

CHESAPEAKE BAY GATEWAYS NETWORK

NEEDS ASSESSMENT  
SURVEY OF GATEWAY MEMBERS  
CONDUCTED MARCH & APRIL, 2002

RESULTS PRESENTED GRAPHICALLY  
AND IN CHARTS

14-May-02

Project prepared by the  
Association of Partners for Public Lands for the  
National Park Service CBGN Office  
and the CBGN Working Group

Chesapeake Bay Gateways Network  
**Report to the Working Group**  
**Survey / Needs Assessment of All Network Gateway Members**  
**Prepared by the Association of Partners for Public Lands**  
**CBGN Working Group Meeting held May 14, 2002**

**Table of Contents: Survey Results**

<b>Section</b>	<b>Contents</b>	<b>Page #</b>
Introduction and Demographics of Gateways		
	Introduction	3
	Methodology	4
	Demographics of the Survey	5
	Visitation	6
	Board Governance	7
	Staffing	8-9
	Current Institutional Efforts	10-11
Interpretation, Education and Access		
	Interpretive Methods and Needs	12-15
	Educational Offerings and needs	16-18
	Watershed Access	19
	Public Information and Products	20-21
Gateways' Resources		
	Volunteer Use and Needs	22-23
	Friend's Groups	24
	Gateway Funding: Appropriations	25
	Gateway Funding: Contributions	26-27
	Gateway Funding: Revenues	28-29
Gateways' Needs		
	Training Needs	30-33
	Interpretive and Promotional Tools	34-35
	Involvement - Network Decisions	36 & 38
	Involvement - Network Meetings	37 & 38

**Chesapeake Bay Gateways Network**  
**Needs Assessment Survey of All Network Gateway Members**  
**Prepared by the Association of Partners for Public Lands**  
**14-May-02**

***Introduction***

At its October 10 meeting, the CBGN Working Group authorized a needs assessment of the Network Member sites for their use in planning the Network's future. This report displays the results of that needs assessment. The assessment will inform strategies for building and sustaining the Network. One strategy currently being explored - the potential for developing a support organization for the Network - particularly prompted the needs assessment.

Following the October Working Group decision, several efforts focused on obtaining feedback from Gateways. Those included or will include, in addition to the survey, the following:

- \* Discussions with Gateway member sites through a series of workshops in November and December of 2001, summarized in a separate PDF document on the Gateways website.
- \* Development of the conceptual elements for a potential support organization (June 2002)
- \* Validation of those concepts with Gateways members (summer/fall 2002)

The breadth and content of the survey questions developed out of five discussions held at the Gateways Network workshops around the Bay in late fall, 2001. The questions also reflect the three goals of the Network -- helping citizens understand the Bay's watershed through its stories; providing access to water through the designated Gateways, and encouraging conservation and preservation of the Bay watershed.

Over 75% of the 108 Gateways answered the survey's three sections. Those sections focused 1st, on the visitor programs and benefits offered by Gateways; 2nd, on the organizational resources and needs of Gateways, and finally, on specific Network-wide training, tools and participation that would benefit the Gateways.

Gateways identified many aspects of their programs and the access they offer visitors to the watershed that not only meet the goals of the Network, but offer exciting opportunities for Network-wide interpretive, promotional and educational programs. In both the survey answers and the earlier workshops, enhancing the quality of the visitor experience at individual Gateways and the visibility of the Network sites drew excitement and creative ideas. The survey responses demonstrate 1st, a thirst for assistance with interpretation, 2nd, an opportunity for the development of watershed-wide educational programming, and 3rd, a strong interest in development of conservation projects and resource management.

Network-wide identity, through coordinated signage of all types, effective use of tourist centers and web sites, and public outreach through the press, TV and radio also rank high as activities that Gateways believe the Network as a whole should undertake. Finally, in both the survey and earlier workshops, Gateways underscore their interest in continuing the networking of the grant workshops and in more knowledge about the Working Group's decisions and plans for the Network.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Methodology**

The survey offered an ideal opportunity to elicit information about Gateway sites' interpretive needs, provision of access to the Bay and its tributaries, organizational strengths, and perspectives on their Gateway's and the Network-wide needs. The results give the NPS and the CBGN Working Group a comprehensive picture of the Network's outreach and services and will help identify opportunities for projects to address the Network's three goals.

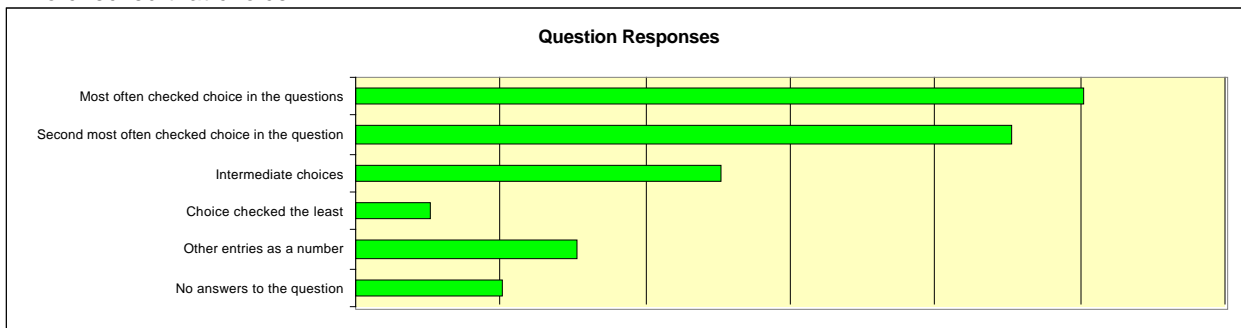
The survey used the members'-only listserv and discussion area on the gateways web site and was designed so that the answers can be filled in on line and automatically drop into an Access-programmed database. Additional research information will contribute to this database and a notebook about Member sites for the NPS.

The questions were developed based upon three factors: the discussion notes from the workshops, the issues that the NPS and Working group have needed as they considered member applications and grant requests, and the information regarding funding and organizational structure that might help determine the best business elements for the support group.

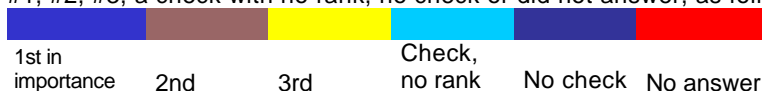
In general the questions asked for a "check all that apply" answer to a list of items, often combined with a request to then rank the top 3 most important answers. In almost every case, Gateways had an opportunity to enter 'other' answers in text format.

The results are displayed graphically in three ways, shown below. In addition, throughout the report, the answers by water trails are summarized specifically. Water trails are a key focus of the access objectives of the Network. The third graph in most cases breaks out the preferences by four organizational 'types': federal and state agencies, local governmental units, and nonprofits.

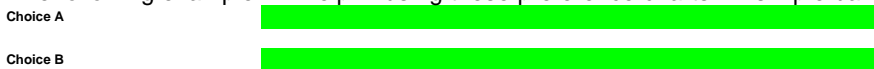
The primary graph used is a bar chart of the most often selected to least often selected answers: This graph also displays to the right of the description of the choice, the percentage of respondents who checked that choice.



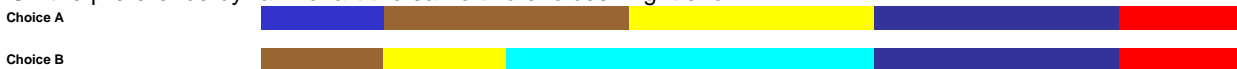
Because respondents also ranked the choices, a second graph displays the intensity with which Gateways prefer each choice. The bar graphs show the percent of respondents that ranked each choice as #1, #2, #3, a check with no rank, no check or did not answer, as follows:



The following example will help in using these preference charts. A simple bar chart might show:



On the preference by rank chart the same two choices might show:



Choice A has much stronger salience for respondents as all those checking Choice A ranked the choice #1 through #3, while Choice B was ranked by only some of the respondents, and only as #2 or #3.

Finally, the third chart shows the differences among the answers, based upon the category "type of institution".

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

The survey was available to 109 designated Gateways, plus three other organizations who each co-manage a Gateway with another entity. Eighty six (86) completed the survey, but for 8, section 3 is incomplete due to a technical problem, so the response for section 3 totaled 79. This represents a 77% response rate for sections 1 & 2, and a 70% response rate for section 3. These are comparatively very high response rates for such surveys.

Gateways were classified by institutional type (federal agency, state agency, local government, nonprofit organization, and other) and the data has been analyzed by this classification.

<u>Institutional Type</u>	<u># of Gateways</u>	<u>% of Gateways</u>	<u># Responses</u>	<u>Response Rate</u>
Federal Agency	15	13%	11	73%
State Agency	25	22%	19	76%
Local Government	30	27%	23	77%
Nonprofit Organizat'n	40	36%	32	80%
Other (2 Gateways)	2	2%	1	50%
	<u>112</u>	<u>100%</u>	<u>86</u>	<u>77%</u>

Gateways were also classified by organizational focus. Among these foci, the information for water trails is broken out throughout this report. The organizational focus classes include:

<u>Classification</u>	<u># of Gateways</u>	<u>% of Gateways</u>	
National forest	1	1%	
National park	9	8%	
State park	21	19%	
Wildlife refuge	9	8%	
Water trail	16	14%	12 Water Trails responded to the survey.
City/county park/trail	15	13%	
City/county tourism bureau	6	5%	
Town	3	3%	
Museum	15	13%	
Historic boat(s)/ museum	4	4%	
Historic buildings/ museum	5	4%	
Other	8	7%	
	<u>112</u>	<u>100%</u>	

**Visitation**

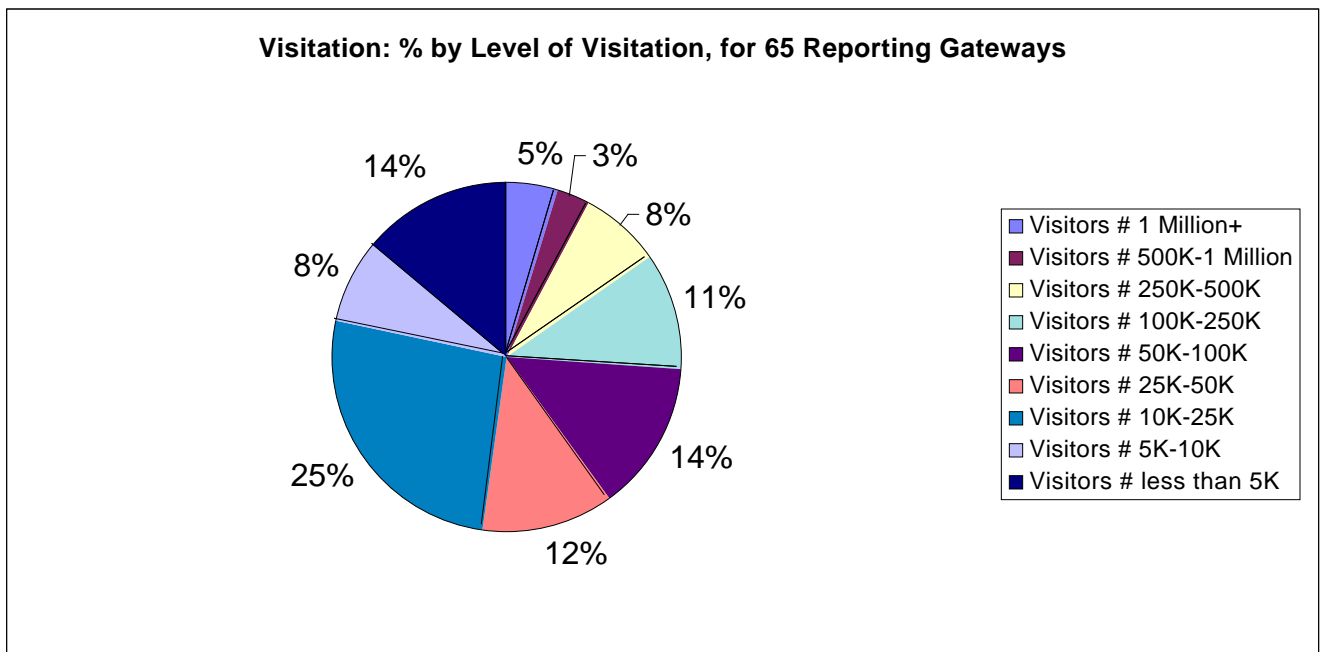
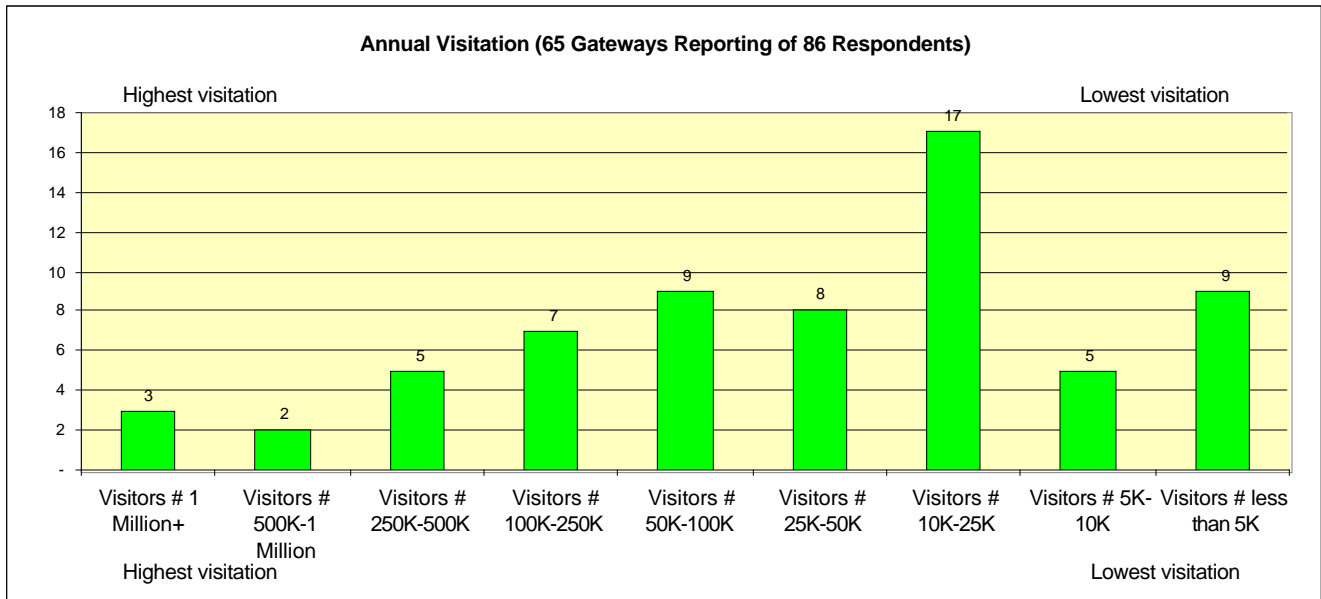
Gateway members supplied information about their visitation, their boards of directors (if appropriate) and their staffing. Illustrative graphs of the responses follow on the next pages.

<u>institu- tional Type</u>	<u>Visitation: Total Visits</u>	<u>Range: Lowest for class</u>	<u>Range: Highest for class</u>	<u>% of Total Visitation Reported</u>	<u>Average for Respon dents</u>	<u># Responses</u>	<u>No Response</u>
Federal Agency	2,118,000	20,000	670,000	22%	235,333	9	6
State Agency	6,118,000	10,000	1,800,000	65%	407,867	15	10
Local Government	738,800	1,300	250,000	8%	41,044	18	12
Nonprofit Organizat'n	491,550	150	90,000	5%	21,372	23	17
Other (2 Gateways)							2
<i>Totals</i>	<u>9,466,350</u>			<u>100%</u>		<u>65</u>	<u>47</u>

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Visitor Numbers for Gateways**

Sixty-five of the 86 Gateways responding to the survey filled out visitation numbers. The total visitation reported by the 65 Gateways equaled 9.5 million. The total visitation reported is worth noting -- 9.5 million represents 2/3rds of the total population of the watershed. The actual may be much higher as several high-visitation Gateways did not respond. Thus, within the Network there is an enormous opportunity to reach a wide audience with the Network's messages.

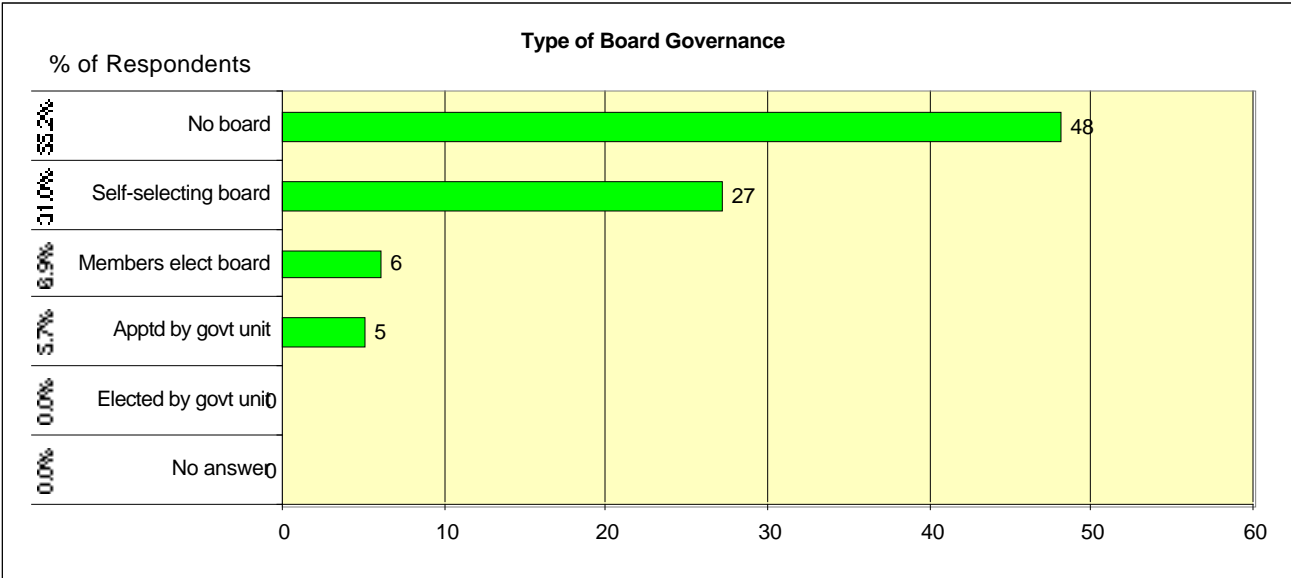


Water trails had trouble estimating visitation. Only two gave an estimate, of 2,000 and 5,000.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Boards of Directors**

The survey asked whether or not the Gateway had a Board of Directors, its method of selection, and how often the Board met.



