

BOOTS ON THE GROUND:

A MANUAL FOR BATTLEFIELD FRIENDS GROUPS



**AMERICAN
BATTLEFIELD
TRUST** ★ ★ ★

PRESERVE. EDUCATE. INSPIRE.

**FINAL:
FEBRUARY 28, 2023**



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ACKNOWLEDGEMENTS

AMERICAN BATTLEFIELD TRUST

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NATIONAL PARK SERVICE:

AMERICAN BATTLEFIELD PROTECTION PROGRAM

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FUNDING SOURCE

National Park Service - American Battlefield Protection Program (ABPP)
Grant #: P19AP00437

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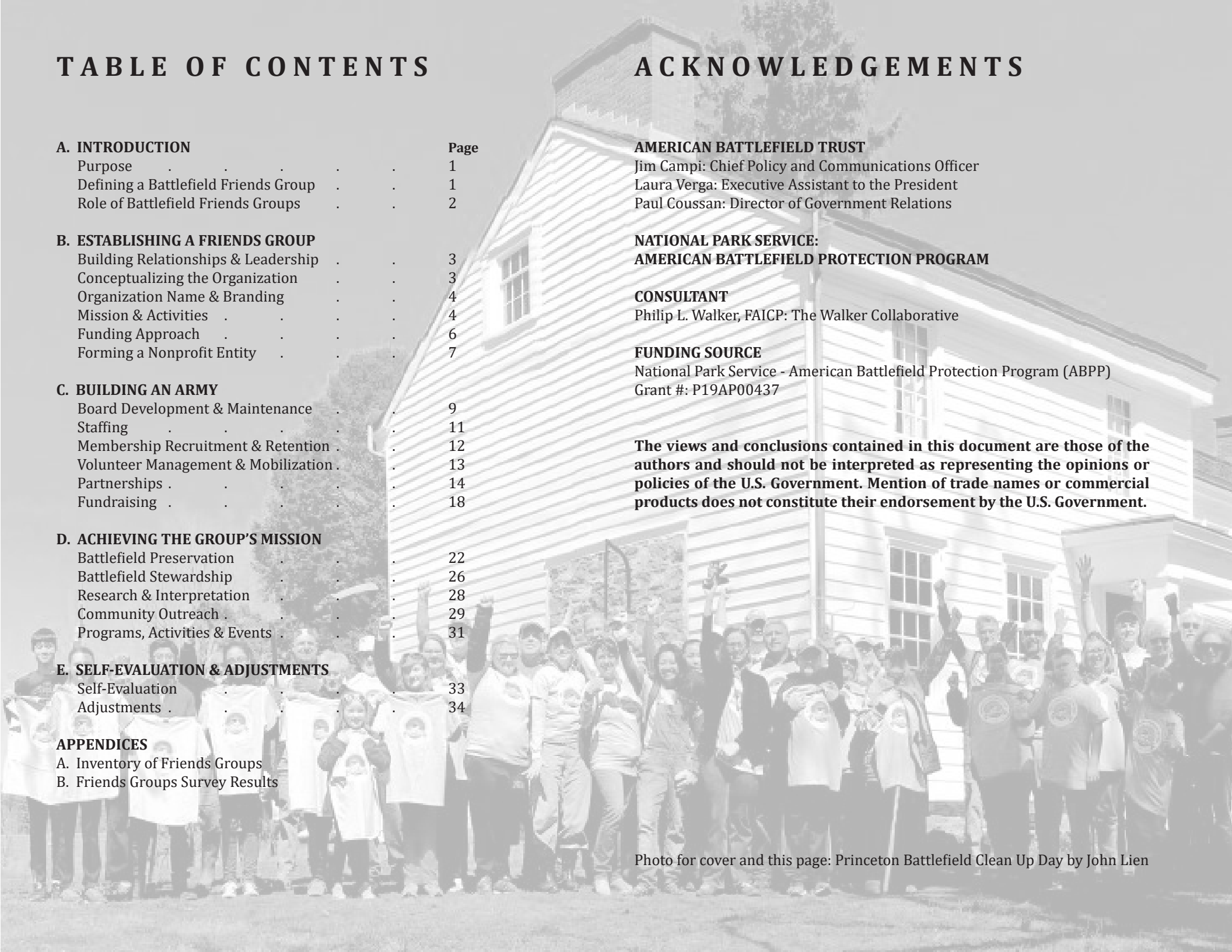


Photo for cover and this page: Princeton Battlefield Clean Up Day by John Lien

Boots on the Ground: A Manual for Battlefield Friends Groups

A. INTRODUCTION



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A) INTRODUCTION

Purpose

Battlefields nationwide are confronting a variety of challenges ranging from indifference and neglect, to misuse and outright destruction. This situation underscores the need for a thorough, user-friendly resource to educate and empower citizens who care about these sites to take a more active role in saving and stewarding them. A resource is needed for people wanting to start a new battlefield friends group or working to sustain an existing group.

This manual is intended to be applicable across the full spectrum of battlefields identified in both the 1993 Report on the Nation's Civil War Battlefields prepared by the Civil War Sites Advisory Commission and the 2007 Report to Congress on the Historic Preservation of Revolutionary War and War of 1812 Sites in the United States prepared by the National Park Service (NPS). More than ever before, it is imperative for Americans to take meaningful action to safeguard and steward the battlefields in their own backyards. Besides serving as invaluable connections to community decision makers, battlefield friends groups represent a battlefield's first line of defense. These essential volunteer-based entities are typically among the first to know of potential threats to increasingly endangered battlefields, as well as potential opportunities for preservation. The American Battlefield Trust believes that continued progress with battlefield preservation depends on the continued presence and strength of battlefield friends groups in battlefield communities throughout the country. Yet, in too many cases, battlefields either remain without a friends group or are served by a group that lacks the resources, training and/or information to be as effective as needed. Consequently, many battlefields continue to be at risk. This manual is intended to provide an invaluable tool for preservationists and citizen activists, both in the present and far into the future.

Defining a Battlefield Friends Group

The typical battlefield friends group is a non-profit organization that provides support to the preservation and stewardship of a historic battlefield. In most instances, publicly-accessible battlefield lands are owned and managed by a governmental entity such as the NPS or a state or local government, and the friends group provides supplemental support to that owning/operating entity. This characterization applies to the vast majority of friends groups surveyed for the creation of this manual (see the following page for a table that characterizes the "typical" friends group).

However, because of limited information about some organizations prior to conducting the survey, a small minority of survey respondents are atypical for a friends group. Examples include the Shenandoah Valley Battlefields Foundation (SVBF), the Gettysburg Foundation and the Fort Meigs Association (FMA). The SVBF is in charge of a congressionally-designated National Historic District anchored by Winchester on the north end and Staunton on the south end, it receives federal funding, and has six staff members. For the purposes of this manual, the SVBF has been placed in the "allied organizations" category given that it does not focus on a single battlefield or a more finite area. Similarly, the Gettysburg Foundation is a "friends group on steroids" that has an agreement with the NPS to operate the battlefield park and visitors center, which translates into a very large budget and staffing. And finally, the FMA manages the Fort Meigs state historic site in northwest Ohio and has a staff of five, plus additional seasonal employees.

Nevertheless, these three examples are clearly the exception, as the survey conducted for this manual's preparation revealed that the typical battlefield friends group has no paid staff and nearly 50% of them have an annual budget of less than \$5,000.

Appendix A is an abbreviated version of the inventory of friends groups conducted for this project, but below is summary of the total by war and state:

Revolutionary War Battlefield Friends Groups – 21

Florida - 1; Georgia - 1; Massachusetts - 1; New Jersey - 3; New York - 5; North Carolina - 1; Pennsylvania - 3; South Carolina - 4; Virginia - 2.

War of 1812 Battlefield Friends Groups – 9

Alabama - 1; Louisiana - 1; Maryland - 2; Michigan - 1; New York - 1; Ohio - 1.

Civil War Battlefield Friends Groups – 94

Alabama -1; Arkansas - 3; Florida - 2; Georgia - 11; Kansas - 1; Kentucky - 6; Louisiana - 2; Maryland - 4; Minnesota - 2; Mississippi - 4; Missouri - 6; New Mexico - 1; North Carolina - 8; North Dakota - 1; Ohio - 1; Oklahoma - 2; Pennsylvania - 2; South Carolina - 1; Tennessee - 10; Texas - 1; Virginia - 20; West Virginia - 4; Washington, DC - 1.



Established in 1995, the Friends of the Wilderness Battlefield, Inc. provides a range of support services to this National Park Service battlefield. Here they are assembled to mobilize for an annual Park Day clean-up effort. Photo Source: Free-Lance Star

A) INTRODUCTION

Role of Battlefield Friends Groups

Although not all friends groups perform the following roles, below are the typical roles of most:

- Build relationships with owners of privately-owned battlefield lands.
- Follow development proposals that might threaten battlefield preservation.
- Stay alert to battlefield properties that become available for acquisition and preservation.
- Partner with organizations such as the American Battlefield Trust to help preserve lands.
- Develop and maintain a relationship with the owners/operators of battlefield parks to provide any needed support, including historic research, interpretation, land maintenance, physical improvements, living history and other programming, and fundraising.

"I began to reflect upon the role of the battlefield's caretaker. Not just co-owner, but caretaker. The battlefield needed someone to look after it if it was to remain meaningful in the onslaught of a future that all but dismissed its non-commercial value. It needed a personal input, something akin to love, the surest method of preservation, but by no means the easiest or the cheapest."

Peter Svenson, land owner and author of "Battlefield: Farming a Civil War Battleground"

"Friends groups are our eyes and ears on the ground. We rely on them to pick up news of threats and opportunities. We love friends groups."

Pam Goddard - National Parks Conservation Association



The Battle of Brandywine, on September 11, 1777, was the largest Revolutionary War battle fought on American soil, and the Brandywine Battlefield Park Associates serves as the battlefield's local friends group. As part of the American Battlefield Trust's 1776 Campaign, the Trust announced in 2017 that the scenic 10.4-acre Dilworth Farm tract had been saved in perpetuity by the Trust and its partners. Photo Source: Robert James

A Typical Battlefield Friends Group

The following is a summary of the most popular answers of those who responded to the battlefield friends group survey (55 total responses):

- *War Associated with their Battlefield* – Civil War
- *Location of the Battlefield* – Virginia
- *Ownership of the Battlefield* – Federal government (NPS)
- *Digital Communications* – Website, Facebook page, and some use of other social media (Instagram, Twitter, LinkedIn)
- *Number of Members* – 100 to 300
- *Members Actively Involved* – 0% to 25%
- *Annual Budget* - \$5,000 or less
- *Staffing for the Group* – None
- *Board Meetings* – 9 to 12 annually
- *Meetings Targeting Full Membership* – 1 annually
- *Services & Activities* – Newsletter, website, battlefield tours, battlefield stewardship and preservation
- *Partnerships* – Various organizations (American Battlefield Trust, government, history organizations, etc.)
- *Preservation Strategies* - Following development threats, staying alert about available properties, and maintaining relationships with key land owners
- *Primary Challenges* – Sustaining members, funding, partnering opportunities, and support from governmental units

Boots on the Ground: A Manual for Battlefield Friends Groups

B. ESTABLISHING A FRIENDS GROUP

Board meeting of the Tennessee Civil War Preservation Association in 2012 - The Walker Collaborative

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B) ESTABLISHING A FRIENDS GROUP

Building Relationships & Leadership

Battlefield friends groups are typically initiated in one of two ways. Either a group of like-minded individuals who want to support the battlefield come together and start a group, or the operators of a battlefield park recognize the need for a friends group and become the catalyst for such a group. Regardless of the circumstances, the genesis of virtually every battlefield friends group includes two key features - relationships and leadership.

Relationships

The relationships of people with a common interest or objective are the foundation of many types of groups. Within the context of battlefield friends groups, the types of people who frequently come together to form the relationships that evolve into a friends group include:

- Historic society members
- Military history roundtable group members
- Military genealogy-based group members (SAR, SUVWCW, SCV, UDC, etc.)
- Environmentalists
- Outdoor recreation supporters

In particular, when relationship types as described above, intersect with representatives of a battlefield management entity, the conditions are particularly ripe for the birth of a friends group.

Leadership

A group without leaders has difficulty accomplishing its goals. While not every organization needs the rigid structure of an army led by generals, colo-

nels, majors, captains, lieutenants, and so on down the line, some hierarchy of leadership is always needed. Among the traits most helpful for the leaders of a battlefield friends groups, whether fledgling or mature, are the following:

- Genuine interest in the battlefield, including its history, open space and recreational value, heritage tourism potential, or other attributes
- Ability to work effectively with others
- Sufficient time and energy to incubate and grow the entity
- Organizational and communication skills, including the ability to sincerely listen to others

It is noteworthy that the skill set needed to initiate a battlefield friends group is not necessarily the same skills needed to sustain it into the future. An analogy is that those who create start-up businesses evolving into major corporations are often eventually replaced by CEOs who can more successfully navigate its growth over time.

“Every friends group needs strong leadership, which is not always easy to find.”

James N. Weaver
- Parkers Crossroads
Battlefield Association

Conceptualizing the Organization

The best starting point for developing the concepts behind a new battlefield friends group is to review this manual and to identify potential model organizations. Preferably, model organizations would have a battlefield owner/operator type that is consistent with the subject group's battlefield. In other words, if the subject group's battlefield is owned and operated by a local government, the battlefields of the model groups should be as well. The same applies to other owner/operator types, such as state or national parks. Likewise, geographic similarities can be helpful, such as a remotely-located battlefield in a rural area versus one in or

near a major population center. Once model groups are identified, their leadership should be contacted and conversations should occur to help enlighten the leaders of the new battlefield friends group.

Questions to Consider in Starting a Battlefield Friends Group

The following questions should be answered by the leadership of an infant friends group, and the answers should determine whether to proceed with formalizing the group:

- Does the battlefield have an owning and/or operating entity providing stewardship?
- What type of support does the battlefield and its owner/operator need?
- What would be the mission and role of the friends group?
- Does some other organization already exist that might provide this role?
- How would the friends group attract members and secure funding?
- Is there genuine support and encouragement coming from the battlefield's owner/operator and the local government?
- Will the group need to incorporate or is a less formal organizational structure acceptable.
- If incorporation is needed, is there someone who can assist in that effort?
- Will a formal partnership agreement be required with the owners/operators of the battlefield?

B) ESTABLISHING A FRIENDS GROUP

Organization Name & Branding

Although the name and identity of the battlefield friends group can be changed at a later point in time if the need is determined, it is better to get it right from the beginning so that the public does not have to relearn the name and brand at some point in the future.

Name

It is recommended that the name of the friends group reflect the following considerations:

Feature the name of the battlefield

This is the most important idea because the battlefield is the group's primary focus and it already has name recognition with the public.

Reflect an organization type

It should be clear that the friends group differs from the battlefield's owner/operator, so words such as "friends," "association," or "foundation" should be part of the group's name.

Be concise

The organization's name should be easy and effortless to say.

Consider an abbreviation or acronym

While not critical, it is often helpful if the organization name can utilize the first letter of each word (or primary word) to create an easily remembered acronym.

Confirm it is not already used by another group

For the purposes of having a website, the following link allows research into existing domain names to avoid using one that already exists:

www.networksolutions.com.

Branding

Branding is the act of creating and conveying the identity and image for the friends group. The

branding components are often visual and might include a logo and color palette, both of which are coordinated. The logo should feature the organization name and have a simple appearance that can be easily discerned even when employed at a small scale or seen from a substantial distance.

Model Organization

The name and branding for the Monocacy National Battlefield Foundation (MNBF), established in 2016, is an excellent model for effective naming and branding. The name meets all of the suggested criteria at left by featuring the battlefield's name, reflecting the organization type, being relatively concise, and working as an abbreviation. By adding the words "Preserve, Protect, Enhance," it even conveys the group's primary mission. Likewise, their logo is attractive, simple and employs a limited color palette to avoid a busy appearance. See the sidebar below for information on the MNBF.

Mission & Activities

Given that the mission and activities of an organization can be amended as needed later, many groups spend too much time on getting this aspect of the entity just right, resulting in wasted time and "analysis paralysis." As with many other topics for a battlefield friends group, adapting the mission and activities of other model groups is often a good starting point.

"Simple is best. Make a mission statement and stick with those principles."

Joni House -
Friends of Perryville
Battlefield

Mission

A mission statement summarizes the objectives of the battlefield friends group. The best mission statements are concise, direct, comprehensive and inspiring. They might be thought of as the "elevator speech" that conveys why the organization

Monocacy National Battlefield Foundation

This relatively new battlefield friends group was formed shortly after a 2015 public engagement project to usher in the expansion of the battlefield's National Historic Landmark boundaries. That project was sponsored by the Frederick County Landmarks Foundation and funded by an NPS American Battlefields Protection Program (ABPP) grant.



"The establishment of the Monocacy National Battlefield Foundation involved lots of strategic planning on the front end and alignment with the NPS."

Andrew Banasik - Monocacy National Battlefield
Superintendent



Volunteers at the 2017 Park Day clean-up event. Photo Source: American Battlefield Trust

B) ESTABLISHING A FRIENDS GROUP

exists. Some mission statements feature a set of supplemental goals and objectives, which provide another layer of detail regarding a friends group's mission. Furthermore, a mission statement is required for a battlefield friends group to receive 501(c)(3) nonprofit status.

Activities

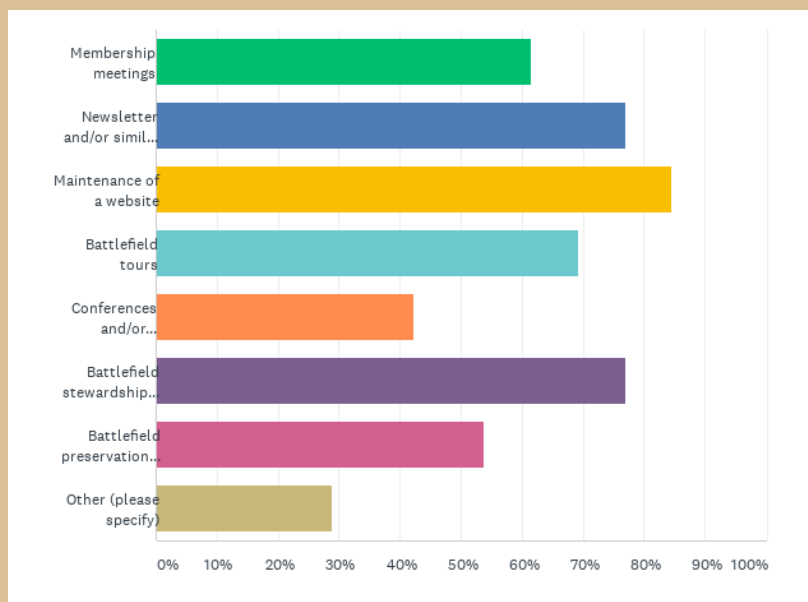
The activities engaged by a battlefield friends group can vary widely and they should be determined during the early planning of a new friends group. They are, in effect, a detailed outline that is an outgrowth of the group's mission statement. Also, specific activities can evolve over time based upon the needs of the battlefield and its operators. As part of the project to produce this manual, a survey was conducted of battlefield friends groups (see Appendix B for the full results). While clearly not scientific, a total of 55 groups (42% of

those sent the survey) responded to the survey, with the breakdown by activities as follows:

Services & Activities by Percentage of Groups

- Membership meetings - 62%
- Newsletter and/or like communications - 77%
- Maintenance of a website - 85%
- Battlefield tours - 69%
- Conferences and/or workshops - 42%
- Battlefield stewardship - 77%
- Battlefield preservation - 54%
- Other - 29%

Some of these activities have sub-categories, such as for the multiple ways that battlefield stewardship and battlefield preservation can occur. See Section D of this manual entitled "Achieving The Group's Mission" for details on how to approach these various activities.



Of those battlefield friends groups that responded to this project's survey, the most common service is the provision of a website for the organization, which can provide important information to both members and non-members. That service is followed in frequency by the distribution of a newsletter and similar communications, and battlefield stewardship. Stewardship can include a broad range of activities, including landscaping maintenance, trail development, construction and maintenance of fencing, cleaning up litter, and similar activities.

Example Mission Statements

Below are examples from three friends groups associated with three different wars.

Friends of Monmouth Battlefield (NJ)

"The Friends of Monmouth Battlefield are dedicated to protecting, preserving and interpreting the military and social history of the Monmouth Campaign of 1778 and the cultural landscapes of both the battlefield and associated sites within a broader geographic area beyond the Park. The preservation and interpretation of the Monmouth Campaign is a vital link in commemorating New Jersey's role as the Crossroads of the American Revolution."

Friends of Fort McHenry (MD)

"Our mission, in partnership with the National Park Service (NPS), is to support the development and implementation of educational programming and living history activities, and the creation of interpretive exhibits and visitor facilities that best engender the widest possible understanding and appreciation of Fort McHenry and the enduring legacy and promise of "The Star-Spangled Banner," our National Anthem."

