.org)

Economic Development Administration  
Chester J. Strub, Jr., Assistant Secretary (Acting)  
United States Department of Commerce  
14th and Constitution Ave. NW, Room 7804  
Washington, D.C. 20230  
202/482-5081; F: 202/273-4781  
[www.doc.gov/eda/html/abouteda.htm](http://www.doc.gov/eda/html/abouteda.htm)

EcoTourism Society  
P.O. Box 755  
North Bennington, VT 05257  
802/477-2121; F: 802/447-2122  
[www.ecotourism.org](http://www.ecotourism.org)

Educational Institute of the American Hotel and Motel Association  
800 North Magnolia Ave., Suite 1800  
Orlando, FL 32803  
407/999-8100; 800/752-4567;  
F: 407/236-7848  
[www.ei-ahma.org](http://www.ei-ahma.org)

European Travel Commission  
One Rockefeller Plaza, Suite 214  
New York, NY 10020  
212/218-1200; F: 212/218-1205  
[www.visiteurope.com](http://www.visiteurope.com)

Family Campers and RVers  
4804 Transit Rd., Building 2  
Depew, NY 14043-4704  
716/688-6242; 800/245-9755;  
F: 716/668-6242  
[www.fcrv.org](http://www.fcrv.org)

Federation of State Humanities Councils  
1600 Wilson Blvd., Suite 902  
Arlington, VA 22209  
703/908-9700; F: 703/908-9706  
<http://www.acls.org/fshc.htm>

Forest Service/Economic Action Program  
Cooperative Forestry  
P.O. Box 96090  
Washington, D.C. 20090-6090  
202/205-1389; F: 202/205-1271  
[www.fs.fed.us/spf/coop/eap.htm](http://www.fs.fed.us/spf/coop/eap.htm)

The Foundation Center  
79 Fifth Ave./16th St.  
New York, NY 10003-3076  
212/620-4230; 800/424-9836;  
F: 212/807-3677  
[www.fdncenter.org](http://www.fdncenter.org)

Girl Scouts of the USA  
420 Fifth Ave.  
New York, NY 10018-2798  
212/852-8000; F: 212/852-6509  
[www.girlscouts.org](http://www.girlscouts.org)

Great Outdoor Recreation Pages  
234 Berkeley Place, Suite 200  
Brooklyn, NY 11217  
718/638-9310  
[www.gorp.com](http://www.gorp.com)

The Heritage Education Network  
[www.histopres.mtsu.edu/then/](http://www.histopres.mtsu.edu/then/)

Hospitality Financial and Technology Professionals  
11709 Boulder Ln., Suite 110  
Austin, TX 78726  
512/249-5333; F: 512/249-1533  
[www.hftp.org](http://www.hftp.org)

Hospitality Sales and Marketing Association International  
1300 L. St., NW, Suite 1020  
Washington, D.C. 20005  
202/789-0089; F: 202/789-1725  
[www.hsmi.org](http://www.hsmi.org)

Institute of Certified Travel Agents  
P.O. Box 812059  
148 Linden St.  
Wellesley, MA 02482-0012  
781/237-0280; 800/542-4282;  
F: 781/237-3860  
[www.icta.com](http://www.icta.com)

Institute for Cultural Landscape Studies  
Landscape Institute  
Arnold Arboretum  
125 Arborway  
Jamaica Plain, MA 02130-3500  
617/495-8632; F: 617/495-8631  
[www.icls.harvard.edu](http://www.icls.harvard.edu)

Institute of Museum and Library Services  
1100 Pennsylvania Ave. NW, Room 510  
Washington, D.C. 20506  
202/606-8536; F: 202/606-8591  
[www.imls.gov](http://www.imls.gov)

International Association of Amusement Parks and Attractions  
1448 Duke St.  
Alexandria, VA 22314  
703/836-4800; F: 703/836-4801  
[www.iaapa.org](http://www.iaapa.org)

International Association of Convention and Visitors Bureaus  
2000 L St. NW, Suite 702  
Washington, D.C. 20036  
202/296-7888; F: 202/296-7889  
[www.iacvb.org](http://www.iacvb.org)