Gateways that are nonprofit organizations demonstrated a mature board structure with most self-selecting the board. The Gateways run by local governmental units showed the greatest diversity in board structures.

Thirty six Gateways replied to the question asking how often the board met. Seventeen boards met 6 or fewer times per year, and 19 met more often- 16 monthly and 1 weekly. The frequency of the meetings would indicate many Gateways are at a formative stage, when boards tend to meet more often and may actually operate the organization in addition to governing it.

Institutional Type	No Board	Self-Selecting	Elected by Members	Appointed	Elected by Citizens	# Responses	No Response
Federal Agency	11	0	0	0	0	11	0
State Agency	18	1	0	0	0	19	0
Local Government	13	4	2	4	0	23	0
Nonprofit Organizat'n	6	20	4	1	0	31	1
Other (2 Gateways)	0	1	0	0	0	1	0

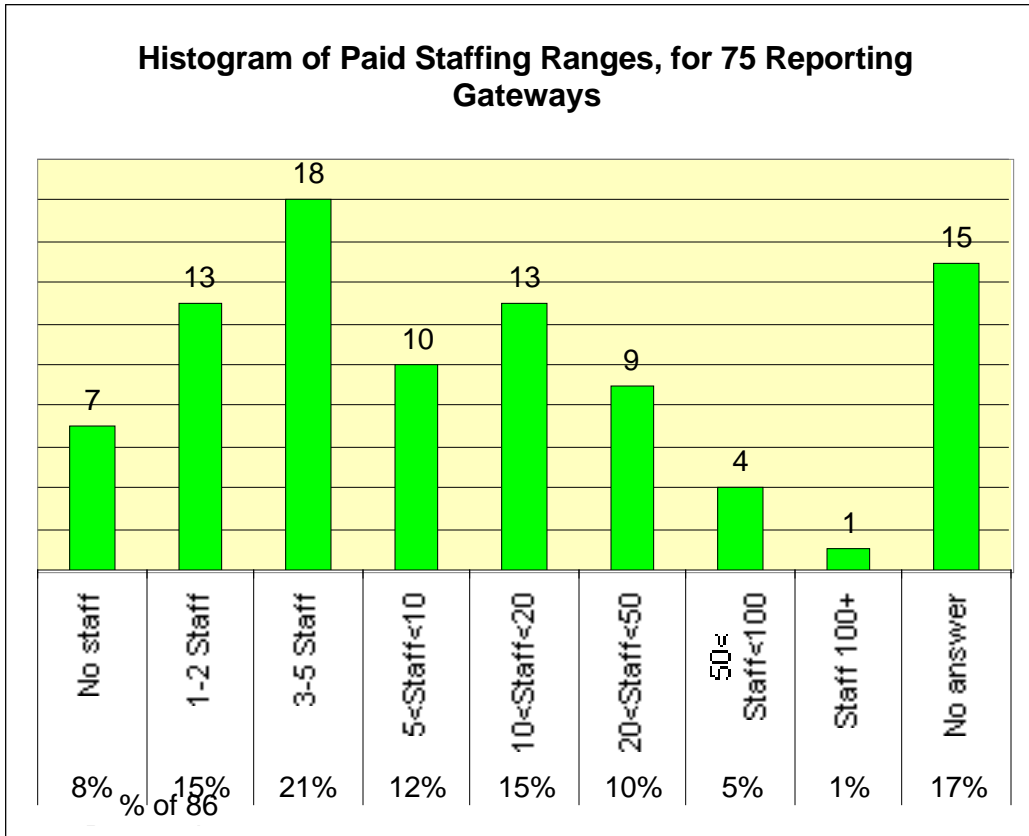
**%of Type of Board by Institutional Type of Gateway**

Institutional Type	No Board	Self-Selecting	Elected by Members	Appointed	Elected by Citizens
Federal Agency	100%	0%	0%	0%	0%
State Agency	95%	5%	0%	0%	0%
Local Government	57%	17%	9%	17%	0%
Nonprofit Organizat'n	19%	65%	13%	3%	0%
Other (2 Gateways)	0%	50%	0%	0%	0%

One half (6) of the responding water trails had no board; 3 were self-selecting, 2 elected by members and 1 appointed. Of the 6 reporting frequency of meetings, 4 of the boards met at least monthly.

**Staffing**

The survey then solicited the number of staff members and asked Gateways to indicate the areas of specialty for staff members that might be relevant to the Network. These questions will allow an assessment of resources within the Network itself for expertise and communications.



Average staff per reporting sites overall equaled 13. However, this varied substantially among the types of institutions, with the Gateways run by local government and nonprofit organizations reporting about half that average. Among the nonprofit organizations, all but four reported less than 20 paid staff, while four reported staffs over 50.

Water trails reported almost no staff. One had 6.5 employees and two had one each, but 3 reported part-time and three reported 0 staff. Few reported specialized staff.

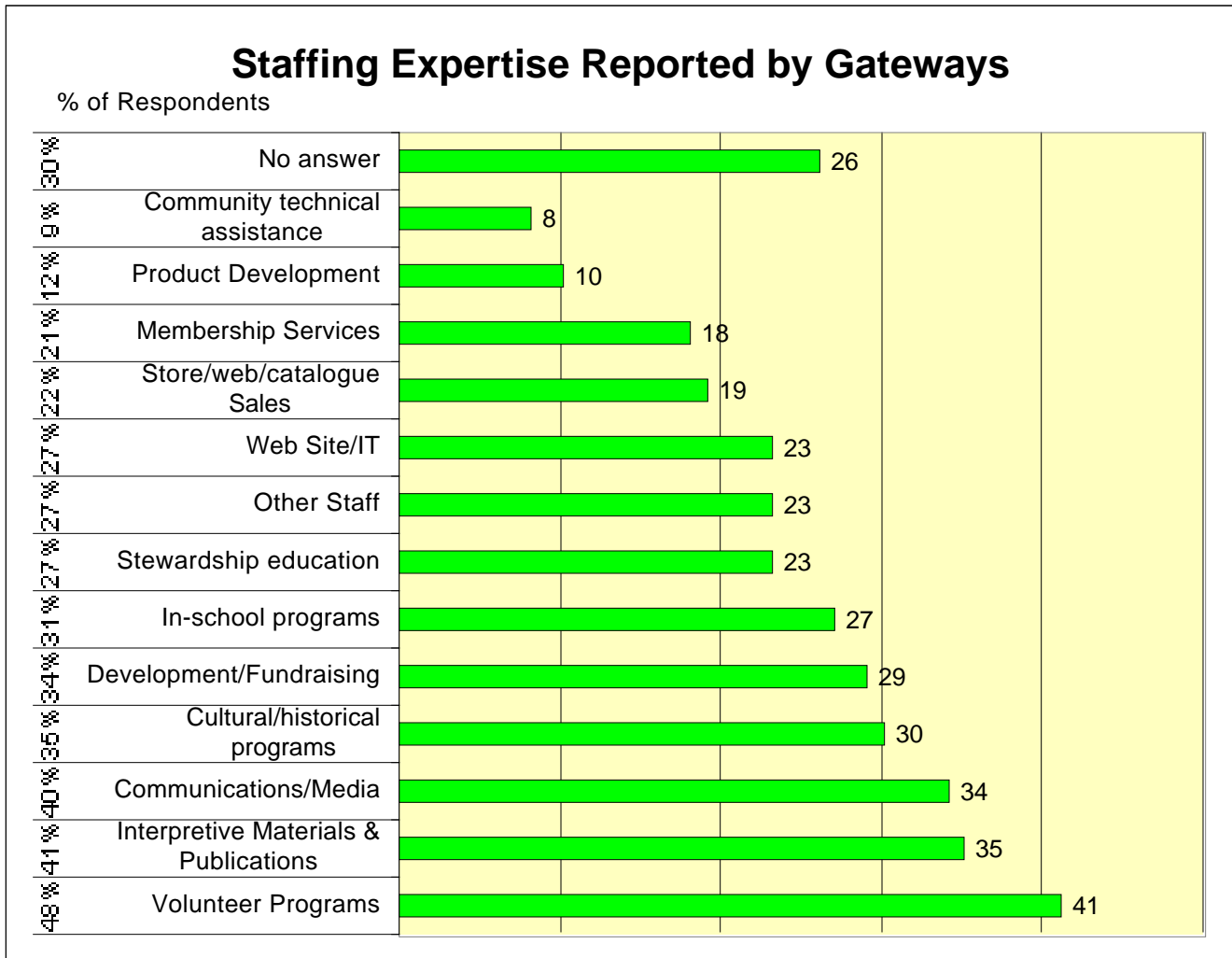
Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

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**Staffing**

Gateways reported the areas of expertise, but not the number of staff working in that area. The numbers and percentages in the following graph indicate those 'checking the box' for a particular expertise only.

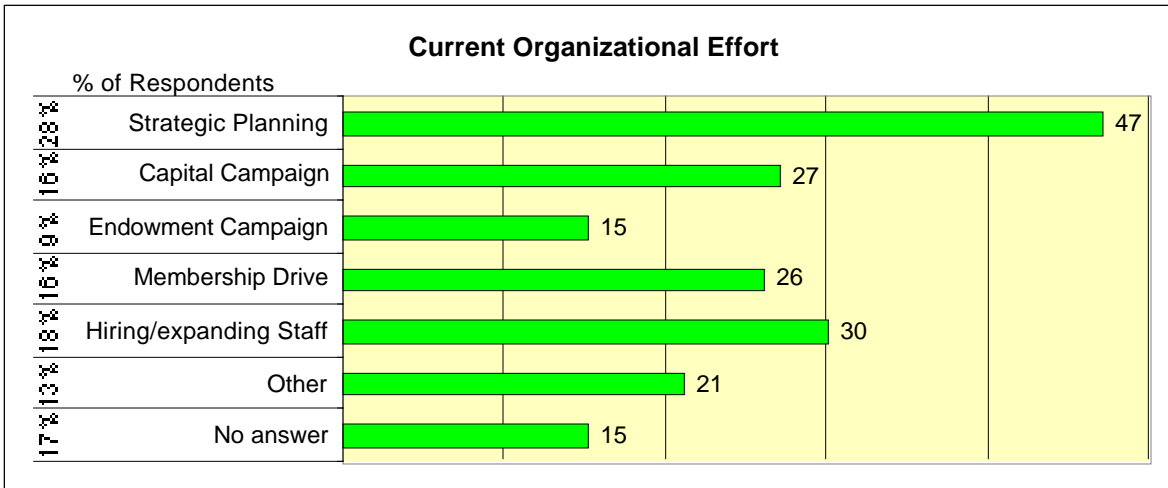
Six of the top seven most frequently checked categories describe staff positions for interpretation, education, and outreach. Administrative, research and maintenance staff were not queried.



Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Current Most Important Institutional Efforts**

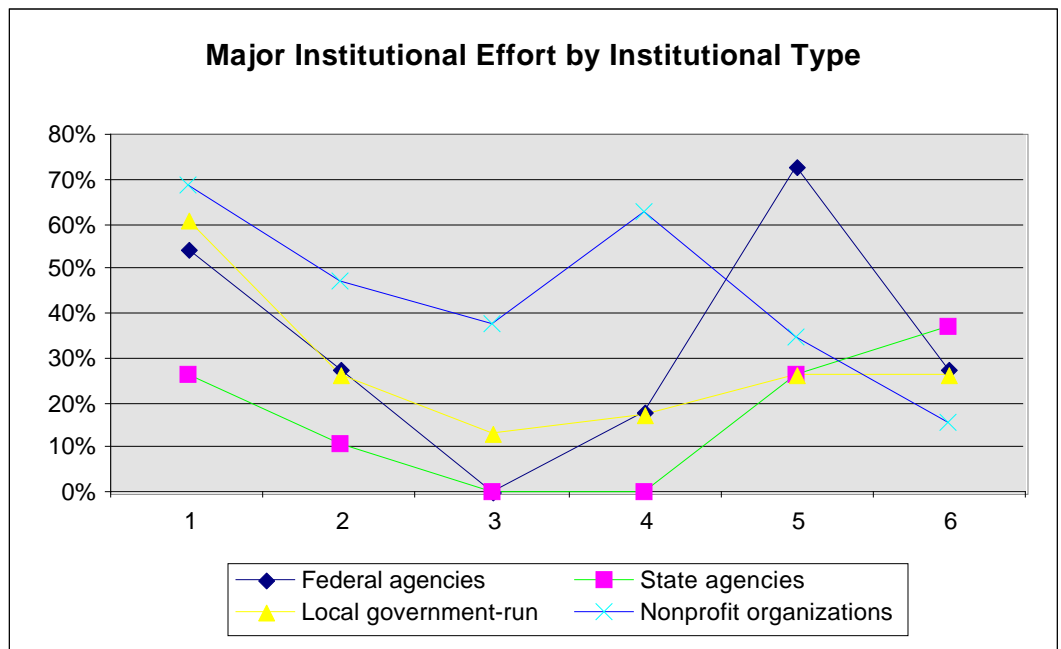
The survey asked Gateways to describe their most important current organizational efforts. The charts below describe the results:



Strategic planning and staffing overall engage the most Gateways, but within institutional types there are major differences among the lead effort and a significant number of 'other' responses. For example, national parks are heavily focused on staffing and nonprofit organizations on membership drives. A high proportion of answers were enumerated under 'other' and are listed on the following page.

- 1= Strategic Planning
- 2= Capital campaign for buildings
- 3= Endowment campaign
- 4= Membership Drive
- 5= Hiring/expanding staff
- 6= Other

Other responses:  
 See next page.



Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Current Most Important Institutional Efforts**

*"Other" answers for Most Important Current Institutional Effort:  
 A number of Gateways took the opportunity to list current most important institutional efforts by using the 'other' category. Their answers are grouped below.*

<b>General Description</b>	<b>Specific "Other" Answer</b>
5 Yr Master Plan	Master Plans, developed every 5 years
Funding	Seek Funding Sources
Funding	Securing Operating \$
Funding	Providing sustainable means of funding maintenance
Funding	Adapting to budget cuts
Funding	Maintaining staff and budget at current levels
Funding	Physical maintenance
Implementation	Plan implementation
Partnerships	Expanding partnerships with other agencies/NGO's
Partnerships	Developing broader, more permissive partnership authorities
Partnerships	Volunteer organization, friends group
Programmatic	Expanding themes
Programmatic	Expanding trail system
Programmatic	Exhibit Development & Programming
Programmatic	Restoring buildings, developing and creating permanent exhibits
Programmatic	Adding Additional Island Sites
Programmatic	Complete toll house renovations
Public Outreach	Public Outreach
Public Outreach	Programs for public
Staffing	Hiring first paid staff member

**Water Trails:**

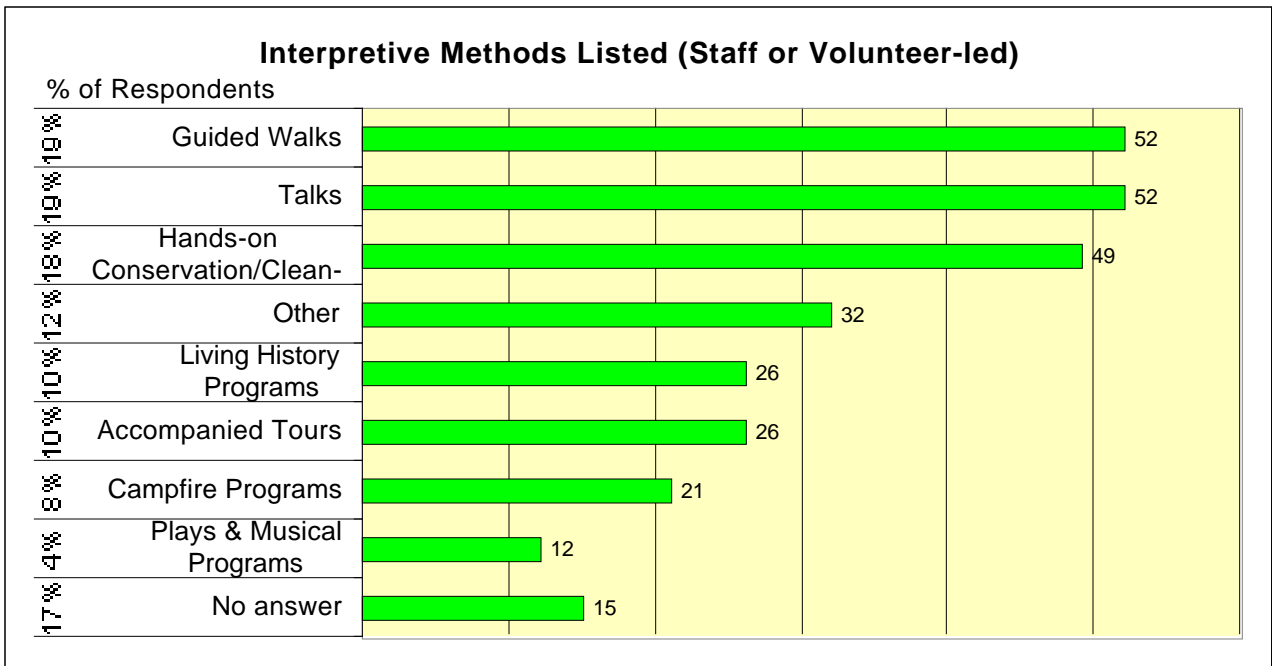
Seven of the 12 water trails listed strategic planning with board and staff as their most important current effort. Three listed membership drives. Two checked the other category. The other above that pertained to water trails included:

Programmatic	Adding Additional Island Sites
Funding	Securing Operating \$

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Most Commonly Used Interpretive Methods**

Gateways checked off the interpretive methods used at their sites and ranked those methods. The bar charts that follow display the results, separated between those methods that require staff or volunteer leadership, such as a guided walk, and those that are visitor self-led, such as waysides on a trail.