Pea Ridge National Military Park Foundation (AR)

"The mission of Pea Ridge National Military Park Foundation (PRNMPPF) is to educate the public on the Civil War significance of the Park and how the Park can be used as a family destination for enjoyment, fitness and education. The Foundation's aim is to raise awareness of the additional support required to help provide and preserve the natural, historical and cultural environment of the Park through personal involvement."

B) ESTABLISHING A FRIENDS GROUP

Funding Approach

Of those friends groups who responded to the survey conducted for this project, 49% have annual budgets of less than \$10,000. Likewise, 88% indicated that funding is at least a moderate challenge. Of that group, 27% indicated that funding is a substantial challenge, and 18% stated that it is a tremendous challenge. Therefore, figuring out the group's funding approach will be important from the very beginning. Two key questions need to be asked during the entity's formative stage:

“Our group cannot exist without continuous funds due to the fact that we own a Civil War home and it requires a continuous upkeep.”

Larry James - Newtonian Battlefields Protection Association

How much money will be required?

Answers to the following questions will help to determine the extent of needed funding:

- Will the group need to pay for an office and/or meeting space?
- Will the group need any paid staffing or consultants, such as an attorney, accountant or website designer?
- Will the group need liability insurance or payments for registration fees?
- Will the group need to produce a newsletter and pay for mailings?
- Will board members need to attend conferences that the group might need to pay for?
- Will the group need to raise funds for various projects tied to the battlefield or for land preservation efforts?

Where will the needed money come from?

The answer to this question could include any of the following potential funding sources:

- Membership dues

- Grants from the public or private sectors
- Fundraising events
- Contracts with the battlefield operator to provide specific services
- Fundraising campaigns

Once the group's likely expenses and revenue sources are identified, a budget should be prepared with various line items for expenses and revenues. In most cases, the budget is prepared by

the group's Treasurer, assuming that the Board of Directors has elected officers by this point. Finally, the organization's funding needs and approaches to funding can also determine how formal the organizational structure needs to be, as expanded upon on the following page.

Sample Budget for a Start-Up Non-Profit Organization

Revenue	Amount	
General donations	\$2,500	
Appeals	\$1,500	
Monthly giving	\$1,200	
Fall gala	\$4,500	
Program fees	\$15,000	
In-kind donations	\$5,000	
	Total revenue	\$29,700
Expenses	Amount	
Salaries	\$17,000	
Payroll taxes	\$5,000	
Insurance	\$500	
Marketing & PR	\$500	
Office supplies	\$350	
Postage & Printing	\$400	
Professional services	\$1,500	
Program supplies	\$2,050	
Technology & Phone	\$1,500	
Travel & Mileage	\$900	
	Total expenses	\$29,700
	Net gain/loss	\$0

Graphic Source: Get Fully Funded

Of those battlefield friends groups that responded to the survey conducted for this manual's preparation, only 34% have an annual budget above \$25,000. Correspondingly, the vast majority of groups have no paid staffing. Furthermore, some of those groups that do have larger budgets and/or staffing may not fit the strict definition of a battlefield friends group as applied within this manual. Examples include the Shenandoah Valley Battlefields Foundation, which serves a large region rather than a specific battlefield, and the Fort Meigs Association, which actually operates its War of 1812 site on behalf of the State of Ohio. Nevertheless, the sample budget at left features many of the typical revenue sources and expenses faced by non-profit entities of all sizes and regardless of their mission.

B) ESTABLISHING A FRIENDS GROUP

Forming a Nonprofit Entity

With the exception of the most casual of battlefield friends groups involved in fairly limited activities, most will want to incorporate as a nonprofit entity. The majority of friends groups are considered to have a charitable and/or educational purpose and can incorporate as nonprofits recognized as such by the Internal Revenue Service (IRS) to obtain a tax-exempt status. Establishing a new nonprofit organization can be a lot of work, but it is necessary for donors to receive tax deductions for their donations. For friends groups that are affiliated with an NPS battlefield park and enter a formal partnership with the park, nonprofit status is required if any financial transaction will occur. However, one alternative for friends groups to avoid incorporating as a nonprofit is to be “taken under the wings” of another organization that already has nonprofit status.

Before submitting any official documents related to the formulation of the friends group, it is recommended that they be reviewed by an attorney. For this and other reasons, it is helpful to have an attorney on the organization’s board.

Since establishing a nonprofit entity is a relatively generic process regardless of the mission of the organization, and because there are countless sources of information available to assist in that process, the topic is addressed here in only a general manner. Moreover, links to organizations that support nonprofits are provided on the following page. Nevertheless, the following are some key issues to address when establishing a nonprofit entity that will function as a battlefield friends group.

Incorporating in Your State

As with any business or nonprofit entity, a new friends group will need to file all of the required paperwork and acquire any necessary licenses be-

fore embarking on activities that are aligned with its mission. The most important first step is filing the organization’s Articles of Incorporation with the appropriate state agency. Requirements for associated documents and filing fees will vary from state to state. Regardless, it is important that your documents are clear that your group intends to be a tax-exempt entity.

Filing for 501(c)(3) Status

As noted previously, tax-exempt status is an important objective for any battlefield friends group. Once secured, the battlefield friends group also has the legal responsibility to maintain its nonprofit status. Organizations must keep and file reports annually, and the amount of information required is generally determined by the amount of money the organization manages. For detailed information on how to achieve that status, visit the IRS website at the following link: <https://www.irs.gov/charities-non-profits/charitable-organizations/exemption-requirements-501c3-organizations>

Adopting Bylaws

Bylaws govern the mechanics and rules of operating a nonprofit entity by providing a detailed outline of the organization. Key issues addressed in the bylaws include the group’s purpose, the location of the offices, board member qualifications, and the method of board members selection. There are many resources and examples available for model bylaws, but it is best to adapt the well-written bylaws of another battlefield friends group. Once adopted, it is a good practice to review the bylaws annually to keep them current, and they should always be available at board meetings in case related questions arise. Typically, bylaws can be amended by a vote of the group’s membership at their annual meeting or by a vote of the board if the organization is created to be managed by the board of directors.

Four Keys to Nonprofit Success

The following was written for Giving USA by Bill Jacobs of AnalyticalOnes based on reading Cecile Richards’ book “Make Trouble.”

1) Set concrete goals that can be achieved

Too often in nonprofit circles, missions and goals are filled with goals of “transforming lives” or “giving hope.” While these aspirational goals are inspiring, they aren’t concrete. Concrete goals are SMART goals (Specific, Measurable, Achievable, Relevant and Time-Sensitive).

2) Be willing to ask for money

You’d think this would be a no-brainer in the nonprofit world, but it is amazing how often we hear about Executive Directors or Board members who are scared to ask for money. I love Richard’s approach to fundraising that will alleviate some of those fears: “If you ask for money, you will get advice. If you ask for advice you will get money.” This is so simple, but it is critical. Engaging people beyond their pocketbook is the key to getting into their pocketbook.

3) Take big risks

Anyone who has started an organization knows, rightly or wrongly, they ultimately own all of the successes, and all of the failures. So you may as well think big.

4) Master organizational rules

Make sure everyone has a voice in every meeting, and make sure they have a specific action item when they leave. And the “small” stuff isn’t small at all (name tags, food, start on-time, end on-time), and most importantly – have fun.

B) ESTABLISHING A FRIENDS GROUP

EXAMPLE SOURCES OF INFORMATION FOR NONPROFITS

Alliance for Nonprofit Management



Overview / Mission Statement

The Alliance is the national voice and catalyst for the field of capacity building. Our mission is to increase the effectiveness of the individuals, groups and organizations that help nonprofits and communities achieve positive social change. We create spaces for professional dialogue and learning by amplifying research in the field and promoting its implications for effective practice.

Contact Information

Address: 89 South Street, Ste. 700 - Boston, MA 02111

Phone number: (800) 397-2034

Website: <https://allianceonlinecommunity.org/>

First Nonprofit Foundation



Overview / Mission Statement

First Nonprofit Foundation is a Pennsylvania-based, private grant-making organization that focuses on bolstering the nonprofit sector in the United States. We originally started as an extension of the First Nonprofit Insurance Company. The company decided to use funds from substantial investment returns for philanthropy. The Foundation was established with an initial contribution in 2003.

Contact Information

Address: Hershey Square #236 - 1152 Mae Street

Hummelstown, PA 17036

Website: <https://firstnonprofit.com/>

National Council of Nonprofits



Overview / Mission Statement

The National Council of Nonprofits is a trusted resource and proven advocate for America's charitable nonprofits. Connecting the policy dots across all levels and branches of governments, the Council of Nonprofits keeps nonprofits informed and empowered to create a positive public policy environment that best supports nonprofits in advancing their missions.

Contact Information

Address: 1001 G Street, NW | Ste. 700 East - Washington, DC 20001

Phone number: (202) 962-0322

Website: <https://www.councilofnonprofits.org/>

Center for Nonprofit Management



Overview / Mission Statement

We believe that thriving nonprofits are essential to a strong community. But how can nonprofits thrive when we're stretched thin and lacking time, dollars, and resources? At CNM, our mission is to equip your organization with the things you need to make a difference. We connect you to expertise, partnerships, and tools that will enable you to focus on your mission, all day, every day.

Contact Information

Address: 37 Peabody Street Suite 201 - Nashville, TN 37210

Phone number: (615) 259-0100

Website: <https://www.cnm.org/>

Boots on the Ground: A Manual for Battlefield Friends Groups



2018 Carter House (Tennessee) Park Day Clean Up event - Battle of Franklin Trust

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C) BUILDING AN ARMY

This section of the manual addresses the phase of a battlefield friends group between its initial establishment and its maturity to the point of becoming productive. Issues include board development and maintenance, staffing, membership recruitment and retention, volunteer management and mobilization, partnerships, and fundraising.

Board Development & Maintenance

Survey Findings

A few of the relevant questions and answers that were part of the survey of battlefield friends groups conducted for this manual are summarized below.

Frequency of Meetings

Of those groups that responded to the survey, below is a breakdown of the frequency of their Board of Directors meetings.

- 1 meeting each year 6% of groups
- 2-4 meetings each year 28% of groups
- 5-8 meetings each year 25% of groups
- 9-12 meetings each year 34% of groups
- 13+ meetings each year 8% of groups

Sufficient Leadership from the Board

- Not a challenge 37% of groups
- Slight challenge 22% of groups
- Moderate challenge 31% of groups
- Substantial challenge 6% of groups
- Tremendous challenge 4% of groups

Board Development

When developing a Board of Directors for a friends group, three key issues must first be considered:

- What is the role of a Board Member?
- What are the desired characteristics of a Board Member?
- How should Board Members be recruited?

Role of Board Members

The role of a Board Member has both legal and practical dimensions. According to the National Council of Nonprofits (NCN), the three primary legal responsibilities include the following:

- *Duty of Care:* Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will.

- *Duty of Loyalty:* Ensure that the nonprofit's activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the nonprofit corporation, not in the best interest of the individual Board Member.
- *Duty of Obedience:* Ensure that the nonprofit obeys applicable laws and regulations, follows its own bylaws, and that the nonprofit adheres to its stated corporate purposes/mission.

In addition to fiduciary responsibilities, Board Members play many other roles, including guiding the direction of the entity, overseeing any employees and/or volunteers, raising money, representing the organization

“As the President, you have to be able to roll up your sleeves and work. Everyone on our board has a job.”

Mark Leach - Friends of Wilderness Battlefield

before the public, and recruiting members (including new Board Members). They will also need to directly engage in those activities of the group that align with its mission. In the case of a battlefield friends group, that could mean helping with landscape maintenance, repairing trails, volunteering at events, and similar activities. The graphic below from the NCN provides an overview of the characteristics of a well-functioning board.



Graphic Source: National Council of Nonprofits



Photo Source: The Walker Collaborative

“Do not have a board filled with outsiders that make the locals wary of intent. But also do not limit the focus to just the immediate area when it comes to embracing ideas. Not welcoming members and input from wherever it may generate kills the passion others may have.”

Jordan Pickens -
Buffington Island Battlefield
Preservation Foundation

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Desired Characteristics of Board Members

Because the vast majority of battlefield friends groups lack any staffing, the necessary traits of Board Members differs substantially from non-profits with staff. Consequently, most Board Members need to be “worker bees” rather than simply showing up to board meetings and voting on the group’s business. In addition to having a genuine interest in the subject battlefield, it is recommended that one or more of the following types of prospective Board Members be considered:

- Historian
- Public official
- Attorney
- Accountant
- Environmentalist
- Philanthropist

“Delegate responsibility and distribute duties among board members.”

Bernard Fisher -
Richmond Battlefields
Association

The technical skills of an attorney and an accountant are helpful to any friends group for obvious reasons. Likewise, the board should feature members who are thoughtful, easy to work with, respectful of others, and team players. Finally, because battlefield friends groups tend to be dominated by older white males, some degree of gender, age and ethnic diversity is strongly advised. Not only will a broader range of perspectives greatly enrich the organization, but diversity will also positively impact how the friends group is perceived, which may be important to entities and individuals who might consider donating to the group.

Should Battlefield Park Employees Serve on the Board?

For battlefield parks owned by a public entity such as the NPS, state or local government, it is best for their employees to not serve on the associated friends group’s Board of Directors as voting members. The reason is that conflicts of interest (or perceived conflicts) might occur. If friction were to develop between the friends group and the park management, it would put the park employee serving on the board in an awkward position. In fact, NPS rules preclude employees from serving in such a role. However, it can be very useful for NPS staffers to serve as ex-officio members or as a liaison to the park.

How to Recruit Board Members

The first step in recruiting Board Members is to determine the types of people needed by considering the types of people already serving. Once the specific needs are identified, the group should consider what might motivate a person to become a Board Member. The reasons can be varied, including an interest in history and the battlefield, the social aspects of being with others, and the satisfaction of accomplishment, among others. To ensure that prospective Board Members have an understanding of what they are getting into, it is also helpful to have a written statement of Board Member duties, the anticipated length of their term, and their expected level of involvement, including financial contributions.

It is likely that members of the friends group and the park’s leadership will have thoughts on people in the community that would be desirable candidates for the board. However, if more work is required in that regard, the group can get the word out that one or more new Board Members are being sought. Representatives of the group could make presentations to service clubs, houses of worship, social clubs, schools, and at various community meetings. Individual contacts and personal visits can also be effective. Lastly, press releases, letters to the editor, articles in publications, postings on websites, and social media are additional ways to stimulate interest in joining the board.

Board Maintenance

Once a Board of Directors is up and running, board maintenance should be the focus. Turn-over of members is a natural occurrence, and in most cases, the occasional replacement of members is even desirable. When openings on a board occur, the same considerations and recruitment approaches described previously in building a board should be revisited.

“People come and go on these boards, so just expect that to happen.”

Bill Gurry - Trail
Director - Kennesaw
Mountain Trail Club

Committees

As a friends group develops, committees of roughly three to five board members might be appointed for basic functions such as membership recruitment, fundraising, finances, and special projects. Such committees can conduct in-depth work between board meetings and make their recommendations to the full board on their issues. This committee-based approach results in a more efficient use of Board Members’ time. Beyond these most fundamental committees limited to Board Members, additional ad hoc committees might also be formed as needed as a way to involve other people without requiring a commitment to serve on a board. Such committees can also serve as a pathway to membership on the Board of Directors.

Board Member Contracts

One approach to keeping boards committed and productive toward their mission is to remind them annually of their “contract” with the organization. This arrangement is obviously not a contract in the legal sense, but rather an informal agreement by each Board Member to attend most of the meetings, serve on one or more committees, contribute financially at some level, and similar obligations. See sample contract provisions on the next page.

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Board Member Contract Provisions

The following is a composite from sample Board Member contracts that can be adapted to the specific needs of any group:

1. I will stay informed regarding the group's activities, finances, and other topics so that I can be effectively involved in the board's decision making.
2. I will work in good faith and partnership with other board members and staff (if applicable) to achieve our friends group's mission.
3. I will convey the group's mission and activities to the public, represent the organization as applicable, and serve as a spokesperson.
4. I will not make negative comments (including on social media) regarding the friends group and its members or staff outside of the immediate Board of Directors.
5. I will attend at least 75 percent of board meetings, committee meetings, and other events.
6. I will make an annual financial contribution to the group at a level that is meaningful to me (such as making it one of my top three annual contributions).
7. I will actively participate in any membership drives and fundraising efforts.
8. I will excuse myself from discussions and voting if I have a conflict of interest.

Staffing

This topic will not apply to most battlefield friends groups, as most lack the funding to afford staff. However, for those that do have staff, it is a very important subject.

Survey Findings

For the survey conducted of battlefield friends groups at part of this project, only one question pertained to staffing. Of the groups that responded to the survey, *73% indicated that they have no staff*. Furthermore, of those groups that do have staff, most fit the model of the atypical friends groups described elsewhere in this manual, and as detailed in the survey results in Appendix B.

Responsibilities & Costs

Before hiring staff, a battlefield friends group must be sure that it has the financial resources to take on this responsibility. Not only will their be salary requirements, but assuming the staff is an employee and not a contractor, there will also be benefits such as health insurance and paid vacation. The organization will also have paperwork associated with the employee, including obtaining an Internal Revenue Service (IRS) Employer ID Number and completing IRS Form W-4 for income tax withholding from their paychecks. The employee will also need office equipment such as a computer and may even need office space.

Making the Right Hire

First, salary levels are a primary limitation for most battlefield friends groups that can afford to hire staff. Consequently, the staff are typically people who place their passion for the mission above the amount of money they will earn. In some cases, the people hired for such positions are either young and right out of college or transitioning into retirement. If it is a part-time position, they may use it to supplement their other income, and they can likely work as a contractor not receiving benefits. Regardless, the following characteristics are recommended for friends group staffing:

- Knowledge and interest in the battlefield and the associated war
- Ability to work independently with very limited oversight by the board
- Public speaking, writing and organizational skills
- Resourcefulness in light of the limited resources of most friends groups



Because the Central Virginia Battlefield Trust is affiliated with four different national battlefield parks within a small geographic region, it has the unusual resources to be able to fund an Executive Director and an Assistant to the Director. Photo Source: CVBT

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It is noteworthy that friends groups sometimes hire staff who may possess many of the qualities listed here, but who lack the knowledge and interest in the battlefield and history. Often, such individuals come from a nonprofit background. While this hiring scenario can sometimes pan out, it frequently does not and should usually be avoided.

Overseeing Staff

Being in charge of people is a skill that does not come easily for a lot of people, especially if they are Board Members of a nonprofit entity and have not had a career spent managing employees. Rather than every Board Member functioning as the boss, it is best if direct orders and oversight comes from the Board's Chair, and other Board Members can provide input to the Chair on staffing issues. To ensure that friends group employees are productive and held accountable, it is recommended that the following documents be revisited and updated at least annually.

Job Descriptions

A detailed job description is initially critical to be able to hire one or more staffers. Then the description should be revisited annually in case any adjustments might be in order. In the relatively rare circumstance in which the staffing may expand, descriptions of previously-existing positions will likely be revised since some duties can be shifted to the new employee, resulting in at least somewhat more specialization for each staff member. The job description can also serve as a measuring stick for the performance evaluations discussed later.

Work Plan

Every year, the Board of Directors should review the group's Work Plan with the staff, which will be a direct outgrowth of the organization's mission. More specifically, the Work Plan should align with

the topics addressed in Section D of this manual - "Achieving the Group's Mission." Typical categories within the Work Plan might include:

- Battlefield Preservation
- Battlefield Stewardship
- Research & Interpretation
- Community Outreach
- Programs, Activities & Events

However, not every group engages in all of those activities, and the priorities may shift from year to year. Regardless, to the extent possible, each line item within the Work Plan should include quantifiable objectives, such as "Preserve three or more acres of battlefield," "Improve at least one mile of trails," or "Recruit five or more new members."

Evaluations

Annual evaluations of a friends group by the Board of Directors should occur at two levels. One way to evaluate staff performance, as noted earlier, is to review the job description. The other way to evaluate performance is reviewing and updating the Work Plan. Although the full Board of Directors should provide input into the evaluation process, it is recommended that a smaller committee of two or three people (including the Chair) be the ones to interact directly with the staff on this topic. Discussions with staff need to be conducted in a very private and sensitive manner, while striking a balance between positive encouragement and identifying potential areas of improvement.

It is noteworthy that, *even for battlefield friends groups lacking any staff, the development of an annual Work Plan and evaluations of achievements can be a worthwhile exercise.* However, without staffing, the expectations and accountability level need to be realistic. For more on this topic, see page 21.

Membership Recruitment & Retention

While there may not be a direct correlation in every instance, generally speaking, the larger the friends group, the more effective it tends to be. Consequently, the recruitment and retention of members should be a significant concern for any battlefield friends group.

"While we have plenty of ideas, having a small membership means we have a small handful of people to do all the work. Right now expanding memberships, and hence volunteers, is a major need."