International Council on Monuments and Sites  
[www.icomos.org](http://www.icomos.org)

International Economic Development Council  
734 15th St. NW, Suite 900  
Washington, D.C. 20005  
[www.iedconline.org](http://www.iedconline.org)



International Festivals and Events Association  
P.O. Box 2950  
115 East Railroad Ave., Suite 302  
Port Angeles, WA 98362  
360/457-3141; F: 360/452-4695  
[www.ifea.com](http://www.ifea.com)

International Trade Administration  
United States Department of Commerce  
Office of Tourism Industries, Room 1860  
Washington, D.C. 20230  
202/482-0140; F: 202/482-2887  
[www.ita.doc.gov](http://www.ita.doc.gov)

Leisure Information Network  
1185 Eglinton Ave. East, Suite 502  
Toronto, Ontario M3C 3C6 Canada  
416/426-7176; F: 416/426-7421  
[www.lin.ca](http://www.lin.ca)

Market Developer Cooperator Program  
(International Trade Administration)  
[www.ita.doc.gov/td/mdcp/](http://www.ita.doc.gov/td/mdcp/)

Meeting Professionals International  
4455 LBJ Freeway, Suite 1200  
Dallas, TX 75244-5903  
972/702-3000; F: 972/702-3070  
[www.mpiweb.org](http://www.mpiweb.org)

Michigan State University  
Tourism Area of Expertise Team  
172 Natural Resources Building  
East Lansing, MI 48824-1222  
517/353-0793; F: 517/432-2296  
[www.tourism.ttr.msu.edu](http://www.tourism.ttr.msu.edu)

Minority Business Development Agency  
14th St. and Constitution Ave. NW, Room 5055  
Washington, D.C. 20230  
[www.mbda.gov](http://www.mbda.gov)

Museum Assessment Program  
American Association of Museums  
1575 Eye St. NW, Suite 400  
Washington, D.C. 20005  
202/289-1818; F: 202/289-6578  
[www.aam-us.org/museumresources/map/index.cfm](http://www.aam-us.org/museumresources/map/index.cfm)

National Alliance of Preservation Commissions  
P.O. Box 1605  
Athens, GA 30603  
706/542-4731; F: 706/583-0320  
[www.arches.uga.edu/~napc](http://www.arches.uga.edu/~napc)

National Association for Interpretation  
P.O. Box 2246  
Fort Collins, CO 80522  
888/900-8283  
[www.interpnet.com](http://www.interpnet.com)

National Association of RV Parks and Campgrounds  
113 Park Ave.  
Falls Church, VA 22046  
703/241-8801; F: 703/241-1004  
arvc@erols.com  
www.gocampingamerica.com

National Association of State Arts Agencies  
1029 Vermont Ave. NW, 2nd Floor  
Washington, D.C. 20005  
202/347-6352; F: 202/737-0526  
www.nasaa-arts.org

National Audubon Society: Texas Audubon Society  
2525 Wallingwood, Suite 301  
Austin, TX 78746  
512/306-0225; F: 512/306-0235  
www.audubon.org

National Center for Preservation Technology and Training  
645 College Ave.  
Natchitoches, LA 71457  
318/356-7444  
www.ncptt.nps.gov

National Center for Small Communities  
444 North Capitol St. NW, Suite 397  
Washington, D.C. 20001-1202  
202/624-3550; F: 202/624-3554  
www.natat.org/ncsc

National Conference of State Historic Preservation Officers  
444 North Capitol St. NW, Suite 342  
Washington, D.C. 20001  
202/624-5465; F: 202/624-5419  
www.sso.org/ncshpo

National Council on Public History  
327 Cavanaugh Hall – IUPUI  
425 University Blvd.  
Indianapolis, IN 46202  
317/274-2716  
www.ncph.org

National Endowment for the Arts  
1100 Pennsylvania Ave. NW  
Washington, D.C. 20506  
202/682-5400  
www.arts.gov  
Challenge America Fast – Track Review Grants:  
www.arts.endow.gov/grants/apply/GAP05/ChallengeAmerica.htm