**Hands-on Conservation/Clean-up**

**Plays and Musical Programs**

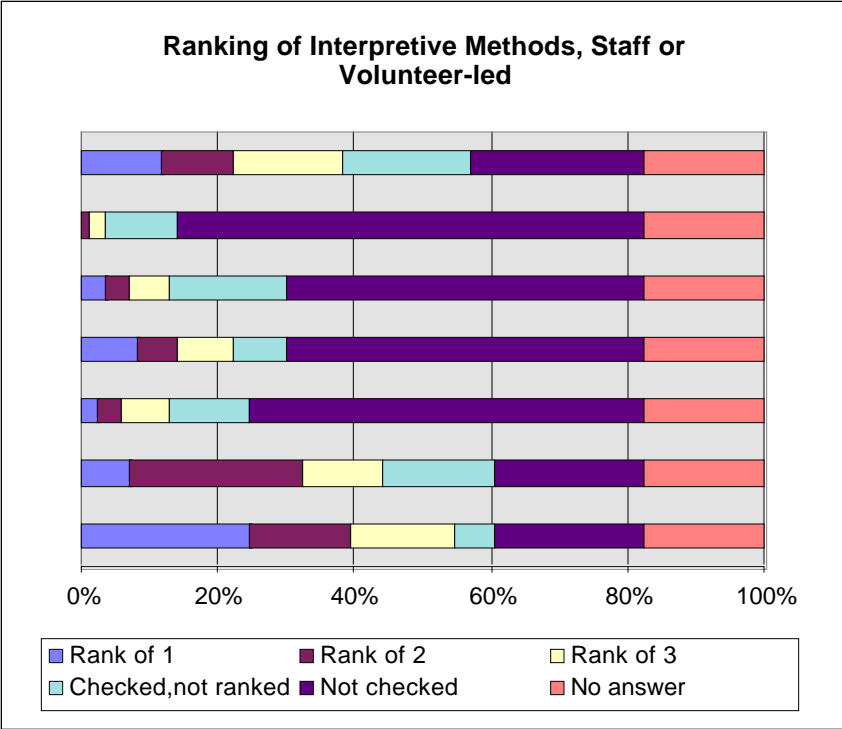
**Accompanied Tours**

**Living History Programs**

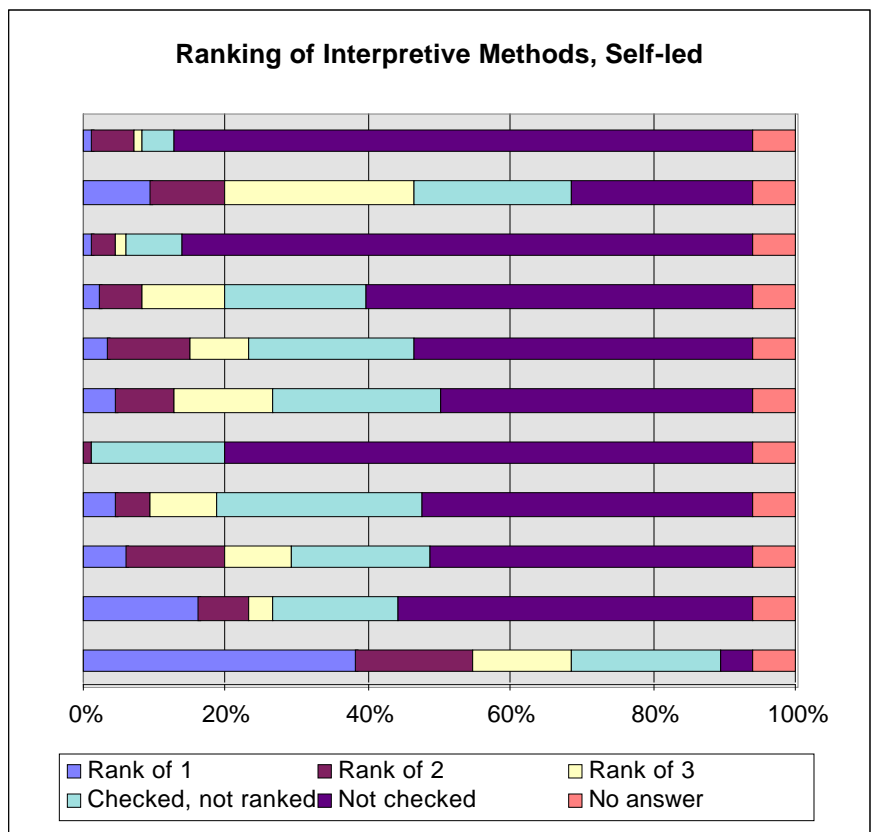
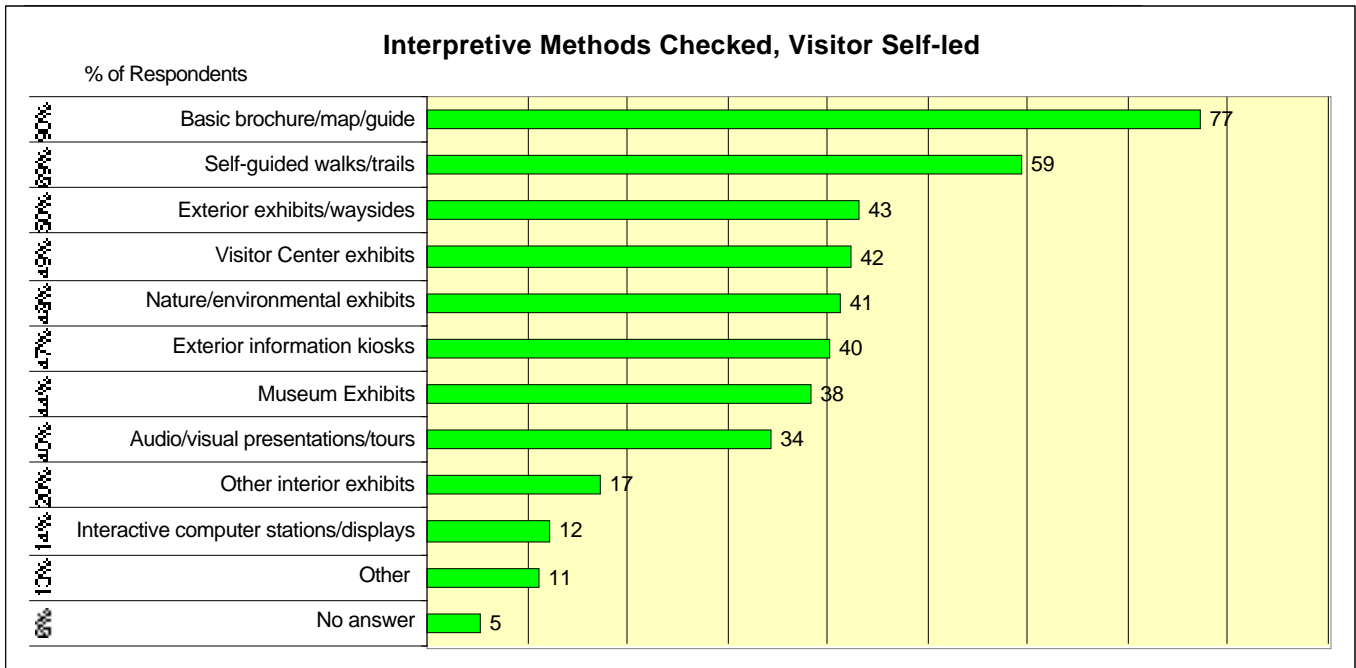
**Campfire Programs**

**Talks**

**Guided Walks**

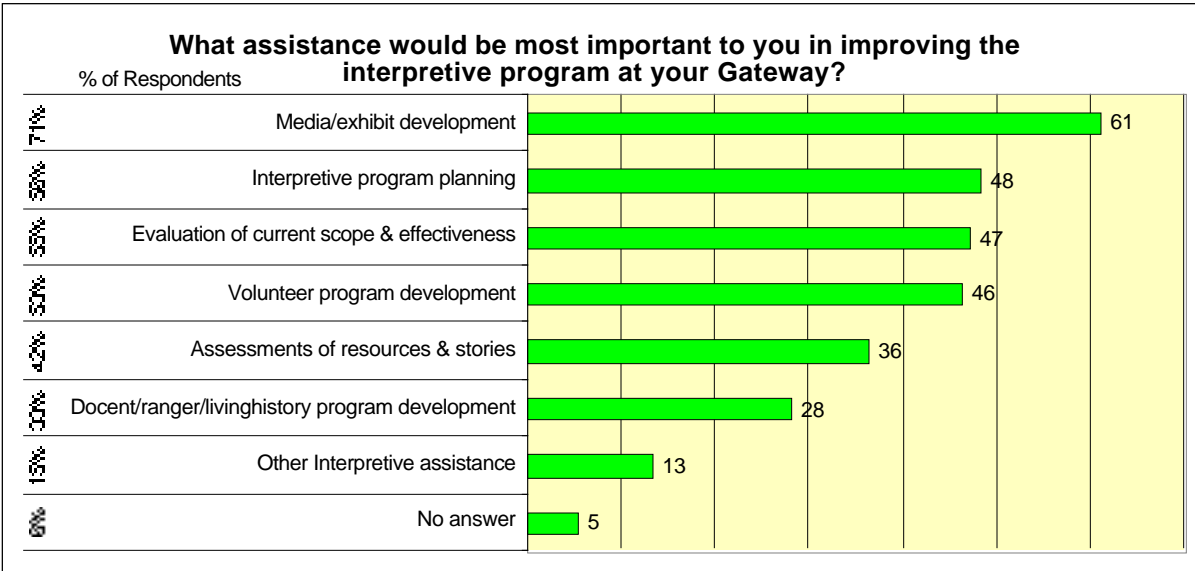


**Most Commonly Used Interpretive Methods**

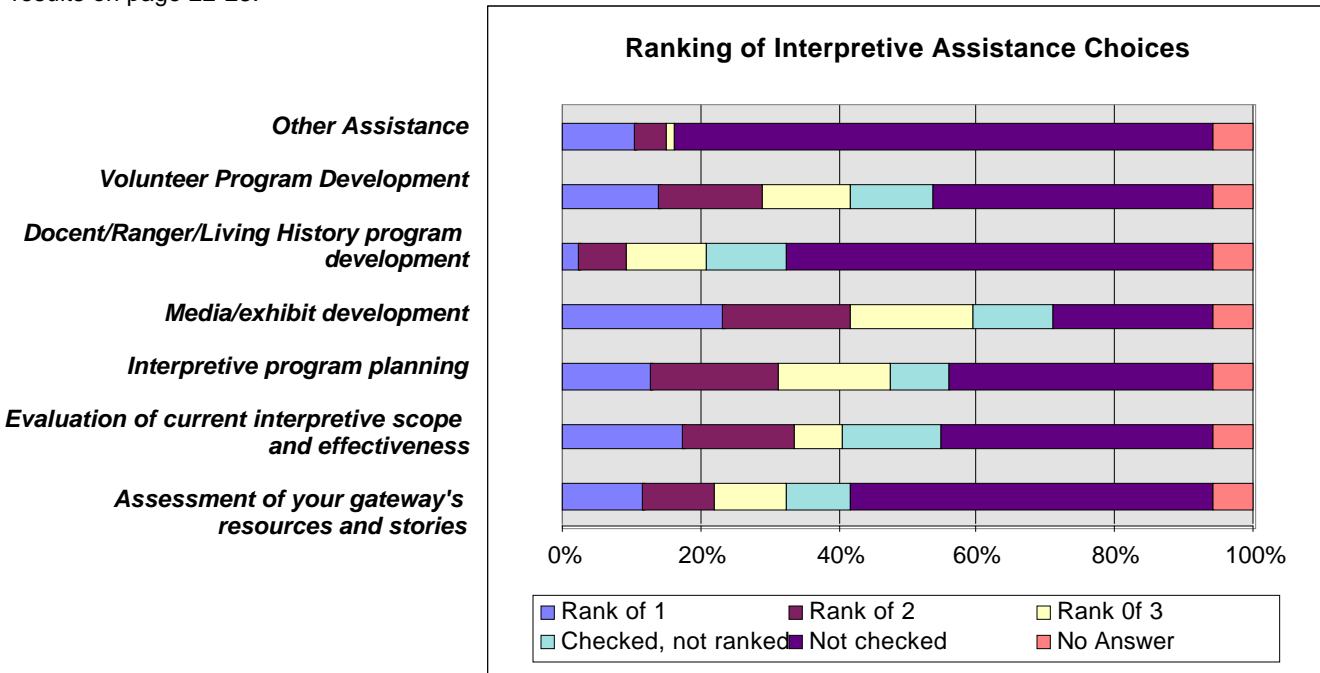


**Interpretive Assistance Requested by Gateways**

The survey did not ask Gateways to self-evaluate their current interpretive programs. However, two sets of answers to survey questions suggest that Gateways are dissatisfied with their interpretation and seek assistance. While by nature we want to jump into the project itself -- the actual media and exhibit development -- the high rank for interpretive program planning and evaluation and the dissatisfaction with current media/exhibits suggest that Gateways need interpretive planning and funding. With many Gateways indicating that strategic planning is a major institutional effort, there is a solid opportunity to meld the two planning efforts.



The Network has two immediate opportunities to provide training in a similar format to the grant workshops of fall, 2001. The first would address the planning, evaluation and development of interpretive programming. The second would address the strong interest and need expressed for volunteer program development and assistance. Please see the volunteer results on page 22-23.



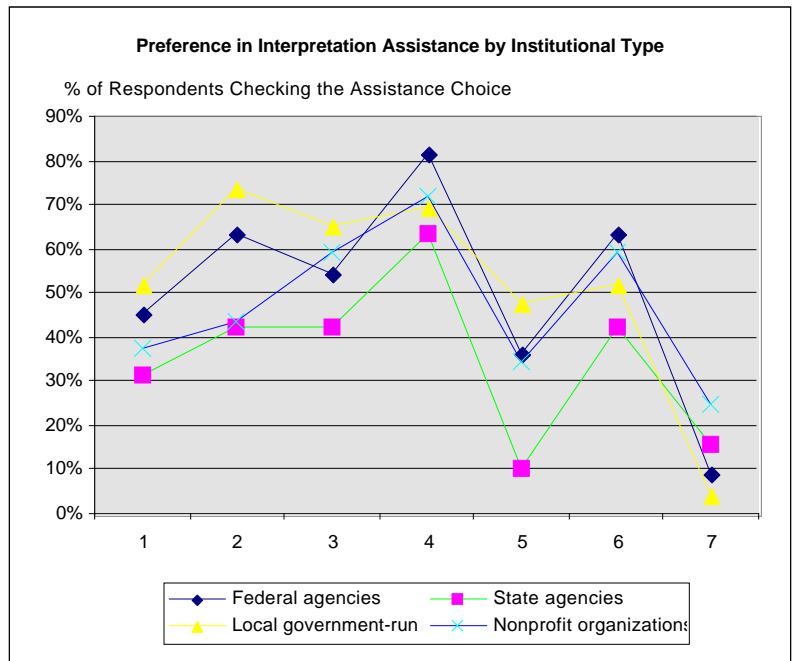
Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

***Interpretive Assistance Requested by Gateways***

- 1=Assessment of your Gateway's resources/stories
- 2=Evaluation of current scope/effectiveness
- 3=Interpretive program planning
- 4=Media/exhibit development
- 5=Docent/Ranger/Living History program development
- 6=Volunteer program development
- 7=Other

*Other choices included:*

- Outreach - tell people that we're here
- Site improvements
- Signage/replenishment of marsh area as educational site
- Interpretive sign development
- Media display for OUTSIDE the Bay
- Improving fixed exhibits
- Improved river access
- Staff interpretive skills
- Ecotourism development/promotion
- Funding for exhibits



Water Trails

The most common interpretive methods led by staff or volunteers for water trails were accompanied tours and hands-on conservation and clean-up activities. The most common self-led interpretive methods included the basic brochure/map/guide category and self-guided trails. Exterior exhibits and kiosks ranked 3rd and 4th. Monthly meetings with river programs was an interesting 'other' answer.

Water trails listed Interpretive program planning and media/exhibit development as their top two interpretive assistance needs, with volunteer programs third. Among the other interpretive assistance needs were the following:

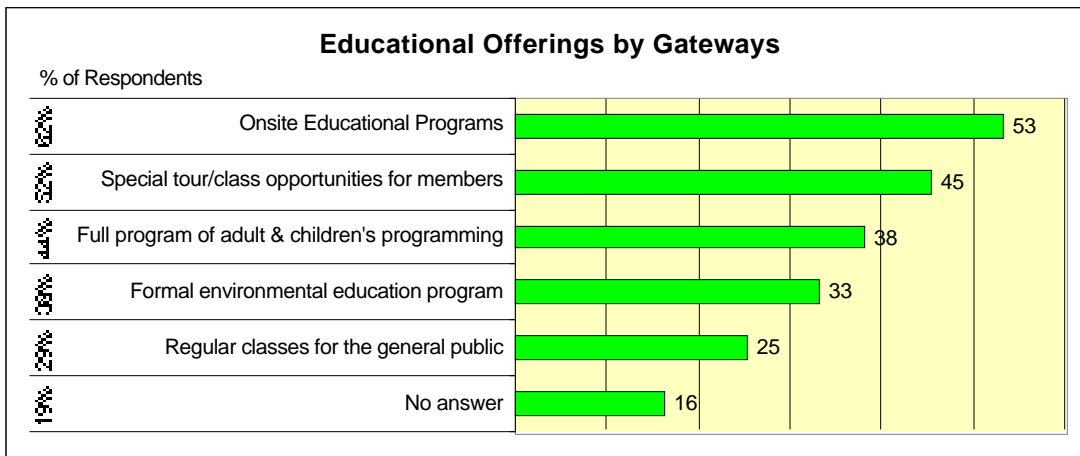
- Ecotourism
- Time to devote to funding and further development
- Improved river access
- State inter-agency support

**Gateways Educational Offerings and Needs**

Gateways described the educational opportunities provided to visitors, communities and schools. They also responded to a series of questions about Network-wide interpretive and promotional tools, and those results applicable to educational offerings are included here.

Thirty Gateways, 35% of those responding, indicated that they have dedicated on-site educational facilities -- such as classrooms, auditoriums or other dedicated space as part of their Gateway facilities. National park sites had the highest percentage of dedicated facilities and state parks the fewest, as a percentage of all respondents by institutional type see second chart, below).

Also, in answer to a query about *products* offered by Gateways, the most commonly cited product was site-specific educational books, pamphlets, etc.