Jordan Pickens - Buffington Island Battlefield Preservation Foundation

Survey Findings

Of the friends groups that responded to the survey conducted for this project, below is a breakdown of the size of the organizations in terms of membership numbers:

<u># of Members</u>	<u>% of Groups</u>
1-14	13%
15-49	25%
50-99	19%
100-299	35%
300+	8%

The most frequently-cited number range of dues-paying members for surveyed battlefield friends groups was 100 to 299 members. When asked how much of a challenge it is for the group to sustain a sufficient number of members, the following results were revealed:

Not a challenge to sustain members – 6%
Slight challenge to sustain members – 16%
Moderate challenge to sustain members – 38%
Substantial challenge to sustain members – 28%
Tremendous challenge to sustain members – 12%

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Membership Recruitment

Many aspects of recruiting members for the friends group's Board of Directors are the same for recruiting the general membership. However, the need to be selective is much lower, as the main goal is simply to gain new members, although it is hoped that they will also be meaningfully engaged in the organization. Thus, some of the methods cited earlier regarding board recruitment can apply here as well, including:

- Representatives of the group making presentations to service clubs, houses of worship, social clubs, schools, and at community meetings
- Media-based approaches, such as press releases, letters to the editor, articles in publications, postings on websites, and social media

“Hold frequent meetings with fresh presentations. Obtain guest speakers. Utilize the internet and social media.”

Gary Gimbel - Falling Waters Battlefield Association

- Targeting members of historic societies, military roundtable groups, and veteran descendant groups (SAR, DAR, SUVCW, SCV, UDC, etc.)
- Targeting environmentalists and supporters of outdoor recreation

The active involvement of the Board of Directors will also be important for member recruitment efforts. Some battlefield friends groups challenge their Board Members to recruit one or more new members over the course of each year. Another effective approach can be for the operators of the battlefield (NPS, state or local government, etc.) to promote the friends group, including having membership information located in a high-visibility location in the battlefield's interpretive center. Finally, one of the more creative approaches to promoting membership may be that of the Battle of Franklin Trust in Franklin, Tennessee. They have utilized the advertising space located above mens room urinals in area bars and restaurants to promote their battlefield friends group.

Membership Retention

Gaining a new member does not help a battlefield friends group much if two members are lost. Thus, retaining current members is an important ongoing objective for any friends group. Approaches to sustaining membership include the following:

- Constant communications through a variety of means, including newsletters, emails, and a continually updated website
- At least one annual meeting targeting the full membership
- Periodic events, such as battlefield tours, lectures and Park Day events

Also, the status of memberships should be reviewed at least once a year. When members allow their memberships to lapse, the organization should reach out to them directly to encourage their membership renewal. For friends groups lacking staffing, that might be done by a Board Member leading a committee most related to this topic. To be time efficient, the initial contact might start with an email message. However, if that approach is unsuccessful, a telephone call may be needed.

“Be sure to stay in touch with members and keep the public up to date on projects and goings on at the site.”

Ashley Sonntag - Cedar Creek Battlefield Foundation

Volunteer Management & Mobilization

While some battlefield friends groups utilize only a few volunteers each year, others rely on dozens to help carry out their mission. The extent to which a friends group relies on volunteers will determine how formal of a volunteer program is needed. Also, for friends groups that have an official agreement with the operators of their affiliated battlefield, a formal understanding regarding the use of volunteers will be a requirement.

Fought on January 10, 1862, the Battle of Middle Creek in Prestonburg, Kentucky, resulted in a Union victory for Colonel James Garfield, who would later become a US President. The Middle Creek National Battlefield Foundation serves as stewards of the site, and they maintain a kiosk that includes a guest registry and foundation membership forms. The author of this manual, whose great, great, great grandfather fought in the battle on the losing side, spontaneously joined upon his first visit to the battlefield.

Photo Source: The Walker Collaborative



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Volunteer Management

Managing volunteers is similar to managing paid staff, a topic addressed previously in this manual. Unlike staff, volunteers do not expect to be compensated for their services. However, they do expect to be treated with respect, trained when applicable, supervised, and provided with a rewarding experience. It is recommended that every friends group that utilizes volunteers develop a set of minimal rules for volunteers, regardless of how informal the program may be. Issues to be addressed include showing up on time, dressing appropriately, conducting themselves in a polite manner, and not overstepping their authority. However, if such rules are too rigid, they may discourage volunteer participation, so a delicate balance is usually needed. Also, *friends groups need to be careful about compensating volunteers in any manner*, including even in non-monetary ways, as doing so can legally shift their status from volunteers to paid employees.

Volunteer Mobilization

Many of the ideas suggested earlier in this manual for attracting new members to the friends group can apply equally to attracting volunteers. One of the most effective ways to mobilize volunteers is to enthusiastically and consistently express your appreciation for their service. Such appreciation includes recognizing them in the group's publications and at any events. A volunteers award program might also be employed, such as a "Volunteer of the Year" award. However, such approaches need to be careful to avoid alienating volunteers who may not win the award.

"Plan regular activities to engage volunteers. Conduct annually a membership banquet with a speaker. Recognize volunteers who contribute."

Ben Bilko - Supervisor of NovaParks (on behalf of Friends of Ball's Bluff)

Partnerships

Within the context of battlefield preservation and stewardship, one of the primary buzzwords is "partnerships." Whether a battlefield friends group has formal or informal partnerships with other entities, leveraging the resources of allied organizations seems to be one of the keys to success.

Survey Findings

Of the friends groups that responded to the survey conducted for this manual's creation, below are the results regarding partnering opportunities:

Sufficient partnering opportunities

Not a challenge – 20% of groups
Slight challenge – 26% of groups
Moderate challenge – 40% of groups
Substantial challenge – 10% of groups
Tremendous challenge – 4% of groups

One survey question inquired about the various organization types with which friends groups have forged partnerships. The question yielded the following results, which are listed in their order of popularity:

<u>Partnering Entity</u>	<u>% of Groups</u>
American Battlefield Trust	63%
History organizations (roundtables, hist. societies, etc.)	61%
Governmental unit owning/operating the battlefield	55%
Local school groups (grade school through colleges)	47%
Local scouting troops	45%
Ancestry-based organizations (DAR, SCV, etc.)	37%
National Park Foundations	25%
Military veterans groups	24%
Other groups	24%

On May 29, 1780, British Lieutenant Colonel Banastre Tarleton led his cavalry in a defeat of American forces near Lancaster, South Carolina. Refusing to allow many American's to surrender, the cry of "Tarleton's Quarter" became a rallying cry for Patriots. The Friends of the Buford Massacre Battlefield was incorporated as a 501(c)3 organization in 2012 to preserve the battlefield. Pictured here are volunteers taking part in the American Battlefield Trust's 23rd Annual Park Day on Saturday, April 6, 2019, and the surrounding weekends.

Photo Source: American Battlefield Trust



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The following information and recommendations pertaining to partnerships are grouped into three general categories: NPS partnerships, other formal partnerships, and informal partnerships. This sequencing goes from the most stringent requirements to the least stringent requirements.

“Partner with as many organizations as feasible to help with funding and preservation expertise.”

James N. Weaver -
Parkers Crossroads
Battlefield
Association

National Park Service Partnerships

The NPS recognizes four different types of partnerships, some of which are more relevant to battlefield friends groups than others. NPS partnership agreements are forged with a great deal of care and negotiation between the representatives of the NPS and the battlefield friends group. In fact, reaching a formal agreement typically requires a couple of years to achieve. The four types of NPS partnerships, as described by the NPS, include the following.

Friends Group

The NPS defines a Friends Group as a nonprofit entity established primarily to assist a specific park area, a series of park areas, a program, or the entire NPS system. Groups can vary in their size, organizational structure, and purpose. They can also serve the NPS in various manners, such as providing volunteer services, assisting with resource management and preservation activities, conducting fundraising, and promoting issues specific to the park. Most funding to support Friends Groups is from donations, but it can also come from earned income. The NPS is guided by “Director’s Order #21” and “Reference Manual 21” when working with Friends Groups for philanthropic support for parks. To access these documents, go to:
<https://www.nps.gov/subjects/partnerships/do21-rm21.htm>.

Cooperating Associations

The NPS considers any nonprofit organization having a Cooperating Association Agreement with the NPS to be a Cooperating Association. They are established as part of a formal agreement to provide program or financial assistance to the NPS in the areas of public education, interpretation, research, and related visitor service activities. The association’s funding is derived from income earned through the sales of educational and interpretive materials, conducting educational programs and field institutes, and soliciting donations specific to their work. In some instances, the association actually operates the bookstore located within the park’s visitors center. Cooperating Associations are guided by NPS “Director’s Order #32.”

The primary distinction between Friends Groups and Cooperating Associations are their missions and income sources. The typical mission of an NPS Friends Group is to provide support for the overall mission of the park partner, and their funding comes from donations, membership dues, special events, and earned income generated through sales outside of the park. Cooperating Associations, on the other hand, have a very specific mission to provide program and financial support to the NPS for education, interpretation, and research. Their income is generated primarily from the sale of interpretive and educational items in the bookstores of the park’s visitor center. For the purposes of this manual, Friends Groups are more relevant than Cooperating Associations, although some organizations have the status of both NPS Friends Groups and Cooperating Associations.

Commercial Services Operators

More commonly referred to as concessionaires or lessees, these entities are businesses that the NPS contracts with to provide visitor services such as food, lodging, recreational services, and retail op-

erations. They have a legal agreement with the NPS that is typically subject to a competitive bidding process.

Volunteers in the Parks (VIP)

The main intent of the VIP program is to serve as a vehicle for the NPS to utilize voluntary help from the public. This program differs from a Friends Group in that the Volunteers have specific duties at a park and their relationship is directly with the park rather than through another entity. The VIP program is guided by NPS “Director’s Order #7.” For further information, visit the NPS website at www.nps.gov/volunteer. For more information on the NPS’s relationships with various types of groups and individuals, consult the report entitled “Making Friends: An Introduction to Building National Park Service Friends Groups,” at:
<http://npshistory.com/publications/rtca/making-friends.pdf>



Other Formal Partnerships

Formal partnerships between battlefield friends groups and entities other than the NPS can be as diverse as there are other types of entities. Typical organizations that own and operate historic battlefields beyond the realm of the NPS include state parks, municipal parks, and nonprofit organizations. Examples of such parks with affiliated friends groups include the Monmouth Battlefield State Park in New Jersey and the Eastern Flank Battlefield (City) Park in Franklin, Tennessee. Because formal partnerships with non-NPS entities can vary substantially, there are no specifics

“Get agreements in writing from the governing body as to what is expected of all parties involved.”

William Dodd - Curator
and Historian of Nash
Farm Battlefield Museum

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offered here. However, in general, the agreements between the battlefield park operator and the affiliated friends group can be less detailed and easier to negotiate than an agreement with the NPS.

Informal Partnerships

For the purposes of this manual, “informal partnerships” refer to a relationship between a battlefield friends group and the operators of the battlefield in which no formal agreement exists. Such partnerships are ideal for friends groups that are not incorporated or that are relatively casual in their approach to their mission. Informal partnerships are better suited to groups that are more ad hoc in their support efforts rather than engaging in regular programs. Regardless of the degree of formality for the partnership, a general agreement is recommended with the park operator.

Issues for a Partnership Agreement

At a minimum, any partnership agreement should address the following issues:

- Specific role of the friends group
- Designated individuals for the friends group and the park to approve decisions
- Approaches to fundraising and the transfer of monies from the group to the park
- Protocols for communications with the public, including social media
- Rules for how friends group members conduct themselves when functioning in support of the park

Selecting the Right Partnership for Your Group

The decision over what type of partnership is most appropriate for a friends group is often driven by the status of the battlefield. For example, if the battlefield is part of an NPS park and the friends group wants to have direct and meaningful involvement with the park, the only option is a formal partnership that would involve an agreement with the NPS, as discussed previously. However, an example of an alternative relationship is the Friends of the Battle of New Orleans. This organization is not recognized by the NPS

“Keep members informed and constantly stay in contact with park staff and management to better facilitate supporting their efforts.”

Ed Deaton President -
Guilford Battleground
Company

as a friends group in the technical sense because there is no formal agreement. However, because their primary focus is living history, they participate in events such as the annual commemoration of the battle. Thus, when deciding on the right type of partnership for your battlefield friends group, the following questions might be considered:

- Is the battlefield park operated by an entity that will require a formal agreement in order for the friends group to be substantially involved?
- Are the benefits of entering a formal agreement with the park worth the effort of reaching an agreement and the ongoing requirements?
- Do the board members of the friends group have a temperament that lends itself to a partnership with the battlefield park’s operators?
- How do the mission and activities of the battlefield friends group align with the needs of the operators of the battlefield park?



Of all battlefield parks, the Gettysburg National Military Park has the most robust program to utilize a friends group and volunteers. The Gettysburg Foundation has a contract with the National Park Service to operate the visitors and interpretive center, and they enlist the services of roughly 5,000 volunteers annually.

Photo Source: Gettysburg Foundation

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Maximizing Partnerships for Your Group

Regardless of what entity may own and/or operate the battlefield that is the focus of your friends group, a primary goal for the friends group should be to get the most out of the partnership possible. In doing so, the following principles should be considered:

“Do not ‘tell’ NPS or other partners what they should be doing. To be successful, you must create and maintain true partnerships.”

Mark Leach - Friends of Wilderness Battlefield, Inc.

Be a good listener and communicator.

Especially during meeting discussions, avoid talking over others and ensure that everyone at the table is heard from.

Maintain transparency in all matters.

To build trust between the friends group and the battlefield’s operators, avoid making significant decisions behind closed doors.

Prioritize the battlefield park operator’s interests.

The friends group’s role is to be a team player and support the park in whatever manner best meets the park’s needs.

Appreciate the park operator’s constraints.

Whether it is at the federal, state or municipal level, most battlefield park operators must constantly navigate “red tape.” The friends group must be patient and understanding of that reality.

Be a cheerleader for the battlefield park.

Self-promotion is not a natural trait of most battlefield park operators, so the friends group needs to play this role using a broad range of vehicles, including social media.

Find compromises when disagreements occur.

Focus conversations between partners on each side’s mutual interests and keep the tone positive.

“You have to work with the NPS, or whoever owns the battlefield, and provide what they need.”

Tom VanWinkle - Central Virginia Battlefield Trust

PARTNERSHIP SUCCESS FACTORS

Below is an excerpt from page 13 of the NPS’s “Making Friends Handbook” based on the work of Brian O’Neill.

1. Focus on Important Needs

Partnerships take time to establish and nurture in order to have successful outcomes. First, determine that a partnership is the best way to accomplish an important body of work. Then seek out the partner or partners who might best be able to help. In some cases you may have to create the right partner.

2. Adopt a Shared Vision

Development and continuing refinement of a shared vision of the work to be accomplished is key to the success of any partnership. The vision should reflect both the broad body of work and each project or initiative to be undertaken.

3. Negotiate a Formal Agreement

Good intentions and a handshake are not enough. Partnerships need formal written agreements and work plans that define mutual interests and expectations, the roles and responsibilities of each partner, and clear accountability for the work to be performed.

4. Ensure Good Communication

The success of every partnership is dependant upon the structure, frequency, and quality of communication between the partners. No partnership can reach its full potential without good communication practices as a core element of the relationship.

5. Maintain an Environment of Trust

Trust is an essential ingredient for successful partnerships and enables collaboration and contribution.

6. Leave Your Ego and Control at the Door

The most insidious impediment to good partnerships is the unwillingness or inability of a partner to share power and control. They are about creating an equality of importance - an environment where individual personal egos are subservient to the interests of the whole.

7. Build Step by Step

You have to invest (self or resources) to get results and process is important to achieve successful outcomes. Every situation presents a different set of opportunities based on the unique social, economic, and political realities in which a partnership must operate. Successful partnerships are built incrementally by starting at the beginning, and growing gradually and tackling more complex initiatives based on the competencies gained from the previous efforts.

8. Always be Courteous and Diplomatic

There is no room for disrespectful behavior. Honesty, respect, courtesy, tact, and diplomacy should govern partner relationships.

9. Honor Your Commitments Partnerships

Require a shared commitment to each other’s success. Sustaining any partnership requires that exciting ideas of interest to the participants actually get executed.

10. Network and Build Relationships

Successful partnerships establish formal systems to identify people who can add value and support. They strategically build new relationships and expand networks to accomplish their priorities.

Other Types of Partnerships

This discussion on partnerships has centered on the relationship between the battlefield friends group and the operator of their affiliated battlefield. However, partnerships should also be thought of much more broadly and less formally. There are numerous local entities and individuals with whom the friends group should build relationships. Examples of organizations and people that may share some mutual interests with battlefield friends groups include the following:

- Local governments (city and county)
- State Historic Preservation Office
- Tourism agencies
- Battlefield preservation groups (ABT, etc.)
- Historic societies
- Military ancestry groups (DAR, SAR, SCV, etc.)
- Military history roundtable groups
- Schools (primary schools through universities)
- Environmental and outdoor recreation groups
- Friends groups for other battlefields
- Property owners battlefield lands

When approaching each potential partner, it is critical to first identify where the common interests may lie, and then to emphasize them when reaching out. For example, when interacting with environmentally-oriented entities, an emphasis should be placed on the environmental merits of preserving historic open space. For more information on informal partnerships, see the Community Outreach section beginning on page 29.

“Remain vigilant. Partner with local groups and create a grass-roots effort for communication and networking.”

J. Shane Newcombe -
Historic Staunton River
Foundation, Inc.

Fundraising

A major focus of virtually any nonprofit organization is funding. Without funding, the entity cannot exist and function, thereby being unable to achieve its mission. Battlefield friends groups are no different in that regard. We have already discussed how to fund a friends group (see page 6). However, specific approaches to raising those funds should be considered separately.

“Money is greatly needed to keep our group functioning... Be sound stewards of any funding received.”

Larry James - Newtonian
Battlefields Protection
Association

Survey Findings

As noted, 73% of the battlefield friends groups that responded to the survey for this project indicated that they have no staff, and nearly half (49%) have annual budgets of less than \$10,000. Nevertheless, even groups with relatively modest funding needs struggle to raise what they can. In fact, 45% of the survey respondents indicated that fundraising is either a “substantial” or “tremendous” challenge.

Approaches to Fundraising

First, it must be recognized that NPS employees are prohibited from fundraising, and the same restrictions typically apply to other public sector employees at the state and local levels. Many people who are inexperienced with government and nonprofits assume, mistakenly, that grants are plentiful to help fund their mission. Not only is grant funding relatively limited for the usual activities of battlefield friends groups, but grants for ongoing operational expenses are particularly rare. Most grant programs that are candidate sources are limited to one-time projects. Therefore, to raise funds effectively, a broad-based approach is needed, as described here.

Membership Dues

A primary source of funding for battlefield friends groups that have no staffing to support and relatively small annual budgets is membership dues. Annual dues for most friends groups range between \$25 and \$50. Based upon the responses to the survey conducted as part of this project, the most common range of membership numbers was between 100 and 299 members (35% of respondents). Thus, a friends group with 150 members paying \$40 annually would raise \$6,000. Therefore, just to raise the minimum funds required to survive as a friends group, most will need to maintain at least 150 members. For recommendations on recruiting and retaining friends group members, see pages 12-13.

“There is very little help available for those of us who are not funded by a government entity.”

Alinda Miller - Lone Jack
Historical Society

Grants & Funding Allocations

As noted previously, the availability of grants for battlefield friends groups is less than many might believe, particularly for the group’s operational expenses (office overhead and similar expenses). Most grants and potential funding allocations are for one-time projects, including battlefield land acquisition and preservation. Because the potential sources are too numerous to identify, a few examples are listed below.

- ***Battlefield Land Acquisition Grant Program:*** This program of the NPS’s American Battlefield Protection Program (ABPP) uses Land and Water Conservation Funds (LWCFs) to provide grants to state and local governments for land acquisition or the purchase of land conservation easements. Grants require a dollar-for-dollar non-federal match. Land must be at least 50% within the boundary of one of the 384 battle-

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fields identified in the 1993 Report on the Nation's Civil War Battlefields or one of the 677 battlefields identified in the 2007 Revolutionary War and War of 1812 Historic Preservation Study.

- **Battlefield Preservation Planning Grants.** These grants are awarded annually by the ABPP to nonprofit organizations, educational institutions, state, local, and tribal governments, and other public entities sponsoring preservation projects at historic battlefields. Any battlefield on American soil is eligible for these grants.
- **Battlefield Interpretation Grants.** These grants are awarded to state, local and tribal governments and nonprofit organizations proposing projects and programs to enhance interpretation and education at Revolutionary War, War of 1812, and Civil War battlefield sites eligible for Battlefield Land Acquisition Grants.

Examples of funding programs similar to those of the ABPP at the state level include: the Virginia Battlefield Preservation Grants for Revolutionary War, War of 1812 and Civil War battlefield lands; and the Tennessee Wars Commission Grant Fund, which provides funding for the preservation, protection, promotion, and interpretation of historic military sites ranging from the French and Indian War through the Civil War.