National Endowment for the Humanities  
1100 Pennsylvania Ave., NW  
Washington, D.C. 20506  
202/606-8400  
www.neh.gov  
America's Historic Places Grants: [www.neh.gov/grants/guidelines/historicplaces.html](http://www.neh.gov/grants/guidelines/historicplaces.html)  
Lewis and Clark Bicentennial Special Initiative:  
[www.neh.gov/grants/guidelines/lewisandclark.html](http://www.neh.gov/grants/guidelines/lewisandclark.html)

National Fish and Wildlife Foundation  
Texas Partnership Office  
3838 Oak Lawn Ave., Suite 1112  
Dallas, TX 75219  
202/857-0166; F: 214/219-1445  
[www.nfwf.org](http://www.nfwf.org)

National Heritage Areas Program  
(National Park Service)  
[www.cr.nps.gov/heritageareas/](http://www.cr.nps.gov/heritageareas/)

National Institute for the Conservation of Cultural Property  
3299 K St. NW  
Washington, D.C. 20007  
202/625-1495

National New Deal Preservation Association  
P.O. Box 602  
Santa Fe, NM 87504  
505/473-2039  
[www.newdeallegacy.org](http://www.newdeallegacy.org)

National Park Service  
Heritage Preservation Services  
1849 C St. NW  
Washington, D.C. 20240  
202/343-9594  
[www.cr.nps.gov/](http://www.cr.nps.gov/)

National RV Park Institute  
P.O. Box 5578  
Auburn, CA 95604  
530/823-2316; F: 530/823-6331  
[www.nrvpi.com/](http://www.nrvpi.com/)

National Railroad Passenger Corporation  
(AMTRAK)  
60 Massachusetts Ave. NE  
Washington, D.C. 20002  
202/906-3860; 800/USA-RAIL;  
F: 202/906-3306  
[www.amtrak.com](http://www.amtrak.com)

National Recreation and Parks Association  
22377 Belmont Ridge Rd.  
Ashburn, VA 20148  
703/858-0784; F: 703/858-0794  
[www.nrpa.org](http://www.nrpa.org)

National Register of Historic Places  
National Park Service  
1201 Eye St. NW  
Washington, D.C. 20005  
202/354-2213; 202/354-2210  
[www.cr.nps.gov/nr](http://www.cr.nps.gov/nr)  
National Register of Historic Places  
“Discover Our Shared Heritage”  
Travel Itineraries  
(National Park Service)  
[www.cr.nps.gov/nr/travel/](http://www.cr.nps.gov/nr/travel/)  
National Register Travel Itineraries  
[www.cr.nps.gov/nr/tourism.html](http://www.cr.nps.gov/nr/tourism.html)

National Scenic Byways Program  
Federal Highway Administration  
800/429-9297, Option 3  
[www.byways.org](http://www.byways.org)

National Speakers Association  
1500 South Priest Dr.  
Tempe, AZ 85281  
480/968-2552; F: 480/968-0911  
[www.nsaspeaker.org](http://www.nsaspeaker.org)

National Tour Association, Inc.  
546 East Main St.  
Lexington, KY 40508  
606/226-4444; 800/682-8886;  
F: 606/226-4414  
[www.ntaonline.com](http://www.ntaonline.com)

National Trails System  
(National Park Service and Bureau of Land Management [with  
USDA Forest Service])  
[www.nps.gov/ncrc/programs/nts/](http://www.nps.gov/ncrc/programs/nts/)

National Trust for Historic Preservation  
1785 Massachusetts Ave. NW  
Washington, D.C. 20036  
202/588-6000; F: 202/588-6038  
[www.nationaltrust.org](http://www.nationaltrust.org)

North Carolina Arts Council  
Department of Cultural Resources  
Raleigh, NC 27601-2807  
Amy Brannock, Arts and Tourism Director  
919/733-2111, ext. 21; F: 919/733-4834  
[www.ncarts.org](http://www.ncarts.org)