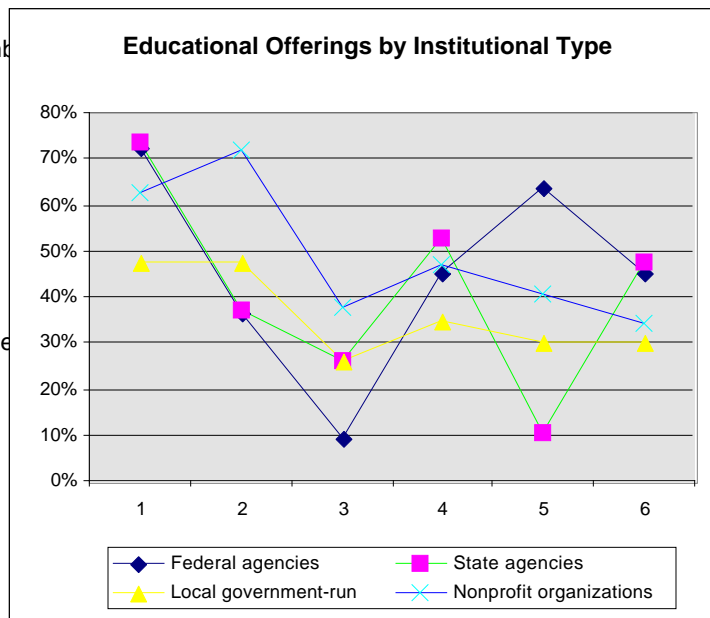


At least 60% of the respondents provide some educational programming, thus offering the Working Group and the Network a significant area for grant-making. The variations among institutional type are shown below. Note the high rate of on-site children's programming.

- 1=On-site children's programming
- 2=Special tour/class opportunities for members
- 3=Regular classes for the general public
- 4=Full program of adult and children's environmental/historical/cultural programming
- 5=Gateway has dedicated on-site educational facilities
- 6=Formal conservation/ environmental education program

Several Gateways mentioned their educational materials for schools in answer to the public information question.

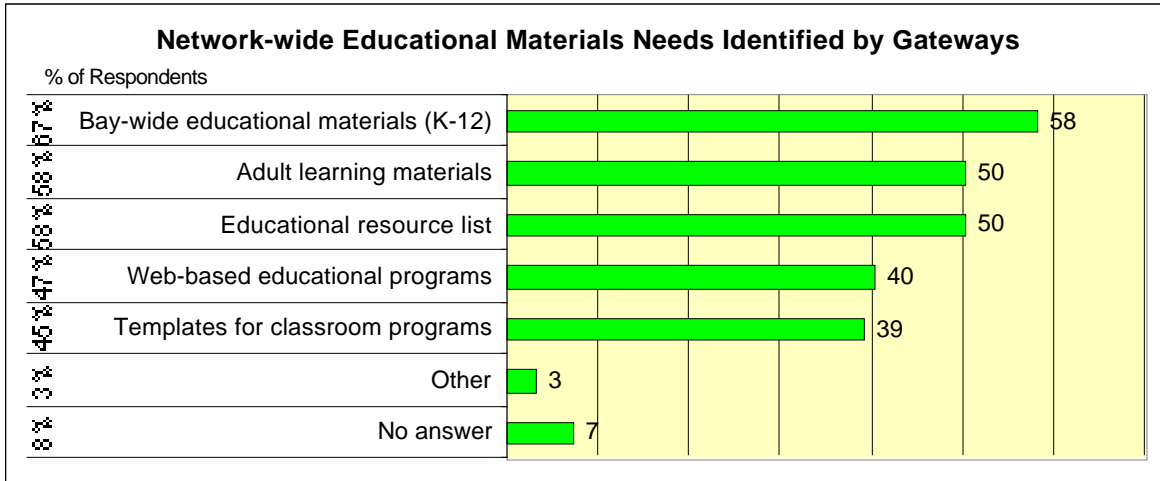
Water trails:  
 Special tours and classes captured the water trails answers.



**Gateways Educational Offerings and Needs**

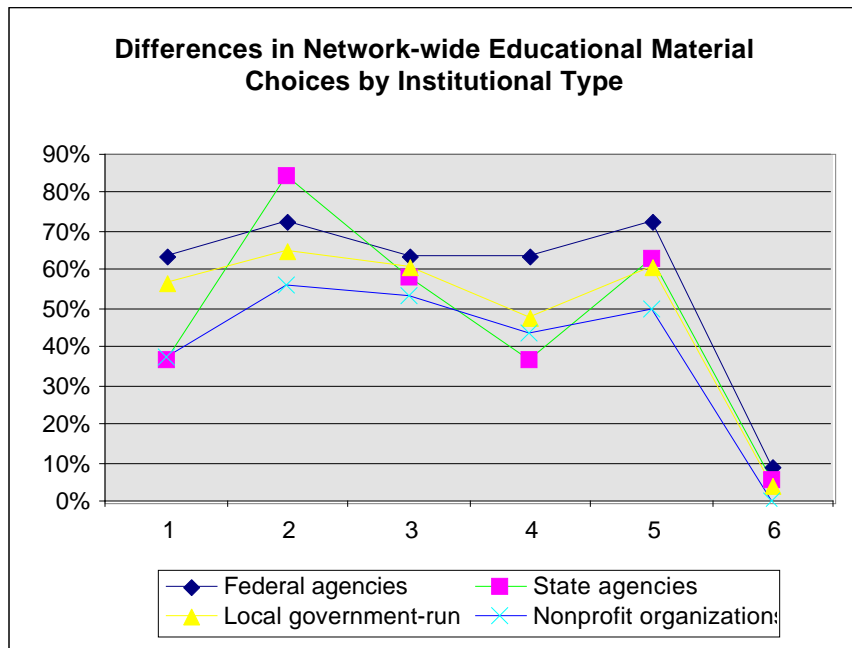
The survey asked Gateways to identify their educational priorities that might be served through a Network-wide initiative. Again, given the visitation and the strong educational programming demonstrated in the survey, the Network has a unique opportunity to carry its message to a broad audience in a variety of educational formats.

The charts below display the results of the educational priorities question:



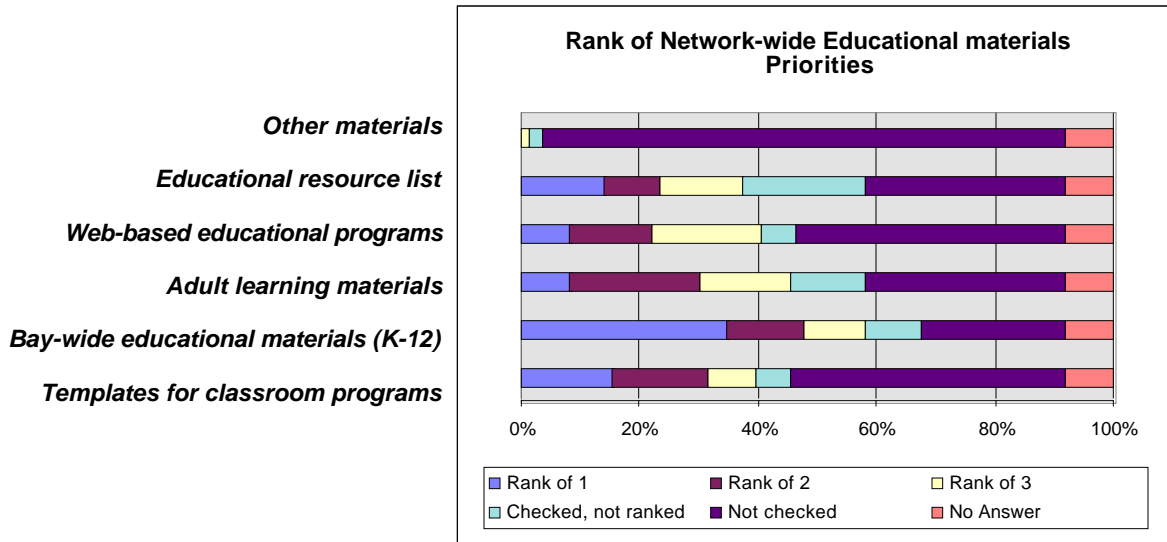
- 1= Templates for classroom programs
- 2= Bay-wide educational materials (K-12)
- 3= Adult learning materials
- 4= Web-based educational programs
- 5= Educational resource list
- 6= Other

*Other choices included:*  
 Training for school teachers  
 Kid's Bay puzzle game  
 Educational training for volunteers



**Gateways Educational Offerings and Needs**

Gateways also ranked their 1st, 2nd and 3rd choices among the Network-wide educational materials. The ranking was as follows:



**Water Trails:**

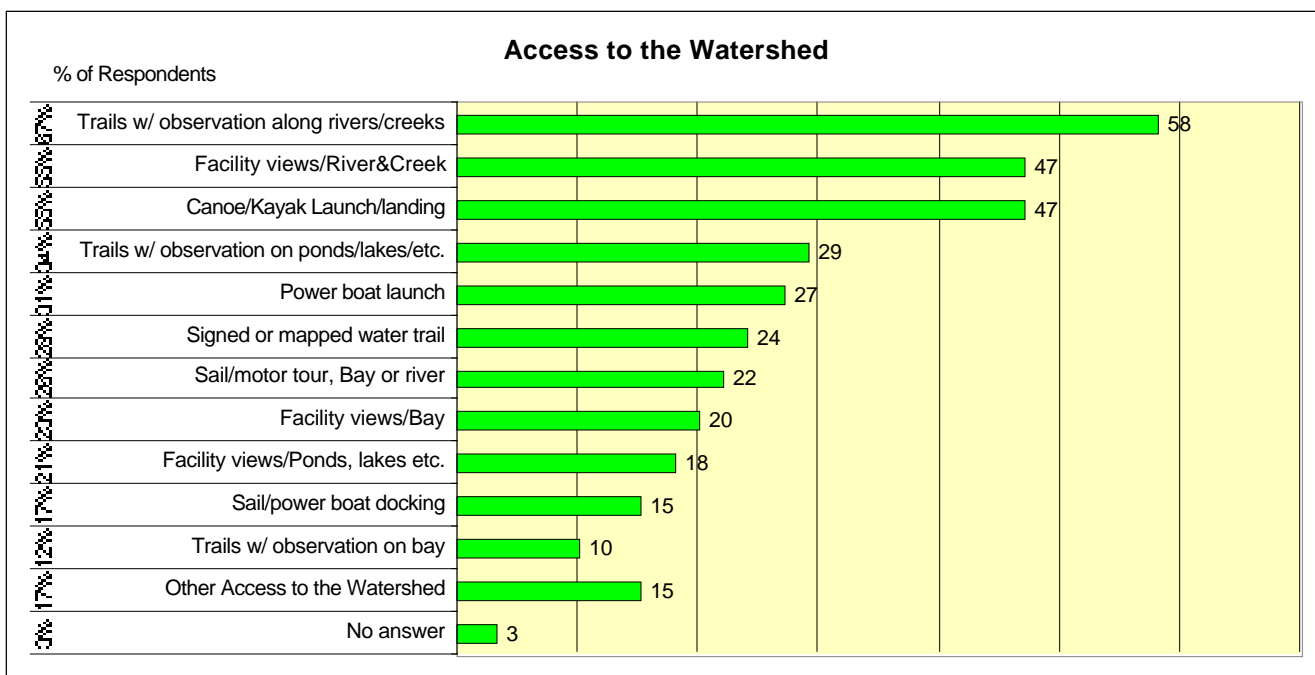
Of the 12 water trails, 9 checked Bay-wide K-12 educational materials and 8 checked the educational resource list. Adult and web-based learning materials both garnered 7 checks and classroom templates six. All answers had high ranks. Water trails tend to have more web-based materials and more interest in web-based offerings than the Gateways as a whole.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Watershed Access afforded by Gateway Sites**

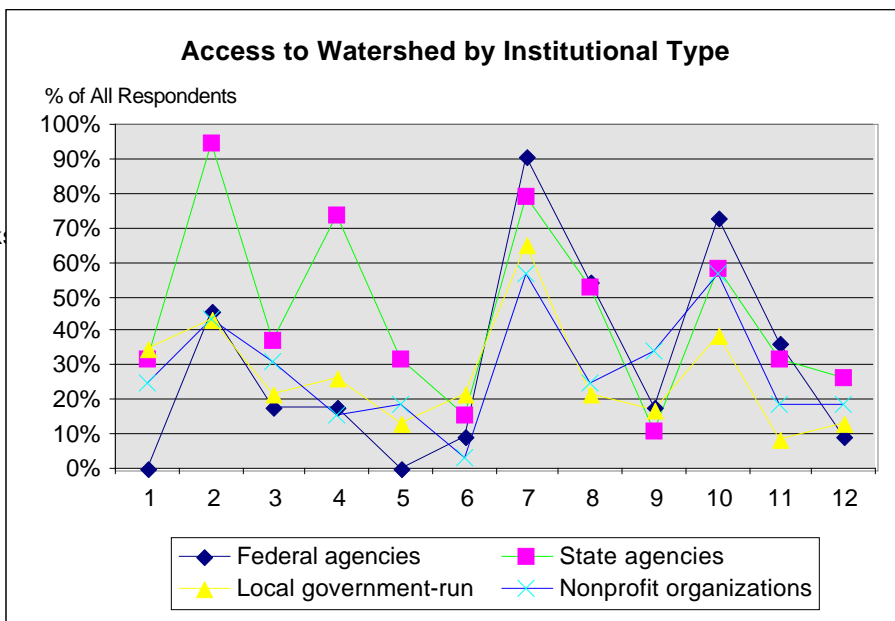
One critical goal of the CBG Network is public access to the water. The survey asked about the level of access to the Bay, its tributaries and other bodies of water. The results are displayed below:

Of the 86 respondents, 37 listed 172 canoe and kayak launch/landing sites.  
 Of the 86 respondents, 10 listed 110 boat slips for sail- and motorboats.  
 The most common "other" access was a pier or other fishing facility.



- 1= Sail/motor tour of the Bay (4 water trails)
- 2= Canoe/kayak launch/landing (11 water trails/125 launches)
- 3= Signed or mapped water trail (10 of 12 )
- 4= Power boat launch (4 water trails)
- 5= Sail/powerboat docking
- 6= Trails w/ observation points on Bay
- 7= Trails w/ observation points on rivers & creek (7 of 12 water trails)
- 8= Trails w/ observation points on other bodies of water such as ponds and lakes
- 9= Facility w/ views of Bay
- 10= Facility with views of rivers and creeks
- 11= Facility with views of other bodies of water
- 12= Other

*Other answers:*  
 Fishing piers and docks  
 Boardwalks through wetlands  
 Transient dock facilities  
 Nearby marinas and other access points



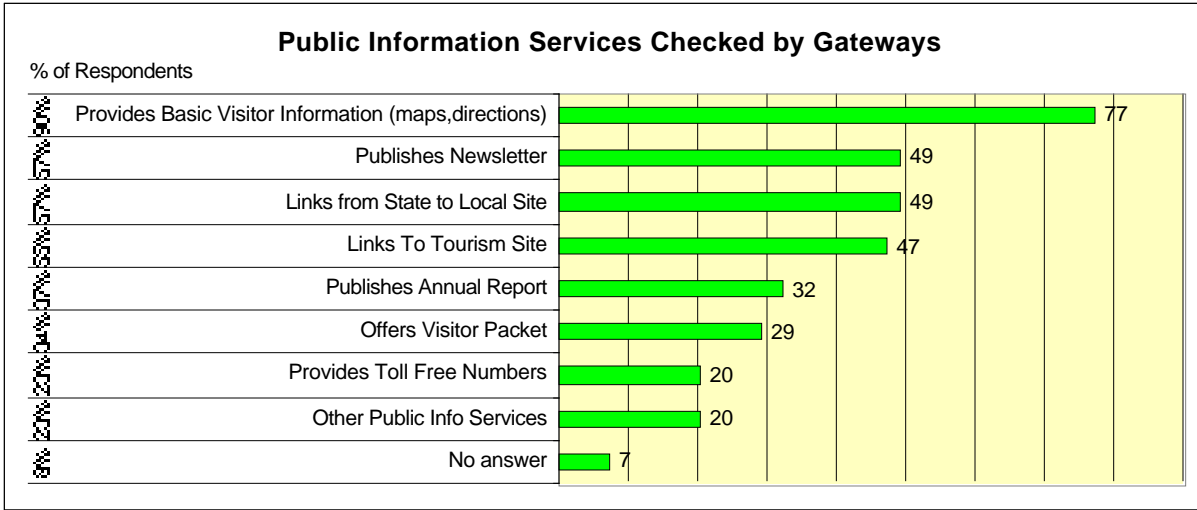
Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Public Information and Products provided by Gateways**

Gateways supplied answers about the public information services each provided and about the products they offered visitors. Answers to a broad question about Network-wide interpretive and promotional tools and products are reported on pages 34 & 35 .

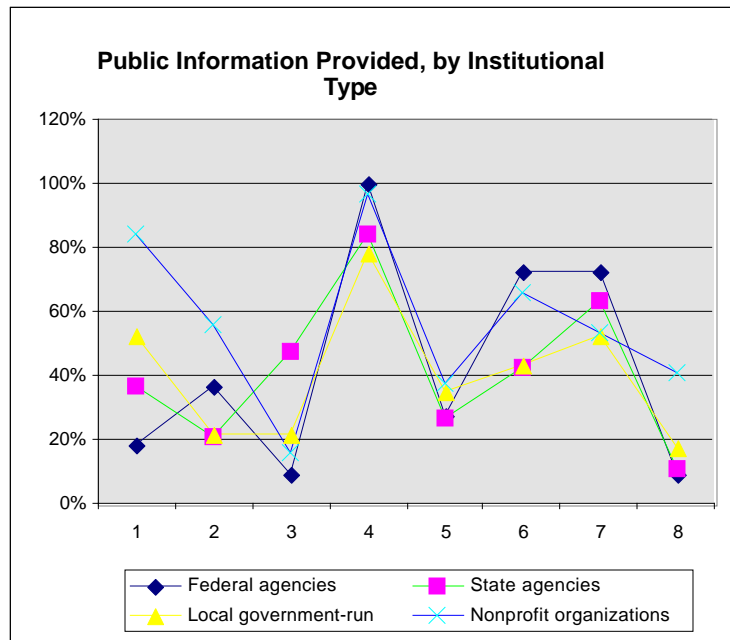
At the time of the survey development (January, 2002) only 5 of 92 Gateways had an easy link from their websites to the Chesapeake Bay Gateways Network site and only 2 displayed the Network's logo on their site to indicate membership. Eighteen Gateways did not have a website. Water trails have the highest preference for web-based solutions and choices.