For more information on available funding for each applicable state, visit the ABT website at: www.battlefields.org/state-grant-study.

For more information on other potential grant and funding allocation sources, including private sector sources, download "National Battlefield Preservation 2015 Funding Sources" from the American Battlefield Trust (ABT) website at:

www.battlefields.org/sites/default/files/atoms/files/us.pdf.

Donations

When it comes to fundraising for a battlefield friends group, it is the process of soliciting donations that most people think of as the real meat of fundraising. Before embarking on efforts to solicit donations, the following two stipulations should be acknowledged and adhered to by the battlefield friends group:

- The friends group follows generally accepted accounting procedures.
- The friends group has registered with proper state authorities for fundraising.

The composition and character of the group's board of directors can significantly impact the organization's success in securing donations, particularly when foundations are involved (see pages 9-14 for more on board development/maintenance and sidebar at right). The group's board should play a key role in donations at two different levels. First, they should be key financial contributors to the organization on an annual basis. In fact, one rule of thumb is that the organization should rank among each board member's top three charities for donation amounts. Secondly, board members should take the lead role in picking up the phone and reaching out to potential donors. As noted previously, many battlefield friends groups have a standing committee for fundraising purposes. Once individuals or organizations are identified as candidates for donations, the following overall approach should be employed:

"Don't under-ask for money. If they gave you \$5,000 the last time and are excited about what you're doing, ask for \$7,500 the next time."

Kelly Beattie - Fort Meigs Association

- Assemble summary information on the organization, including its mission, activities and board members.

Avoiding the Lost Cause Syndrome

While this topic is not applicable to all battlefield friends groups, it is to most of them since the majority of groups are associated with Civil War battlefields, and most of those are located in the South. This topic could also be located in other sections of this manual, but it certainly relates to fundraising.

"For Southern groups, seek diversity and inclusivity or risk being seen as promoting the old South and Lost Cause."

Anyone who has been involved with helping Civil War battlefields has likely at some point encountered people who seem to be as motivated by their fondness for the Confederacy as they

Anonymous Survey Respondent

are for the mission of supporting a Civil War battlefield. Although there are numerous reasons for a friends group to want to avoid that image, one of them relates to fundraising. Philanthropic foundations, in particular, often want to see diversity on an entity's board of directors, and that trend will only increase over time. Approaches to avoid being perceived as a pro-South group include:

- Have diversity on the board of directors.
- Support efforts related to African-American heritage tied to the Civil War.
- Avoid the use of the Confederate "battle" flag in the organization's logo.
- Avoid opposition, as a group, to the removal of public Confederate symbolism.

One possible exception is when symbolism, such as a statue, is historic. However, even then it is best to focus on battlefield lands.

C) BUILDING AN ARMY

Fundraising for NPS Battlefield Parks

When fundraising is pursued by a friend's group for specific projects, such as initiating a new park program or constructing park facilities, a formal Fundraising Agreement is required. Although the NPS does not regulate the conduct of fundraising partners, fundraising to solicit donations to the NPS are only permissible if they are consistent with the mission, goals, policies and laws of the NPS and the Department of the Interior. Where a Friends Group Agreement is already in place, Fundraising Agreements can become a component of that broader agreement. Chapter 8 of the NPS Director's Order #21 lays out the detailed requirements of a Fundraising Agreement, including the following:

- Parameters for actions of NPS employees who directly accept funds or work with organizations raising money for the NPS.
- Guidelines for the NPS when working with friends groups and other nonprofit fundraising partners.
- Assurance that all activities related to fundraising maintain the integrity of the parks, the impartiality of the NPS, and public confidence.
- Verification that fundraising activities are not to be authorized in other forms of NPS agreements (Cooperating Association Agreements, Cooperative Agreements, or Grant Agreements).

Also, a Donor Recognition Plan is required for all parks and programs that receive, or are likely to receive, donations. A copy of DO#21 is available at:

<https://www.nps.gov/subjects/partnerships/do21-rm21.htm>

- Assign board members to reach out to donor candidates based on which member has the strongest relationship with the candidate, assuming a relationship already exists.
- Be prepared to provide specific information on how funds to be raised will be used.
- For each donor candidate, figure out the aspect of the friends group and its work that might be most appealing to the donor candidate so that those points can be kept in mind when "the ask" is made.
- Reach out to the donor candidate either by telephone or in-person, as opposed to an email or text. If a relatively large amount of funding is being sought, the interaction might even involve a meal at the board member's expense.
- When making the ask, convey that a response is not necessary at the time of the ask, although any time constraints should be acknowledged.
- When a donation is made, provide the donor with information relating to potential tax write-offs, and be sure to publicly recognize the donor in a thoughtful manner.

A final obvious step after success has been achieved in soliciting a donation is to keep careful records of the effort, who donated, and how much they donated so that this information can be revisited during the next fundraising cycle.

Other Fundraising Approaches

There are many additional approaches to raising funds for a battlefield friends group and only limited by your imagination. Listed below are a few additional approaches:

Events. Events sponsored by battlefield friends groups for the purposes of raising money can occur in a variety of forms, including the following:

- Living history events or lectures charging a fee

or soliciting donations

- Thematic parties or dinners tied to the battlefield or its era of significance charging a fee or donation
- Silent auctions held during an event, such as those noted above, selling goods and/or services donated by Board Members and others

Specialty License Plates. Many history-related nonprofits sponsor a specialty plate that, once approved by the state, allows the extra cost for such a plate to go towards the nonprofit. Such plates can also be effective publicity for the organization.

Earned Income. As just one example, Virginia's Brandy Station Foundation (BSF) has managed to generate funds through multiple activities, including the following:

- Leasing its land for farming and hunting
- Offering group tours of the Graffiti House and the Brandy Station Battlefield

Similarly, the Friends of Wilderness Battlefield provide tours of Ellwood Manor through its partnership with the NPS.



Members of the Brandy Station Foundation raise funds, in part, through their tours of the Graffiti House. Photo Source: Brandy Station Foundation

Boots on the Ground: A Manual for Battlefield Friends Groups



D. ACHIEVING THE GROUP'S MISSION

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D) ACHIEVING THE GROUP'S MISSION

The focus of the previous pages was putting together an organization that can effectively carry out the functions of a battlefield friends group. As emphasized throughout this manual, the role and characteristics of each friends group will depend upon the needs of its associated battlefield. This section of the manual takes the next step by covering the activities of a battlefield friends group, including the following topics:

- Battlefield Preservation
- Battlefield Stewardship
- Research & Interpretation
- Community Outreach
- Programs, Activities & Events

The driving force determining the activities of a friends group is the organization's stated mission. See pages 4-5 for more on the topic of missions and mission statements. A direct outgrowth of the group's mission should be its annual Work Plan. Typically, the plan is updated by the Board of Directors at roughly the same time each year. While that effort might occur during a regular meeting, a "business retreat" type setting with a special meeting is often more productive. If the group is fortunate enough to have staff, they should also be involved in the planning. The first step of planning is to revisit the existing plan and determine what actions were achieved over the past year and which actions were not achieved. In some cases, a proposed action is no longer relevant and can be dismissed, while in other instances a new approach might be considered based upon changing circumstances. Many actions within a plan are

"Create workable plans, both long- and short-term... Don't try to do too much. Ideas are great, if they can be backed up with the proper support."

Bill Marsch - Princeton Battlefield Society

ongoing efforts that require little discussion or revising, such as keeping on the lookout for development threats to battlefield lands. Among the main issues that should be addressed within any Work Plan are the following:

- Action summary
- Targeted dates for initiation and completion
- Responsible people or parties
- Required resources (including funding)
- Implementation status

"Don't over extend your organization's goals and don't try to run the park. You are there to support, not dictate."

Ed Deaton - The Guilford Battleground Company

One recurring theme recommended by many battlefield friends group is to avoid being overly ambitious regarding what it can achieve. In fact, simply existing as a nonprofit entity and dealing with the most fundamental paper work and communications with members requires a certain amount of time from the group's leadership, so proactive

work to directly help battlefields must be considered on top of those most basic time requirements. David Cooper, the Vice President of the Manassas Battlefield Trust (MBT), offers a relevant cautionary tale. In 2018, the NPS was given the M.J. Dogan House, a two-story war-era house located in the Groveton part of the battlefield. Because the house was in terrible condition and in dire need of restoration, the MBT agreed to spearhead the fundraising efforts to achieve the building's restoration. The estimated cost of rehabilitation was \$5 million. While the fundraising effort appears to be an attainable goal and the MBT certainly has no regrets for pursuing such an important project, the group acknowledges that the project has absorbed a great amount of their resources and attention, distracting somewhat from their broader mission.

"Friends groups need to be careful that they don't bite off more than they can chew."

Tom Van Winkle
- Central Virginia Battlefields Trust

When the NPS acquired the M. J. Dogan House in 2018, it was in very rough shape, including damage from water, wood rot, termites, and overall neglect. The NPS applied for a grant from NPS's highly competitive national Centennial Fund. The Fund would provide \$225,000 if it could be matched by \$275,000 in private support raised by the Manassas Battlefield Trust (MBT). This amount is much more than MBT has ever raised, but the project is too important and urgent for MBT to not accept the challenge. MBT agreed to spearhead fundraising and the grant was awarded. They are now very close to reaching their goal so that this important building can be restored.

Photo Source: HistoriCorps

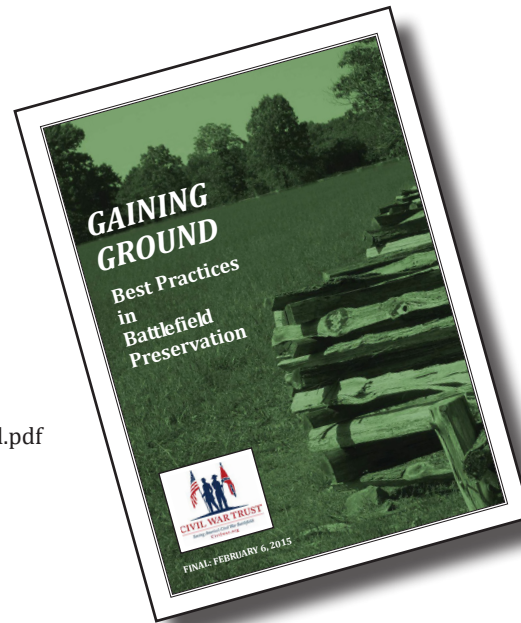


D) ACHIEVING THE GROUP'S MISSION

Battlefield Preservation

The preservation of unprotected historic battlefield lands may be the most fundamental activity in which a battlefield friends group can be engaged. Because approaches to battlefield preservation could be the subject of a separate manual, they are only summarized within this manual. In fact, in 2015, the American Battlefield Trust (then known as the Civil War Trust) commissioned a report on that topic. *Entitled Gaining Ground: Best Practices in Battlefield Preservation* (right), it can be downloaded at the link below:

www.battlefields.org/sites/default/files/2022-09/Gaining_ground.pdf

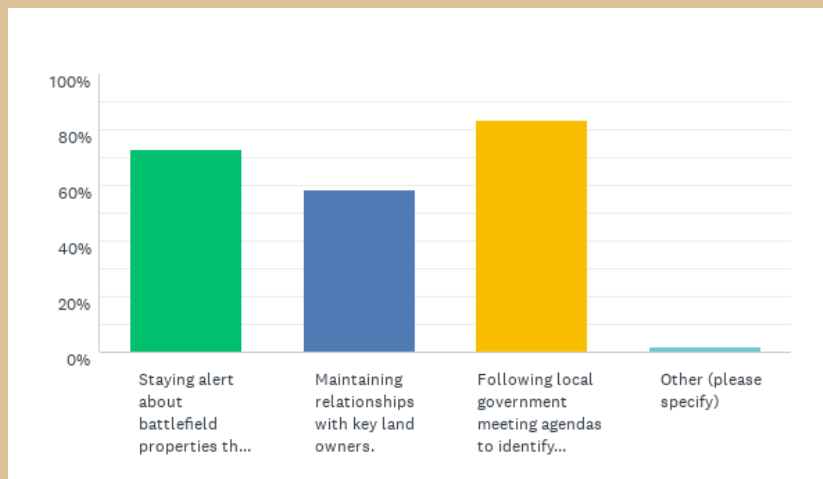


Survey Findings

Of those who responded to the survey conducted as part of this project, 77% of the respondent groups indicated that they are directly

“We very much want to increase the size of the battlefield to protect it from development.”

Randy Sauls - Goldsborough Bridge Battlefield Association



Of those who responded to the survey, the battlefield friends groups that are involved with battlefield preservation engage in the following manners:

Staying alert about battlefield properties that become available for acquisition. - 73%

Maintaining relationships with key land owners. - 58%

Following local government meeting agendas to identify development threats. - 83%

Other - 2%

involved with battlefield preservation. For a breakdown of their approaches to preservation, see the bar graph below at left. It is noteworthy that, of the 23% of groups not engaged in preservation, it is likely that some of them are affiliated with battlefields that are already substantially preserved. In other instances, the unprotected battlefield lands may be completely developed with little hope of reclamation.

“Be aware of what is happening around your site.”

Alinda Miller - Lone Jack Historical Society

Best Practices in Battlefield Preservation

The Trust’s *Gaining Ground* publication addresses the following primary topics:

- Preserving Battlefield
- Land Ownership & Stewardship
- Restoration & Interpretation
- Land Conveyance

Some of those issues, such as restoration and interpretation, are typically more relevant to the owners and operators of a battlefield than they are to a supporting friends group. Regardless, below are the report’s nine “best practices” specifically for battlefield preservation:

“If there are significant areas within battlefields that require protection - then reach out to the landowners to see if they are willing to create an easement, first rights of refusal for when they do decide to sell - do not wait until the land is for sale.”

Carol Tyrer - Friends of Green Spring

Best Practice #1: Prepare a comprehensive battlefield preservation plan based on thorough research and stakeholder input as a key starting point in preservation efforts.

D) ACHIEVING THE GROUP'S MISSION

Best Practice #2: Implement the battlefield preservation plan with distinct areas of responsibility and with sufficient flexibility to adapt to changing circumstances and opportunities.

Best Practice #3: Formulate a well-articulated argument for the importance of battlefield preservation, get the word out, and seek strategic partnerships.

Best Practice #4: Research should be conducted with the specific goal of understanding the physical battlefield as a linchpin foundation for future preservation efforts. When existing histories are available, an inordinate amount of time should not be spent studying the battle's history.

Best Practice #5: In instances when funding for

protecting land is limited and there is sufficient time to do so, individual parcels should be evaluated and ranked by their priority level based upon a carefully crafted numeric rating system.

Best Practice #6: When possible, fee simple purchase of battlefield lands should be pursued because of the full range of rights that are extended, including access for interpretation. However, all other real estate mechanisms should be considered, such as conservation easements, to arrive at the best alternatives for the battlefield's specific circumstances.

Best Practice #7: Depending upon the local political climate and the dynamics related to local development, a broad range of public policy tools for battlefield preservation should be pursued. How-

ever, because of their limited effectiveness, public policies should not be counted upon as a primary preservation tool, although National Register designation brings benefits.

Best Practice #8: Governmental funding programs for battlefield protection can be critical to successful preservation. However, they should not be relied upon when time-sensitive land acquisitions must occur.

Best Practice #9: Potential private funding sources for battlefield preservation are extensive and exist at the national, state, regional, and local levels. All such sources that may likely be obtained should be explored for any given battlefield.

“Work with local landowners as closely as possible. And also, money talks, respect property rights, and stress the importance and benefits of heritage tourism.”

Dr. Thomas G. Clemens - Save Historic Antietam Foundation, Inc.

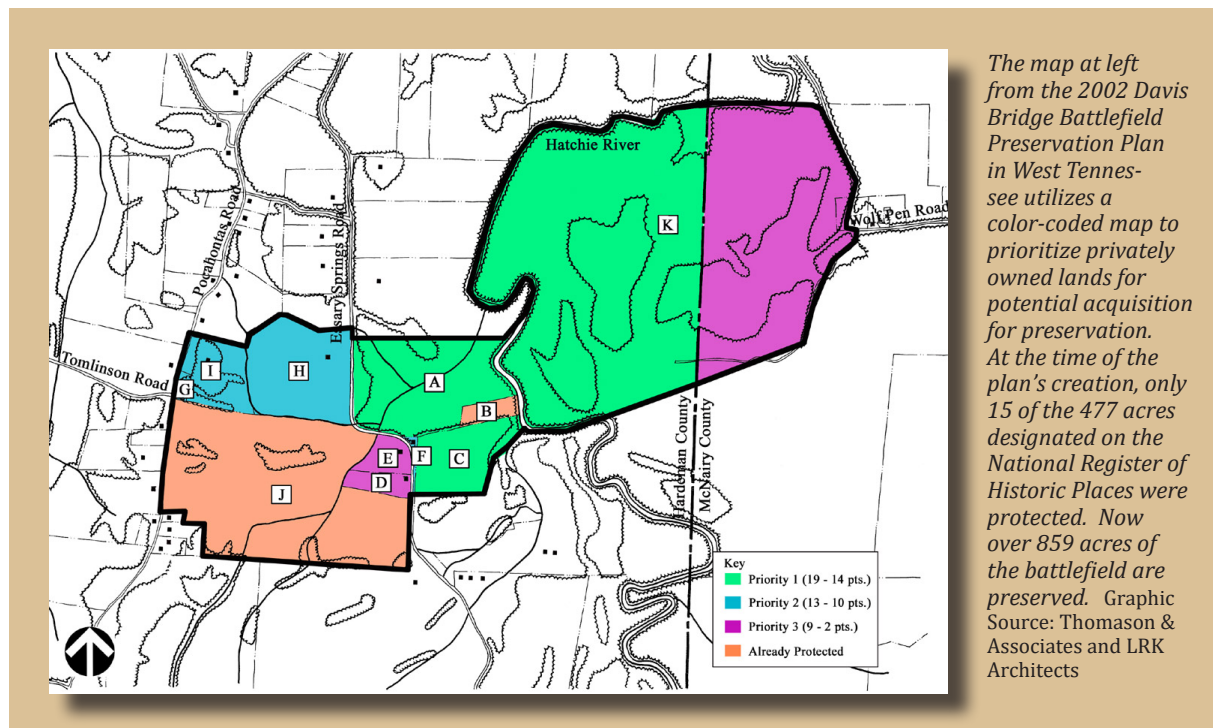
Preservation Approaches for Friends Groups

While the discussion thus far regarding battlefield preservation techniques are relatively broad and can be used by a range of groups, the following are more specific in light of the typical capabilities and resources of most battlefield friends groups.

Stay alert about available properties.

Even when a friends group has a game plan for acquiring properties for preservation, the ultimate driver tends to simply be which properties come onto the market. The best approaches to remaining aware of available properties include:

- **Build relationships with real estate professionals.** In particular, seek out those who regularly list the types of lands that are consistent with the battlefield lands. Typically, those are rural lands.



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- *Spend time in the battlefield area.* At least occasionally, drive around and stay alert to real estate signs. When a jogger in Murfreesboro, Tennessee, spotted a for-sale sign near Stones River National Battlefield Park, his reporting it to the ABT resulted in its acquisition.

Maintain relationships with key land owners.

Approaching owners of battlefield lands will require a very careful and non-threatening approach. Sometimes an introduction can be made via a friend of the owner, and it should be conveyed to them that there is interest in the preservation of their land if they should ever decide to sell it.

Follow local government for development threats.

Most planning commission agendas can be viewed online via the local government's website. Stay alert for proposed rezonings and subdivisions.

Consider all potential funding sources.

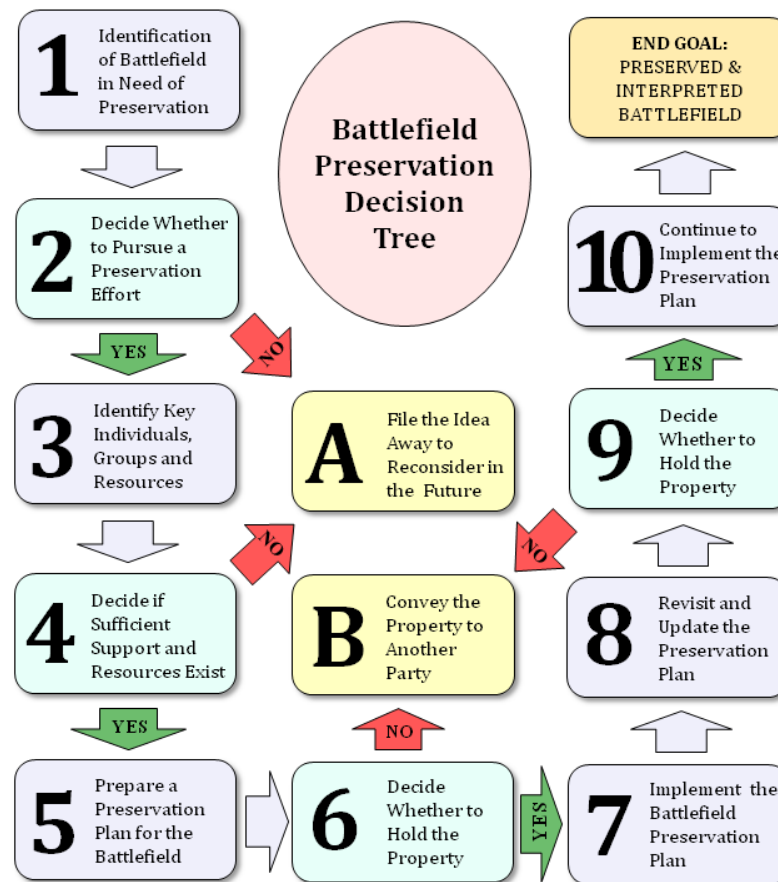
See pages 18-20 regarding fundraising, which includes raising funds for land acquisition. Rather than going it alone, many friends groups partner with an organization such as the ABT on fundraising campaigns.