Organization of American States  
Unit of Tourism  
1889 F St. NW, Suite 300  
Washington, D.C. 20006  
202/458-3000; F: 202/458-3190  
[www.oas.org/tourism/hom.htm](http://www.oas.org/tourism/hom.htm)

Partners for Sacred Places  
1700 Sansom St., 10th Floor  
Philadelphia, PA 19103  
215/567-3234; F: 215/567-3235  
[www.sacredplaces.org](http://www.sacredplaces.org)

Partners in Tourism  
Mr. Jerry Kappell  
c/o AAM  
1575 Eye St. NW, Suite 400  
Washington, D.C. 20005  
202/289-1818; F: 202/289-6578  
[www.nasaa-arts.org/artworks/partners.html](http://www.nasaa-arts.org/artworks/partners.html)

PreserveNet  
[www.preserenet.cornell.edu](http://www.preserenet.cornell.edu)

Preservation Action  
1054 31st St. NW, Suite 526  
Washington, D.C. 20007  
202/298-6180; F: 202/298-6182  
[www.preservationaction.org](http://www.preservationaction.org)

Preservation Directory.com  
[www.preservationdirectory.com](http://www.preservationdirectory.com)

Professional Association of Innkeepers International  
P.O. Box 90710  
Santa Barbara, CA 93190  
805/569-1853; F: 805/682-1016  
[www.paii.org](http://www.paii.org)

Public Works, Economic Adjustment, Planning, and Research  
and Technical Assistance Programs  
(Economic Development Administration)  
[www.eda.gov](http://www.eda.gov)

Rails to Trails Conservancy  
1100 17th St. NW  
Washington, D.C. 20036  
202/331-9696  
[www.railtrails.org](http://www.railtrails.org)

Recreation Vehicle Industry Association  
P.O. Box 2999  
Reston, VA 20191-2049  
703/620-6003; F: 703/620-5071  
[www.rvia.org](http://www.rvia.org)

Recreational Trails Program Grants  
(Federal Highway Administration)  
[www.fhwa.dot.gov/Environment/rectrails/index.htm](http://www.fhwa.dot.gov/Environment/rectrails/index.htm)

Resource Conservation and Development Program  
(Natural Resources Conservation Service)  
[www.nrcs.usda.gov/programs/rcd/](http://www.nrcs.usda.gov/programs/rcd/)

Rivers, Trails, and Conservation Assistance Program  
(National Park Service)  
[www.nps.gov/rtca](http://www.nps.gov/rtca)

Robert's Rules of Order Revised  
[www.constitution.org/rror/rror—00.htm](http://www.constitution.org/rror/rror—00.htm)

Rural Development Grant Programs  
(Rural Development)  
[www.rurdev.usda.gov/](http://www.rurdev.usda.gov/)

Rural Housing and Economic Development Grants  
[www.hud.gov/offices/cpd/economic/development/programs/  
rhed/index.cfm](http://www.hud.gov/offices/cpd/economic/development/programs/rhed/index.cfm)

Scenic America  
800 Pennsylvania Ave. SE, Suite 300  
Washington, D.C. 20003  
202/543-6200; F: 202/543-9130  
[www.scenic.org](http://www.scenic.org)

Small Business Administration  
[www.sba.gov](http://www.sba.gov)  
Training Programs: [www.sba.gov/training/](http://www.sba.gov/training/)

Society for American Archaeology  
900 Second St. NE, Suite 12  
Washington, D.C. 20002  
202/789-8200  
[www.saa.org](http://www.saa.org)

Society of American Travel Writers  
1500 Sunday Dr., Suite 102  
Raleigh, NC 27607  
919/861-5586; F: 919/787-4916  
[www.satw.org](http://www.satw.org)

Society of Architectural Historians  
1365 North Astor St.  
Chicago, IL 60610  
312/573-1365  
[www.sah.org](http://www.sah.org)