Public information services included the following:



- 1= Newsletter
- 2= Annual Report
- 3= 1-800 telephone numbers
- 4= Basic visitor information (map, directions)
- 5= Visitor packet
- 6= Website link to tourism sites
- 7= Website link from state/local tourism sites
- 8= Other

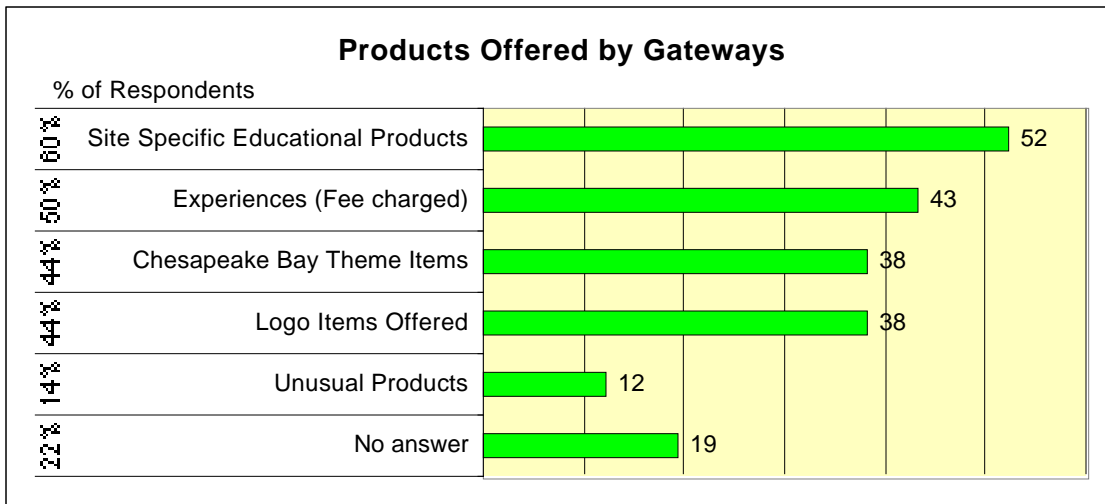
*Other answers:*  
 Press and Public relations kits and packets  
 Link to website for larger organization, such as Nature Conservancy  
 Information for regional schools  
 15 educational pieces ranging across grades  
 Regular articles in local newspapers  
 Displays at major events and festivals  
 Radio and television announcements  
 Web site & CD w/ River Guide & Trip Planner  
 Function as a State of WV Welcome Center  
 Email information on events  
 Trail Markers at Island Campsites and Marinas  
 Special group tours/ programs by request



Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Public Information and Products provided by Gateways**

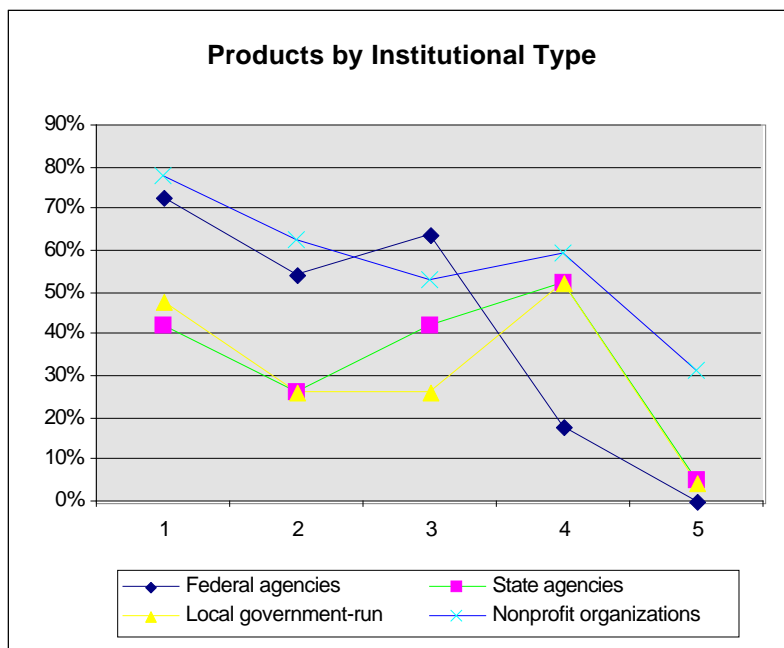
Gateways also checked a list of products and offered their own list of unusual products. However, 22% of the 86 responding Gateways did not answer the product question, a high non-response result, perhaps indicating that a number of sites do not offer products or contract out sales to concessionaires.



- 1= Site-specific educational products (books, pamphlets, etc.)
- 2= Logo items for your Gateway
- 3= Chesapeake Bay theme items
- 4= Experiences for which you charge a fee (sailing trips, tours, clean-ups, etc)
- 5= Unusual items

*Among the Unusual items:*

- Historical and conservation information
- Plant sales & community-supported agricultural programs
- Souvenir clothing and other memorabilia
- Collectors' Xmas Ornament Series
- Library and research resources, without fees
- Lecture series
- Music CD produced for Va. State Parks



**Water Trails:**

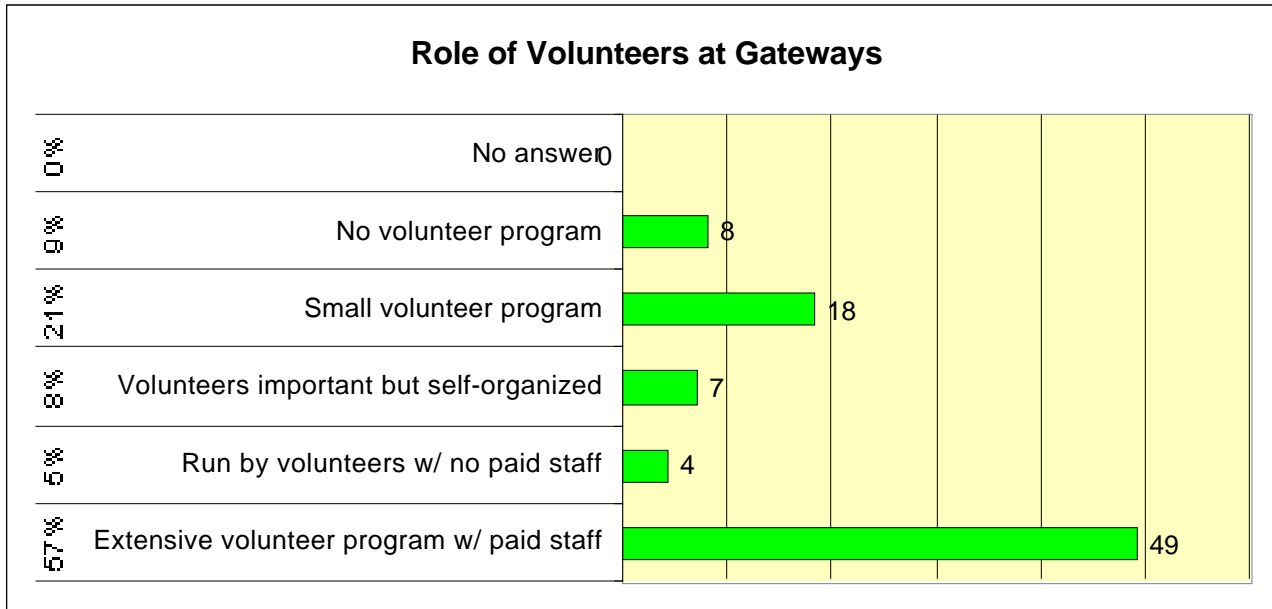
Six of 12 trails offered site-specific educational products and two checked tours with fees. Ten of the 12 offered basic visitor information such as directions and maps, 5 sent newsletters, a third had links to and from tourism sites, and several mentioned trail markers as 'other'.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Volunteer Use and Needs across Gateways**

The survey asked Gateways to describe the level of activity of volunteers at the Gateway. Several assistance questions also sought out the needs relating to volunteers. Often, volunteer needs surfaced as well in "other" answers. Volunteers are a critical resource for Gateways and provide a major opportunity for Network-wide support to member Gateways.

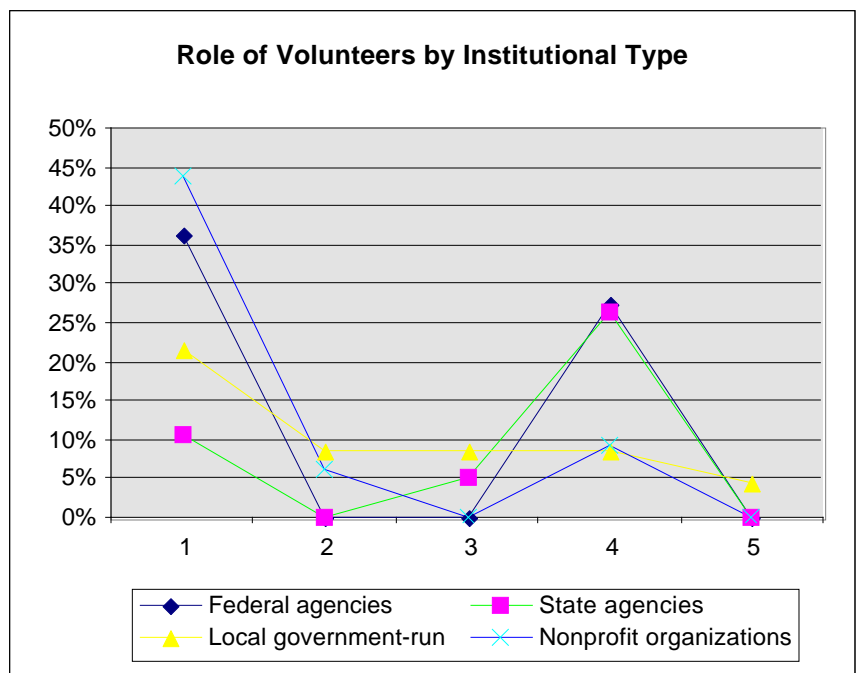
Over half the Gateways reporting described an extensive volunteer program coordinated by paid staff. Another 20% described their volunteer program as small. Four Gateways are run entirely by volunteers.



- 1= We rely on an extensive volunteer/docent program coordinated by paid staff
- 2= Our Gateway is run by volunteers with no paid staff.
- 3= Volunteers are important to our programs but are self-organized.
- 4= We have a small volunteer program.
- 5= We have no volunteer program.

**Water Trails:**

Of the 12 water trails, 4 reported extensive use of volunteers with a paid staff coordinator, 3 had self-organized volunteers, 1 was totally volunteer run, 1 had a small volunteer program and 2 reported no volunteers. Volunteer program development was highly ranked under interpretive assistance but moderately ranked against other training choices by water trails.



Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

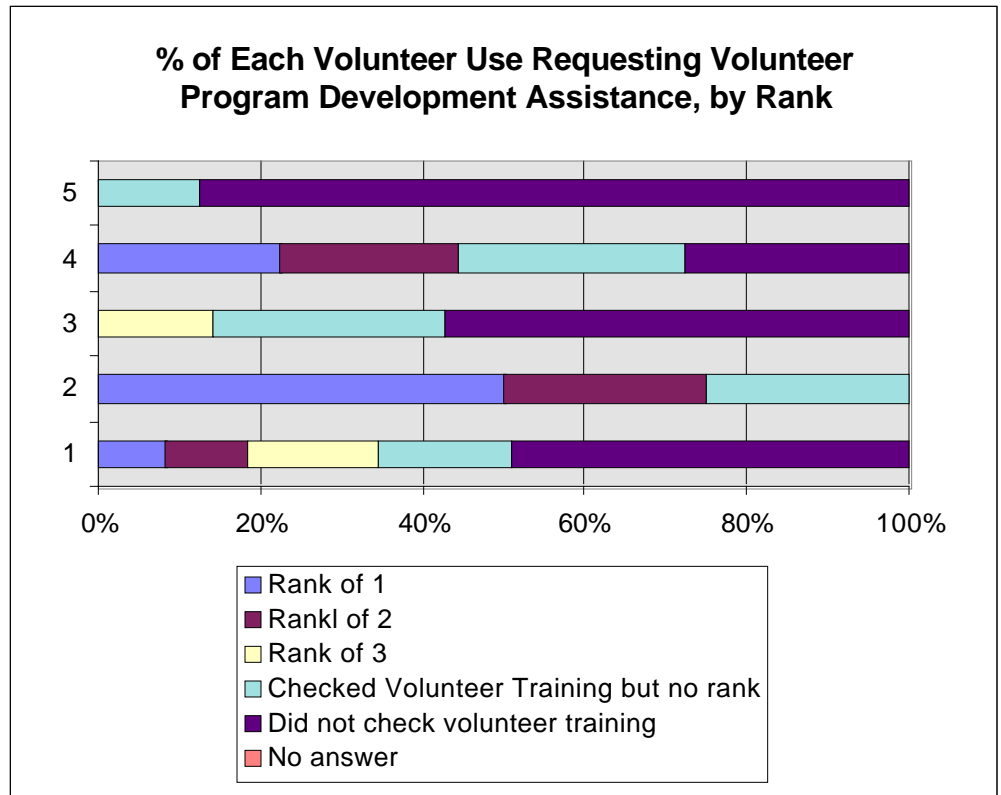
**Volunteer Use and Needs across Gateways**

Gateways had an opportunity to check and rank "Volunteer program development" as part of the needs for interpretation assistance. The question about training workshops also solicited response to 'creating outstanding volunteer programs and partnership projects'. As answers to 'other', Gateways also noted the need for training their volunteers in educational and interpretive techniques. In all their answers, Gateways expressed a high interest and need for help improving volunteer programs.

We correlated the importance (rank) of the "Volunteer program development" answers to the levels of volunteer use.

Note that for those with no current program, there is little interest in developing one.

- 5= No volunteer program
- 4= Small volunteer program
- 3= Self-organized volunteers
- 2= Run by volunteers
- 1= Extensive program w/ paid staff



In addition, 60% of all respondents checked 'creating outstanding volunteer programs and partnership projects' in answer to the Network-wide training query.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

***Friends Groups and Partnerships***

***Prevalence of Friend's Groups***

<u>Institution al Type</u>	<u># Responses</u>	<u>% of Gateways Reporting</u>	<u>Yes to Friends Group'</u>	<u>%of Gateways w/ Friends' Groups</u>
Federal Agency	11	13%	7	64%
State Agency	19	22%	12	63%
Local Government	23	27%	10	43%
Nonprofit Organizat'n	32	37%	9	28%
Other (2 Gateways)	1	1%	1	100%
	<u>86</u>	<u>100%</u>	<u>39</u>	<u>45%</u>
Water Trails	<u>12</u>	<u>67%</u>	<u>4</u>	<u>33%</u>

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Direct Government Appropriations for Operations**

Gateways chose one of four descriptions regarding the level of direct appropriations for operations:

- \* Our operations are 100% appropriated
- \* Our operations are over 50% funded by appropriations
- \* We receive some appropriated funds
- \* We do not receive any appropriated funds

The survey also queried the source of appropriated funds (Town/City, County, State or Federal). Appropriations play a large role in funding Gateways, including nonprofit organizations.

Type of Institution	Appropriations # of Responses	100%	\$\$ > 50%	Some appropriated funds	No appropriated funds	No answer
Federal Agency	11	8	2		1	0
State Agency	19	12	2	3	2	0
Local Government	23	13	6	3	1	0
Nonprofit Organizat'n	32	4	6	9	12	0
Other (2 Gateways)	1	0	0	0	1	0
	86	37	16	15	17	0
Water Trails	12	3	2	0	7	0

Type of Institution	Appropriations % of Responses	100%	\$\$ > 50%	Some appropriated funds	No appropriated funds	No answer
Federal Agency	13%	22%	13%	0%	6%	0%
State Agency	22%	32%	13%	20%	12%	0%
Local Government	27%	35%	38%	20%	6%	0%
Nonprofit Organizat'n	37%	11%	38%	60%	71%	0%
Other (2 Gateways)	1%	0%	0%	0%	6%	0%
	100%	100%	100%	100%	100%	0%
Water Trails		25%	17%		58%	

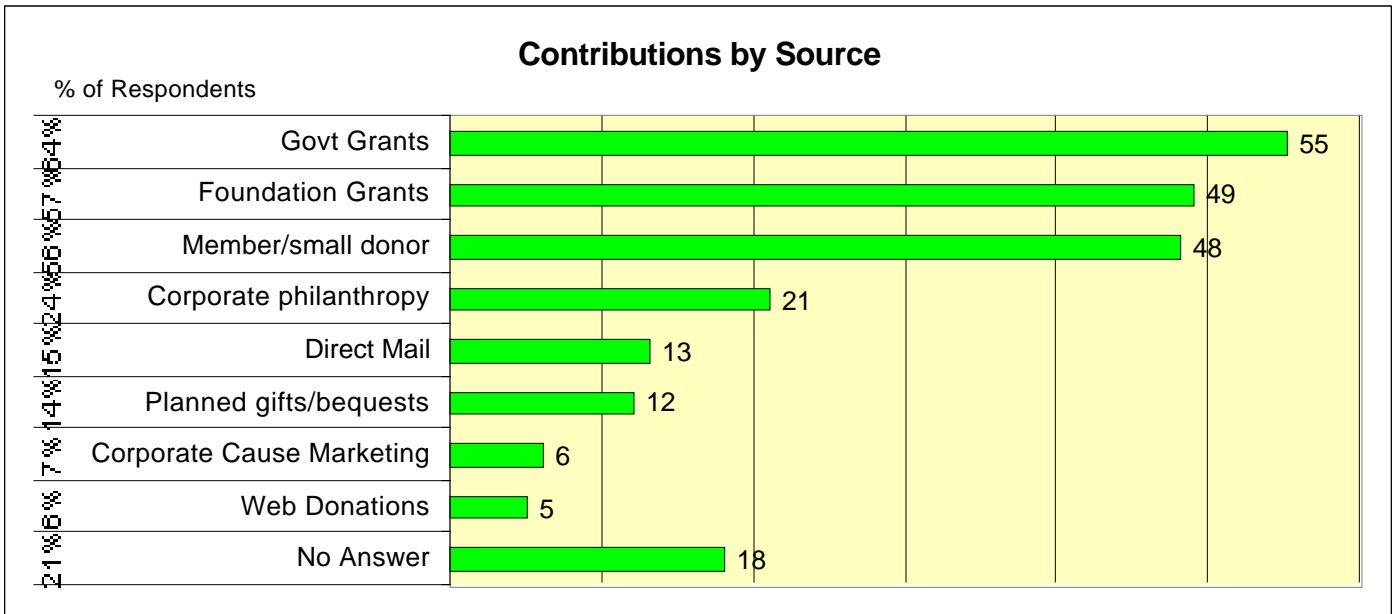
Type of Institution	Appropriations # of Responses	Federal \$	State \$	County \$	Town \$	No answer
Federal Agency	11	10	1		1	0
State Agency	19	1	1	15	1	0
Local Government	23	6	18	8	6	0
Nonprofit Organizat'n	32	7	10	10	6	0
Other (2 Gateways)	1	1	1	0	0	0
	86	25	31	33	14	0
Water Trails	12	2	4	3	3	3