Have a plan for keeping or conveying the land.

Most friends groups lack the financial capacity to hold land for the long-term. Thus, conveying it to a preservation-minded entity such as the owners/operators of the battlefield park (government, etc.) is usually the best option. Also, consider acquiring conservation easements in instances where the property owner wishes to retain ownership, but supports preservation of the land.

“Do not acquire and hold property without a plan for permanent preservation. Taxes, liability insurance and other fees mount up quickly.”

Bernard Fisher - Richmond Battlefields Association



The diagram above from the ABT's Gaining Ground report is intended to graphically convey the most basic steps that might be taken in preserving a historic battlefield. Of the ten steps illustrated above, four are key decision points (light green boxes) in which the party must decide: A) whether to continue with the effort; or B) whether to convey the property to another party. Actions (light blue boxes) are numbered to denote the sequencing of steps. "No" decision arrows are colored red and "Yes" decision arrows are colored green.

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WHEN DEVELOPMENT LOOKS INEVITABLE

Often, when historic battlefield lands appear to be destined for the eradication, salvation can still be achieved, either in part or completely. Below are four examples.

Franklin Battlefield: Tennessee

Fought in November of 1864, this battle served as one of the final nails in the coffin of the Army of Tennessee. Franklin is rare in that several acres of developed battlefield lands have been acquired and returned to their historic appearance, including the removal of development. In 2003, a businessman paid \$5 million for a 108-acre country club and golf course adjacent to the 48-acre Carnton Plantation Civil War site. While preservationists initially feared a subdivision would follow, the new owner sold it for the price he paid, with half of the cost from the City and the other half from private fund raising. It is now part of the City's battlefield park.



Photo Source: Brandon Stahl

Princeton Battlefield: New Jersey

In 2012, the Princeton Regional Planning Board approved the development of 15 faculty houses for the Institute for Advanced Study on a 22-acre site that was part of the Princeton battlefield. After several years of negotiations and site redesign, the American Battlefield Trust finalized an agreement to purchase 15 acres of the property for \$4 million in 2018. The other 7 acres of the site were developed with 16 townhouses. Of the \$4 million paid for the property, the ABT raised almost \$3.2 million from private donors, which was matched by \$837,000 from the National Park Service and the Mercer County Open Space Assistance Program.



Photo Source: American Battlefield Trust

Wilderness Battlefield: Virginia

In 2008, Walmart proposed to develop a 51-acre site that was part of the Wilderness Battlefield. Consequently, an entity was created named the Wilderness Battlefield Coalition, anchored by the Friends of the Wilderness Battlefield. With pro bono assistance from attorneys and groups such as the American Battlefield Trust, the coalition filed a lawsuit against Orange County for issuing a special use permit to allow the development. After several years of litigation and negative publicity for Walmart, they eventually abandoned the project. In fact, in 2013, Walmart donated the land to the State and it is now managed by the friends of group.



Photo Source: The Walker Collaborative

Chattahoochee River Line: Georgia

This six-mile defense earthwork system was built in 1864 by the Confederates along the river just northwest of Atlanta. It featured a series of unique fortifications designed by General Francis Shoup referred to as "shoupades." While most of the line has been lost to development, sections have been preserved as part of development approvals by companies such as Pulte Homes and John Weiland Homes and Neighborhoods. At right is Shoupade #2, located in the Olde Ivey subdivision developed by Weiland. This 2.4-acre area is fenced off from public access, but features some interpretive signage.



Photo Source: The Walker Collaborative

D) ACHIEVING THE GROUP'S MISSION

Battlefield Stewardship

The word “stewardship” can be used broadly and can have a wide range of meanings. However, within the context of battlefield friends groups, it typically refers to the maintenance and improvement of battlefield lands. Examples of common stewardship activities include trail development and maintenance, fence construction and maintenance, landscape restoration, and similar activities. Stewardship is often associated with the kind of work in which a battlefield park’s operators need supplemental help because of limited funding and staffing.

Survey Findings

Of those battlefield friends groups that responded to the survey for this project regarding their services and activities, 77% indicated that they are involved with battlefield stewardship. In fact, the only service and activity more commonly cited was the maintenance of a website. The graph below offers a breakdown of common stewardship categories.

Stewardship Principles

Although the stewardship of a historic battlefield is ultimately the responsibility of its owner and operator, it is important for any friends group to understand basic principles of stewardship so that it can identify ways that it might be able to help the battlefield owners and operators (to the extent that such help is desired). The following is a summary of stewardship principles as outlined in the American Battlefield Trust’s 2015 manual entitled “Gaining Ground: Best Practices in Battlefield Preservation.”

“The Battle for the Bridge Preserve is working hard to transform the preserve back to its look in 1861. We are adding trails, trail markers, clearing ground and much more. We are super excited for people to come and see our site.”

Greg Ard - Executive Director - Hart County Historical Society / Battle For The Bridge Preserve

Cultural Landscape Integrity

- Landscape restoration need not be rushed.
- Building new infrastructure, such as trails, kiosks, visitor use facilities, and administrative buildings, should be done in a manner that does not adversely impact the historic landscape in a significant way.
- Relic hunting should be prohibited on battlefield lands unless it is part of supervised research.

Battlefield Uses

- If carefully and thoughtfully done, battlefield lands can be put into productive and revenue-generating uses without negatively impacting the site’s integrity.
- Recreational uses can play an important role in battlefield stewardship.

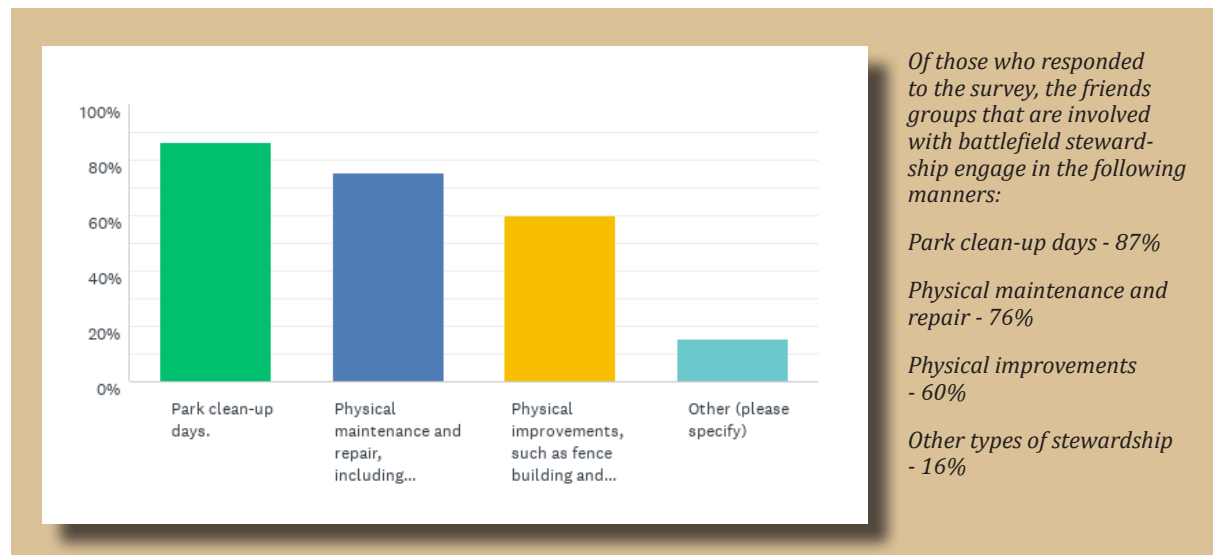
Protecting the Natural Environment

- When managing the historic landscape, it is important to consider the natural environment and avoid or minimize any adverse impacts.

The “Gaining Ground” manual goes into much greater detail on these stewardship principles, and it also includes several pages on historic landscape restoration as a facet of stewardship.

Profile of a Stewardship Program

The Kennesaw Mountain National Battlefield Park preserves and interprets the site of the June 27, 1864, battle between General William Tecumseh Sherman’s 16,225 Union forces and General Joseph E. Johnston’s 17,775 Confederate forces that ended with a Confederate victory. Located just north of Atlanta, today this park serves as a major cultural and recreational resource for the region. Even people with very little interest in history spend considerable time at the park. In fact, this battlefield park benefits from the active support of three different friends groups, as summarized on the following page.



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- *Friends of Kennesaw Mountain National Battlefield Park:* Established in 2019, their stated primary mission is to partner with the NPS and local community to raise funds for projects and activities in the park.
- *Kolb Farm Coalition:* Founded in 2002 and affiliated with the Cobb Land Trust, this group raised \$30,000 to help acquire 4.3 acres of the battlefield and donated it to the NPS park.
- *Kennesaw Mountain Trail Club:* Established in 2002, this non-profit is focused primarily on the development and maintenance of the 22 miles of trails throughout the battlefield park.

While this National Battlefield Park benefits greatly from all three supporting organizations, the Trail Club has the greatest visibility. They have enlisted a range of groups to partner with in their work, including local members of the Student Conservation Association, Girl Scouts and Boy Scouts. The organization has mustered as much as 28,000 volunteer hours in a single year, including 3,200 hours alone from the Boy Scouts. In addition to working on trails, the Trail Club has installed roughly 150 markers denoting entrenchment lines and similar features, they help with tourist crowd control, and they have built split rail fences. Additionally, they maintain a tool shed that includes two small earth grading machines.

“The Trail Club has so many trail maintenance tools that we can work 120 people at a time before we run out of tools.”

Bill Gurry - Trail Director
- Kennesaw Mountain Trail Club

Both the trail club and the friends group have Memorandum of Understandings (MOUs) with the NPS, and any projects that involve land disturbance require regulatory compliance before being initiated.



In 2014, the NPS and National Park Foundation bestowed the George and Helen Hartzog Award for Outstanding Volunteer Service to the Kennesaw Mountain Trail Club. It was recognized for its role in the park's commemoration of the 150th anniversary of the Battle of Kennesaw Mountain by: 1) recruiting, training and directing 500 volunteers who contributed 3,000 hours to make the visitor experience more enjoyable; and 2) by raising more than \$100,000 so that prominent historians, authors, and performers could participate in commemorative events.
Photos Source: Kennesaw Mountain Trail Club

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Research & Interpretation

For most battlefield friends groups, their primary interest is in battlefield preservation and stewardship. However, many groups also recognize that, to successfully further those interests, they need to insure that research and interpretation are also being conducted by someone. For preservation and stewardship to occur, people need to first understand and take a genuine interest in the battlefield, which is where research and interpretation come into play. As with most of the other activities of a friends group, they should let the battlefield owners and operators take the lead in research and interpretation, but offer their supervised support when welcomed.

Survey Findings

Of the friends groups that responded to the survey conducted for this project, 69% provide tours of their battlefield, and 42% sponsor conferences and/or workshops related to the battlefield and its history.

Battlefield Research

Unlike many activities of friends groups that are critical to coordinate with the battlefield's owners and operators, little harm can occur by conducting research into the history of a battlefield. However, to maximize the value of research, coordinating with the battlefield's managing entity is clearly a good idea. While the range of issues that might be researched is broad, two topics are particularly valuable for most battlefields:

- *Themes Warranting Greater Interpretation:* Examples of themes often insufficiently addressed in the past include those related to women and minorities. Not only is telling these stories simply important for good historic interpretation, but it is also a way to broaden the range of people who might be drawn to the battlefield.

- *Historic Battlefield Landscapes:* Some battlefields are fortunate to have relatively good records regarding its physical features at the time of the battle, including the location of roads, fences and walls, wooded areas, farm fields, buildings, and similar features. However, such information is frequently missing and requires someone to dig deeply into official military reports, letters and diaries from soldiers, historic maps, and even archeological work. This is one area of research where a friends group might be able to support a battlefield's operators, and it may even result in future battlefield restoration efforts to bring the battlefield back more closely to its original appearance, which thereby enhances interpretation.

Battlefield Interpretation

Most battlefield interpretation that is supported by friends groups relates to either fundraising for interpretation or providing guided tours. The top-

ic of funding was already addressed in this Manual on pages 18-20. That section of this manual addresses both fundraising to sustain the friends group and for programs and special projects, such as interpretive efforts, including the installation of wayside exhibits and cannons.

The most common manner for friends groups to engage in interpretation in a hands-on manner is by serving as tour guides. Not only was the Friends of Wilderness Battlefield a major force behind the restoration of the Ellwood historic house and its 180-acre grounds, but they also have approximately 50 members who can provide tours of the house and grounds.

Using Research & Interpretation for Support

Following the surrender of Nashville to Union forces in February of 1862, the new occupiers began construction of a ring of forts surrounding the city, with the anchoring fort being Fort Negley. Al-



Archeological excavations at historic military sites can be valuable both for the research achieved and for the entertainment and interpretive benefits to visitors. Likewise, living history is a wonderful way to engage people at an early age to groom them as the next generation of preservationists. Photo Sources: The Walker Collaborative

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though it was made a City park in 1928, it suffered from neglect in recent decades, and even became an informal homeless camp. During the 1990s, the City started to view the site as an important historic resource and it commissioned a master plan for the site's restoration. When the adjacent baseball stadium was replaced in 2014 by a new stadium located several miles away, and development proposals surfaced for the site, heated debates were triggered on the future of the site.

The Friends of Fort Negley Park was established in 2013 as all of this was heating up to promote the idea of the stadium site becoming part of the park. When archeological research revealed that many of the graves of African Americans who built

the fort were located on the former stadium site, the City abandoned development plans and the stadium was demolished in 2019. In 2021, the City announced the initiation of a master plan to incorporate the stadium site into the original fort park, and the site's strong ties with African American history will be a key interpretive issue. This historic military site is an example of the power of a friends group becoming politically active and pushing for archeological and historic research to muster the critical public support to enhance the site. It also helps to illustrate the notion noted previously of conducting research into themes that are designed to tell the "fuller story" for both the sake of telling history in a comprehensive manner and to attract demographics that may not otherwise have much of an interest in military history and associated sites.

"Make sure you are committed to education. Review often to make sure your methods for educating are effective. Adapt. Make sure everyone's story is present in your site's story."

Chris Cotton - Friends of Fort Negley Park

Community Outreach

While it is a chore that many battlefield friends groups do not enjoy, maintaining strong outreach to the public is a critical function. As the survey of friends groups for this project revealed, funding is a constant struggle for many groups, and membership dues are often a primary source of funding. It is also important to maintain relationships with public officials.

"Keep communications with stakeholders and the community open, both good and bad news."

Kelly Beattie - Fort Meigs Association

Survey Findings

The following answers were given as to whether their group considers *sufficient communications and maintaining an online presence as a challenge:*

Not a challenge – 18%
Slight challenge – 39%
Moderate challenge – 27%
Substantial challenge – 14%
Tremendous challenge – 2%

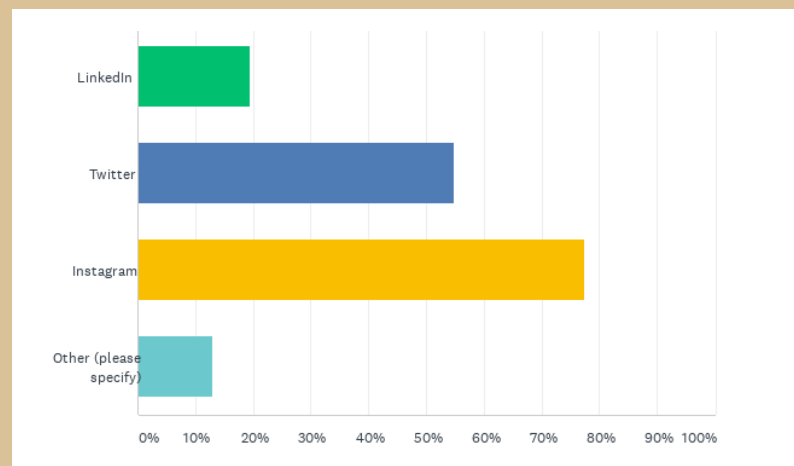
Targeted Audiences

Page 3 of this manual lists some of the various entities with which a battlefield friends group should establish and maintain relationships, and page 14 does the same with regard to potential partnering entities. In addition to these usual suspects having a stake in history, scouting, open space preservation, and similar interests, relationships with public officials are also important, particularly given their potential role with funding and land regulations. Most obviously, maintaining strong communications with the owner and operator of the group's affiliated battlefield is particularly crucial.

Ways to maintain communications with such targeted audiences are relatively straightforward and can be done much the same as they have been over the past decades, including in-person meetings, phone calls, and newsletters.

"Keep local elected officials informed of the need for preservation, economic benefits, the activities of the friends group."

James Weaver - Parkers Crossroads Battlefield Association



Of the 55 battlefield friends groups that responded to the survey conducted for this project, 93% have a website and 89% have a Facebook page. The following responses were given regarding their use of other digital communications:

LinkedIn - 19%

Twitter - 55%

Instagram - 77%

Other forms - 13%

D) ACHIEVING THE GROUP'S MISSION



Events such as this ribbon cutting ceremony by the Kettle Creek Battlefield Association to preserve Revolutionary War lands is a newsworthy event.

Photo Source: The News Reporter

Annual Meetings

Most battlefield friends groups conduct an annual meeting targeting its full membership. Typical components include electing board members, providing an update regarding the organization's activities over the past and upcoming year, and perhaps even an educational or entertainment segment such as a lecture or battlefield tour. It is critical that news of the meeting reaches all current members, as well as non-members who may be interested. Newsletters, the friends group's website, and social media are common ways to spread the news.

Newsletters

Until recent years, newsletters were typically mailed to members periodically as hard copies. Many groups now provide both mailed hard copies and PDFs that can be emailed. Given that more and more people are getting used to receiving information via the internet, and given the tremendous savings in time and money by not printing and mailing newsletters, emailed digital versions are clearly the way to go. However, it is recognized that many friends group members are older and prefer mailed hard copies, so some groups will require more time to transition than others.

General Audiences

When conducting outreach with the types of people who are not the most targeted audience, a more broad-based approach is needed. The two most effective means are websites and social media.

Websites

It is always important to maintain a website that provides all of the necessary information regarding the battlefield, the friends group, and related issues. Likewise, the website should be current and updated to reflect the most recent news. The website should also have a URL that is easy to remember and find via an internet search. The friends group website should make it clear on the homepage that the website is that of the friends group and not the owner/operator of the battlefield, unless the group and owner/operator are indeed one in the same. Also, the friends group website should include a link to the owner/operator of the battlefield, and the owner/operator should provide the same for the friends group's website. An alternative to a website is a Facebook page, but that should be a last resort since many people lack a Facebook account. Facebook pages are also not easy to navigate to find needed information compared to a well-designed website.

“Be sure to maintain your online resources... because these are often referenced by donors and visitors repeatedly before they visit or donate.”

Ashley Sonntag - Cedar Creek Battlefield Foundation

“We desperately need help with our website and social media applications. A number of years ago we had success growing the organization with those tools, but our tech guru moved away and we have found no one to take his place. Our membership is older and no one is willing to take on this task.”

Gary Gimbel - Falling Waters Battlefield Association

Social Media

In addition to maintaining a website, social media is now an important means of ongoing communications with the public. This reality can be a challenge for many battlefield friends groups because their leadership tends to be dominated by older people who may not always be tech savvy. Thus, it is important to identify someone in the organization who can be the designated social media lead to keep the organization in front of the public and informed about the latest happenings for the organization. Even recruiting a member's son, daughter or grandchild to perform this service might be considered if better options are unavailable.

Other Outreach Approaches

Additional ways for battlefield friends groups to communicate with the public include:

- ***Special Events***

Friends groups should remain on the lookout for any local cultural events where they might be able to set up a booth with information on the organization and man it with a few members. Including an attractive display relative to the battlefield, and perhaps even a living history person, might help to draw attention.

- ***Local Television & Radio***

Local cable shows and radio networks are always looking for people to interview and topics to cover, so reaching out to these sources can be another good vehicle for community outreach.

- ***Press Releases & Articles***

Any significant accomplishments or newsworthy happenings warrant a press release that can gain publicity for the friends group. Some members of friends groups contribute regular columns to their local newspapers about their community's history, including that of their affiliated battlefield.