Texas USDA Rural Development State Office  
101 South Main St., Suite 102  
Temple, TX 76501  
254/742-9700; F: 254/742-9709  
[www.rurdev.usda.gov/tx/](http://www.rurdev.usda.gov/tx/)

Travel Industry Association of America  
1100 New York Ave. NW, Suite 450  
Washington, D.C. 20005-3934  
202/408-8422; F: 202/408-1255  
[www.tia.org](http://www.tia.org)

Travel and Tourism Research Association  
P.O. Box 133  
Boise, ID 83701  
208/853-2320; F: 208/853-2369  
[www.ttra.com](http://www.ttra.com)

Transportation and Transit Enhancement Programs  
(Federal Highway Administration and Federal  
Transit Administration)  
[www.fhwa.dot.gov/Environment/te/index.htm](http://www.fhwa.dot.gov/Environment/te/index.htm)

USDA Forest Service  
P.O. Box 96090  
Washington, D.C. 20090-6090  
202/205-8333  
[www.fs.fed.us/spf/coop/eap.htm](http://www.fs.fed.us/spf/coop/eap.htm)

USDA Rural Business Services  
Rural Housing Service National Office  
United States Department of Agriculture  
Room 5037, South Building  
14th St. and Independence Ave. SW  
Washington, D.C. 20250  
202/720-4323  
[www.rurdev.usda.gov/rhs/index.html](http://www.rurdev.usda.gov/rhs/index.html)

USDA Rural Development/Community Facilities Loan Program  
[www.rurdev.usda.gov/rhs/index.htm](http://www.rurdev.usda.gov/rhs/index.htm)

USDA Rural Information Center  
National Agricultural Library, Room 304  
Beltsville, MD 20705-2351

United States Air Tour Association  
4041 Powder Mill Rd.  
Suite 201-A  
Calverton, MD 20705  
301/931-8770; F: 301/931-8774  
[www.usata.com](http://www.usata.com)

United States Army Corps of Engineers  
Southwest Division  
1100 Commerce St.  
Dallas, TX 75242-0216  
214/767-2510; F: 214/767-2870  
[www.swd.usace.army.mil](http://www.swd.usace.army.mil)

United States Department of Agriculture  
Rural Business Services  
Room 5037, South Building  
14th St. and Independence Ave. SW  
Washington, D.C. 20250  
202/720-4323; 800/633-7701  
[www.rurdev.usda.gov/rhs/index.html](http://www.rurdev.usda.gov/rhs/index.html)

United States Department of Commerce  
Bureau of Economic Analysis  
1441 L St. NW  
Washington, D.C. 20230  
202/606-9900; F: 202/606-5310  
[www.bea.doc.gov](http://www.bea.doc.gov)

United States Department of Commerce  
Economic Development Administration  
14th and Constitution Ave. NW, Room 7804  
Washington, D.C. 20230  
202/482-5081  
[www.doc.gov/eda/html/abouteda/htm](http://www.doc.gov/eda/html/abouteda/htm)

United States Department of Commerce  
Office of Travel and Tourism Industries  
14th and Constitution Ave. NW, Room 18760  
Washington, D.C. 20230  
202/482-0140/4029; F: 202/482-2887  
[www.tinet.ita.doc.gov](http://www.tinet.ita.doc.gov)

United States Department of the Interior  
1849 C St., NW  
Washington, D.C. 20240  
202/208-3100  
[www.doi.gov](http://www.doi.gov)

United States Fish and Wildlife Service  
1849 C St. NW  
Washington, D.C. 20240  
800/344-9453  
[www.fws.gov](http://www.fws.gov)

United States Promotional Campaign  
(International Trade Administration)  
[www.tinet.ita.doc.gov/about/us\\_promo\\_campaign](http://www.tinet.ita.doc.gov/about/us_promo_campaign)

United States Tour Operators Association  
342 Madison Ave., Suite 1522  
New York, NY 10173  
212/599-6599; F: 212/599-6744  
[www.ustoa.com](http://www.ustoa.com)