Type of Institution	Appropriations % of Responses	Federal \$	State \$	County \$	Town \$	No answer
Federal Agency	13%	27%	6%	0%	6%	0%
State Agency	22%	3%	6%	100%	6%	0%
Local Government	27%	16%	113%	53%	35%	0%
Nonprofit Organizat'n	37%	19%	63%	67%	35%	0%
Other (2 Gateways)	1%	3%	6%	0%	0%	0%
Water Trails		17%	33%	25%	25%	25%

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

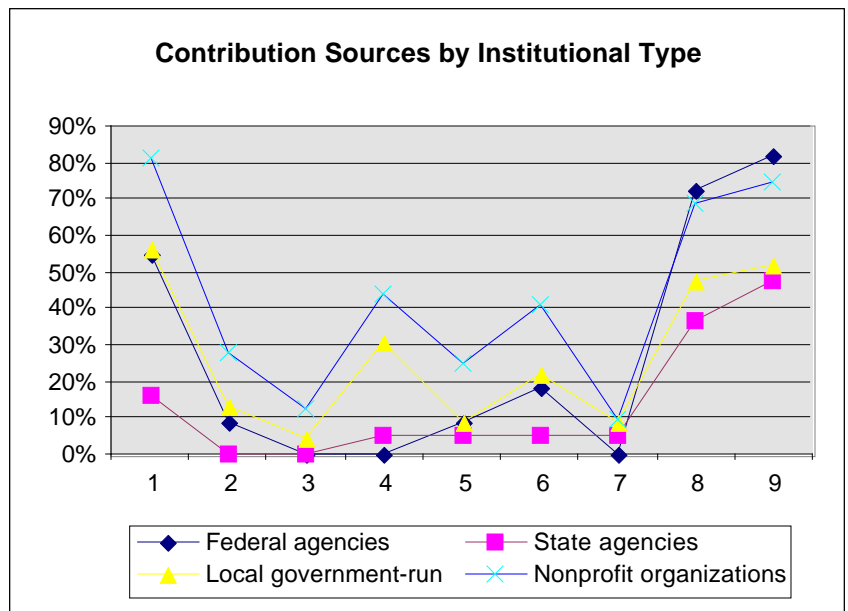
**Sources of Contributions for Reporting Gateways**

Gateways also checked and ranked all sources of contributions that funded their sites. Gateways depend heavily upon grants, as witnessed by the strong interest in continuing workshops on grant-seeking. Memberships and small donor campaigns also contribute substantially to Gateways. Many Gateways display membership and donation requests on their websites. This concentration of contributions suggests an important complementary role for a Network-wide support group.



- 1= Member/small donor
- 2= Direct Mail
- 3= Web donations
- 4= Major donors
- 5= Planned gifts and bequests
- 6= Corporate philanthropy
- 7= Corporate cause marketing
- 8= Foundation grants
- 9= Government grants

Note that corporate cause marketing, a potential collective funding source by a Network support group, plays virtually no funding role now.



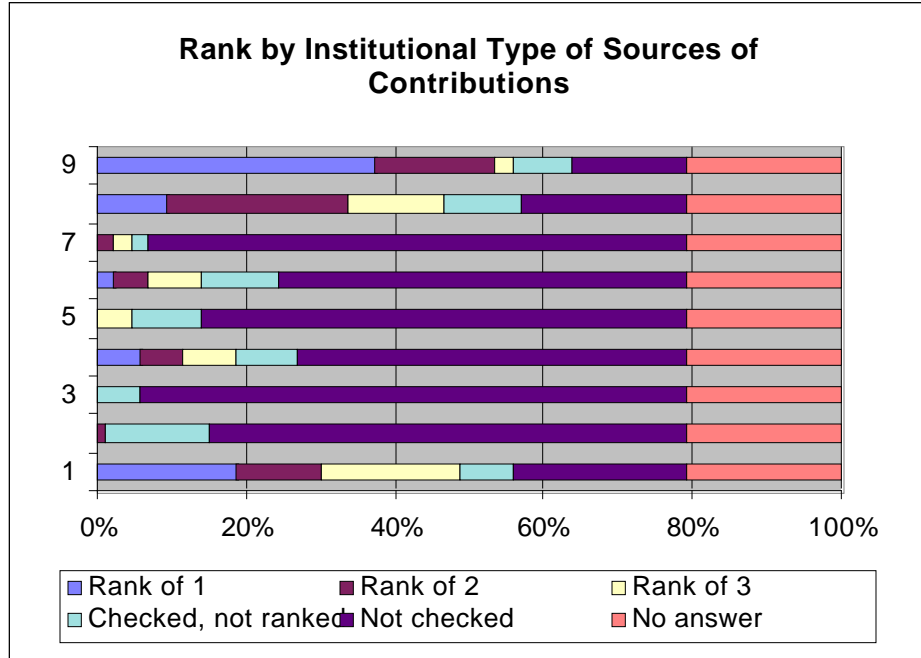
**Water Trails:**

In order of importance, water trails reported #1 government grants, #2 membership and small donor contributions, and #3 foundation grants. Corporate philanthropy was the only other checked and ranked choice, by 1 trail.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Sources of Contributions for Reporting Gateways**

- 1= Member/small donor
- 2= Direct Mail
- 3= Web donations
- 4= Major donors
- 5= Planned gifts and bequests
- 6= Corporate philanthropy
- 7= Corporate cause marketing
- 8= Foundation grants
- 9= Government grants



Gateways had several opportunities through the survey to note fundraising needs. The Network-wide training query listed several funding-related choices. Those choices ranked high among the training selections. Also, in answer to the "other" interpretive program development needs, several Gateways listed funding. Similarly, two major institutional efforts -- endowment campaigns for nonprofit organizations and capital campaigns for buildings for federal agencies ranked very high. In the 'other' category for current major institutional efforts, Gateways again listed various funding efforts.

The Network has the opportunity to bring Gateways together around their funding needs and the role of a support group. Over 60% of the 86 respondents chose "Developing successful grant projects and funding them", an interest quite consistent with the major role played by foundation and government grants. Over 30% also selected "Creating the compelling case statement (Fundraising 101)" and/or "Marketing the non-profit organization" as well.

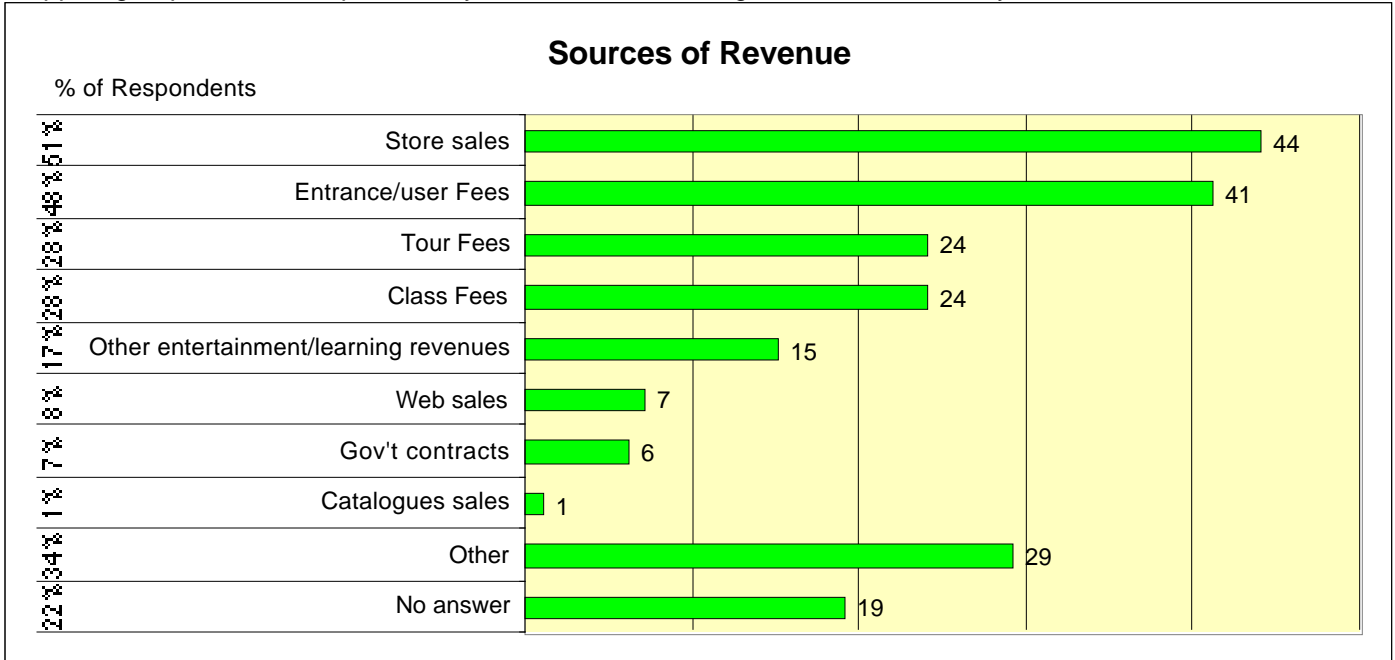
Water Trails also mentioned funding several times in 'other' categories' answers. Grant training tied for first choice in the general training choices of the trails.

Overall, the Network can help individual members by providing a regular, sustained schedule of grant-seeking workshops, supplemented perhaps by other fund-raising training. Several national organizations offer excellent programs of fundraising training.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

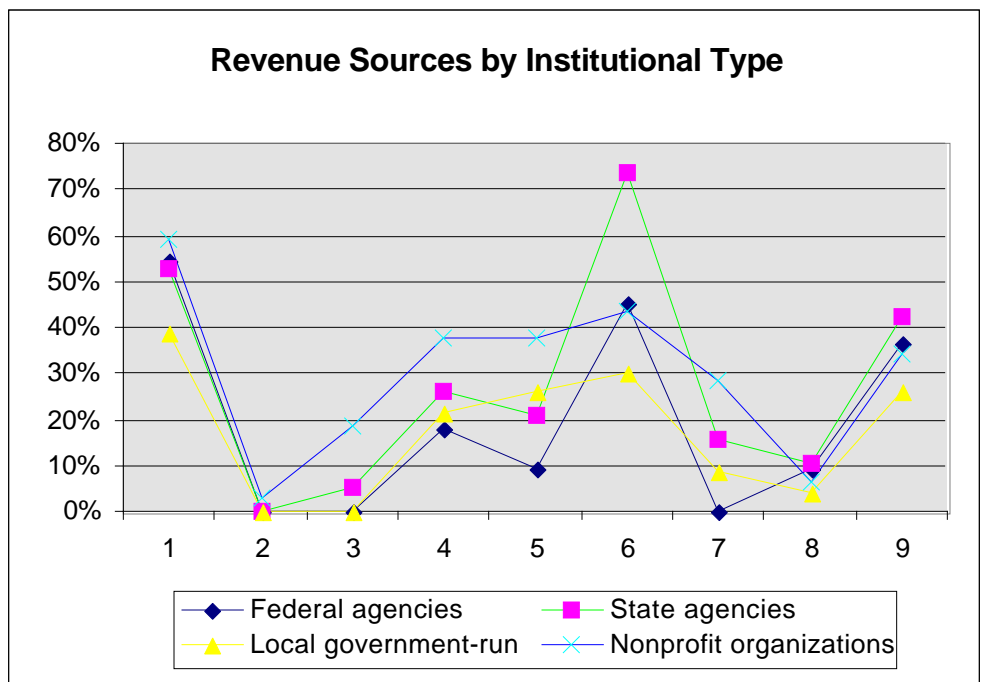
**Sources of Revenues for Reporting Gateways**

Gateways also checked and ranked all the revenue sources that contributed to the funding for their sites. Fewer gateways supplied revenue answers, versus contributions and appropriations. Revenue sources depend heavily upon sales and entrance or user fees, with some tours and classes. The dearth of revenue answers may indicate that a revenue-based funding strategy for a Network-wide support group is most complementary of the current funding sources for Gateways.



Store sales and entrance/user fees contribute to half the Gateways, while tour and class fees also offer support to 25%+.

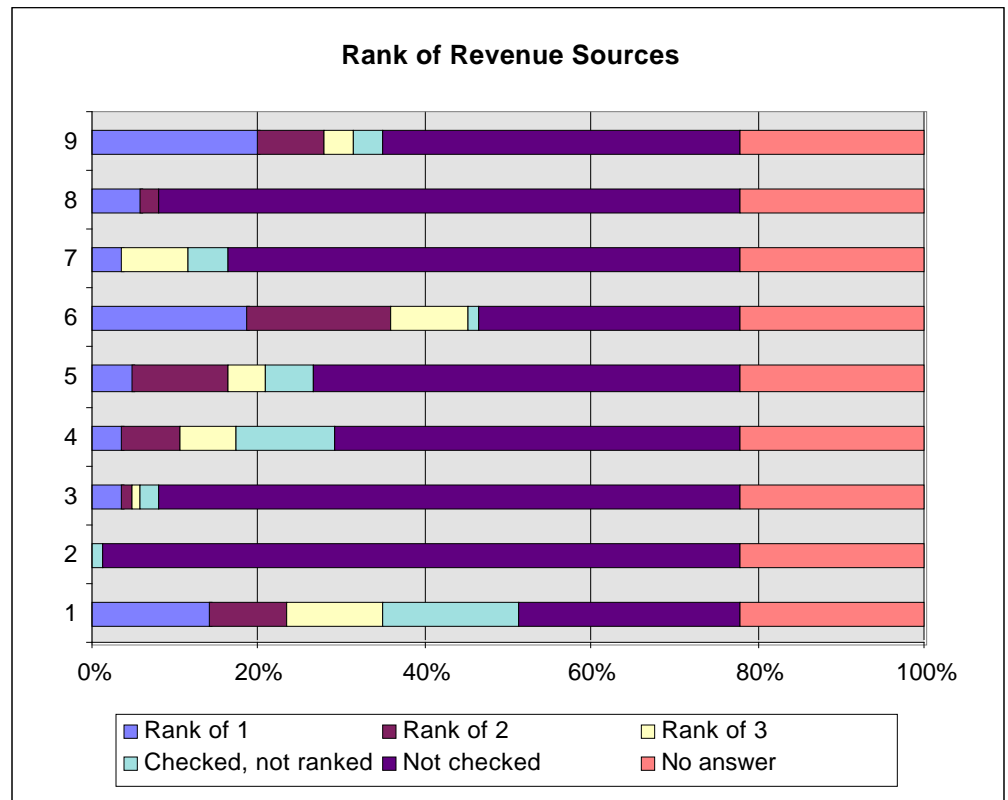
- 1= Store sales
- 2= Catalogue sales
- 3= Web sales
- 4= Tour fees
- 5= Class fees
- 6= Entrance/user fees
- 7= Other entertainment/learning revenues
- 8= Government contracts
- 9= Other sources of revenue



Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Sources of Revenues for Reporting Gateways**

- 1= Store sales
- 2= Catalogue sales
- 3= Web sales
- 4= Tour fees
- 5= Class fees
- 6= Entrance/user fees
- 7= Other entertainment/learning revenues
- 8= Government contracts
- 9= Other sources of revenue



**Water Trails:**

While overall web-based sales ranked very low, for water trails it ranked as the highest revenue source, cited by 4 of the 12 trails, and ranked #1 by three. The only other listed source was government contracts.

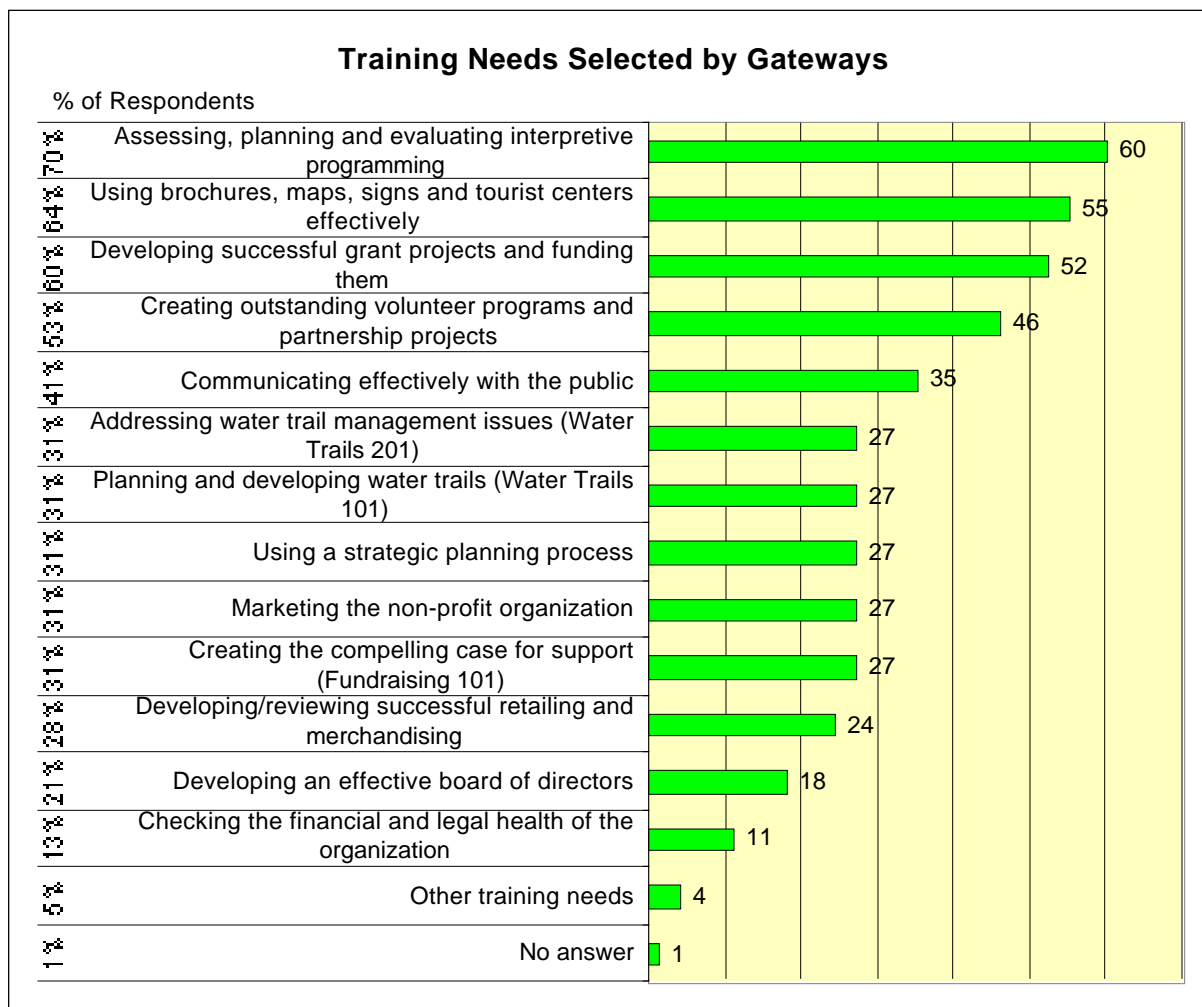
Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Training and Technical Assistance**

This chart drills to the core of the needs assessment for Gateways, displaying the areas Gateways cite most often for help. The appreciation expressed for the series of grant workshops held in the fall of 2001 led to several training and technical assistance questions in the survey. Training needs specific to the core CBGN goal of helping the public understand the Chesapeake watershed through its special places and stories -- interpretation and education -- are included with the section on interpretation, pages 12-15.