D) ACHIEVING THE GROUP'S MISSION

Programs, Activities & Events

There are many different reasons why battlefield friends groups would want to sponsor programs, activities and events. Those reasons include:

- *Raising public awareness* of the friends group and their affiliated battlefield
- *Recruiting potential new members* to join the friends group
- *Raising funds* to support the friends groups activities

Survey Findings

Of the friends groups that responded to the survey conducted for this project, 69% provide tours of their battlefield, and 42% sponsor conferences and/or workshops related to the battlefield and its history. These same figures were conveyed previously in this manual's section on "Research & Interpretation," as there is overlap for both topics.

Principles for Programs, Activities & Events

The following are key principles for programs, activities and events of battlefield friends groups:

Leverage Media, the Internet & Social Media

Programs, activities and events sponsored by a battlefield friends group can vary widely. However, regardless of the characteristics, they will always serve as opportunities for positive publicity. It is important to inform local media of programs, activities and events that might warrant coverage as a means of attracting potential new members and financial donors. Likewise, friends groups should post happenings on their websites and do email blasts. Social media should also be utilized to the extent that the group has that capability.

Attract a Broad Range of People

Programs, activities and events sponsored by a battlefield friends group should make an effort to attract a broad range of community members. Di-

versity should be sought with regard to ages, gender, ethnicity, and economic levels. Many battlefield friends groups are dominated by middle-age to elderly white men, but that is not a recipe for membership growth. During the planning stage of any program, activity or event of a friends group, the question should be asked: "Will this have appeal to a broad cross-section of the community?" If the answer is "no," the program, activity or event might be rethought with that issue in mind.

"Host public events at battlefield sites, especially for schoolchildren."

Survey respondent - Friends of Raymond Inc.

Target Key Needed Supporters

It is advantageous for battlefield friends groups to have the support of people in leadership positions in government and the business world. Individuals such as mayors, city council members, county executives and commissioners, State legislators, the State Historic Preservation Officer (SHPO), and others can influence laws, programs and funding that



The Friends of Kennesaw Mountain in North Georgia supports the Kennesaw Mountain National Battlefield Park in a wide range of ways. Among their various events is a wine tasting for which all of the proceeds go to the friends group.

A major annual fundraising event for the Friends of Fort McHenry in Baltimore is their Crab Feast. The Fort McHenry site, which naturally focuses its interpretation on the War of 1812, is a National Park Service property. However, the friends group is an important source of support. The event attracts a diverse crowd, and one of the objectives for the event is to expose more people to the fort and to increase the organization's membership.

Photo Source: Baltimore Snap



D) ACHIEVING THE GROUP'S MISSION

can benefit the cause of friends groups. Similarly, business leaders have the potential to underwrite some of the costs of a friends group in return for recognition of their business, including funding the acquisition and improvements to battlefield lands. Inviting such leaders to the programs, activities and events of the friends group is an opportunity to expose them to the battlefield and the friends group's cause, and to initiate or strengthen these important relationships.

Educate & Engage the Next Generation

Some events of a battlefield friends groups will naturally be geared more toward adults, such as receptions, dinners and parties. However, there are also plenty of opportunities to target young people for programs, activities and events with the intent of building the next generation of battlefield supporters. Examples of happenings that might attract young people include living history demonstrations, lectures aimed toward young people, and living history "camps." Such camps - typically referred to as "Revolutionary War Camp," "War of 1812 Camp," and "Civil War Camp," usually include a one or two week period in the summer where the participants spend most of each day in a variety of activities, such as marching, drilling, eating 19th century type foods prepared over a camp fire, and playing various games. The programs are often led by local reenactors to provide instruction and education.

"We have to work on educating on the importance of our historic places."

Joni House -
Kentucky Military
History Preservation
Alliance

Raise Funds When Possible

There should be clear objectives for every program, activity and event held by a battlefield friends group. Fundraising does not always align

with such happenings, but it often can. Programs, activities and events that are held primarily to raise funds, yet fail to ultimately make a profit, need to be reconsidered. However, if they achieve other objectives of the friends group, even a financially losing proposition may be worth doing for those other reasons. See pages 18-20 of this manual for more on fundraising.

Make Programs, Activities & Events Fun

Even with the best of intentions, if the happenings of a battlefield friends group are not thoroughly enjoyable for participants, they will not want to get involved with the group. When planning for any programs, activities and events, serious consideration should always be given toward figuring

out how to make them fun. One starting point is simply avoiding pitfalls such as lining up a really boring speaker for an event. Think in terms of not just education, but also "edu-tainment."



This week-long Civil War Camp was held in Nashville, Tennessee, during the summer of 2014. Conducted annually by the State's parks program, similar camps are sponsored by battlefield friends groups throughout the country. Many parents are desperate to find ways to keep their kids busy and programmed during the summer, and summer camps where they can actually be educated in the process is a particular plus.

Photo Source: The Walker Collaborative



**E. SELF-EVALUATION
& ADJUSTMENTS**

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E) SELF EVALUATION & ADJUSTMENTS

Even the most successful major corporations periodically step back to evaluate themselves and to make needed adjustments so they can improve and become more successful in achieving their mission. Battlefield friends groups should be no different in that regard. This final section of the manual addresses the need for battlefield friends groups to evaluate themselves and to then make any necessary adjustments.

Self Evaluation

For any person or organization to be able to improve over time, an evaluation is critical for making needed adjustments. In an ideal world, that evaluation can be performed by an external person or party that is extremely objective and can ask the difficult questions. However, unless someone can be identified with the necessary skills who is willing to conduct such a process for no payment, it more typically has to be accomplished for friends groups as a self-evaluation.

As noted previously on pages 12 and 21, it is recommended that a Work Plan be prepared annually by every battlefield friends group for a variety of

reasons. Primarily, however, it is a way to enhance the group's success. In addition to this annual Work Plan update, it is strongly recommended that friends groups conduct a much more intensive "deep dive" at least every five years. The following steps might be taken as part of a self-assessment.

- **Schedule a work session for the Board of Directors and any other key stakeholders.** As with a meeting to work on the annual Work Plan for the friends group, this should be a special meeting that is not part of a regularly-scheduled meeting. That approach will insulate the group from other distracting issues so that the full attention of the participants can be devoted to the evaluation process. It might be conducted in a "retreat" setting to make the meeting more enjoyable and productive. In addition to including the group's Board Members, it should also include any staff if they exist, as well as other key stakeholders whose input would be valued, or who should be part of the process for political reasons.
- **Review the friends group's key documents relevant to its mission and operations.** Prior to

the work session, all participants should review key documents, such as the articles of incorporation, bylaws, the most recent budget, the current Work Plan, and any previous evaluation reports. The purpose of this review is so that everyone can be up to speed on the details of the organization's past and current operations. Even with such a review, participants should bring a copy of these documents with them in case they need to be referenced during the work session.

- **Conduct a self-evaluation in an organized and objective manner.** Because of the singular purpose for this work session, the type of agenda used for a typical board meeting is unnecessary. However, the board Chair or someone else should at least have a general outline for conducting the session. A starting point might be to simply list and discuss what has worked well and what has not, with a focus on the group's success in achieving its mission. Although a critical eye will be needed, it should still be conducted in a positive tone and emphasize objectivity.

As noted earlier, for most battlefield friend's groups, the self-evaluation will indeed need to be a "self" evaluation, as funds are usually too thin to afford an outside facilitator. However, the make-up of some boards may require that either a paid or volunteer facilitator be utilized, as some boards include dominant personalities who cannot help but control the conversation. A facilitator can serve as a traffic cop who will keep the dominators in check, while trying to get the more reserved participants to speak up. If that route is taken, it will be important that the facilitator is provided with sufficient background information on the organization in advance so that the work session can be productive. An unprepared facilitator can result in an unproductive session.



In 2018, the City of Franklin, Tennessee, hired a consultant to lead a visioning process for the City's Battlefield Preservation Commission (BPC) to identify their next steps for battlefield preservation. That effort included the three local battlefield friends groups and helped them to rethink their groups' objectives and approaches as well.
Photo Source: City of Franklin, Tennessee

E) SELF EVALUATION & ADJUSTMENTS

- **Document the self-evaluation results and update the current Work Plan.** While this write-up does not have to be done during the work session, it should be done within a short time afterwards to avoid people forgetting the details. The resulting document should be fairly concise, but clear, and it might trigger the need to update the group's annual Work Plan.

"Document your friends group because the turnover of people will result in the loss of institutional memory. Most of our board members from when we started in 1996 are no longer on the board."

Tom Van Winkle - Central Virginia Battlefields Trust

Adjustments

Obviously, if needed changes are identified through the self-evaluation process, but follow-through with adjustments is lacking, the self-evaluation process will have been wasted. Some of the specific areas where adjustments often occur are listed in the sidebar at right. However, in looking at this issue more broadly, the implemented changes can sometimes result in either an overall expansion of efforts or a contraction of efforts. For example, some friends groups may decide that they have mastered the art of being a nonprofit and that facet of the organization is on cruise control. Therefore, they may be able to take on greater challenges tied to their mission, such as being more aggressive on the stewardship front. Conversely, some groups might decide that they have been biting off more than they can chew and need to ratchet back on efforts to avoid financial distress and/or Board Member burnout.

"Don't get discouraged when things don't get done."

Bill Gurry - Trail Director - Kennesaw Mountain Trail Club

Typical Areas for Adjustment

The extent of needed adjustments for a friends group following a self-evaluation can vary greatly. Some groups may only need minor tweaks, while others may require a major overhaul. The following are among the areas most frequently needing adjustments at some scale:

- Board composition - both types of members and actual people
- Frequency and approach to board meetings
- The structure of committees and their areas of focus
- Methods used for increasing membership
- Approaches to funding, including fundraising strategies
- Activity types in which the group engages, including battlefield preservation, stewardship, research and interpretation, and other activities
- Partnerships, including the need to reach out to groups and individuals not leveraged in the past
- Revisions to formal partnership agreements if they exist with the battlefield's owner and operator
- Approaches to communications and outreach, including greater use of digital communications



The Mabry-Hazen House was within the Union fortifications at Knoxville, Tennessee. Here, volunteers take part in the American Battlefield Trust's 23rd Annual Park Day on Saturday, April 6, 2019, and the surrounding weekends.

Photo Source: American Battlefield Trust

APPENDICES

A. INVENTORY OF FRIENDS GROUPS

B. FRIENDS GROUPS SURVEY RESULTS

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APPENDIX A.
INVENTORY OF FRIENDS GROUPS

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#	ACTIVE REV. WAR BATTLEFIELDS/SITES & FRIENDS GROUPS	LOCATION	ESTAB.
FL	Florida		
FL-1	Sons of the American Revolution - Pensacola Chapter	Pensacola, FL	1896
GA	Georgia		
GA-1	Kettle Creek Battlefield - Kettle Creek Battlefield Association	Washington, GA	
MA	Massachusetts		
MA-1	Friends of Minute Man National Park	Concord, MA	
NJ	New Jersey		
NJ-1	Monmouth Battlefield - Friends of Monmouth Battlefield	Hightstown, NJ	1990
NJ-2	Princeton Battlefield - Princeton Battlefield Society	Princeton, NJ	1971 or 1979
NJ-3	Trenton Battlefield - Friends of the Battle Monument	Trenton, NJ	2015
NY	New York		
NY-1	Bennington Battlefield - The Friends of the Bennington Battlefield	Wallosmac, New York	
NY-2	Fort Ticonderoga - Fort Ticonderoga Association	Ticonderoga, NY	
NY-3	Pell's Point Battlefield - Friends of Pelham Bay Park	Bronx, NY	1992
NY-4	Saratoga Battlefield - Friends of Saratoga Battlefield	Stillwater, NY	
NY-5	White Plains Battlefield - Friends of Miller House / Washington's Headquarters, Inc.	Armonk, NY	2011
NC	North Carolina		
NC-1	Guilford Courthouse Battlefield - Guilford Battleground Company	Greensboro, NC	1984
PA	Pennsylvania		
PA-1	Brandywine Battlefield - Brandywine Battlefield Park Associates	Chadds Ford, PA	
PA-2	Paoli Battlefield - Paoli Battlefield Preservation Fund	Malvern, PA	
PA-3	Washington Crossing - Friends of Washington Crossing Park	Washington Crossing, PA	2010
SC	South Carolina		
SC-1	Buford Massacre Battlefield - Friends of Buford Massacre Battleground	Lancaster County, SC	
SC-2	Fort Moultrie - Fort Sumter and Fort Moultrie Historic Trust	Charleston, SC	2001
SC-3	Kings Mountain Battlefield - Friends of Kings Mountain State Park	Clover, SC	2009
SC-4	Musgrove Mill Battlefield - Friends of Musgrove Mill State Historic Park	Clinton, SC	2009
VA	Virginia		
VA-1	Green Spring Battlefield - The Friends of Green Spring	Williamsburg, VA	1997
VA-2	Great Bridge Battlefield - Great Bridge Battlefield & Waterways History Foundation	Chesapeake, VA	1999

#	ACTIVE WAR OF 1812 BATTLEFIELDS/SITES & FRIENDS GROUPS	LOCATION	ESTAB.
AL	Alabama		
AL-1	Horseshoe Bend Battlefield - Friends of Horseshoe Bend	Dadeville, AL	2010
LA	Louisiana		
LA-1	New Orleans Battlefield - Friends of the Battle of New Orleans - reenactors	Chalmette, LA	2019
MD	Maryland		
MD-1	Bladensburg Battlefield - Maryland Milestones / Anacostia Trails Heritage Area	Hyattsville, MD	1997
MD-2	Fort McHenry - Friends of Fort McHenry	Baltimore, MD	1997
MI	Michigan		
MI-1	River Raisin Battlefield - Friends of River Raisin Battlefield	Monroe, MI	2006
NY	New York		
NY-1	Sackets Harbor Battlefield - Sackets Harbor Battlefield Alliance	Sackets Harbor, NY	2003
OH	Ohio		
OH-1	Fort Meigs - Fort Meigs Association (not a pure friends group / they operate site)	Perrysburg, OH	2009
CAN	Canada		
CAN-1	Queenston Heights Battlefield - The Friends of Fort George	Niagara-on-the-Lake, ON	1987
CAN-2	York Battlefield - The Friends of Fort York and Garrison Common	Toronto, ON	1994

#	ACTIVE CIVIL WAR BATTLEFIELDS/SITES & FRIENDS GROUP	LOCATION	ESTAB.
AL	Alabama		
AL-1	Selma Battlefield - April 1865 Society	Selma, AL	
AR	Arkansas		
AR-1	Pea Ridge Battlefield - Pea Ridge National Military Park Foundation	Pea Ridge, AR	1994
AR-2	Prairie Grove Battlefield - Friends of Prarie Grove Battlefield State Park	Prarie Grove, AR	1991
AR-3	Reed's Bridge Battlefield - Reed's Bridge Preservation Society	Jacksonville, AR	1997
FL	Florida		
FL-1	Natural Bridge Battlefield - Natural Bridge Historical Society, Inc.	Tallahassee, FL	1999
FL-2	Olustee Battlefield - Olustee Battlefield Historic State Park Citizens Support Org.	Olustee, FL	1990
GA	Georgia		
GA-1	Allatoona Pass Battlefield - Friends of Allatoona Pass Battlefield (Etowah Valley Hist. Soc.)	Emerson, GA	2020
GA-2	Andersonville Prison - Friends of Andersonville	Andersonville, GA	1988
GA-3	Brown's Mill Battlefield - Brown's Mill Battlefield Association	Newnan, GA	
GA-4	Camp McDonald (CS Training Camp) - Friends of Camp McDonald Park	Kennesaw, GA	2010
GA-5	Dalton - Potato Hill Battlefield - Save the Dalton Battlefields	Dalton, GA	
GA-6	Fort McAllister - Friends of Fort McAllister State Historic Park	Richmond Hill, GA	2007
GA-7	Fort Pulaski - Friends of Cockspur Lighthouse	Savannah, GA	
GA-8	Kennesaw Mountain Battlefield - Kennesaw Mountain Trail Club	Marietta, GA	2002
GA-9	Kennesaw Mountain Battlefield - Kolb Farm Coalition	Kennesaw, GA	2002
GA-10	Kennesaw Mountain Battlefield - Friends of Kennesaw Mountain NBP	Marietta, GA	2019
GA-11	Resaca Battlefield - Friends of Resaca Battlefield, Inc.	Resaca, GA	1997
KS	Kansas		
KS-1	Baxter Springs Battlefield & Fort Blair - Baxter Springs Heritage Center & Museum	Baxter Springs, KS	1975
KY	Kentucky		
KY-1	Camp Wildcat - Camp Wildcat Preservation Foundation	London, KY	1994
KY-2	Cynthiana Battlefield - Cynthiana Battlefields Foundation	Cynthiana, KY	2016
KY-3	Middle Creek Battlefield - Middle Creek National Battlefield Foundation	Prestonsburg, KY	
KY-4	Mill Springs Battlefield - Mill Springs Battlefield Foundation	Nancy, KY	1992
KY-5	Munfordville Battlefield - Battle for the Bridge Preserve / Hart Co. Historical Society	Munfordville, KY	1968
KY-6	Perryville Battlefield - Friends of Perryville Battlefield	Perryville, KY	2010
KY-7	Richmond Battlefield - Battle of Richmond Association - took survey twice	Richmond, KY	2001
LA	Lousiana		
LA-1	Fort DeRussy - Friends of Fort DeRussy	Cottonport, LA	1994

LA-2	Mansfield Battlefield - Friends of Mansfield Battlefield	Mansfield, LA	2003
MD	Maryland		
MD-1	Antietam Battlefield - Save Historic Antietam Foundation, Inc.	Sharpsburg, MD	1985
MD-2	Monocacy National Battlefield Foundation	Frederick, MD	2016
MD-3	South Mountain Battlefield - The Friends of South Mountain State Battlefield	Middletown, MD	
MN	Minnesota		
MN-1	Fort Ridgely - Friends of Fort Ridgely	Fairfax, MN	2001
MN-2	Wood Lake Battlefield - Wood Lake Battlefield Preservation Association	Echo, MN	2006
MS	Mississippi		
MS-1	Brices Crossroads & Tupelo Battlefields - Final Stands Interpretive Center (not a pure friends)	Baldwyn, MS	2000+
MS-2	Okolona Battlefield - Friends of the Battle of Okolona	Okolona, MS	2001
MS-3	Raymond Battlefield - Friends of Raymond, Inc.	Raymond, MS	1998
MS-4	Vicksburg Battlefield - Friends of Vicksburg Nat'l Military Park & Campaign	Vicksburg, MS	2008
MO	Missouri		
MO-1	Frederickstown Battlefield - Battle of Frederickstown Civil War Museum	Frederickstown, MO	2008
MO-2	Lone Jack Battlefield - Lone Jack Historical Society	Lone Jack, MO	2000
MO-3	Newtonia Battlefields - Newtonia Battlefields Protection Association, Inc	Newtonia, MO	1994
MO-4	Pilot Knob Battlefield - Friends of Fort Davidson	Pilot Knob, MO	
MO-5	Westport Battlefield - Monnett Battle of Westport Fund	Kansas City, MO	1975
MO-6	Wilson's Creek Battlefield - Wilson's Creek National Battlefield Foundation	Springfeild, MO	1950
NM	New Mexico		
NM-1	Glorieta Pass Battlefield - Friends of Pecos National Historical Park	Pecos, NM	1986
NC	North Carolina		
NC-1	Averasboro Battlefield - Averasboro Battlefield Commission	Dunn, NC	1994
NC-2	Bentonville Battlefield - Bentonville Battlefield Historical Association	Four Oaks, NC	1986
NC-3	Fort Anderson - Friends of Brunswick Town/Fort Anderson	Winnabow, NC	2008
NC-4	Fort Fisher - Friends of Fort Fisher	Kure Beach, NC	1960
NC-5	Fort Macon - Friends of Fort Macon	Atlantic Beach, NC	1977
NC-6	Goldsborough Bridge Battlefield - Goldsborough Bridge Battlefield Association	Goldsboro, NC	2006
NC-7	Kinston Battlefield - Historical Preservation Group	Kinston, NC	2002
NC-8	New Bern Battlefield - New Bern Historical Society	New Bern, NC	1923
ND	North Dakota		
ND-1	Whitestone Hill Battlefield - Whitestone Hill Battlefield Historical Society	Kulm, ND	1986
OH	Ohio		