University of Illinois at Urbana-Champaign  
Office of Recreation and Tourism Development  
1206 South Fourth St.  
Champaign, IL 61820  
217/333-4410; F: 217/244-1935  
[www.leisurestudies.uiuc.edu/ORTD](http://www.leisurestudies.uiuc.edu/ORTD)

Utah Department of Community and Economic Development  
Cultural Heritage Tourism  
Salt Lake City, UT 84120-1177  
801/236-7555; F: 801/236-7556  
[www.culturalheritage.utah.gov](http://www.culturalheritage.utah.gov)

Utah State University  
Western Rural Development Center  
8335 Old Main Hill  
Logan, UT 84322-8335  
435/797-9732; F: 435/797-9733

Virginia Tourism Corporation  
901 East Byrd St.  
Richmond, VA 23219  
804/786-2051; F: 804/786-1919  
www.vatc.org

Western Rural Development Center  
Utah State University  
8335 Old Main Hill  
Logan, UT 84322-8335  
432/797-9732; F: 435/797-9733  
www.extension.usu.edu/WRDC

World Tourism Organization  
Capital Haya, 42  
28020 Madrid Spain  
34/91-567-8200; F: 34/91-567-8218  
www.world-tourism.org

## TEXAS FOUNDATION LIBRARIES

Abilene Christian University  
Nonprofit Management Center  
1926 Campus Court  
Abilene, TX 79699  
325/674-2803

Amarillo Area Foundation  
801 South Fillmore, Suite 700  
Amarillo, TX 79101  
806/376-4521

University of Texas at Austin  
Hogg Foundation Library  
P.O. Box 7998  
Austin, TX 78713-7998  
512/471-5041

Beaumont Public Library  
801 Pearl St.  
Beaumont, TX 77704-3827  
409/838-6606

Corpus Christi Public Library  
Funding Information Center  
805 Comanche St.  
Corpus Christi, TX 78401  
361/880-7070

Texas A&M University at Corpus Christi  
Library/Reference Department  
6300 Ocean Dr.  
Corpus Christi, TX 78412  
361/994-2608; F: 361/994-2623

Center for Nonprofit Management  
2902 Floyd St.  
Dallas, TX 75204  
214/826-3470

Dallas Public Library  
Urban Information Center  
1515 Young St.  
Dallas, TX 75201  
214/670-1487; F: 214/670-1451



Southwest Border Nonprofit Resource Center  
1201 West University Drive  
Edinburg, TX 78539  
956/384-5920; F: 956/384-5922

Center for Volunteerism and Nonprofit Management  
1918 Texas Ave.  
El Paso, TX 79901  
915/532-5377

El Paso Community Foundation  
201 East Main, Suite 1616  
El Paso, TX 79901  
915/533-4020; F: 915/532-0716

Funding Information Center of Fort Worth  
329 South Henderson St.  
Fort Worth, TX 76104  
817/334-0228; F: 817/334-0167

Houston Public Library  
Bibliographic Information Center  
500 McKinney Ave., First Floor  
Houston, TX 77002  
713/247-3428; 713/247-3428

Nonprofit Management and Volunteer Center  
Laredo Public Library  
1120 East Calton Rd.  
Laredo, TX 78041  
(956)795-2400 ext. 2255

Longview Public Library  
222 West Cotton St.  
Longview, TX 75601  
903/237-1352; F: 903/237-1343

Lubbock Area Foundation  
1655 Main St., Suite 209  
Lubbock, TX 79401  
806/762-8061; F: 806/762-8551

Nonprofit Resource Center of Texas  
P.O. Box 27215  
San Antonio, TX 78227-0215  
210/227-4333; F: 210/227-0310

Waco – McLennan County Library  
1717 Austin Ave.  
Waco, TX 76701  
254/750-5941

North Texas Center for Nonprofit Management  
P.O. Box 660  
Wichita Falls, TX 76307-0660  
940/322-4961; F: 940/322-8643





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**TEXAS  
HISTORICAL  
COMMISSION**

*The State Agency for Historic Preservation*

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**[www.thc.state.tx.us](http://www.thc.state.tx.us)**