Specific interest in volunteer program development and fundraising training have also been noted earlier on those pages as well. And in the 'other' category under interpretive training needs Gateways listed several fundraising support needs, including "better funding for operations and programs", "time to devote to funding and further development", and "promotions and marketing".

These pages address the responses to two questions: 1st, what training workshop's would Gateways use if offered? And 2nd, What one-on-one technical assistance would be most useful to your Gateway? The graphs address the first of these two questions and pages 32 & 33 list answers to the latter:

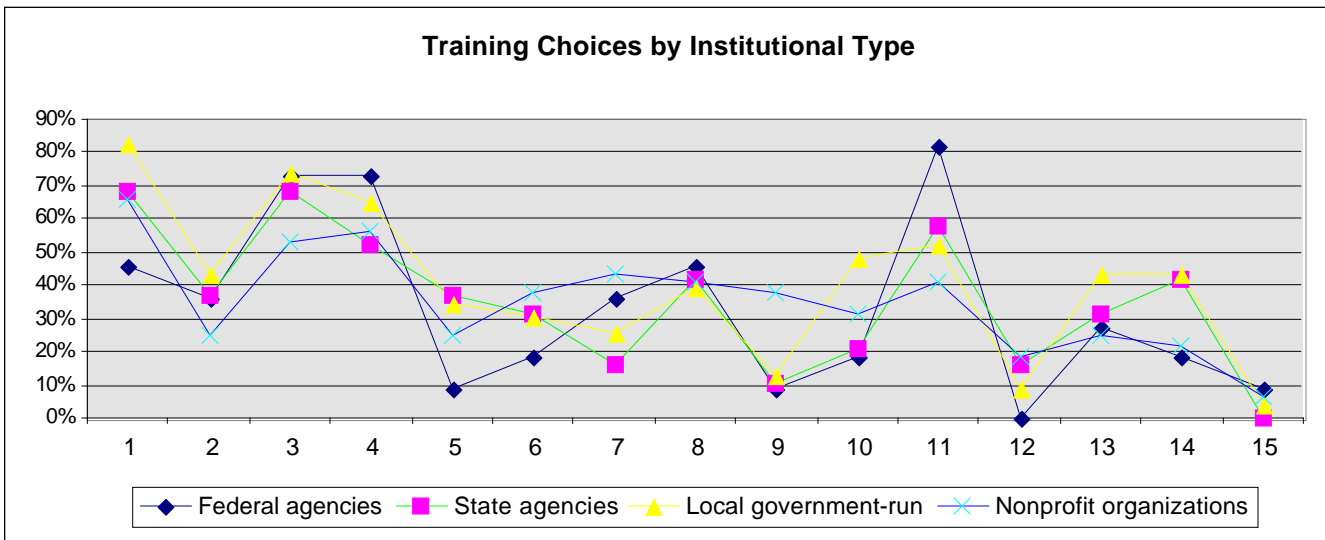
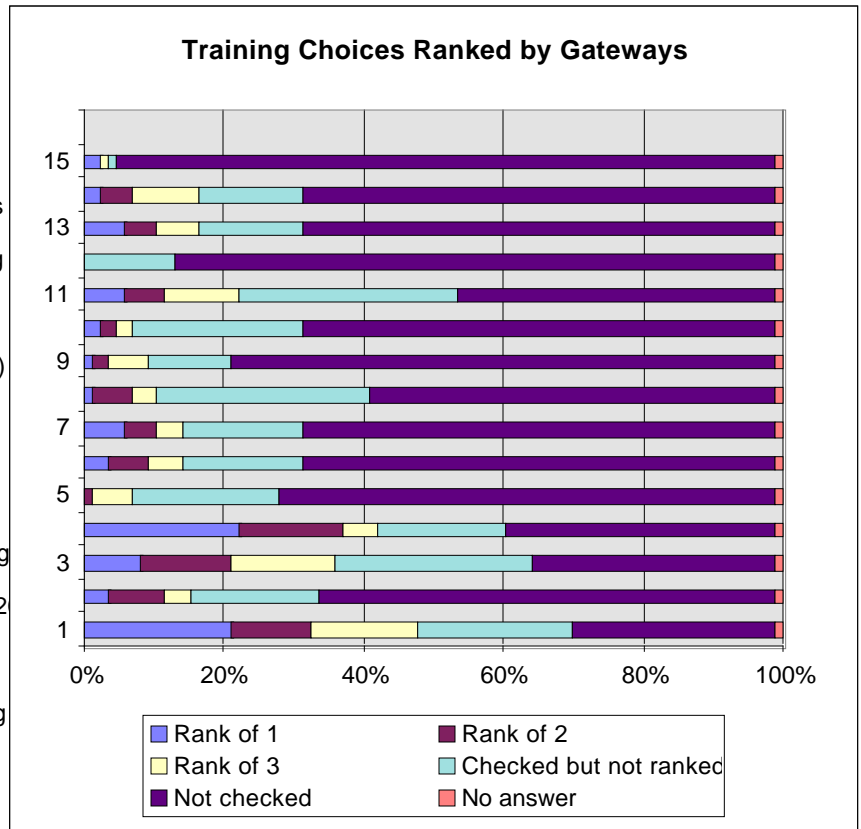


**Training and Technical Assistance**

Key to both charts:

- 1= Assessing, planning and evaluating interpretive programming
- 2= Developing effective sustained monitoring and conservation projects
- 3= Using brochures, maps, signs and tourist centers effectively
- 4= Developing successful grant projects and funding them
- 5= Developing/reviewing successful retailing and merchandising
- 6= Creating the compelling case for support (FR 101)
- 7= Marketing the non-profit organization
- 8= Communicating effectively with the public
- 9= Developing an effective board of directors
- 10= Using a strategic planning process
- 11= Creating outstanding volunteer programs and partnership projects
- 12= Checking the financial and legal health of the org
- 13= Planning and developing water trails (WT 101)
- 14= Addressing water trail management issues (WT 2
- 15= Other training need

Answers to "other" category for training included:  
 Business Plans: Creating them and using them wisely  
 Collaborative Disaster Planning  
 Working in partnership to develop the Gateway Network  
 Wetland management 101



Chesapeake Bay Gateways Network  
Report to the Working Group  
Survey of All Network Gateway Members

***Training and Technical Assistance***

The second training question solicited responses for one-on-one technical assistance. Gateways listed up to three choices for one-on-one assistance at their sites. 58 Gateways listed at least one need, a 68% response. Technical assistance for interpretive programming walked away as the single most important need. Conservation, communication and fundraising also claimed an important share of the answers. For illustration, only the items that were listed first are grouped into categories below:

*Many interpretive needs could be filled by one-on-one assistance:*

- Assessing interpretive programming
- Assistance with researching shipping bills of lading historical documents
- Developing interactive computer activities
- Display layout
- Effective and improved signage w/ funding
- Evaluation of our site - specifically.
- Evaluation of programs
- Exterior exhibit development
- Help integrating our site with the rest of the Gateway Network
- Improved signage
- Interpretive assistance and guidance
- Interpretive assistance for natural resources
- Interpretive display development
- Interpretive planning
- Interpretive/exhibit planning
- Living history implementation
- Map and brochure development
- Operational programming Ideas
- Overall site assessment for incorporating Gateway goals
- Sign verbiage review
- Story/interpretive program assessment

*There were requests for help in developing public access to water and in meeting conservation goals:*

- Development of canoe/kayak rentals
- Improving river access
- Model agreements with landowners for primitive camping
- Assistance with resource conservation projects
- Designing water-based facilities
- Interpreting effects of pollution on Potomac & Bay
- Water trails development
- Water trails development and sustainability
- Wetland management

Chesapeake Bay Gateways Network  
Report to the Working Group  
Survey of All Network Gateway Members

***Training and Technical Assistance***

There were multiple fundraising requests, especially for grant writing:

Develop a clearer understanding of criteria.  
Grant development  
Grant planning, development, and administration  
Grant writing  
Grant writing  
More on grant writing  
Writing Grant Proposals

Communication tools were requested:

Better web site and links.  
Creating online visitor information and access  
Desktop publishing and graphics design  
Developing effective audience research  
Graphics Design  
Marketing of the Program  
Power point presentation development  
Public Outreach specialist  
Web site development

And institutional needs were cited as well.

Establishing partnerships  
Partnership development  
Strategic planning  
Strategic Development of Board of Directors  
Visits to the site by working group

***Water Trails:***

Seven of 12 water trails checked developing successful grant projects and assessing, planning and evaluating interpretive programming, ranking the grant training slightly higher. Six of the 12 checked Addressing water trail management (Water Trails 201), developing effective, sustained conservation projects and using brochures, maps, signs and tourist centers effectively, in that ranked order.

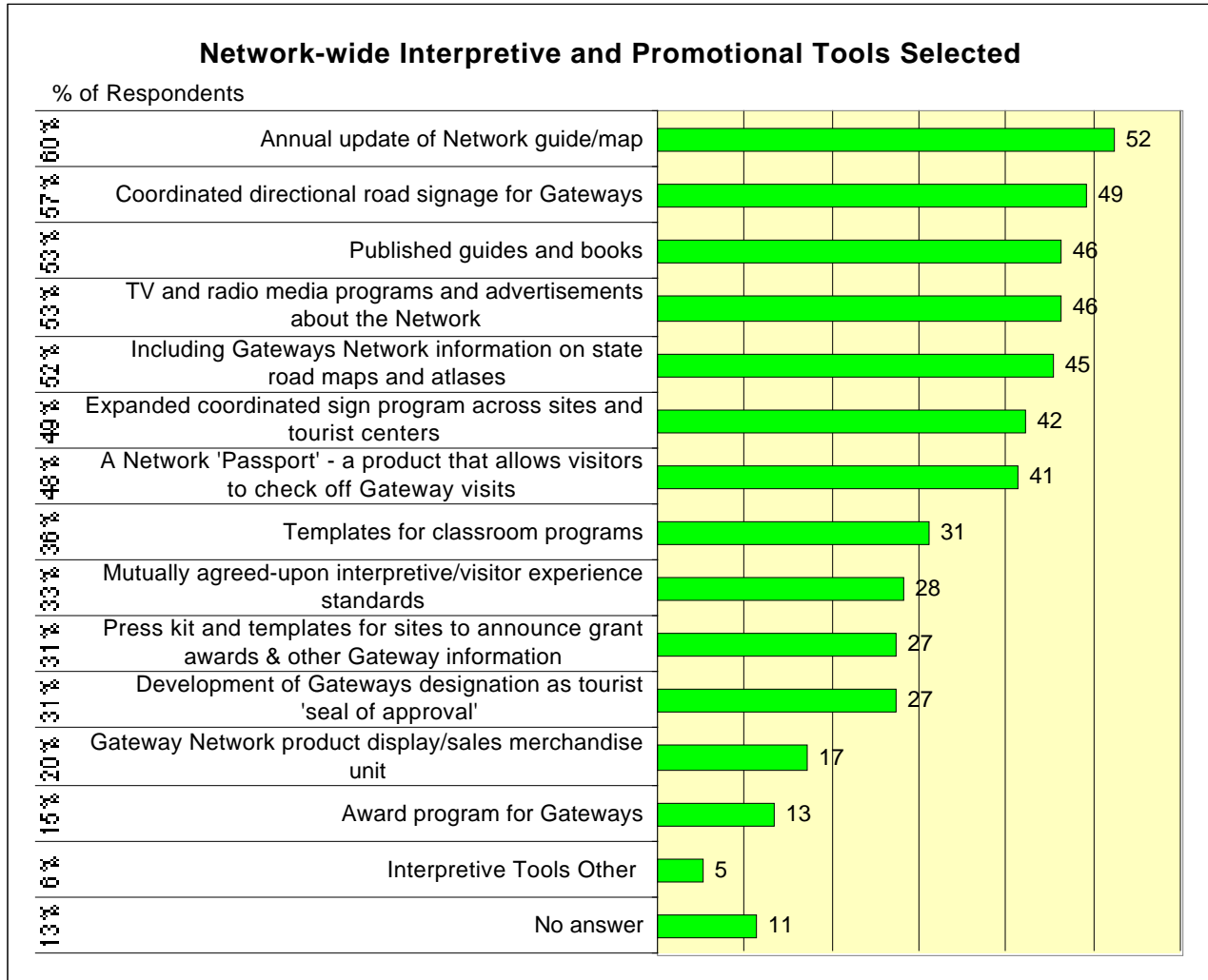
The choices for one-on-one assistance were split in thirds -- approximately one-third of the water trails want direct assistance with management of the trail and conservation, one-third with funding needs and one-third with development of the board or other institutional needs such as visitor surveys and model land agreements.

***Note that both the water trails training options garnered 27 checks, so at least 25 Gateways not classified as primarily a water trail have serious interest in training in the development of water trails.***

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Network-wide Interpretive and Promotional Tools**

The Chesapeake Bay Gateways Map and Guide, a fold-out map designed along the National Park Service's grid and the new Chesapeake Bay Gateways Network Annual Report interpret the Network's goals and grants for all members. The survey listed 13 such interpretation and promotional tools, including many suggested through the fall workshops for Gateways to check and rank. The charts below display the results:



Over 50% of respondents agree upon the first seven items. Several of those combine into a coordinated identity program for the Network. One-third of the Gateways also checked the two standard-setting choices, an idea that surfaced in several of the workshops.

**Water Trails:**

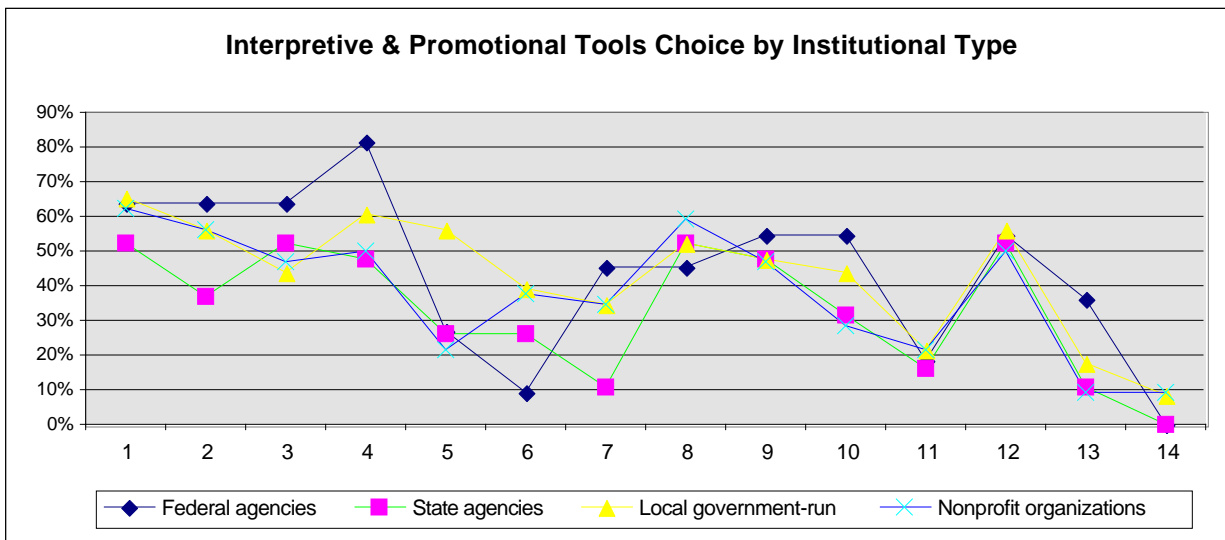
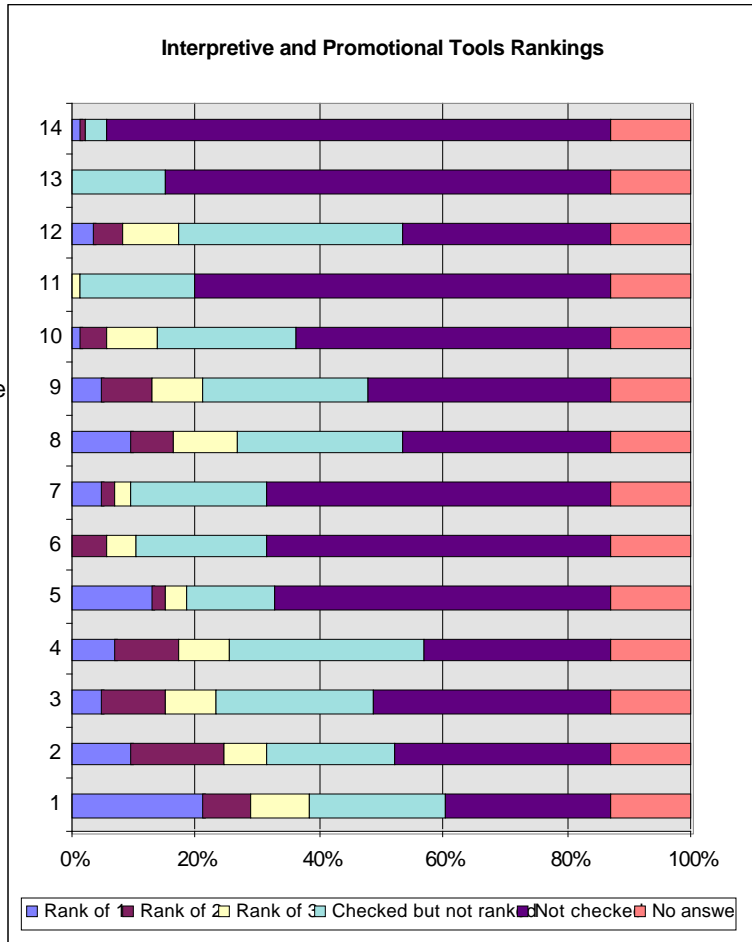
Water Trails' top four choices, by over half the 12 replies, focused on maps and signs. In order of ranking, those choices were 1) inclusion on state road maps and atlases, 2) the annual update of the Network's map & guide, 3) an expanded coordinated sign program across Gateways and tourist centers, and 4) road signs. One third checked the Network "Passport", classroom templates and published guides and handbooks.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Network-wide Interpretive and Promotional Tools**