OH-1	Buffington Island Battlefield - Buffington Island Battlefield Preservation Foundation	Wilkesville, OH	2008
OK	Oklahoma		
OK-1	Cabin Creek Battlefield - Friends of Cabin Creek Battlefield	Oklahoma City, OK	1994
OK-2	Honey Springs Battlefield - Friends of Honey Springs Battlefield	Oklahoma City, OK	1991
PA	Pennsylvania		
PA-1	Gettysburg Battlefield - Gettysburg Battlefield Preservation Association	Gettysburg, PA	1959
PA-2	Gettysburg Battlefield - Gettysburg Foundation	Gettysburg, PA	1989
SC	South Carolina		
SC-1	Forts Moultrie & Sumter - Fort Sumter and Fort Moultrie Historic Trust	Charleston, SC	2001
TN	Tennessee		
TN-1	Fort Donelson - Friends of the Fort Donelson Campaign	Dover, TN	2002
TN-2	Fort Negley - Friends of Fort Negley Park	Nashville, TN	2013
TN-3	Franklin Battlefield - Franklin's Charge	Franklin, TN	2005
TN-4	Franklin Battlefield - Save the Franklin Battlefield, Inc.	Franklin, TN	1989
TN-5	Franklin Battlefield - Battle of Franklin Trust	Franklin, TN	
TN-6	Johnsonville Fort & Battlefield - Friends of Johnsonville State Historic Park	New Johnsonville, TN	
TN-7	Longstreet Headquarters Museum - Lakeway Civil War Preservation Assoc.	Morristown, TN	
TN-8	Nashville Battlefield - The Battle of Nashville Trust, Inc.	Nashville, TN	1992
TN-9	Parker's Crossroads Battlefield - Parker's Crossroads Battlefield Association	Parker's Crossroads, TN	1993
TN-10	Stones River Battlefield - Friends of Stone's River National Battlefield	Murfreesboro, TN	1994
TX	Texas		
TX-1	Sabine Pass Battlefield - Friends of Sabine Pass Battleground	Sabine Pass, TX	2008
VA	Virginia		
VA-1	Appomattox Courthouse - Appomattox 1865 Foundation	Appomattox, VA	2012
VA-2	Ball's Bluff - Friends of Ball's Bluff	Leesburg, VA	2010
VA-3	Brandy Station Battlefield - Brandy Station Foundation	Brandy Station, VA	Late 1980s
VA-4	Buckland Battlefield - Preservation Society	Gainesville, VA	2003
VA-5	Cedar Creek Battlefield - Cedar Creek Battlefield Foundation	Middletown, VA	1988
VA-6	Cedar Mountain Battlefield - Friends of Cedar Mountain	Culpeper, VA	2004
VA-7	Culpeper County - Friends of Culpeper Battlefields	Culpeper, VA	2020
VA-8	Fort Pocohontas	Charles City, VA	1995
VA-9	Kernstown Battlefield - Kernstown Battlefield Association	Winchester, VA	1996
VA-10	Lynchburg Battlefield - Historic Sandusky Foundation	Lynchburg, VA	2000
VA-11	Manassas Battlefield - Manassas Battlefield Trust	Manassas, VA	2013

VA-12	Petersburg Battlefield - Petersburg Battlefields Foundation	Prince George, VA	2015
VA-13	Port Republic Battlefield - Society of Port Republic Preservationists	Port Republic, VA	1976
VA-14	Richmond Battlefields - Richmond Battlefields Association	Richmond, VA	2001
VA-15	Sailors Creek Battlefield - Friends of Sailors Creek Battlefield State Park	Rice, VA	
VA-16	Staunton River Battlefield - Historic Staunton River Foundation	Randolph, VA	1994
VA-17	Totopotomoy Battlefield - Totopotomoy Battlefield at Rural Plains Foundation	Mechanicsville, VA	1999
VA-18	Trevillian Station Battlefield - Trevillian Station Battlefield Foundation	Louisa County, VA	1996
VA-19	Wilderness Battlefield - Friends of the Wilderness Battlefield, Inc.	Locust Grove, VA	1995
VA-20	Williamsburg Battlefield - Williamsburg Battlefield Foundation	Williamsburg, VA	
WV	West Virginia		
WV-1	Falling Waters Battlefield - Falling Waters Battlefield Association	Falling Waters, WV	2004
WV-2	Harpers Ferry Battlefield - Friends of Harpers Ferry National Battlefield	Harpers Ferry, WV	1988
WV-3	Harpers Ferry Battlefield - Harpers Ferry Park Association	Harpers Ferry, WV	1971
WV-4	Shepherdstown Battlefield - Shepherdstown Battlefield Preservation Association	Shepherdstown, WV	2004
DC	District of Columbia (Washington, DC)		
DC-1	Washington, DC Forts - Alliance to Preserve the Civil War Defenses of Washington	Washington, DC	2008
R	Regional (small geographically)		
R-1	National Park Partners - Chickamauga, Chattanooga, Moccasin Bend	Chattanooga, TN	1986
R-2	Kentucky Military History Preservation Alliance - Perryville, Richmond, Mill Springs	Perryville, KY	2000
R-3	Central Virginia Battlefields Trust	Fredericksburg, VA	1996

#	ACTIVE ALLIED ORGANIZATIONS	LOCATION	ESTAB.
US	National Orgs.		
US-1	American Battlefield Trust	Washington, DC	1999
US-2	National Parks Conservation Association	Washington, DC	1919
US-2	National Park Foundation	Washington, DC	1967
GA	Georgia		
GA-1	Georgia Battlefields Association	Marietta, GA	1995
SC	South Carolina		
SC-1	South Carolina Battleground Preservation Trust	Charleston, SC	1991
TN	Tennessee		
TN-1	Tennessee Civil War Preservation Association	Nashville, TN	1994
VA	Virginia		
VA-1	Shenandoah Valley Battlefields Foundation	New Market, VA	2000

Note: Most states have friends groups for parks in their states, but their relevance is limited relative to the amount of work required to assemble info. on them

APPENDIX B.
FRIENDS GROUPS SURVEY RESULTS

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Summary of Friends Groups Survey Findings



*American Battlefield Trust Battlefield
Friends Groups Manual Project*

Revised July 25, 2022

This brief summary is intended to supplement the accompanying PDF of the survey results which is explained using data in tables, infographics (pie charts and bar graphs), and narrative comments for open ended questions. Note that we used Survey Monkey as our survey tool.

Survey Overview

Dates of Survey Implementation

December 7, 2020 through January 25, 2021

Source of Respondent Contact Information

Spreadsheet created as part of this project

Number of Battlefield Friends Groups Sent the Survey

A total of 128 groups were emailed the survey multiple times, with the breakdown by war as follows:

- American Revolutionary War Battlefield Groups – 22 (17%)
- War of 1812 Battlefield Groups – 9 (7%)
- Civil War Battlefield Groups – 97 (76%)

Number of Responses

A total of 55 groups (42% of those sent the survey) responded to the survey, with the breakdown by war as follows:

- American Revolutionary War Battlefield Groups – 9 (16%)
- War of 1812 Battlefield Groups – 6 (11%)
- Civil War Battlefield Groups – 40 (73%)

It is noteworthy that the numbers summarized above are not aligned exactly with those expressed by Survey Monkey because a few groups completed the survey twice. Also, the reason that some groups did not respond to the survey could be the use of inaccurate

email addresses and email filters as opposed to apathy. Finally, many of the surveys were only partially completed.

What constitutes a Battlefield Friends Group?

The typical battlefield friends group is a non-profit organization that provides support to the preservation and stewardship of a historic battlefield. In most instances, publicly-accessible battlefield lands are owned and managed by a governmental entity such as the National Park Service or state or local government. The friends group provides supplemental support to that owning/operating entity. This characterization applies to the vast majority of friends groups surveyed for this project. However, because of limited information about some organizations prior to conducting the survey, a small minority of survey respondents are atypical for a friends group. Examples include the Shenandoah Valley Battlefields Foundation (SVBF), the Gettysburg Foundation and the Fort Meigs Association (FMA). The SVBF is in charge of a congressionally-designated National Historic District anchored by Winchester on the north end and Staunton on the south end. It also receives federal funding, and has six staff members. For the purposes of this project, the SVBF has been placed in the “allied organizations” category given that it does not focus on a single battlefield or more focused area. The Gettysburg Foundation is a “friends group on steroids” that has an agreement with the NPS to operate the battlefield park and visitors center, which translates into a very large budget and staffing. The FMA manages the Fort Meigs state historic site and has a staff of five, plus additional seasonal employees. However, these three examples are clearly the exception, as the typical battlefield friends group has no paid staff and nearly 50% of them have an annual budget of less than \$5,000.

Geography of Friends Groups

The 55 friends groups that responded to the survey were relatively consistent in their geographic breakdown of all friends groups that have been identified. In general, the locations of battlefields supported by a friends group are fairly finite given that they are tied to the three wars that are the focus of the Trust – the Revolutionary War, the War of 1812, and the Civil War. Thus, the majority of groups are located on the East Coast and the South. Exceptions include groups in the Midwest associated with the War of 1812 and the Civil War, as well as sites in the West associated with the Civil War, such as Glorieta Pass Battlefield in New Mexico and the Whitestone Hill Battlefield in North Dakota. Below is an overview of the geography of all battlefield friends groups inventoried through this project. The number of groups per state are indicated, followed by the number that responded to the survey in parenthesis:

Revolutionary War Battlefield Friends Groups – 21 (9)

- Florida – 1 (0)
- Georgia – 1 (0)
- Massachusetts – 1 (1)
- New Jersey – 3 (3)
- New York – 5 (0)
- North Carolina – 1 (1)
- Pennsylvania – 3 (1)
- South Carolina – 4 (1)
- Virginia – 2 (2)

War of 1812 Battlefield Friends Groups – 9 (6)

- Alabama – 1 (0)
- Louisiana – 1 (1)
- Maryland – 2 (2)
- Michigan – 1 (0)
- New York – 1 (1)
- Ohio – 1 (1)

Also, two surveys were sent to Canadian-based groups, one of which responded. Within the Survey Monkey data, the Canadian-based respondent (Friends of Fort York and Garrison Common) is shown as being located in American Samoa because the choice of Canada was not an option.

Civil War Battlefield Friends Groups – 93 (37)

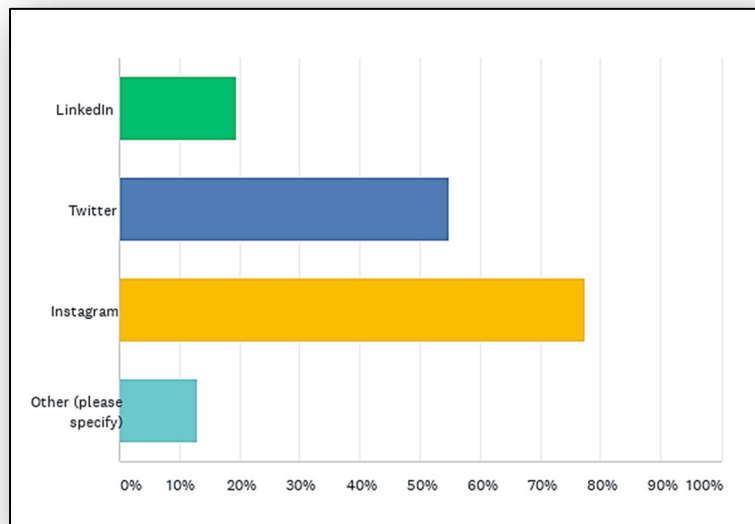
- Alabama – 1 (0)
- Arkansas – 3 (0)
- Florida – 2 (0)
- Georgia – 11 (5)
- Kansas – 1 (1)
- Kentucky – 6 (3)
- Louisiana – 2 (0)
- Maryland – 3 (2)
- Minnesota – 2 (0)
- Mississippi – 4 (2)
- Missouri – 6 (3)
- New Mexico – 1 (1)
- North Carolina – 8 (3)
- North Dakota – 1 (0)
- Ohio – 1 (1)
- Oklahoma – 2 (0)
- Pennsylvania – 2 (2)
- South Carolina – 1 (0)
- Tennessee – 10 (5)
- Texas – 1 (0)
- Virginia – 20 (7)
- West Virginia – 4 (1)
- Washington, DC – 1 (1)

There are also three “regional” friends groups that each serve a relatively focused area with multiple Civil War battlefields. Those include the National Park Partners (Chickamauga, Chattanooga, Moccasin Bend), the Kentucky Military History Preservation Alliance (Perryville, Richmond, Mill Springs), and the Central Virginia Battlefields Trust (Fredericksburg, Chancellorsville, Wilderness, Spotsylvania).

Use of Digital Communications by Groups

Of the 55 groups that responded to the survey, 93% have websites, 89% have a Facebook page, 77% use Instagram, 55% use Twitter, 19% use LinkedIn, and 13% use other forms of digital communications.

If your organization utilizes any other social media, please indicate all that apply below.



Membership Characteristics of Groups

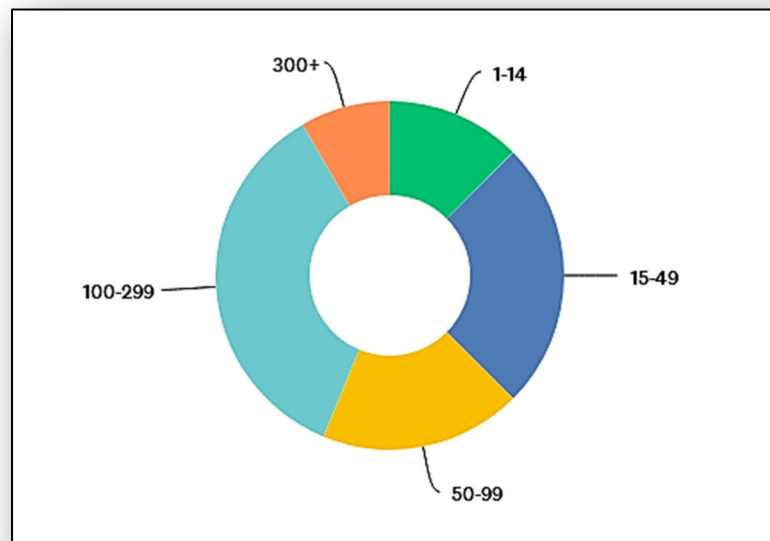
Number of Group Members

Of the groups that responded to the survey, below is a breakdown of the size of the organizations in terms of membership:

# of Members	% of Groups
1-14	13%
15-49	25%
50-99	19%
100-299	35%
300+	8%

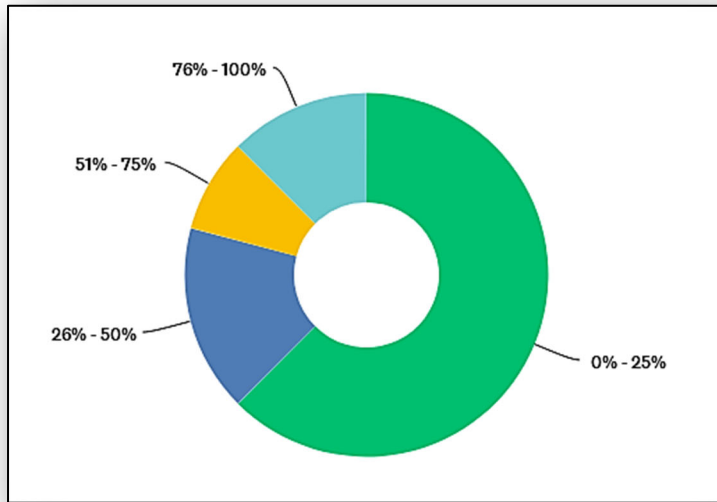
The most frequently-cited number range of dues-paying members for surveyed battlefield friends groups was 100 to 299 members.

How many dues-paying members belong to your organization?



With respect to their members and supporters, 63% of the respondent groups indicated that only 25% or less of them are active in their organization.

Of your organization's dues-paying members and other supporters, approximately what percent of them are active (attend meetings, volunteer for projects, etc.)?



Resources of Groups

Funding

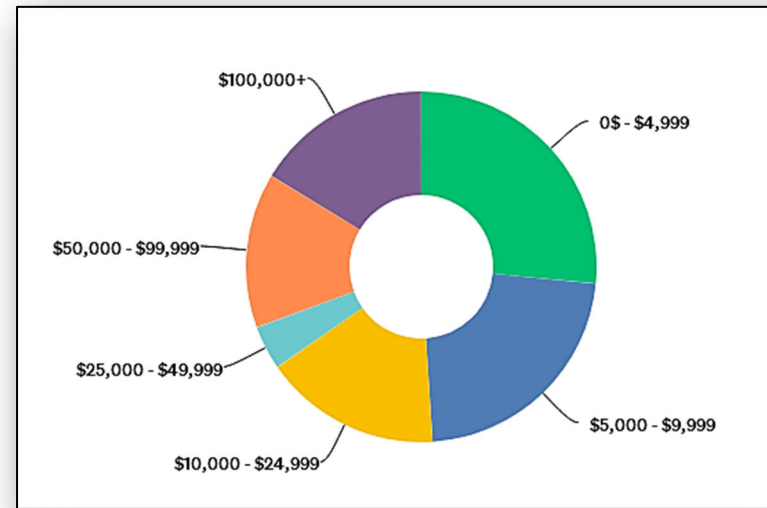
Of those groups that responded to the survey, their annual budgets breakdown as follows:

Annual Budget	% of Groups
\$0 - \$4,999	27%
\$5,000 - \$9,999	22%
\$10,000 - \$24,999	16%

\$25,000 - \$49,999	4%
\$50,000 - \$99,999	14%
\$100,000+	16%

In the case of those groups having annual budgets exceeding \$50,000, most (if not all) are those that were described previously as being atypical friends groups and are actually organizations that own and/or operate their battlefield and receive substantial governmental funding. In other words, the type of entities that typical friends groups support. For most of the groups (64%) that responded to the survey, less than 25% of their funding comes from their Board members.

What is your organization's annual operating budget for a typical recent year?

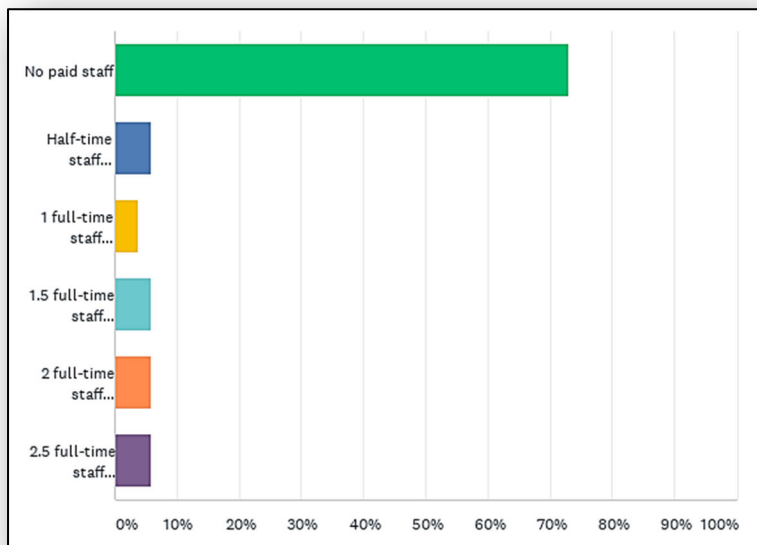


Staffing

The vast majority (73%) of the groups that responded to the survey have no staff, and most of the ones that have any staffing fit the

model of the atypical friends groups described above.

How many paid staff members does your organization typically employ?



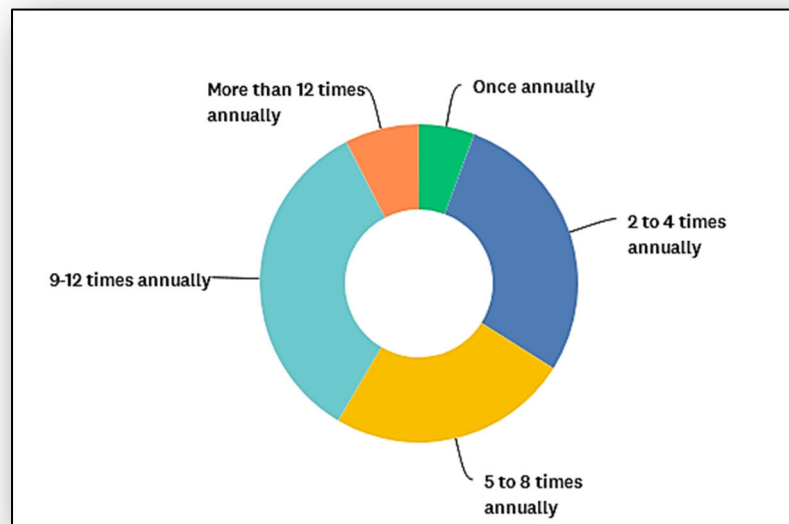
Meetings

Board of Directors Meetings

Of those groups that responded to the survey, below is a breakdown of the frequency of their Board of Directors meetings.

# of Annual Meetings	% of Groups
1	6%
2-4	28%
5-8	25%
9-12	34%
13+	8%

How frequently does your Board of Directors meet for regularly scheduled meetings, including teleconferencing and videoconferencing?



Of those groups that responded to the survey, 64% have periodic meetings targeting a broader audience of members, supporters and others beyond their Board of Directors. Of those groups that hold such meetings, 50% meet once a year, 15% meet twice a year, and 35% meet more than twice a year.