Key to both charts:

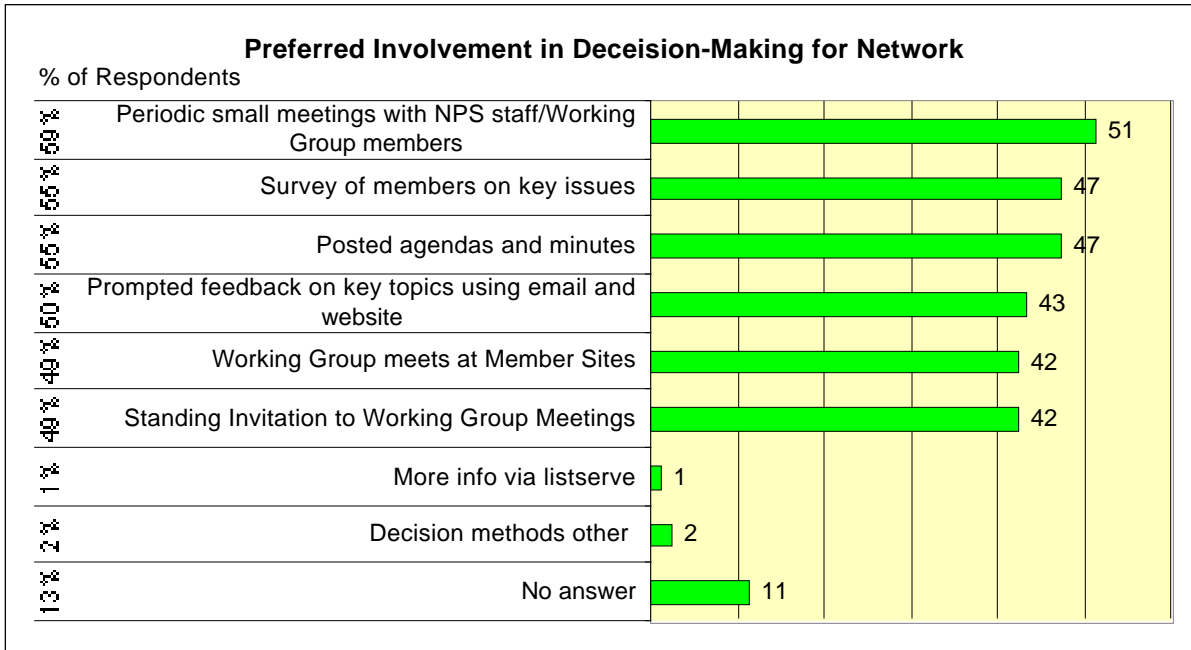
- 1= Annual update of Network guide/map
- 2= Including Gateways Network information on state road maps and atlases
- 3= Expanded coordinated sign program across sites and tourist centers
- 4= Coordinated directional road signage for Gateways
- 5= Mutually agreed-upon interpretive/visitor experience standards
- 6= Development of Gateways designation as tourist 'seal of approval'
- 7= Press kit and templates for sites to announce grants & other Gateway information
- 8= TV and radio media programs and advertisements about the Network
- 9= A Network 'Passport' - a product that allows visitors to check off Gateway visits
- 10= Templates for classroom programs
- 11= Gateway Network product display/sales merchandise unit
- 12= Published guides and books
- 13= Award program for Gateways
- 14= Other tools



Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

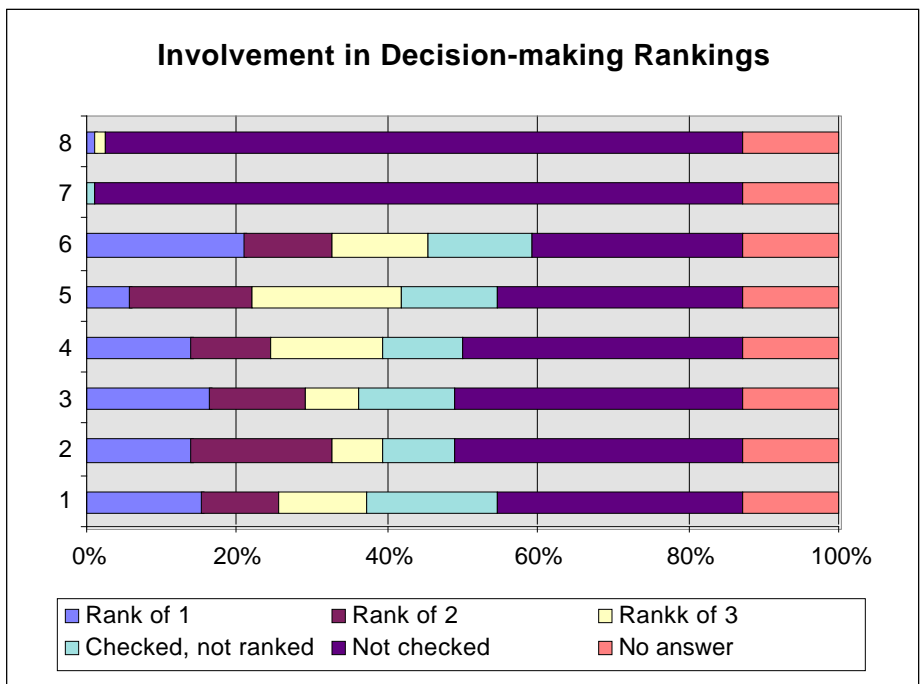
**Gateway Member Involvement in Network-wide Decisions**

At the fall 2001 workshops, members were invited to propose both a level of participation and means to accomplish that participation. Two survey questions addressed involvement. The first fed back the suggestions from the workshops regarding the Working Group guidance of the Network and the ways that individual Gateways might stay informed and involved. The second question built upon the strongly expressed interest in other opportunities to meet together and network, and included the various meeting formats suggested through the workshops.



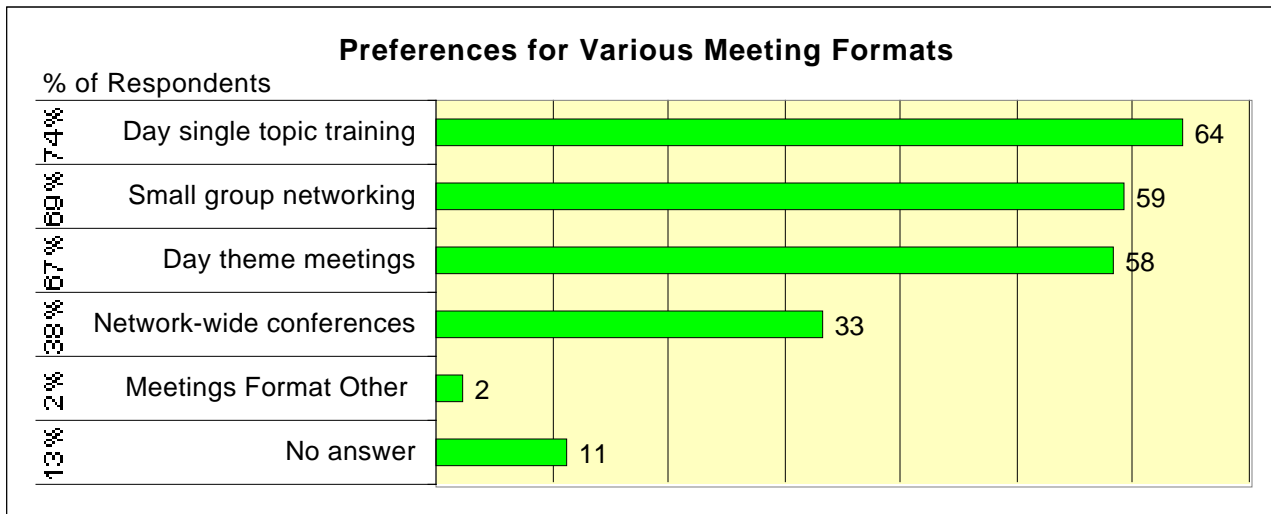
Water Trails agreed with the ranking above.

- 8= Other forms of involvement
- 7= More information on listserv
- 6= Periodic small meetings with NPS/ WG members to discuss plans, issues, updates
- 5= Survey of members on key issues
- 4= Prompted feedback opportunities on key topics using email, web
- 3= Hold WG meetings at member sites
- 2= Notice and standing invitation to attend WG meetings
- 1= Working Group agendas and minutes regularly posted



Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members

**Gateway Member Preferred Format for Network-wide Meetings and Trainings**



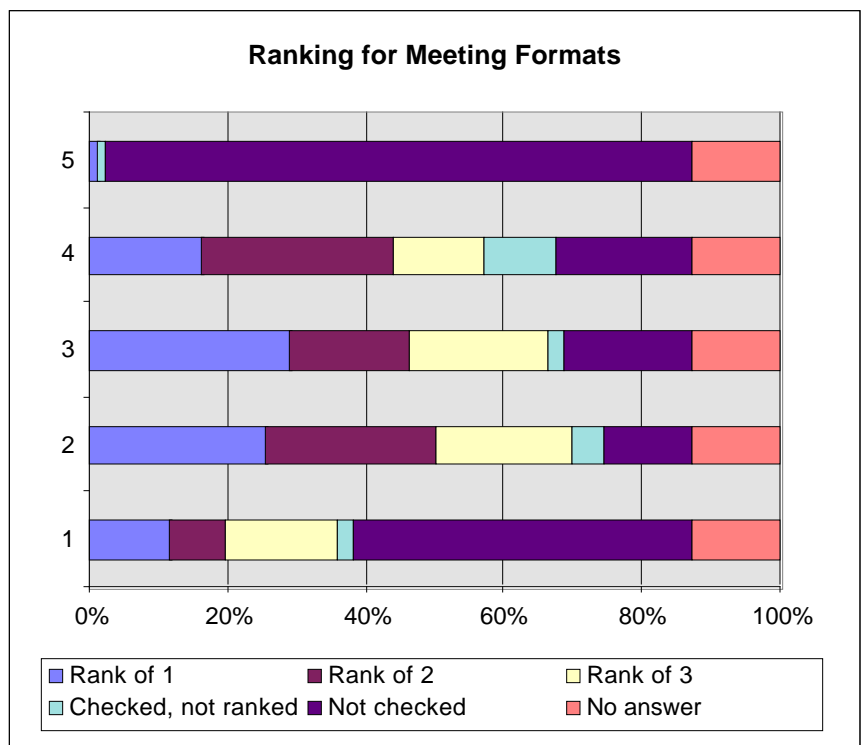
5= Other

4= Day-long 'theme' meetings, such as all watermen's sites

3= Small group networking (Gateways within 50 miles of each other)

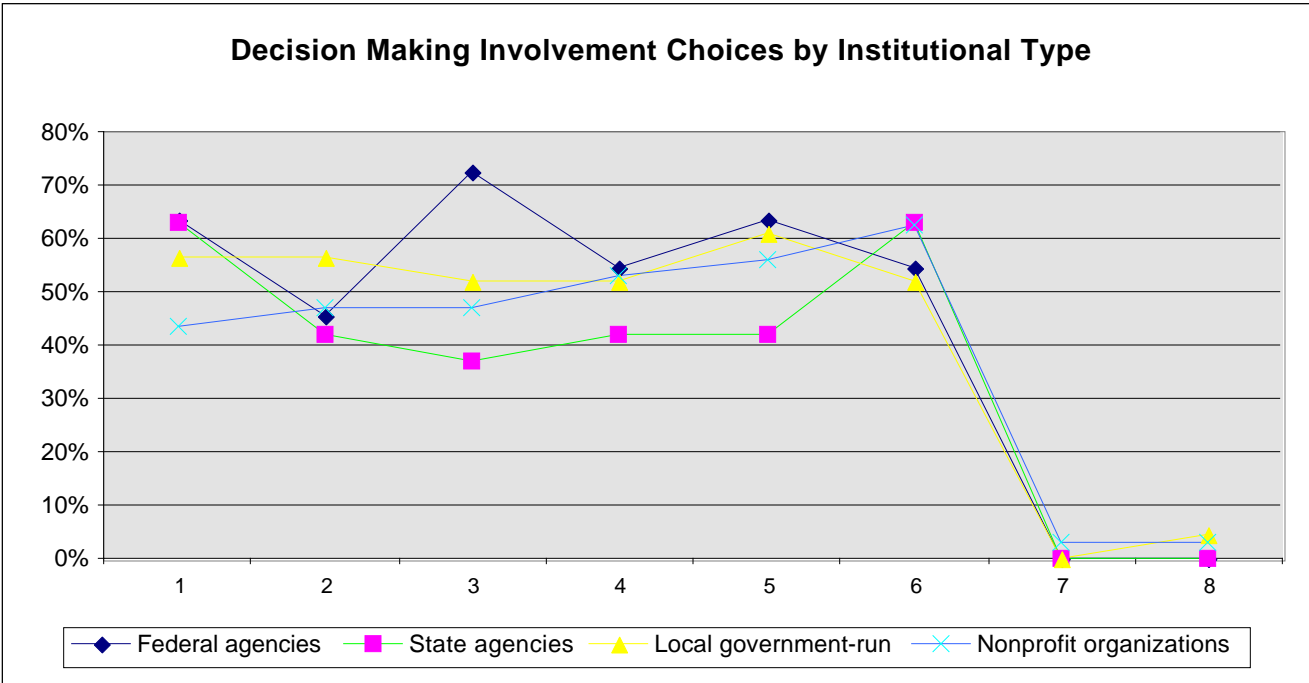
2= Day-long single topic workshops around the Bay (e.g. Watermen or Bay fisheries)

1= Network-wide one and 1/2 day conference, multiple topics

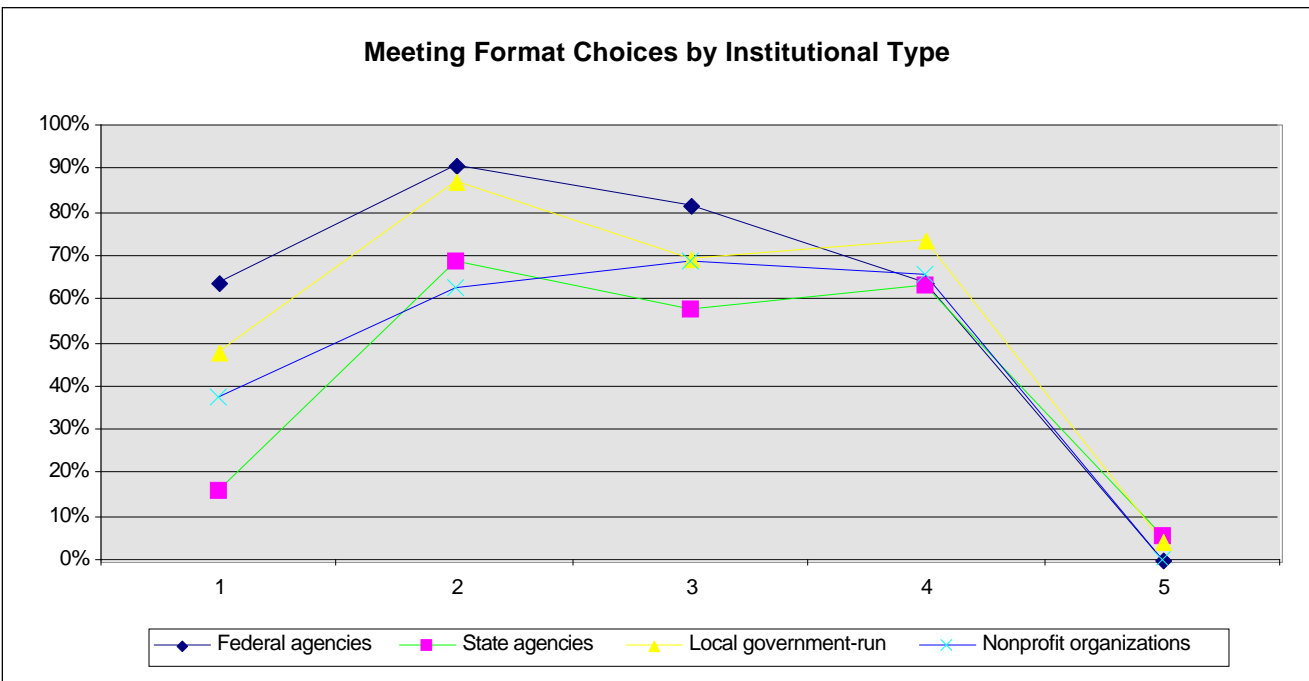


Water Trails preferred the Network-wide conference and, second in priority, the small group networking choice (Gateways within 50 miles of each other), but all 12 checked the four choices at rates over 60%.

Chesapeake Bay Gateways Network  
 Report to the Working Group  
 Survey of All Network Gateway Members



Please see pages 36 for key to 1-8 choices.



Please see page 37 for key to 1-5 choices.