Services & Activities of Groups

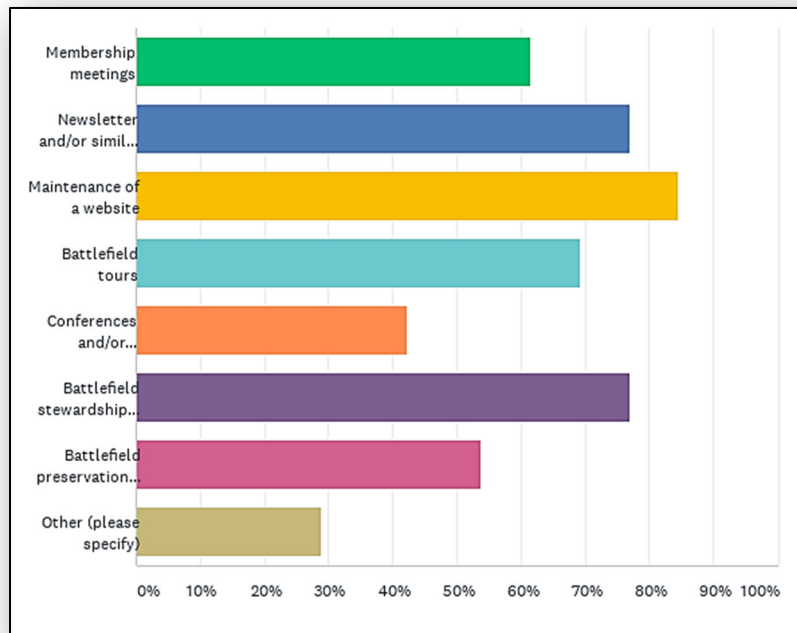
Of the groups that responded to the survey, the breakdown of services and activities they perform are as follows:

Services & Activities in General

Those surveyed indicated the following general services and activities:

<i>Services & Activities</i>	<i>% of Groups</i>
Membership meetings	62%
Newsletter and/or similar communications	77%
Maintenance of a website	85%
Battlefield tours	69%
Conferences and/or workshops	42%
Battlefield stewardship	77%
Battlefield preservation	54%
Other	29%

What services and activities does your organization perform?

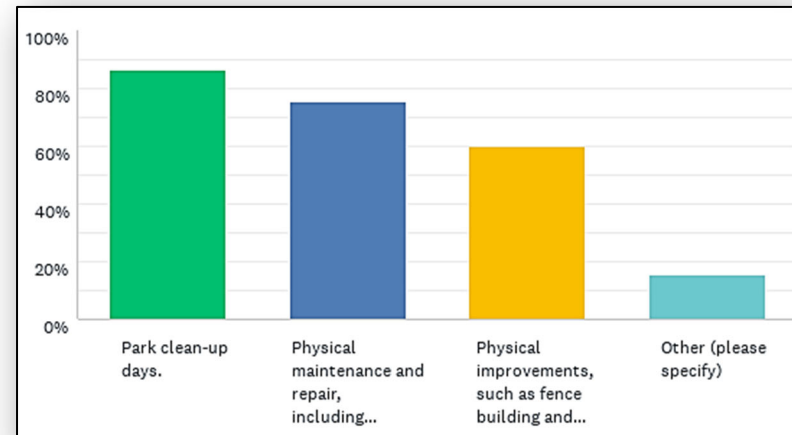


Battlefield Stewardship

Of the surveyed groups that are involved with battlefield stewardship, those activities include the following in order of the

percentage of groups that participate: park clean-up days (87%), physical maintenance and repair (76%), physical improvements (60%), and other types of stewardship (16%).

If your organization is involved with battlefield stewardship, please indicate the types of activities that you support.



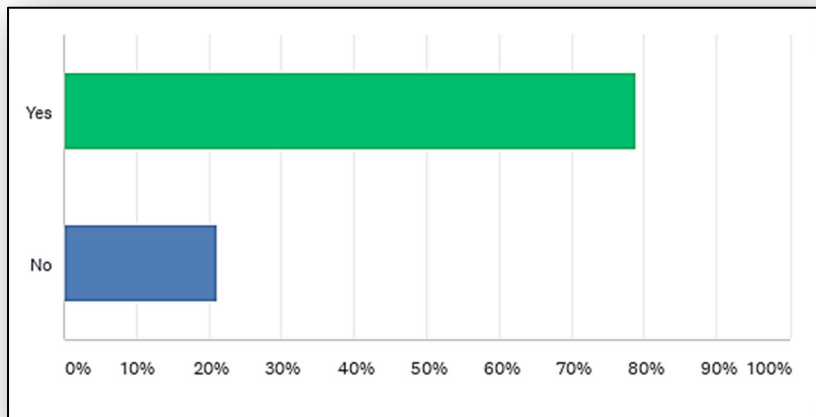
Status of Battlefields Supported by Friends Groups

Of those groups that responded to the survey, the vast majority (79%) are affiliated with a battlefield that is publicly owned and operated. Of those battlefields owned by a public entity or non-profit organization, there was a relatively even split between the levels of government, as follows:

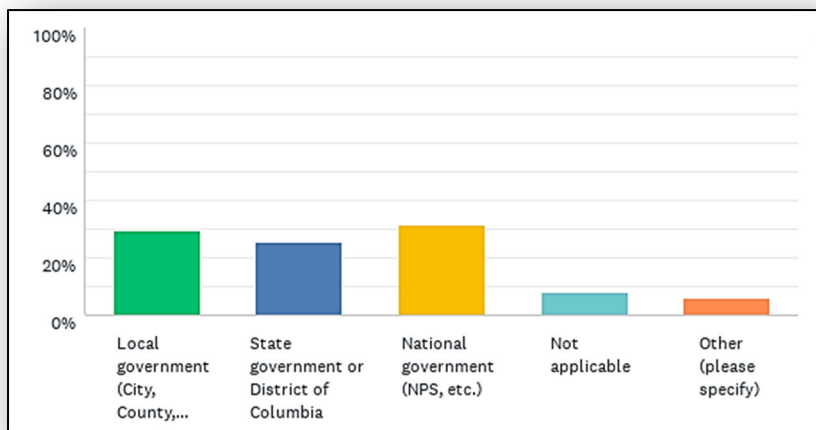
<i>Owning Entity</i>	<i>% of Groups</i>
Federal Government	31%
State Government	25%
Local Government	29%

The response of the other 14% was “not applicable” or “other.”

Does your organization support a battlefield that is part of a publicly owned and operated park?



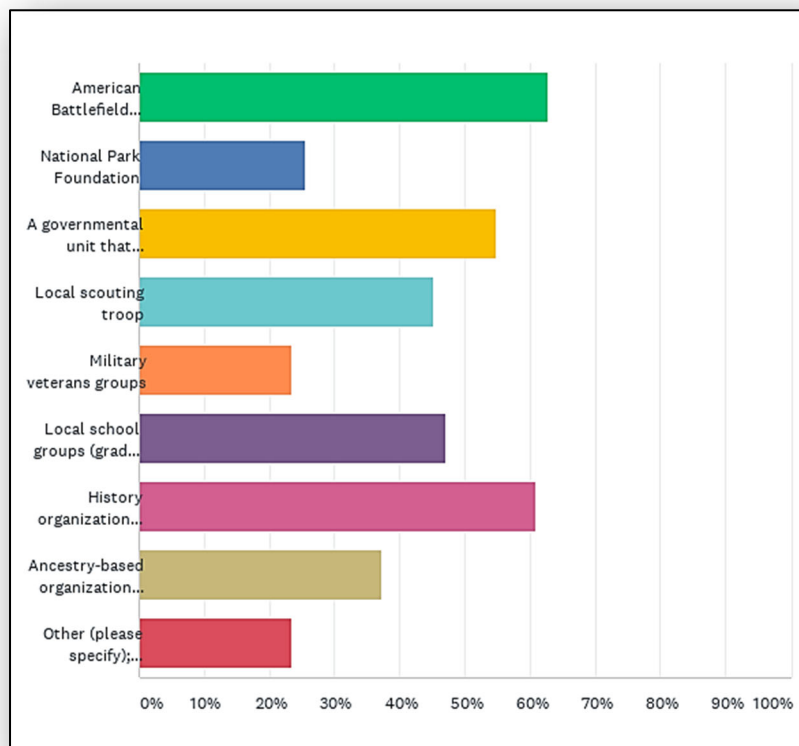
If the battlefield that your organization is affiliated with is owned by a public or not-for-profit entity, please indicate the type.



Partnerships

One of the many lessons highlighted by the survey results is that there is strength in numbers. Battlefield friends groups that develop a strong network of partnerships with other entities tend to have greater success relative to those that do not. The wide range of partner organization types is illustrated by the question and graph below.

Does your organization partner with any of the following groups?



Of the partners listed above, the American Battlefield Trust was the most frequently cited one, with 63% of groups identifying the Trust.

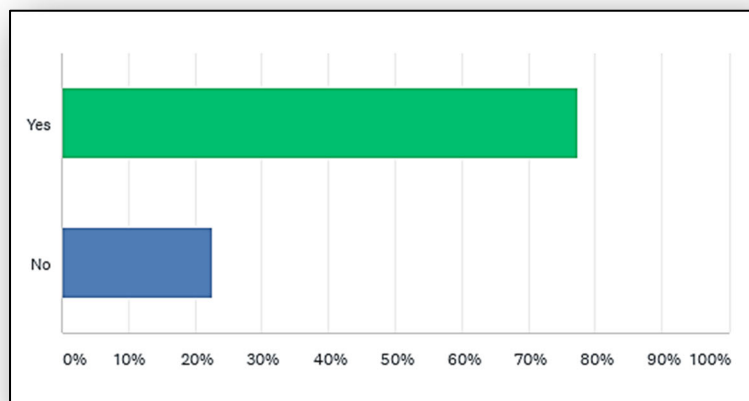
The partner types referenced (in their order of popularity) included the following:

Partnering Entity	% of Groups
American Battlefield Trust	63%
History Organizations (roundtables, hist. societies, etc.)	61%
Governmental unit owning/operating the battlefield	55%
Local school groups (grade school through colleges)	47%
Local scouting troops	45%
Ancestry-based organizations (DAR, SCV, etc.)	37%
National Park Foundations	25%
Military veterans groups	24%
Other	24%

Battlefield Preservation Efforts

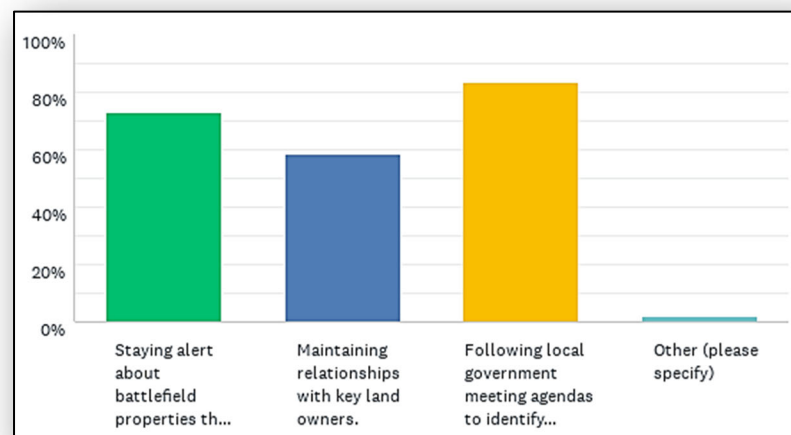
In addition to providing battlefield stewardship help (maintaining trails, landscaping, fencing, etc.), 77% of the respondent groups indicated that they are also involved with preservation.

Is your organization actively engaged in battlefield preservation?



Ways in which battlefield friends groups help to further battlefield preservation efforts include: Following local government meeting agendas to identify development threats (83%); Staying alert about properties that become available for acquisition (73%); and Maintaining relationships with key land owners (58%).

Please indicate any of the following functions that your organization actively performs.



Key Challenges for Friends Groups

Responses from survey respondents were provided regarding the following types of challenges.

Sustaining a sufficient number of members

- Not a challenge – 6%
- Slight challenge – 16%
- Moderate challenge – 38%
- Substantial challenge – 28%
- Tremendous challenge – 12%

Sufficient leadership from the board

Not a challenge – 37%
 Slight challenge – 22%
 Moderate challenge – 31%
 Substantial challenge – 6%
 Tremendous challenge – 4%

Sufficient fund raising

Not a challenge – 0%
 Slight challenge – 12%
 Moderate challenge – 43%
 Substantial challenge – 27%
 Tremendous challenge – 18%

Sufficient land stewardship/preservation opportunities

Not a challenge – 24%
 Slight challenge – 40%
 Moderate challenge – 18%
 Substantial challenge – 10%
 Tremendous challenge – 6%

Sufficient partnering opportunities

Not a challenge – 20%
 Slight challenge – 26%
 Moderate challenge – 40%
 Substantial challenge – 10%
 Tremendous challenge – 4%

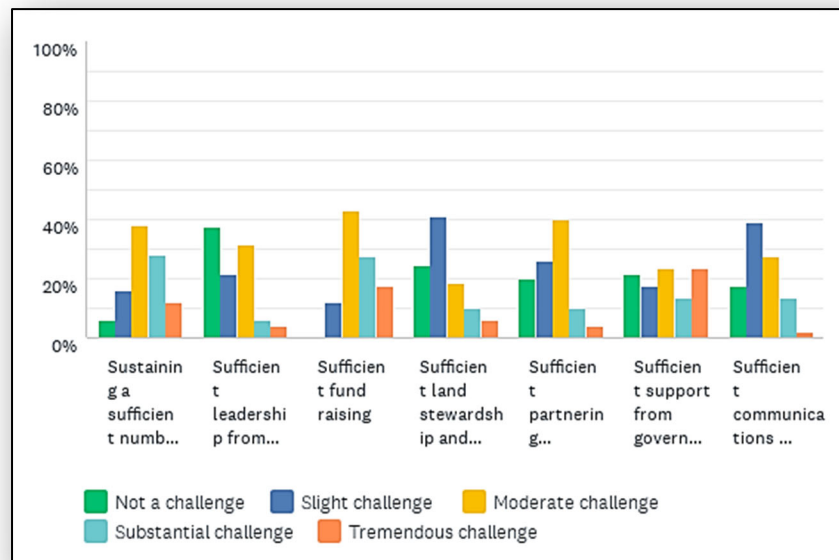
Sufficient support from governmental units

Not a challenge – 22%
 Slight challenge – 18%
 Moderate challenge – 24%
 Substantial challenge – 14%
 Tremendous challenge – 24%

Sufficient communications and online presence

Not a challenge – 18%
 Slight challenge – 39%
 Moderate challenge – 27%
 Substantial challenge – 14%
 Tremendous challenge – 2%

Please indicate the extent to which the following issues are challenges to your organization's efforts during a typical year.



It is noteworthy, but not surprising, that the only challenge that no groups indicated was “Not a challenge” was sufficient fund raising.

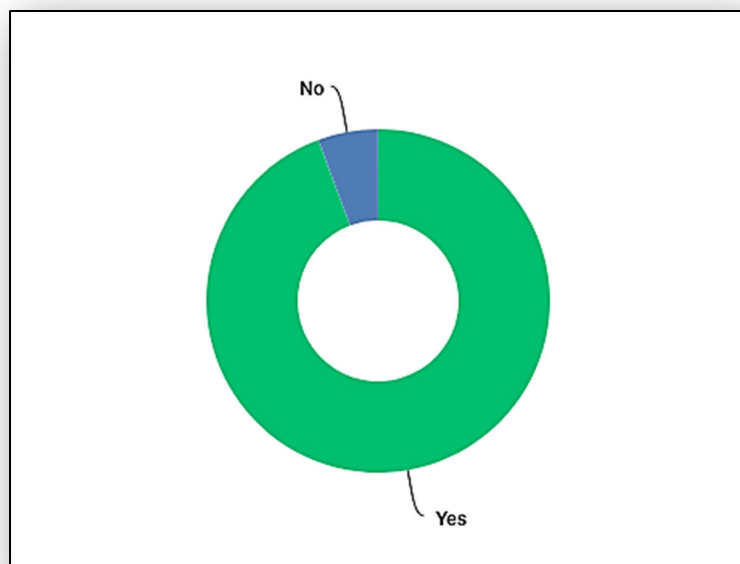
Awareness & Involvement with the American Battlefield Trust

The survey revealed that most battlefield friends groups are aware of the Trust and have some level of involvement with the Trust, as explained below.

Awareness of the Trust

The vast majority of survey respondents – 94% - were aware of the American Battlefield Trust prior to receiving the survey. Of those few groups that indicated that they were not previously aware, they tended to be groups associated with Revolutionary War or War of 1812 battlefields. Given the Trust’s relatively new involvement with battlefields from those wars, that lack of awareness is understandable.

Prior to this survey, were you familiar with the American Battlefield Trust (previously known as the Civil War Trust)?



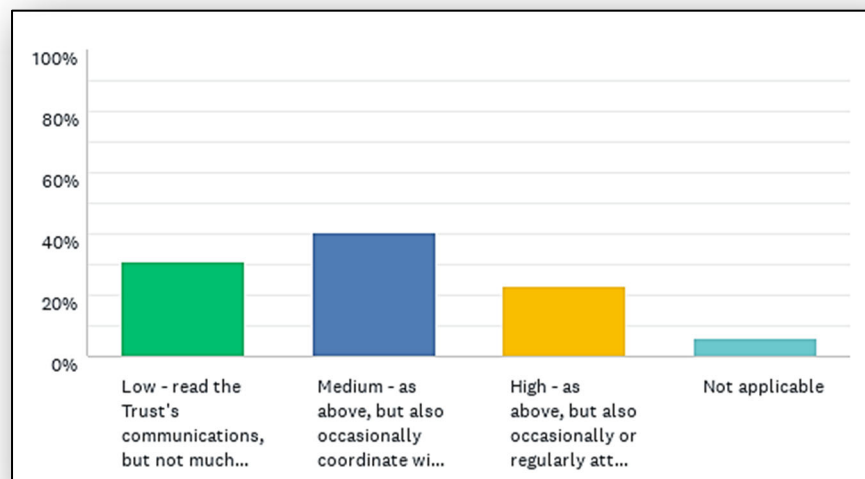
Level of Involvement with the Trust

Of those friends groups that were aware of the American Battlefield Trust prior to the survey being conducted, they indicated a varying range of involvement with the Trust, as follows:

Level of Involvement	% of Groups
Low - read the Trust's communications, but not much more than that	31%
Medium - as above, but also occasionally coordinate with the Trust on battlefield preservation	40%
High - as above, but also occasionally or regularly attend Trust tours and/or conferences	23%

The question was not applicable to the balance of respondents (6%).

How would you characterize your organization's level of involvement with the American Battlefield Trust?



Other Questions with Narrative Answers

The tail end of the survey of friends groups featured a series of open ended questions that could not be tallied for clear quantifiable results. Regardless, below are the questions with some general observations regarding the responses to each.

What could regional, state and national partner organizations - like the American Battlefield Trust, National Park Foundation and others - be doing to increase the success of your organization?

Many of the comments were encouraging the Trust to continue what they have been doing with respect to land preservation and education. However, several wanted to see the Trust engage in activities that are wisely beyond the organization's mission, such as providing funding to friends groups for their operational costs, providing technical support for their digital communications, and entering the debate over the fate of Confederate monuments.

What best practices can you recommend to other battlefield friends groups?

Key recommendations that were repeated include:

- Educate people about the battlefield, particularly young people, to build much needed support for preservation and stewardship.
- Continue ongoing communications with the owners/operators of your battlefield, private owners of battlefield lands, and the public in general.
- Build strong partnerships with allied organizations.
- Be good stewards of your funding.
- Recruit board members who are willing to both lead and work.
- Build a positive relationship with the local governments.
- Continually grow your membership and leverage volunteers.

What cautionary advice can you offer to other battlefield friends groups?

Key recommendations that were repeated include:

- Carefully navigate the potential pitfalls associated to the recent politicization of Civil War monuments, battlefields, and the like.
- Be aware of the personal agendas of some board members.
- Because of the expense of insurance, property taxes and maintenance, do not hold land without a plan for the costs.
- Be realistic about what your group can achieve and do not bite off more than you can chew.
- Continue to bring in new board members to avoid stagnation.

Please use the space below to tell us anything more you would like to say regarding your organization, the Trust, or any related topics.

Many of the comments here featured a description of the challenges incurred by the respondent's group, most of which are beyond the Trust's mission. However, many comments were full of praise for the Trust's work, including the following examples:

- *"The ABT is an invaluable organization for preserving our nation's irreplaceable historic treasures."*
- *"Many of our members are also supporters of ABT, which we encourage. To borrow a phrase, work locally, think nationally."*
- *"Thanks to the Trust for its continued support of these battlegrounds."*
- *"The Trust has been the guiding force of the Franklin success story. Their grant writers, access to national donors, and their national spotlight on Franklin's plight has been the key to saving some of the Franklin battlefield."*
- *"The Trust is awesome!"*